

District Councillor Role Profiles + Job Descriptions



Working Together

Table of Contents

Ward Councillor	3
Cabinet Member	7
Cabinet Member without Portfolio	12
Chair of the Joint Audit and Standards Committee	17
Chair of the Licensing and Regulatory Committee	21
Chair of the Overview and Scrutiny Committee	24
Chair of the Planning/Development Control Committee	30
Leader of the Council	33
Deputy Leader of the Council	38
Chairman of the Council	42
Deputy Chairman of the Council	45
Deputy Leader of an Opposition Group	48
Lead Member	53
Opposition Group Leader	58
Mental Health Member Champion	63
Armed Forces Covenant Member Champion	67
Chairman of the SRP Joint Committee	71

Role Profile – Ward Councillor

Main purpose(s) of the role:

1. Local community leadership and governance.
2. Representation of the interests of Ward Members.
3. Collective governance at the Council level.

Key relationships:

1. Constituents.
2. Party Leaders (if affiliated).
3. Other Councillors.
4. Key Council officers.

Key activities and responsibilities:

1. Collectively, to act as the ultimate policymakers and to carry out a number of strategic and corporate management functions.
2. To contribute to the good governance of the area and to actively encourage community participation and citizen involvement in decision-making.
3. To effectively represent the interests of their ward and of individual constituents.
4. To respond to constituents' enquiries and representations, fairly and impartially.
5. To participate in the governance and management of the Council.

6. To maintain the highest standards of conduct and ethics.

Key skills and knowledge:

Skills:

1. **Local leadership** – the ability to encourage trust and respect between individuals/groups by mediating fairly between different sections of the community, and to engage with community members to learn about issues of local concern and facilitate a vision for the area.
2. **Partnership working** – the ability to build good relationships with others (e.g. officers, community groups) by identifying shared goals and working with others to achieve them – ability to delegate or provide support as required.
3. **Communication skills** – the ability to listen sensitively and use appropriate language with different groups, communicating regularly and effectively with all sections of the community using various media.
4. **Political understanding** – the ability to communicate values, promote a political vision, and encourage democratic processes and public engagement. Councillors at all times need to work across divides whilst preserving their political integrity.
5. **Scrutiny and challenge** – the ability to act as a ‘critical friend’ by identifying opportunities for scrutiny inside and outside the Council, and by providing constructive challenges and feedback to others. This in turn requires the ability to analyse information quickly and present arguments in a concise, meaningful and clear manner.
6. **Regulating and monitoring** – an understanding of legal responsibilities and the following of the necessary protocols whilst

evaluating arguments and making decisions. They must also be able to balance public needs and local policy, as well as monitoring progress and setting feedback on their own learning needs.

Knowledge:

- Understanding of how the Council works – its decision-making and administrative structure.
- Understanding of national policy and the impact this has on their ward.
- Knowledge of issues affecting both their ward and the wider locality.
- Knowledge of key contact officers, services, procedures and eligibility criteria for schemes and services provided by the Council.
- Understanding of the Suffolk Local Code of Conduct for Members.
- Knowledge of the Councils' Joint Strategic Plan.
- Knowledge of core Council policies.
- Understanding of legislation and Council policies to which they must adhere as Members.
- Basic understanding of local government finances and audit processes.
- Knowledge of the Council's Standards of Customer Care and its Complaints Procedure.
- Knowledge of partner agencies related to their ward.

Additional responsibilities:

1. To take responsibility for their personal learning development and undergo appropriate and continuous training for any role undertaken.

Estimated average weekly time spent on the role:

25 hours per week.

Role Profile – Cabinet Member

Main purpose(s) of the role:

1. To be the publicly accountable figure for a given area of the Council's work, as determined by the Leader of the Council.
2. To provide strategic leadership for issues within his/her remit.
3. To take key decisions, affecting the Council, collectively with other Cabinet Members and also under delegated powers if granted.
4. To set policy priorities related to his or her remit and to work closely with the relevant Assistant Director to ensure the delivery of those policies.

Key relationships:

1. Leader of the Council.
2. Other Cabinet Members.
3. Chief Executive, Assistant Directors, Corporate Managers.
4. Political Group Members.
5. Parallel leaders in partner organisations, including counterparts in neighbouring Councils.
6. Key stakeholders within his/her area of responsibility.
7. Local media.

Key activities and responsibilities:

1. To work closely with the relevant Assistant Director(s) to agree and develop a set of policy priorities for his or her specific remit.

2. To work with the Leader of the Council and fellow Cabinet Members to ensure the smooth implementation of policies through the democratic processes of the Council.
3. To be the publicly accountable figure for his or her remit, including liaising with other Councils, public sector bodies and other partners, as well as MPs, the media and the wider public.
4. To work closely with the relevant Assistant Director(s) to ensure that any policy decisions are well communicated and implemented, providing leadership and direction.
5. To play an active role in ensuring that the Cabinet remains a cohesive and effective decision-making organisation, with a well-developed set of values and priorities.
6. To embody these values and priorities and help communicate these to external partners and residents of the Council.
7. To attend formal Cabinet meetings and take key decisions, both within the formal Cabinet setting, and under delegated powers as a Cabinet Member if these are granted.
8. To uphold the Principles of Decision Making as defined in the Constitution.
9. To attend and participate in full Council meetings.
10. To present a report to a full Council meeting, detailing his/her activities and decisions over the preceding period.
11. At Cabinet and full Council meetings, to answer formally submitted and supplementary questions, both from the public and from Councillors.
12. To be responsible for personal development and to undergo appropriate and continuous training in the role.

Key skills and knowledge:

Skills:

1. Leadership skills:
 - a. Advanced leadership skills for his/her specific areas of responsibility and the ability to work with the Leader of the Council and Deputy Leader as an executive team.
 - b. High-level decision-making skills.
 - c. The ability to challenge the status quo and deal with complex strategic issues and problems.
 - d. The ability to act as an ambassador for the Council.
2. Partnership working:
 - a. Relationship-building – with those mentioned in the ‘key relationships’ section above.
 - b. The ability to work as part of an executive team to drive forward the continuous development of the Council.
3. Communication skills:
 - a. To be able to work constructively with officers, Councillors, and partners
 - b. Advanced listening, questioning and negotiation skills.
 - c. Advanced presentation and public speaking skills.
 - d. Advanced ability to work with the media and identify when additional support from public relations specialists is required, to ensure the Council is positively represented.
4. Regulating and monitoring:
 - a. The ability to chair meetings relating to their portfolio and local public service boards.

5. Other skills and abilities:

- a. The ability to manage a busy and complex workload, often to tight deadlines.
- b. Research and policy development skills.
- c. The ability to assimilate and analyse complex information.

Knowledge:

- Knowledge of the key areas relating to their portfolio and its relationship with the portfolios of other Cabinet Members.
- Detailed understanding of the strategic role of Cabinet within the Council.
- Understanding of the role of a Cabinet Member as part of the executive team.
- Detailed understanding of Council policy, operations and strategies.
- Understanding of the legally defined role of certain senior officers.
- Detailed knowledge of the challenges facing local government.
- Understanding of the national policy framework and its impact on local policy development.
- Knowledge of the work of national, regional and sub-regional bodies and the role that the Council plays within these.
- Knowledge of community needs and their priorities for action.
- Knowledge of the role of local partners and the services they deliver.

