

## **MEMBER ROLE PROFILES**

### **The Surrey County Councillor**

#### **Purpose:**

- To represent the needs and interests of the division for which the Councillor was elected.
- To act as Community Leaders, working as a facilitator with residents and partners to achieve community aims.
- To engage with the people of Surrey, particularly those in under-represented groups, and ensure their views are heard by the Council.
- To participate in a range of Member level and partnership boards and committees, to assist the Council in reaching informed and balanced decisions.

#### **Key Duties and Responsibilities:**

1. To assist with enquiries on behalf of residents, representing their interests whilst supporting them to be self-reliant where possible.
2. To help ensure that the needs of residents are understood by the Council, and that the needs of local communities are taken into account when making decisions.
3. To offer vision and direction to local groups, acting as facilitator that empowers the community to work together to address problems and achieve common goals.
4. To participate fully in Council, Local/Joint Committees and any other board or committees which the Councillor is appointed to.
5. To represent the Council on outside bodies to which they are appointed.
6. To gain a good working knowledge of the Council's strategic priorities and service areas, and to work effectively with Officers to support the successful delivery of these priorities.
7. To fulfil the responsibilities as 'corporate parent' of Looked After Children, accepting responsibility for children in the Council's care.
8. To take responsibility for their own personal development, attending training and development opportunities where appropriate.
9. To promote and uphold the council's policy regarding equalities and diversity.

#### **Key Personal Attributes, Skills and knowledge:**

- All councillors should demonstrate the seven principles of public life, also known as the 'Nolan Principles'. They are: selflessness, integrity, objectivity, accountability, openness, honesty and leadership.

- The ability to engage and work with a wide range of people, and as part of a team.
- The ability to communicate with a wide range of people, to listen and be empathetic.
- The ability to use IT to carry out their role.
- The ability to speak confidently in public and present reasoned arguments.
- A good knowledge of their own local area and issues, as well as of Countywide priorities and services.

## **The Leader**

**(This role profile identifies responsibilities for the Leader of the Council that are in addition to those of a County Councillor and Cabinet Member)**

### **Purpose:**

- To provide effective political leadership and strategic direction for the Council.
- To ensure effective corporate governance.
- To act as the political spokesperson for the Council.

### **Key Duties and Responsibilities**

1. To provide leadership to the Council and its political administration.
2. To appoint a Deputy Leader and up to eight other Cabinet Members, and designate appropriate portfolios.
3. To retain or delegate executive functions to Cabinet, Cabinet Members, committees, individual local Members and officers.
4. To lead an effective Cabinet, taking responsibility for its forward work programme and chairing meetings in line with the Constitution.
5. To lead the development of local, regional and national partnerships, including Central Government.
6. To have overall responsibility for the fiscal and financial management of the Council.
7. To liaise regularly with the Chief Executive and senior officers on all issues relating to the operation of the Council.
8. To ensure effective corporate governance, including working with opposition groups to seek to achieve, where possible, cross-party co-operation.
9. To champion, and engage in, Member development.

### **Key Personal Attributes, Skills and knowledge:**

- Effective leadership skills.
- The ability to chair meetings and facilitate open discussion.
- A good understanding of the public sector and how different tiers of government can work effectively together.
- Political knowledge and awareness.
- A clear understanding of the operation of the Council.
- Business and financial acumen, including the ability to understand and manage the Council's budget.
- The ability to work effectively with Council officers, the public, the media and outside organisations.

## **The Deputy Leader**

**(This role profile identifies responsibilities for the Leader of the Council that are in addition to those of a county councillor and Cabinet Member)**

### **Purpose:**

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

**Key Duties and Responsibilities** – see those of the Leader.

**Key Personal Attributes, Skills and Knowledge** – see those of the Leader.

## **Chairman of the Council**

**(This role profile identifies responsibilities for the Chairman of the Council that are in addition to those of a county councillor)**

### **Purpose:**

- To provide effective civic and ceremonial leadership to the Council.
- To chair County Council meetings and ensure its business is carried out efficiently and in line with the Constitution.
- To promote and maintain high standards of conduct from Members.

### **Key Duties and Responsibilities**

1. To act as an ambassador for the Council and Surrey itself.
2. To attend and represent Surrey at civic and ceremonial occasions, acting on behalf of the whole Council in a non-partisan manner.
3. To uphold and promote the Council's Constitution, working with Officers to ensure that it is regularly reviewed and continues to meet its purpose.
4. To preside over meetings of the Council, acting impartially to ensure that its business is carried out efficiently and in line with the Constitution.
5. To promote community engagement and encourage active citizenship within Surrey.
6. To perform official openings or presentations throughout the county.
7. To host diplomatic visits to the Council.
8. To chair the Member Conduct Panel, handling complaints against Members in line with the constitution.
9. To chair the Surrey Civilian-Military Partnership Board, fostering closer relationships with the armed forces.

### **Key Personal Attributes, Skills and Knowledge**

- A clear understanding of the operation of the Council, including an understanding of the Constitution, in particular Standing Orders.
- To promote and uphold the seven principles of public life – acting as a role model to other Councillors.
- A good knowledge of, and interest in, the whole of the county.
- The ability to chair meetings and facilitate open discussion.
- The ability to work effectively with Council officers, the public, the media and outside organisations.
- The ability to engage effectively with a variety of different groups and people.

## **Vice-Chairman of the Council**

**(This role profile identifies responsibilities for the Chairman of the Council that are in addition to those of a county councillor)**

### **Purpose:**

- To support the Chairman of the Council in providing effective civic and ceremonial leadership to the Council.
- To chair County Council meetings in the Chairman's absence and ensure its business is carried out efficiently and in line with the Constitution.
- To promote and maintain high standards of conduct from Members

**Key Duties and Responsibilities** – see those of the Chairman of the Council.

**Key Personal Attributes, Skills and Knowledge** – see those of the Chairman of the Council.

## **Cabinet Member**

**(This role profile identifies responsibilities for a Cabinet Member that are in addition to those of a county councillor)**

### **Purpose:**

- To provide collective and individual leadership as part of the Cabinet.
- To undertake lead responsibility and be accountable for allocated portfolios.

### **Key Duties and Responsibilities**

1. To exercise delegated powers in accordance with the Constitution.
2. To attend Cabinet meetings and take collective responsibility for decisions taken.
3. To act as a lead Member for a particular portfolio as delegated by the Leader, working closely with the relevant Executive Directors to ensure that the portfolio supports the delivery of the Council's strategic priorities.
4. To monitor performance and budgets within the portfolio, working closely with the relevant Executive Directors to ensure targets are met.
5. To positively promote the portfolio, acting as a spokesperson in the media as required.
6. To keep Members updated on significant developments within their portfolio, and contribute to the Council's scrutiny process by attending meetings on request.
7. To participate in regional and national networks relevant to the portfolio.

### **Key Personal Attributes, Skills and Knowledge**

- Leadership skills.
- The ability to work as part of an effective team.
- A good understanding of the Council, and the ability to develop an excellent understanding of their relevant portfolio.
- An understanding of the Council budget, particularly that of the relevant portfolio.
- Political knowledge and awareness.
- The ability to work effectively with Council officers, the public, the media and outside organisations.