- Understanding of the Council's Constitution, Code of Conduct, budget and audit processes and key internal policies.
- Understanding of principles and importance of making sound, evidenced-based decisions.
- An understanding of project management principles.

Role Profile – Cabinet Member without Portfolio

Main purpose(s) of the role:

1. To take the lead in providing scrutiny and challenge to the Council's Cabinet.
2. To attend meetings of the Cabinet and ensure that key knowledge is maintained across all areas of the Council.
3. To contribute to the good governance of the Council.

Key relationships:

1. Other Councillors belonging to that political group.
2. Relevant political party groups and associations.
3. Group Political Research Assistant (if the group has one).
4. Leader of the Council and other Group Leaders.
5. Other Councillors.
6. Officers of the Council including the Chief Executive.
7. The public and outside organisations.
8. Local media.

Key activities and responsibilities

1. To represent their political group on Cabinet in all their internal dealings within the Council, as well as externally with other Councils, the Voluntary Sector, or on local, regional, or national bodies as appropriate.
2. To scrutinise the majority group's administration of the Council.

3. To act in a manner which is likely to promote rather than undermine the best interests of the community, and to ensure that other Members of their political group act in a similar manner.
4. To ensure that:
 - a. They abide by the Suffolk Local Code of Conduct for Members.
 - b. Adequate liaison is conducted with other political groups to further the interests of the Council.
 - c. Adequate liaison is conducted with members of the Extended Leadership Team on all matters affecting the services provided by them on behalf of the Council.
 - d. They attend regular briefings for Cabinet as appropriate.
 - e. If in an opposition to a particular proposal, decision, or policy, to engage in constructive criticism and to offer alternatives or amendments where appropriate.
5. To work with members of their political group to formulate a framework of policies and priorities for that group.
6. To maintain effective liaison with the Chair of the Overview and Scrutiny Committee.
7. To be responsible for personal development and to undergo appropriate and continuous training in the role.

Key skills and knowledge:

1. Leadership:
 - a. Advanced political leadership skills with respect to their particular group.
 - b. Ambassadorial skills – to be able to represent the Council within the authority, as well as outside of it especially at a regional or national level.
2. Scrutiny and challenge:
 - a. The ability to hold Cabinet to account.
3. Political understanding:
 - a. The ability to communicate values and promote a political vision.
 - b. The ability to encourage democratic processes and public engagement.
 - c. The ability to address difficult issues with other groups in a politically sensitive manner, whilst preserving their own political integrity.
 - d. The ability to manage the tensions between the needs of the Council and the political demands and expectations of that group.
4. Partnership working:
 - a. The ability to use tact and diplomacy to work across the entire range of Council services, partners, and political groups, to the benefit of the community.
 - b. The ability to build effective relationships with other parts of the political management and decision-making structure,

such as full Council, the Overview and Scrutiny Committee, and other political groups.

5. Communication skills:

- a. The ability to facilitate effective communication within and across the Council, and to ensure that the community is given the opportunity to engage in the development of policies and priorities for that political group.
- b. The advanced ability to work with the media and identify when additional support from public relations specialists is required, to ensure that the Council is positively represented.
- c. Advanced listening, questioning and negotiation skills.
- d. Advanced presentation and public speaking skills.

6. Additional skills:

- a. The ability to plan and prioritise the business of the group.

Knowledge:

- An understanding of the roles of the Leader of the Council, Cabinet Members, and the Leader of an Opposition Group within the Council.
- An understanding of the legally defined role of certain senior officers.
- Detailed knowledge of the work of national, regional and sub-regional bodies and the role of the Council within them.
- A detailed understanding of the national policy framework and its impact on local policy development.
- A detailed knowledge of the challenges facing local government.

- An understanding of Council strategy, policies and operations.
- Knowledge of the role of local partners and the services they deliver as well as their relationship with the Council.
- Detailed understanding of the Council's Constitution, Code of Conduct, budget and audit processes and key internal policies.
- Detailed knowledge of community needs and their priorities for action.
- An understanding of the relationship between national politics and local political leadership.
- An understanding of the wider, national issues facing Councillors and the practical implications for the Councillors in their group.

Additional responsibilities:

1. To engage in cross-party and corporate activities when invited to do so by the administration – for instance for the appointment of the Chief Executive.

Estimated average weekly time spent on the role:

10 hours.

Role Profile – Chair of the Joint Audit and Standards Committee

Main purpose(s) of the role:

The role of the Chair of the Joint Audit and Standards Committee is to ensure that the work of the Committee is conducted to fulfil its role and function in accordance with the Terms of Reference outlined in the Constitution.

Including:

1. To ensure a consistent approach.
2. To avoid the duplication of resources.
3. To improve joint working between both Councils.

Key relationships:

1. Members of the Committee.
2. Internal Audit Officer.
3. The external auditor, inspection agencies and other relevant bodies.
4. Section 151 Officer (Chief Finance Officer).

Key activities and responsibilities:

1. To chair meetings in a manner that ensures that the work of the Joint Audit and Standards Committee is conducted to fulfil its role and functions in accordance with the Terms of Reference outlined in the Constitution.

2. To be responsible for ensuring decisions are made under the correct protocols.
3. To foster and maintain a disciplined approach, alongside high standards of behaviour and ethics, amongst the Members involved.
4. To plan and co-ordinate the work programme and forward plan of the Committee.
5. To advise officers on the content of the agenda for Committee meetings.
6. To chair planning meetings and manage the work programme of the Committee to ensure that tasks are completed.
7. To be responsible for personal development and to undergo appropriate and continuous training in the role.

Key skills and knowledge:

Skills:

1. Leadership:
 - a. The ability to provide leadership for the committee.
 - b. The ability to set objectives and to develop these on behalf of the committee.
2. Partnership working:
 - a. The ability to use tact and diplomacy to work across the full range of Council services, partners, and political groups, to the benefit of the local community.
 - b. The ability to support and encourage relevant contributions from each Member on the Committee.

3. Communication skills:

- a. Advanced communication skills in order to be able to work constructively with Councillors, partners, co-optees and officers.
- b. Strong listening and questioning skills.
- c. Strong presentation and public speaking skills.

4. Regulating and monitoring:

- a. Advanced chairing skills.
- b. The ability to plan and prioritise the business of the Committee with regard to its terms of reference and key challenges facing the local area.

5. Additional skills:

- a. The ability to manage a busy and complex workload, often to tight deadlines in a small timescale.

Knowledge:

- A detailed understanding of the Council's Constitution.
- A detailed understanding of the Suffolk Local Code of Conduct for Members.
- A detailed understanding of the Members' Allowances Scheme which is available on the Council's website.
- A detailed understanding of the relationship between the Council and charitable trusts.

Additional responsibilities:

1. To hold monthly liaison meetings with Internal Audit senior staff.
2. To sign the approved annual Statement of Accounts.
3. To countersign the letters of representation to the external auditors confirming the responsibilities and actions taken in completing the Statement of Accounts.
4. To liaise with the external auditor throughout the year to ensure that any matters of concern are addressed promptly.

Estimated average weekly time spent on the role:

4 hours per week.

Role Profile – Chair of the Licensing and Regulatory Committee

Main purpose(s) of the role:

The role of the Chair of the Licensing and Regulatory Committee is to ensure that the work of the Committee is conducted to fulfil its role and function in accordance with the Terms of Reference outlined in Part 2 of the Constitution of the Council including:

1. To consider policy issues on licensing and to act as the Licensing Committee under the Licensing Act 2003, and for Gambling Act 2005 matters and any other relevant legislation that may be introduced.
2. To consider policy issues on any relevant legislation that may be introduced.

Key relationships:

1. Committee Members.
2. Senior officers involved in the licensing and regulatory function.
3. Leaders of the Council.
4. Leaders and organisers of Political Groups.

Key activities and responsibilities:

1. To ensure that the Councillors involved maintain a disciplined approach within the Terms of Reference of the Committee, alongside high ethical standards.

2. To advise officers on the content of the agenda for Committee meetings.
3. To act as a representative of the Council regarding the work of the Committee – to the public, the press and any other relevant persons or organisations.
4. To act as a representative of the Committee's decisions in appeals to the Magistrates and higher Courts.
5. To be well-informed of new legislation and developments regarding licensing and regulatory matters at both a local and a national level.
6. To act as a spokesperson for Councillors in regular scheduled meetings with the taxi vehicle trade and other interested parties, in order to ensure that the Council maintains these relationships and thus a constructive dialogue regarding licensing issues.
7. To be responsible for personal development and to undergo appropriate and continuous training in the role.

Key skills and knowledge:

Skills:

1. Leadership skills:
 - a. The ability to effectively represent the Licensing and Regulatory Committee to the public and to the media.
2. Partnership working:
 - a. The ability to build strong relationships with those listed under the 'Key relationships' section of this document.

3. Communication skills:

- a. The ability to communicate particularly effectively with the Members and officers involved with the Committee.
- b. Advanced listening and questioning skills.
- c. Intermediate presentation skills.
- d. Intermediate public speaking skills.
- e. The ability to work with the media and to recognise where additional support may be needed from public relationships specialists, in order to ensure the positive representation of the Council and the licensing and regulatory function.

4. Regulating and monitoring:

- a. Advanced chairing skills, including conflict management.
- b. Impartiality and objectivity.
- c. The ability to plan and prioritise the business of the Committee having regard to its Terms of Reference as well as the key challenges facing the licensing and regulatory function.

Knowledge:

- A strong understanding of the standards, ethics, and Code of Conduct for elected Members.
- Up-to-date knowledge and understanding of relevant legislation alongside developments on licensing and regulatory matters at both a local and a national level, as well as the implications of these.

Estimated average weekly time spent on the role:

4 hours

Role Profile – Chair of the Overview and Scrutiny Committee

Main purpose(s) of the role:

1. To ensure that the work of the Committee is conducted to fulfil its role and functions in accordance with the Terms of Reference outlined in the Constitution.

Key relationships:

1. Councillors sitting on the Overview and Scrutiny Committee.
2. Key officers including the Corporate Manager for Democratic Services.
3. Cabinet partners.

Key activities and responsibilities:

1. Managing and Co-ordinating the Overview and Scrutiny function:
 - a. To chair meetings in a manner that ensures that the work of the Committee is conducted to fulfil its role and functions in accordance with the Terms of Reference outlined in the Constitution.
 - b. To ensure that scrutiny work is properly co-ordinated.
 - c. To monitor the progress of all scrutiny reviews and ensure that they are completed in reasonable time.
 - d. To receive all requests for scrutiny and ensure initial investigation to inform the Committee's consideration.

- e. To monitor the use of the 'call-in' procedure to advise on whether it is being used appropriately.
 - f. To act as a result of the requirements of the *Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012* with regard to key decisions and private meetings (see 'additional comments' section below).
2. Leading and promoting the Overview and Scrutiny function:
 - a. To maintain effective liaison with the Leader of the Council and the Chief Executive to ensure that overview and scrutiny contributes to effective decision-making in Babergh and Mid Suffolk.
 - b. To represent the Overview and Scrutiny Committee in full Council, on relevant boards and panels, and at regional or national forums concerning overview and scrutiny.
 - c. To ensure that overview and scrutiny is publicised and communicated effectively, in order to build public understanding of its role both within and outside the Council.
 3. Development of Overview and Scrutiny:
 - a. To ensure the continuing development of best practice and organisation within the overview and scrutiny process, especially by learning from other Councils.
 - b. To encourage the involvement of all interested parties and stakeholders – including individuals, voluntary organisations, and community groups – in overview and scrutiny matters.
 - c. To be responsible for personal development and to undergo appropriate and continuous training in the role.

- d. To work with the Scrutiny Officer to identify and address the training and development needs of the Committee Members.

Key skills and knowledge:

Skills:

1. Leadership:
 - a. The ability to lead the Committee as a team.
 - b. Ambassadorial skills – the ability to represent and champion the scrutiny function both within and outside the Council.
 - c. The ability to set and develop objectives on behalf of the scrutiny function.
2. Regulating and monitoring:
 - a. Advanced chairing skills.
 - b. Planning and co-ordinating the work of the Overview and Scrutiny Committee and its agenda.
3. Partnership working:
 - a. The ability to build strong relationships with those mentioned in the ‘key relationships’ section (see above).
 - b. The ability to build effective relationships with other parts of the political management structure, such as Cabinet, Full Council, etc.
 - c. Ensuring effective contributions from each member of the Committee.
4. Scrutiny and challenge:
 - a. Assimilating and analysing complex information.

- b. Overseeing and prioritising scrutiny work, taking accounts of available resources.
 - c. The ability to obtain and weigh up evidence and make decisions and recommendations based on that evidence.
5. Additional skills:
- a. The ability to deal with complex strategic issues and problems on behalf of the Scrutiny Committee and the scrutiny function as a whole.

Knowledge:

- A detailed awareness of the strategic importance of the scrutiny function within the Council.
- A detailed awareness of the constitutional arrangements relating to the scrutiny function.
- A detailed awareness of the Council's approach to overview and scrutiny and its relationship with the other elements of the Council's decision-making structures.
- Detailed knowledge of the challenges facing the scrutiny function and the role of the Chair in addressing them.
- An awareness of changes facing local government and an understanding of how these might impact on the Council's scrutiny function.
- An understanding of project management principles.

Additional responsibilities:

1. To monitor the Cabinet's Forward Plan to identify areas for scrutiny.
2. To call and lead pre-meetings of the Committee.
3. To work with the Scrutiny Officer and Vice-Chair to refine the recommendations to be agreed and published by the Committee after each inquiry.
4. To work with the Vice-Chair to meet regularly with the Extended Leadership Team to identify challenges and opportunities facing the Council which could be useful subjects of inquiry by the Committee.
5. To work with the Scrutiny Officer and Vice-Chair to build stronger links with scrutiny officers and councillors across local government in Suffolk.

Estimated average weekly time spent on the role:

10 hours per week, although this may well be greater as there is a great deal of reading and research involved.