## **Deputy Cabinet Member**

**(This role profile identifies responsibilities for Deputy Cabinet Members that are in addition to those of a county councillor)**

### **Purpose:**

- To support the Cabinet Members within their designated portfolio area (People, Place, Organisation)
- To take a lead on agreed projects on behalf of the Cabinet that contribute towards the overall objectives of the portfolio area they are assigned
- Enhance the capacity and capability of the political leadership of the council

### **Key Duties and Responsibilities:**

- a) Provide support and assistance to a specific Cabinet portfolio area (People, Place or Organisation)
- b) Act as a deputy for assigned Cabinet Members on an ad hoc basis – attending meetings and completing tasks as requested
- c) Provide additional capacity and leadership to support the overall portfolio, leading on designated policy areas and projects with cross-cutting impact
- d) Take responsibility for the direction of key projects or policy areas, as requested by the appropriate Cabinet Member, and report on progress
- e) Develop a broad understanding and knowledge of the relevant portfolio area
- f) Contribute to informal Cabinet discussions, providing input and challenge that assists with effective policy development and decision making

### **Key Personal Attributes, Skills and knowledge:**

- Leadership skills
- The ability to work as part of an effective team
- A good understanding of the Council, and the ability to develop an excellent understanding of their relevant portfolio
- An understanding of the Council budget, particularly that of the relevant portfolio.
- Political knowledge and awareness
- The ability to work effectively with Council officers, the public, the media and outside organisations
- The flexibility and capacity to take on work on behalf on the Cabinet – it is estimated that this role will be the equivalent of approximately two days a week

## **Select Committee Chairman**

**(This role profile identifies responsibilities for Select Committee Chairmen that are in addition to those of a county councillor)**

### **Purpose:**

- To support the continuous improvement of the Council, by leading the work of a Select Committee.
- To chair meetings of the Select Committee in line with the Council's Constitution.

### **Key Duties and Responsibilities**

1. To chair meetings of the Select Committee in compliance with the Council's Constitution and in line with its terms of reference.
2. To lead the Select Committee in developing an effective forward work programme.
3. To engage with relevant service users and stakeholder groups, ensuring that the Select Committee reviews issues of public interest within its terms of reference.
4. To engage all Members in the work of the Select Committee, allowing for robust debate that leads to constructive recommendations.
5. To encourage Members to undertake relevant training and development where appropriate, so that they are able to fulfil the scrutiny role effectively.
6. To develop constructive relationships with the relevant Cabinet Portfolio holders and Executive Directors in the area that the Committee scrutinises.
7. To co-ordinate the Committee's work with the Chairmen of other Select Committees, avoiding duplication and taking a flexible approach to cross-cutting issues.

### **Key Personal Attributes, Skills and Knowledge**

- Good chairing and leadership skills.
- The ability to analyse and grasp complex issues.
- The ability to influence and work constructively with Members, officers, members of the public and outside organisations.
- The ability to work as part of an effective team.
- A good understanding of the Council, and the ability to develop an excellent understanding of the area that the Board/Committee is responsible for scrutinising.
- An understanding of the council budget.

## **Select Committee Task Group Lead (Vice-Chairman)**

**(This role profile identifies responsibilities for Select Committee Task Group Leads that are in addition to those of a county councillor)**

### **Purpose:**

- To lead Select Committee task group work and act as a spokesperson
- To ensure task groups complete their task and report their findings
- To encourage broad participation from Select Committee Members
- To lead robust evidence gathering work using appropriate methods to produce recommendations

### **Key Duties and Responsibilities:**

- a) To support the Chairmen and Committee in the identification and prioritisation of relevant scrutiny topics
- b) To uphold principles of good scrutiny: critical friend challenge, independence, service improvement and amplifying local voice
- c) To lead the development of task group scoping, project plans and key lines of enquiry
- d) To ensure task groups employ a robust methodology for gathering evidence
- e) To act as spokesperson for the task group in reporting to the Select Committee and Cabinet where appropriate
- f) To take responsibility for the delivery of the task group's work including a final report and SMART recommendations
- g) To promote the role and impact of scrutiny at the council and beyond

### **Key Personal Attributes, Skills and knowledge:**

- A clear understanding of the role of scrutiny and what 'good scrutiny' looks like
- Effective leadership skills
- The ability to chair meetings and facilitate open discussion
- The ability to analyse and grasp complex issues
- Political knowledge and awareness
- A clear understanding of the operation of the Council and its partner organisations
- The ability to work effectively with Council officers, the public, the media and outside organisations
- The flexibility and capacity to drive and lead task group work – this is estimated to be the equivalent of at least one day per week