Additional comments:

1. Where the urgency of a meeting to be held in private (i.e. where the press and public are excluded) means that details of it cannot practicably be published a clear 28 days before the meeting, and again at least five days beforehand, as detailed in Rule 15 of the Constitution, then the Chair of the Overview and Scrutiny Committee will be asked to agree that the matter is urgent and cannot reasonably be deferred.

2. Where the urgency of a key decision means that it cannot practicably be published on the Forthcoming Decisions List a clear 28 days before the meeting as detailed in Rule 16 of the Constitution, then the Monitoring Officer must inform the Chair of the Overview and Scrutiny Committee in writing, and then wait five clear days, before the decision can be made.
3. If, because of the urgency of the decision, the above Rule 16 detailed in paragraph 2 cannot be followed, then the Chair of the Overview and Scrutiny Committee will be asked by the decision maker to agree that the matter is urgent and cannot reasonably be deferred.

Role Profile – Chair of the Planning/Development Control Committee

Main purpose(s) of the role:

1. To ensure that the work of the Planning/Development Control Committee is conducted to fulfil its role and functions in accordance with the Terms of Reference outlined in Part 2 of the Constitution of the Council.

Key relationships:

1. Members of the Committee.
2. Planning Officers including the Assistant Director for Planning for Growth.

Key activities and responsibilities:

1. To chair meetings in a manner that ensures that the work of the Committee is conducted to fulfil its role and functions in accordance with the Terms of Reference outlined in Part 2 of the Constitution.
2. To foster and maintain a disciplined approach, alongside high standards of behaviour and ethics, amongst the Members involved, especially with regard to the correct protocol relating to planning procedures.
3. To make practical arrangements regarding contributions by members of the public at Planning Committee in accordance with both the Council's Public Speaking Arrangements and the chair's own judgement, which is final.

4. To advise officers on the content of the agenda for Committee meetings.
5. To represent the Council in all dealings with the public, media and other bodies as regards the work of the Committee.
6. To work with the Vice-Chair and other Committee Members and seek relevant input from officers and other stakeholders.
7. To be responsible for personal development and to undergo appropriate and continuous training for any role undertaken.
8. To keep up-to-date with best practice as regards the scope of the Committee.

Key skills and knowledge:

Skills:

1. Leadership skills:
 - a. The ability to represent the Planning/Development Control Committee to the community and the media.
2. Partnership working:
 - a. The ability to build relationships, particularly with Leaders and senior officers involved in the planning function.
3. Communication skills:
 - a. Advanced listening, questioning and negotiation skills.
 - b. The ability to communicate effectively with Councillors, officers and any members of the public involved with the Committee.
 - c. Advanced presentation skills.
 - d. Advanced public speaking skills.

- e. Advanced ability to work with the media and identify when additional support from public relations specialists is required, to ensure that the Committee and the Council are represented in a positive light.
4. Regulating and monitoring:
 - a. The ability to plan and prioritise the business of the Committee with reference to its functions as outlined in Part 2 of the Constitution, as well as the key challenges facing those functions.
 - b. Advanced chairing skills, including the ability to manage conflict.
 - c. Impartiality and objectivity.

Knowledge:

- An in-depth understanding of planning issues and the correct protocol relating to planning procedures and the Planning/Development Control Committee.
- An understanding of the role of Ward Councillors in the planning process, as well as of how to manage conflicts of interest between one's dual role as both a Ward Councillor and a Member of the Planning/Development Control Committee.
- An understanding of the role of Planning Officers.

Estimated average weekly time spent on the role:

4 hours per week.

Role Profile – Leader of the Council

Main purpose(s) of the role:

1. To provide effective leadership to the Council by managing and leading Cabinet.
2. In conjunction with Cabinet, to develop and approve the policies, strategies, and plans of the Council, except those which are subject to approval by full Council.
3. To promote the work of the Council and to champion public service needs on behalf of local residents, businesses, and visitors.

Key relationships:

1. Cabinet Members.
2. Other Councillors in their political group.
3. Other Councillors.
4. The Chief Executive.
5. The Council's Extended Leadership Team.
6. Members of Parliament for their area and those with responsibility for issues in which the Council has a specific interest.
7. The public and outside organisations.
8. Local media

Key activities and responsibilities:

1. To represent the Council in relation to policy and administration (as opposed to the civic role exercised by the Chairman of the Council).
2. The discharge of executive functions, with the exception of:
 - a. Functions which are the responsibility of full Council under the Constitution or by legislation.
 - b. Functions excluded from Cabinet responsibility by legislation.
3. Where appropriate, to arrange for the discharge of an executive function by the Cabinet, a committee of the Cabinet, a Cabinet Member, a joint committee, or an officer.
4. To develop and approve the policies, strategies, and plans of the Council, apart from those subject to approval by full Council under the Constitution or on the recommendation of the Leader themselves.
5. To work closely with the Chief Executive to ensure that the Council is well attuned to the strategic priorities of the Cabinet.
6. To determine the number of Cabinet Members (including at least two and up to nine other members), as well as the appointees themselves.
7. To determine and allocate a portfolio of responsibilities to each member of the Cabinet and to delegate, subject to the requirements of the Constitution, the authority to discharge those executive functions that fall within that portfolio.
8. Where necessary, to remove a Cabinet Member from office and withdraw any delegated authority to discharge executive functions, following serving a notice on the Councillor confirming their removal from office.

9. To uphold the Principles of Decision Making as outlined in Part 1 of the Constitution.
10. To ensure that the Cabinet does not take any decision without first having received a written report from the officer having responsibility for the matter unless the agreement of the Monitoring Officer has been obtained in advance of the decision being made.
11. To report to Council as detailed in Part 3 of the Constitution.
12. To be responsible for personal development and to undergo appropriate and continuous training for any role undertaken.

Key skills and knowledge:

Skills:

1. Advanced leadership skills:
 - a. The ability to develop a vision for the Council and to drive the Council and its partners towards achieving that vision.
 - b. Advanced 'ambassadorial' skills – the ability to represent the Council within the authority, as well as outside of it on a sub-regional, regional, and national level.
 - c. The ability to lead the Council along the path of continuous improvement.
 - d. The ability to provide political leadership for their particular group.
2. Political understanding:
 - a. The ability to communicate values and promote a political vision.

- b. The ability to encourage democratic processes and public engagement.
 - c. The ability to address difficult issues with other groups in a politically sensitive manner, whilst preserving their own political integrity.
 3. Regulating and monitoring:
 - a. Advanced chairing skills.
 - b. The ability to plan and prioritise the business of Council, Cabinet, and its committees with regard to their terms of reference and the key challenges facing the Council.
 4. Communication skills:
 - a. The ability to facilitate effective communication within and across the Council and to ensure that the community can engage in the Council's decision-making processes.
 - b. An advanced ability to work with the media and to identify when additional support is required from public relations specialists to ensure that the Council is positively represented.
 - c. Advanced listening and questioning skills.
 - d. Advanced presentation skills.
 - e. Advanced public speaking skills.
 5. Partnership working:
 - a. The ability to use tact and diplomacy to work across the full range of Council services, partners, and political groups, to the benefit of the community.
 - b. The ability to build effective relationships with other parts of the political management and decision-making structure,

such as full Council, the Overview and Scrutiny Committees, and other political groups.

- c. The ability to address difficult issues across all groups in a politically sensitive manner.

Knowledge:

- A detailed understanding of the strategic role of the Leader of the Council.
- A detailed understanding of the legally defined role of the Chief Executive and other senior officers.
- Detailed knowledge of the work of national, regional and sub-regional organisations and the role of the Leader and Council within them.
- A detailed understanding of the national policy framework and its impact on local policy development.
- Detailed knowledge of the role of local partners and the services they deliver.
- A detailed understanding of the Council's Constitution, Code of Conduct, budget and audit processes and key internal policies.
- Understanding of the relationship between national politics and local political leadership.
- An understanding of the wider, national issues facing Councillors and the practical implications for the Council's Councillors.
- An understanding of project management principles.

Role Profile – Deputy Leader of the Council

Main purpose(s) of the role:

1. To support the Leader of the Council in his or her strategic role and to carry out duties on behalf of the Leader as needed.
2. To deputise in the absence of the Leader, i.e., carrying out the responsibilities of the Leader as outlined in the Role Profile for Leader of the Council.

Key relationships:

1. The Leader of the Council.
2. Cabinet Members.
3. Other Councillors in their political group.
4. Other Councillors.
5. The Chief Executive.
6. The Council's Extended Leadership Team.
7. Members of Parliament for their area and those with responsibility for issues in which the Council has a specific interest.
8. The public and outside organisations.
9. Local media.

Key activities and responsibilities:

1. To assist the Leader of the Council in the formal processes and matters of leadership of the authority.
2. To work with the Leader on the budget and policy development.

3. To ensure that they have undertaken the appropriate training to be able to carry out the role of Leader when necessary.
4. To hold a seat on the Cabinet, in a role determined by the Leader.

Key skills and knowledge:

Skills:

1. Advanced leadership skills:
 - a. The ability to provide political leadership for their group.
 - b. Advanced ambassadorial skills – the ability to represent the Council within the authority, as well as outside of it at a sub-regional, regional, and national level.
 - c. The ability to lead the Council towards continuous improvement.
2. Political understanding:
 - a. The ability to develop a vision for the Council and to drive the Council and its partners towards achieving that vision.
 - b. The ability to discipline Members of their political group where necessary.
3. Regulating and monitoring:
 - a. Advanced chairing skills.
 - b. The ability to plan and prioritise the business of Council, Cabinet and Committees with regard to their terms of reference and the key challenges facing the Council.

4. Communication skills:

- a. The ability to facilitate effective communication within and across the Council and to ensure that the community can engage in the Council's decision-making processes.
- b. An advanced ability to work with the media and to identify when additional support from public relations specialists is required, to ensure that the Council is represented in a positive light.
- c. Advanced listening and questioning skills.
- d. Advanced presentation skills.
- e. Advanced public speaking skills.

5. Partnership working:

- a. The ability to use tact and diplomacy to work across the full range of Council services, partners, and political groups, to the benefit of the community.
- b. The ability to build effective relationships with other parts of the political management and decision-making structure, e.g. full Council, the Overview and Scrutiny Committees, and other political groups.
- c. The ability to address difficult issues across all political groups in a politically sensitive manner.

Knowledge:

- A detailed understanding of the strategic role of the Leader of the Council.
- A detailed understanding of the legally defined role of the Chief Executive and other senior officers.

- Detailed knowledge of the work of national, regional and sub-regional bodies and the role of the Leader and the Council within them.
- A detailed understanding of the national policy framework and its impact of local policy development.
- Detailed knowledge of the role of local partners and the services they deliver.
- A detailed understanding of the Council's Constitution, Code of Conduct, budget and audit processes and key internal policies.
- An understanding of the relationship between national politics and local political leadership.
- An understanding of the wider, national issues facing Councillors and the practical implications for the Council's own Councillors.
- An understanding of project management principles.

Role Profile – Chairman of the Council

Main purpose(s) of the role:

1. Upholding the Constitution of the Council, principally through presiding over meetings of the Council.
2. Promoting the District.
3. Encouraging greater partnership working.
4. Acting as an ambassador and champion for the Council.

Key relationships:

1. All Councillors.
2. Chief Executive.
3. Civic officer.

Key activities and responsibilities:

1. To be impartial and to refrain from acting in a party-political manner when carrying out his/her role, particularly when exercising a casting vote in the event of deadlock at a Council meeting.
2. To uphold and promote the purposes of the Constitution, and to interpret the Constitution when necessary.
3. To preside over the meetings of the Council so that its business can be carried out efficiently and with regard to the rights of Councillors and the interests of the community.
4. To ensure that the Council meeting is a forum for the debate of matters of concern to the local community.

5. To promote public involvement in the Council's activities.
6. To be the conscience of the Council.
7. To attend such civic and ceremonial functions as the Council and he/she determines to be appropriate.
8. To be responsible for personal development and to undergo appropriate and continuous training in the role.

Key skills and knowledge:

Skills:

1. Regulating and monitoring:
 - a. Advanced chairing skills, including the ability to manage conflict.
 - b. The ability to interpret the Constitution.
 - c. Impartiality and objectivity.
2. Partnership working:
 - a. A strong ability to develop relationships, in particular with the persons mentioned in the 'key relationships' section above.
3. Communication skills:
 - a. Advanced listening and questioning skills.
 - b. Good public speaking skills.
 - c. The ability to work with the media.

Knowledge:

- Detailed understanding of the Council's Constitution.
- Detailed understanding of the processes and structure of the Council.
- Understanding of the rights and duties of Councillors.
- A strong understanding of which issues are of concern to the community.
- Understanding of the Council's activities.

Role Profile - Deputy Chairman of the Council

Main purpose(s) of the role:

1. Upholding the Constitution of the Council, principally through presiding over meetings of the Council.
2. Promoting the District.
3. Encouraging greater partnership working.
4. Acting as an ambassador and champion for the Council.

Key relationships:

1. All Councillors.
2. Chief Executive.
3. Civic Officer.

Key activities and responsibilities:

1. In the absence of the Chairman to be impartial and to refrain from acting in a party political manner when carrying out his/her role, particularly when exercising a casting vote in the event of deadlock at a Council meeting.
2. To uphold and promote the purposes of the Constitution, and to interpret the Constitution when necessary.
3. In the absence of the Chairman to preside over the meetings of the Council so that its business can be carried out efficiently and with regard to the rights of Councillors and the interests of the community.

4. To ensure that in the Chairman's absence the Council meeting is a forum for the debate of matters of concern to the local community.
5. To promote public involvement in the Council's activities.
6. In the Chairman's absence to be the conscience of the Council.
7. To assist the Chairman to attend such civic and ceremonial functions as the Council and he/she determines to be appropriate.
8. To be responsible for personal development and to undergo appropriate and continuous training in the role.