## **Chairman of Planning and Regulatory Committee**

**(This role profile identifies responsibilities for a Chairman of Planning and Regulatory Committee that are in addition to those of a county councillor)**

### **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 in line with the Constitution, and to ensure that the committee fulfils its terms of reference.
- To demonstrate to the public, applicants and objectors, fair and open decision-making on behalf of the committee.

### **Key Duties and Responsibilities**

1. To lead the committee, in consultation with officers, in prioritising its work and setting meeting agendas.
2. To chair meetings in accordance with the Constitution, ensuring that the committee fulfils its terms of reference.
3. 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.
4. To engage all members of the committee, ensuring that it takes clear and unambiguous decisions based on sound planning considerations.
5. To facilitate participation in meetings by the public and their representatives in accordance with Standing Orders.
6. To represent the committee at public inquiries held into appeals against decisions made by the committee.

### **Key Personal Attributes, Skills and Knowledge**

- Good chairing and leadership skills.
- The ability to analyse and grasp complex issues.
- A good understanding of planning legislation and procedures.
- The ability to influence and work constructively with Members, officers, members of the public and outside organisations.
- The ability to work as part of an effective team.

## **Vice-Chairman of the Planning and Regulatory Committee**

**(This role profile identifies responsibilities for a Vice-Chairman of Planning and Regulatory Committee that are in addition to those of a county councillor)**

### **Purpose**

- To work with the Chairman to provide leadership and direction to the work of the Committee, and to help ensure compliance with the Surrey Code of Best Practice in Planning Procedures.
- To support the Chairman in chairing committee meetings and ensure the committee fulfils its terms of reference.
- To fulfil the duties of the Chairman in his or her absence.

**Key Duties and Responsibilities** – see those of the Chairman of the Planning and Regulatory Committee.

**Key Personal Attributes, Skills and Knowledge** – see those of the Chairman of the Planning and Regulatory Committee.

## **Chairman of the Audit and Governance Committee**

### **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 fulfils its terms of reference.

### **Key Duties and Responsibilities**

1. To lead the Audit and Governance Committee in setting an effective forward work programme.
2. To chair meetings in accordance with the Constitution, ensuring that the committee fulfils its terms of reference and meets the standards of best practice set out in the CIPFA Guidance for Audit Committees.
3. To engage all Members in the work of the committee, allowing for robust debate that leads to constructive recommendations.
4. To encourage Members to undertake relevant training and development where appropriate, so that they are able to fulfil their committee role effectively.
5. To develop constructive relationships with the Leader, Chief Executive and other Cabinet Members and officers regarding the management of the committee's business.

### **Key Personal Attributes, Skills and Knowledge**

- Good chairing and leadership skills.
- The ability to analyse and grasp complex issues.
- The ability to influence and work constructively with Members, officers, members of the public and outside organisations.
- The ability to work as part of an effective team.
- A good understanding of the Council, and the ability to develop an excellent understanding of the area for which the committee is responsible for.
- A good understanding of the council budget.

## **Vice-Chairman of the Audit and Governance Committee**

### **Purpose**

- To work with the Chairman to provide leadership and direction to the work of the Committee.
- To support the Chairman in chairing committee meetings and ensure the committee fulfils its terms of reference.
- To fulfil the duties of the Chairman in his or her absence.

**Key Duties and Responsibilities** – see those of the Chairman of the Planning and Regulatory Committee.

**Key Personal Attributes, Skills and Knowledge** – see those of the Chairman of the Planning and Regulatory Committee.

## **Local/Joint Committee Chairman**

### **Purpose**

- To provide leadership, direction to the work and ensure a positive resident experience of the committee,
- To contribute to the continuous improvement of the Council's services in the area which it serves.
- To chair committee meetings and ensure the committee achieves its terms of reference, representing the committee with wider SCC teams and members
- To act as a community leader and encourage partnership working.

### **Key Duties and Responsibilities**

1. To lead the Local/Joint Committee in working as a team and setting an effective forward work programme.
2. To chair meetings in accordance with the Constitution, and where applicable the Local/Joint Committee's, ensuring that the committee fulfils its terms of reference.
3. To engage all Members in the work of the committee, allowing for robust debate that leads to constructive recommendations and decisions.
4. To encourage Members to undertake relevant training and development where appropriate, so that they are able to fulfil their committee role effectively.
5. To develop constructive relationships with the Leader, Chief Executive, and other officers, local committee chairmen and Cabinet Members regarding the management of the committee's business, advocating for the committee as appropriate.
6. To encourage public participation in Committee meetings, hearing questions and petitions as appropriate.
7. To be consulted by the Community Partnerships Team 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/Joint Committee.
8. To share best practice across the county in relation to the work to the local/joint committee

### **Key Personal Attributes, Skills and Knowledge**

- Good chairing and leadership skills.
- The ability to analyse and grasp complex issues.
- Commitment to improving the resident experience of the committee / council
- The ability to influence and work constructively with Members, officers, members of the public and outside organisations.
- The ability to build and work as part of an effective team.
- A good understanding of the Council and the local area which the committee serves.
- An understanding of the budget.

## **Local/Joint Committee Vice-Chairman**

### **Purpose**

- To work with the Chairman to provide leadership, direction to the work and ensure a positive resident experience of the committee.
- To support the Chairman in chairing committee meetings and ensure the committee achieves its terms of reference, representing the committee with wider council teams and members  
To support the Chairman in encouraging local committee members in their community leadership roles
- To fulfil the duties of the Chairman in his or her absence.

**Key Duties and Responsibilities** – see those of the Local/Joint Committee Chairman.

**Key Personal Attributes, Skills and Knowledge** – see those of the Local/Joint Committee Chairman.

## **Chairman of the Pension Fund Committee**

### **Purpose**

- To provide leadership and direction to the work of the committee.
- To chair committee meetings in line with the Constitution, and to ensure that the committee fulfils its terms of reference.

### **Key Duties and Responsibilities**

1. To lead the Pension Fund Committee in setting an effective forward work programme.
2. To chair meetings in accordance with the Constitution, ensuring that the committee fulfils its terms of reference.
3. To engage all Members in the work of the committee, allowing for robust debate that leads to constructive decision making.
4. To encourage Members to undertake relevant training and development where appropriate, so that they are able to fulfil their committee role effectively.
5. To develop constructive relationships with the Surrey Local Pension Fund Board and Surrey Local Firefighters' Pension Fund Board, the Leader, Chief Executive and other Cabinet Members and officers regarding the management of the committee's business.

### **Key Personal Attributes, Skills and Knowledge**

- Good chairing and leadership skills.
- The ability to analyse and grasp complex issues.
- The ability to understand complex financial information, and to develop a good understanding of pensions management.
- The ability to influence and work constructively with Members, officers, members of the public and outside organisations.
- The ability to work as part of an effective team.
- A good understanding of the Council and its budget.

## **Vice-Chairman of the Pension Fund Committee**

### **Purpose**

- To work with the Chairman to provide leadership and direction to the work of the Committee.
- To support the Chairman in chairing committee meetings and ensure the committee fulfils its terms of reference.
- To fulfil the duties of the Chairman in his or her absence.

**Key Duties and Responsibilities** – see those of the Pension Fund Committee Chairman.

**Key Personal Attributes, Skills and Knowledge** – see those of the Pension Fund Committee Chairman.

## **Chairman of the Surrey Local Pension Fund Board and Surrey Local Firefighters' Pension Board**

### **Purpose**

- To provide leadership and direction to the work of these Boards.
- To chair board meetings in line with the Constitution, and to ensure that the committee fulfils its terms of reference.