Key skills and knowledge:

Skills:

1. Regulating and monitoring:
 - a. Advanced chairing skills, including the ability to manage conflict.
 - b. The ability to interpret the Constitution.
 - c. Impartiality and objectivity.
2. Partnership working:
 - a. A strong ability to develop relationships, in particular with the persons mentioned in the 'key relationships' section above.
3. Communication skills:
 - a. Advanced listening and questioning skills.
 - b. Good public speaking skills.
 - c. The ability to work with the media.

Knowledge:

- Detailed understanding of the Council's Constitution.
- Detailed understanding of the processes and structure of the Council.
- Understanding of the rights and duties of Councillors.
- A strong understanding of which issues are of concern to the community.
- Understanding of the Council's activities.

Role Profile – Deputy Leader of an Opposition Group

Main purpose(s) of the role:

1. To support the Group Leader in his or her strategic role and to carry out duties on behalf of the Group Leader as needed.
2. To deputise in the absence of the Group Leader, i.e., to carry out the responsibilities of the office of Group Leader as referred to in the corresponding role profile for that position.

Key relationships:

1. The Group Leader of their political group.
2. Other Councillors belonging to that political group.
3. Relevant political party groups and associations.
4. Group Political Research Assistant (if the group has one).
5. Leader of the Council and other Group Leaders.
6. Other Councillors.
7. Officers of the Council including the Chief Executive.
8. The public and outside organisations.
9. Local media.

Key responsibilities:

1. To undertake the training required to ensure that they are equipped with the knowledge and skills required to carry out the role of the Group Leader when called upon.

2. To assist the Group Leader in managing the work of Councillors within the group.
3. To support the Group Leader in the initiation of policy.
4. To work closely with the Extended Leadership Team where appropriate.
5. To hold the Cabinet to account at Council meetings.
6. To play a proactive role in the Overview and Scrutiny process to discuss decisions taken or to support the policy formulation process.
7. To consult interested parties, ward councillors and citizens as part of the development and review of group policy.
8. To assist the Group Leader when consulting on and drawing up the revenue and capital budgets.
9. To undertake detailed work in preparation for meetings of the full Council.
10. To be an advocate for the group within their capacity as a group officer.

Key skills and knowledge:

Skills:

1. Leadership skills:
 - a. The ability to provide strong political leadership for their group.
 - b. The ability to hold the Cabinet to account.
 - c. Ambassadorial skills – the ability to represent the Council within the authority, as well as outside of it at a regional and national level.

2. Political understanding:
 - a. The ability to manage the tensions between the political demands and expectations of their group and the needs of the Council.
 - b. The ability, where necessary, to discipline Councillors in their political group.
 - c. The ability to address difficult issues with other groups in a politically sensitive way.
3. Regulating and monitoring:
 - a. Intermediate chairing skills.
 - b. The ability to plan and prioritise the business of the group.
4. Partnership working:
 - a. The ability to use tact and diplomacy to work across the full range of Council services, partners and political groups, to the benefit of the community.
 - b. The ability to build effective relationships with other parts of the political management and decision-making structure e.g. full Council, the Overview and Scrutiny Committees and other political groups.
5. Communication skills:
 - a. The ability to facilitate effective communication within and across the Council, and to ensure that the community are given the opportunity to engage in the development of the policies of their group.
 - b. An advanced ability to work with the media and to identify when additional support from public relations experts is

required, to ensure that the Council is represented in a positive light.

- c. Advanced listening and questioning skills.
 - d. Advanced presentation and public speaking skills.
6. Other skills:
- a. The ability to assimilate and analyse complex information.
 - b. Research skills and policy development.

Knowledge:

- An understanding of the roles of Leader of the Council, Cabinet Members, and the Leader of an Opposition Group within the Council.
- An understanding of the legally defined roles of certain senior officers.
- Knowledge of the work of national, regional, and sub-regional organisations and the role of the Council within them.
- An understanding of the national policy framework and its impact on local policy development.
- An understanding of the challenges facing local government.
- An understanding of Council strategy, policies, and operations.
- Knowledge of the role of local partners, the services they deliver, and their relationship with the Council.
- An understanding of the Council's Constitution, Code of Conduct, budget and audit processes and key internal policies.

- Knowledge of the needs of the community and their priorities for action.
- An understanding of the relationship between national politics and local political leadership.
- An understanding of the wider, national issues facing councillors and the practical implications for those councillors in their group.

Role Profile – Lead Member

Main purpose(s) of the role:

1. To assist the Cabinet Member for a given area of the Council's work, as determined by the Leader of the Council.
2. To provide strategic leadership for issues within his/her specific lead area.
3. To work with decision makers in the Council to establish strategies/policies and work connected with their specific lead area.
4. To maintain a detailed level of knowledge and awareness of all matters connected with that lead area.
5. To contribute to good practice and the continuous improvement of services within their given area.
6. To engage with Members, officers and other stakeholders in matters related to their specific lead area including attending Cabinet, Overview and Scrutiny and other meetings of the Council where appropriate.

Key relationships:

1. Leader of the Council.
2. Other Cabinet Members.
3. Chief Executive, Assistant Directors, Corporate Managers.
4. Political Group Members.
5. Other partner organisations, including counterparts in neighbouring Councils.
6. Key stakeholders within his/her area of responsibility.

7. Local media.

Key activities and responsibilities:

1. To work closely with the relevant Assistant Director(s) to agree and develop a set of policy priorities for his or her specific remit.
2. To work with the Leader of the Council and fellow Cabinet Members to ensure the smooth implementation of policies through the democratic processes of the Council.
3. To assist the Cabinet Member for his or her remit, including liaising with other Councils, public sector bodies and other partners, as well as MPs, the media and the wider public.
4. To work closely with the relevant Assistant Director(s) to ensure that any policy decisions are well communicated and implemented, providing leadership and direction.
5. To play an active role in ensuring that the Cabinet remains a cohesive and effective decision-making organisation, with a well-developed set of values and priorities.
6. To embody these values and priorities and help communicate these to external partners and residents of the Council.
7. To attend formal Cabinet meetings within the formal Cabinet setting.
8. To uphold the Principles of Decision Making as defined in the Constitution.
9. To attend and participate in full Council meetings.
10. To assist the Cabinet Member in preparing a report to full Council meeting, detailing his/her activities and the decisions made over the preceding period.

11. At Cabinet and full Council meetings, to assist with responses to formally submitted and supplementary questions, both from the public and from Councillors relating to their specific lead area.
12. To be responsible for personal development and to undergo appropriate and continuous training in the role.

Key skills and knowledge:

Skills:

1. Leadership skills:
 - a. Leadership skills for his/her specific areas of responsibility and the ability to work with the Leader of the Council and Deputy Leader as an executive team.
 - b. Decision-making skills.
 - c. The ability to challenge the status quo and deal with complex strategic issues and problems.
 - d. The ability to act as an ambassador for the Council.
2. Partnership working:
 - a. Relationship building – with those mentioned in the ‘key relationships’ section above.
 - b. The ability to work as part of an executive team to drive forward the continuous development of the Council.
3. Communication skills:
 - a. To be able to work constructively with officers, Councillors, and partners.
 - b. Advanced listening, questioning and negotiation skills.
 - c. Advanced presentation and public speaking skills.

- d. Advanced ability to work with the media and identify when additional support from public relations specialists is required, to ensure the Council is positively represented.
4. Regulating and monitoring:
 - a. The ability to chair meetings relating to their specific lead area and local public service boards.
 5. Other skills and abilities:
 - a. The ability to manage a busy and complex workload, often to tight deadlines.
 - b. Research and policy development skills.
 - c. The ability to assimilate and analyse complex information.

Knowledge:

- Knowledge of the key areas relating to their lead area and its relationship with the portfolios of other Cabinet Members.
- Detailed understanding of the strategic role of Cabinet within the Council.
- Understanding of the role of a Cabinet Member as part of the executive team.
- Detailed understanding of Council policy, operations and strategies.
- Understanding of the legally defined role of certain senior officers.
- Detailed knowledge of the challenges facing local government.
- Understanding of the national policy framework and its impact on local policy development.

- Knowledge of the work of national, regional, and sub-regional bodies and the role that the Council plays within these.
- Knowledge of community needs and their priorities for action.
- Knowledge of the role of local partners and the services they deliver.
- Understanding of the Council's Constitution, Code of Conduct, budget and audit processes and key internal policies.
- Understanding of principles and importance of making sound, evidenced-based decisions.
- An understanding of project management principles.

Role Profile – Opposition Group Leader

Main purpose(s) of the role:

1. To provide effective leadership and strategic direction for a political group.
2. To contribute to the good governance of the Council.

Key relationships:

1. Other Councillors belonging to that political group.
2. Relevant political party groups and associations.
3. Group Political Research Assistant (if the group has one).
4. Leader of the Council and other Group Leaders.
5. Other Councillors.
6. Officers of the Council including the Chief Executive.
7. The public and outside organisations.
8. Local media.

Key activities and responsibilities

1. To represent their political group in all their internal dealings within the Council, as well as externally with other Councils, the Voluntary Sector, or on local, regional, or national bodies as appropriate.
2. To scrutinise the majority group's administration of the Council.
3. To act in a manner which is likely to promote rather than undermine the best interests of the community, and to ensure that other members of their political group act in a similar manner.

4. To lead their group in a manner which ensures that:
 - a. Members of their group abide by the Suffolk Local Code of Conduct for Members.
 - b. Adequate liaison is conducted with other political groups to further the interests of the Council.
 - c. Adequate liaison is conducted with members of the Extended Leadership Team on all matters affecting the services provided by them on behalf of the Council.
 - d. Regular briefings are provided on Council matters as appropriate to members of that group.
 - e. If in opposition to a particular proposal, decision, or policy, to engage in constructive criticism and to offer alternatives or amendments where appropriate.
5. To work with members of their political group to formulate a framework of policies and priorities for that group.
6. To lead their group's approach to the media and ensure consistency in this across the group.
7. To determine and allocate a portfolio of responsibilities amongst group members.
8. To nominate political representation on Committees, Sub-Committees, Working Groups and Panels as provided for in the Constitution.
9. To consider the individual and collective development needs of group members and to assist them in developing the necessary knowledge and skills, whether as Councillors in general or in relation to their specific areas of responsibility.
10. To maintain effective liaison with the Chair of the Overview and Scrutiny Committee.

11. To be responsible for personal development and to undergo appropriate and continuous training in the role.

Key skills and knowledge:

1. Leadership:
 - a. Advanced political leadership skills with respect to their particular group.
 - b. Ambassadorial skills – to be able to represent the Council within the authority, as well as outside of it especially at a regional or national level.
2. Scrutiny and challenge:
 - a. The ability to hold Cabinet to account.
3. Political understanding:
 - a. The ability to communicate values and promote a political vision.
 - b. The ability to encourage democratic processes and public engagement.
 - c. The ability to discipline members of their political group where necessary.
 - d. The ability to address difficult issues with other groups in a politically sensitive manner, whilst preserving their own political integrity.
 - e. The ability to manage the tensions between the needs of the Council and the political demands and expectations of that group.

4. Partnership working:
 - a. The ability to use tact and diplomacy to work across the entire range of Council services, partners, and political groups, to the benefit of the community.
 - b. The ability to build effective relationships with other parts of the political management and decision-making structure, such as full Council, the Overview and Scrutiny Committee, and other political groups.
5. Communication skills:
 - a. The ability to facilitate effective communication within and across the Council, and to ensure that the community is given the opportunity to engage in the development of policies and priorities for that political group.
 - b. The advanced ability to work with the media and identify when additional support from public relations specialists is required, to ensure that the Council is positively represented.
 - c. Advanced listening, questioning and negotiation skills.
 - d. Advanced presentation and public speaking skills.
6. Additional skills:
 - a. The ability to plan and prioritise the business of the group.

Knowledge:

- An understanding of the roles of the Leader of the Council, Cabinet Members, and the Leader of an Opposition Group within the Council.
- An understanding of the legally defined role of certain senior officers.

- Detailed knowledge of the work of national, regional and sub-regional bodies and the role of the Council within them.
- A detailed understanding of the national policy framework and its impact on local policy development.
- A detailed knowledge of the challenges facing local government.
- An understanding of Council strategy, policies and operations.
- Knowledge of the role of local partners and the services they deliver as well as their relationship with the Council.
- Detailed understanding of the Council's Constitution, Code of Conduct, budget and audit processes and key internal policies.
- Detailed knowledge of community needs and their priorities for action.
- An understanding of the relationship between national politics and local political leadership.
- An understanding of the wider, national issues facing Councillors and the practical implications for the Councillors in *their group*.

Additional responsibilities:

1. *To engage in cross-party and corporate activities when invited to do so by the administration – for instance for the appointment of the Chief Executive.*

Estimated average weekly time spent on the role:

15 hours.

Role Profile – Mental Health Member Champion

Main purpose(s) of the role:

1. To lead on working towards reducing inequalities in mental health within the community.
2. To provide a vocal presence for mental health within the Council where this is necessary.
3. To be an advocate for mental health issues in Council meetings and policy development.
4. To listen to people with personal experiences of mental health to get their perspectives on local needs and priorities.
5. To encourage the Council to support the mental health of its own workforce and Members.
6. To ensure that awareness is raised amongst Members about mental health issues.
7. Support and seek support for activities led by the Council to promote mental health and well-being.

Key relationships:

1. Cabinet Members.
2. Other Councillors in their political group.
3. Other Councillors.
4. The Chief Executive.
5. The Council's Extended Leadership Team.
6. Members of Parliament for their area and those with responsibility for issues in which the Council has a specific interest.

7. The public and outside organisations.
8. Local media.

Key activities and responsibilities

1. To represent the Council in relation to policy and administration of mental health issues.
2. To assist in the development of the appropriate policies, strategies and plans of the Council, to ensure that mental health issues are taken into consideration when formulating these policies.
3. To work closely with the Cabinet and Senior Leadership Team to ensure that the Council is well attuned to the issues on mental health.
4. To identify at least one priority a year for the Council to focus on.
5. To support and seek support for activities promoted by the Council to promote mental health and well-being.