### **Key Duties and Responsibilities**

1. To lead the Surrey Local Pension Fund Board and Surrey Firefighters' Pension Board in setting an effective forward work programme.
2. To chair meetings in accordance with the Constitution, ensuring that the committee fulfils its terms of reference.
3. To engage all Members in the work of these Boards, allowing for robust debate that leads to constructive decision making.
4. To encourage Members to undertake relevant training and development where appropriate, so that they are able to fulfil their committee role effectively.
5. To develop constructive relationships with the Pension Fund Committee, the Leader, Chief Executive and other Cabinet Members and officers regarding the management of the boards' business.

### **Key Personal Attributes, Skills and Knowledge**

- Good chairing and leadership skills.
- The ability to analyse and grasp complex issues.
- The ability to understand complex financial information, and to develop a good understanding of pensions management.
- The ability to influence and work constructively with Members, officers, members of the public and outside organisations.
- The ability to work as part of an effective team.
- A good understanding of the Council and its budget.

## **Vice-Chairman of the Surrey Local Pension Fund Board and Surrey Local Firefighters' Pension Board**

### **Purpose**

- To work with the Chairman to provide leadership and direction to the work of these Boards.
- To support the Chairman in chairing board meetings and ensure the committee achieves its terms of reference.
- To fulfil the duties of the Chairman in his or her absence.

**Key Duties and Responsibilities** – see those of the Surrey Local Pension Fund Board and Surrey Local Firefighters' Pension Board Chairman.

**Key Personal Attributes, Skills and Knowledge** – see those of the Surrey Local Pension Fund Board and Surrey Local Firefighters' Pension Board Chairman.

## **Lead Member for Scrutiny of the Police and Crime Commissioner**

### **Purpose**

- To provide leadership and direction to the work of the Surrey Police and Crime Panel.
- To chair committee meetings in line with the panel's constitution, and to ensure that the committee fulfils its terms of reference.

### **Key Duties and Responsibilities**

1. To lead the Surrey Police and Crime Panel in setting an effective forward work programme.
2. To chair meetings as appropriate in accordance with the panel's constitution, ensuring it fulfils its terms of reference.
3. To engage all members of the panel, allowing for robust debate that leads to constructive recommendations.
4. To encourage Members to undertake relevant training and development where appropriate, so that they are able to fulfil their committee role effectively.
5. To develop constructive relationships with the Police and Crime Commissioner, their office and the Chief Constable.

### **Key Personal Attributes, Skills and Knowledge**

- Good chairing and leadership skills.
- The ability to analyse and grasp complex issues.
- The ability to influence and work constructively with Members, officers, members of the public and outside organisations.
- The ability to work as part of an effective team.
- A good understanding of policing and community safety issues.

## **Opposition Group Leader**

**(This role profile identifies responsibilities for an Opposition Group Leader that are in addition to those of a county councillor)**

### **Purpose**

- To be the principal spokesperson for members of their own political group.
- To ensure efficient sharing of information within the group
- To ensure effective and constructive opposition to the Council's majority group, in line with the Council's Constitution.

### **Key Duties and Responsibilities**

1. To establish and represent the views of the group on policy issues.
2. To act as principal spokesperson for the group.
3. To nominate members of his/her group to serve on committees, scrutiny boards and outside bodies.
4. To foster effective communication with the other political groups.
5. To champion and participate in Member development activities.

### **Key Personal Attributes, Skills and Knowledge**

- Leadership skills.
- The ability to work as part of an effective team.
- The ability to analyse and grasp complex issues.
- The ability to influence and work constructively with Members, officers, members of the public and outside organisations.
- A good understanding of the Council.
- Political knowledge and awareness.
- The ability to work effectively with Council officers, the public, the media and outside organisations