Key skills and knowledge:

Skills:

1. Leadership skills:
 - a. The ability to develop priorities to develop health and wellbeing in the community.
 - b. Advanced 'ambassadorial' skills – the ability to represent the Council within the authority, as well as outside of it on a sub-regional, regional, and national level.
 - c. The ability to address difficult issues with other partners regarding mental health.

2. Regulating and monitoring:
 - a. Advanced chairing skills.
3. Communication skills:
 - a. The ability to facilitate effective communication within and across the Council and to ensure that the community can engage with the Council.
 - b. An advanced ability to work with the media and to identify when additional support is required from public relations specialists to ensure that the Council is positively represented.
 - c. Advanced listening and questioning skills.
 - d. Advanced presentation skills.
 - e. Advanced public speaking skills.
4. Partnership working:
 - a. The ability to use tact and diplomacy to work across the full range of Council services, partners, and political groups, to the benefit of the community.
 - b. The ability to build effective relationships with other parts of the political management and decision-making structure, such as full Council, the Overview and Scrutiny Committees, and other political groups.
 - c. The ability to address difficult issues across all groups in a politically sensitive manner.

Knowledge:

- A detailed understanding of the role of Mental Health Champion.
- A detailed understanding of mental health issues.

- Detailed knowledge of the work of national, regional and sub-regional organisations and the role of the Mental Health Champion within them.
- Detailed knowledge of the role of local partners and the services they deliver.
- A detailed understanding of the Council's Constitution, Code of Conduct, budget and audit processes and key internal policies.

Role Profile - Armed Forces Covenant Member Champion

Main purpose(s) of the role:

1. To lead on raising the profile and needs of the Armed Forces community (serving personnel, both regular and reserve, their families, and veterans) within the Council and the district.
2. To provide a vocal presence for the armed forces within the Council where this is necessary.
3. To be an advocate for the armed forces in Council meetings and policy development.
4. To closely liaise with the Armed Forces Covenant Officer with particular reference to the Council's obligations undertaken through the Armed Forces Covenant.
5. To closely liaise with the Chairman on all ceremonial matters in which the Chairman should be involved (e.g. ranging from raising the flag on Armed Forces, attendance at local armed forces events).
6. To keep the local Members of Parliament apprised of the activity within the District Council in relation to the armed forces community.
7. To liaise as appropriate with local members of the Armed Forces, to assist in understanding where help may be most needed and to enable in return a better understanding within the Armed Forces of the limitations and different responsibilities of Local Government and its decision-making processes.
8. To be the primary focal point for liaison with businesses/local organisations within the district to promote the Armed Forces Corporate Covenant and encourage engagement with the Armed Forces.

Key relationships:

1. Cabinet Members.
2. Other Councillors in their political group.
3. Other Councillors.
4. The Chief Executive.
5. The Council's Extended Leadership Team.
6. Members of Parliament for their area and those with responsibility for issues in which the Council has a specific interest.
7. The public and outside organisations.
8. Local media.

Key activities and responsibilities:

1. To represent the Council in relation to armed forces issues.
2. To assist in the development of the appropriate policies, strategies, and plans of the Council, to ensure that armed forces issues are taken into consideration when formulating these policies.
3. To work closely with the Cabinet and Senior Leadership Team to ensure that the Council is well attuned to the issues on armed forces.
4. To identify at least one priority a year for the Council to focus on.
5. To support and seek support for activities promoted by the Council to promote the Armed Forces Covenant.

Key skills and knowledge:

Skills:

1. Leadership skills:
 - a. Advanced 'ambassadorial' skills – the ability to represent the Council within the authority, as well as outside of it on a sub-regional, regional, and national level.
 - b. The ability to address difficult issues with other partners regarding armed forces.
2. Regulating and monitoring:
 - a. Advanced chairing skills.
3. Communication skills:
 - a. The ability to facilitate effective communication within and across the Council and to ensure that the community can engage with the Council.
 - b. An advanced ability to work with the media and to identify when additional support is required from public relations specialists to ensure that the Council is positively represented.
 - c. Advanced listening and questioning skills.
 - d. Advanced presentation skills.
 - e. Advanced public speaking skills.
4. Partnership working:
 - a. The ability to use tact and diplomacy to work across the full range of Council services, partners, and political groups, to the benefit of the community.
 - b. The ability to build effective relationships with other parts of the political management and decision-making structure,

such as full Council, the Overview and Scrutiny Committees, and other political groups.

- c. The ability to address difficult issues across all groups in a politically sensitive manner.

Knowledge:

- A detailed understanding of the role of Armed Forces Covenant.
- A detailed understanding of the issues facing armed forces and their families
- Detailed knowledge of the work of national, regional, and sub-regional organisations and the role of the Armed Forces Covenant within them.
- Detailed knowledge of the role of local partners and the services they deliver.
- A detailed understanding of the Council's Constitution, Code of Conduct, budget and audit processes and key internal policies.

Role Profile – Chairman of the Shared Revenues Partnership Joint Committee

Main purpose(s) of the role:

The role of the Chairman of the Shared Revenues Partnership Joint Committee is to ensure that the work of the Committee is conducted to fulfil its role and function in accordance with the Terms of Reference outlined in the Constitution.

Including:

1. To ensure a consistent approach.
2. To avoid the duplication of resources.
3. To improve joint working between councils.

Key relationships:

1. Members of the committee.
2. Head of Shared Service.
3. Section 151 Officers.
4. Shared Revenues Partnership Operations Managers.
5. Operations Managers.

Key activities and responsibilities:

1. To chair meetings in a manner that ensures that the work of the Shared Revenues Partnership is conducted to fulfil its role and functions in accordance with the Terms of Reference outlined in the Constitution.

2. To be responsible for ensuring decisions are made under the correct protocols.
3. To foster and maintain a disciplined approach, alongside high standards of behaviour and ethics, amongst the members involved.
4. To be responsible for personal development and to undergo appropriate and continuous training in the role.

Key skills and knowledge:

Skills:

1. Leadership:
 - a. The ability to provide leadership for the committee.
 - b. The ability to set objectives and to develop these on behalf of the committee.
2. Partnership working:
 - a. The ability to use tact and diplomacy to work across the full range of council services, partners, and political groups, to the benefit of the local community.
 - b. The ability to support and encourage relevant contributions from each member on the committee.
3. Communication skills:
 - a. Advanced communication skills in order to be able to work constructively with councillors, partners, and officers.
 - b. Strong listening and questioning skills.
 - c. Strong presentation and public speaking skills.

4. Regulating and monitoring:
 - a. Advanced chairing skills.
 - b. The ability to plan and prioritise the business of the committee with regard to its terms of reference and key challenges facing the local area.

Knowledge:

- A detailed understanding of the Council's Constitution.
- A detailed understanding of the Suffolk Local Code of Conduct for Members.
- A detailed understanding of the Shared Revenues Partnership Terms of Reference.

Additional responsibilities:

1. To ensure that the Committee operates in line with the agreed Business Plan and within the annual budget.
2. To attend Overview and Scrutiny or Joint Audit and Standards Committee where required to do so, to account for the activities of the Joint Committee.
3. To liaise with the Section 151 Officer to ensure that any matters of concern are addressed promptly

Estimated average weekly time spent on the role:

2 hours per month.