

Member Development Framework

What Is The Member Development Framework?

This framework broadly outlines the skills and knowledge required by Councillors to perform their different roles and provides an indication of how they might carry them out effectively. It is not intended to be exhaustive or prescriptive but to provide a prompt for new and existing members to identify areas where they need support.

This support could be in the form of information, training, facilitated workshops, coaching and mentoring, or opportunities to learn from observation. The framework is designed to be flexible so that members can work with officers and colleagues to decide the most useful method.

Who Is It For?

The framework can be used by all members, either individually for personal reflection on their own needs, by member teams to identify what might be useful for a committee or interest group, or with support officers to prioritise training and development needs.

Member Support Officers and Training Managers may find the framework useful as a basis for training needs analysis (a way of identifying the development needs of each member or member team) or in the creation of personal development plans for each Member. The framework has been designed to be adaptable to local needs.

How To Use It

The structure of the framework broadly follows the different stages in a Councillor's career. In that it starts before election and progresses through the range of responsibilities that a member may undertake throughout his or her term of office. To avoid duplication, skills and knowledge that appear early in the framework are not repeated under each role. Therefore the whole framework should be used rather than just dipping in to one section.

The framework is divided horizontally into the following categories:

- **Role Description** - this describes the different roles or areas of individual responsibility that a Councillor might have. Section A refers to the period after selection and before election. Sections B to H to the activities that all members will undertake. Sections H to N refer to specific roles such as overview and scrutiny or member of the executive.

- **Knowledge Required** - this describes the information that Councillors would need to know or understand to carry out the role.
- **Role Skills** - this refers to the set of skills associated with the role description.
- **The Effective Member Is Able to** - gives examples of how a member might demonstrate effective performance.
- **Possible Method of Acquisition** - suggests how the new skills or knowledge might be developed, ranging from guided reading, through training, to receiving coaching or mentoring.
- **Time Scale** - indicates the level of urgency for development, such as on induction, within the first year, or when the individual member expresses a need.

If you feel that you would like some help in filling in this form, please contact personnel, Corporate Training or the Scrutiny Unit

A Development Framework for Councillors

Role Description	Knowledge Required	Role Skills	The Effective Candidate Is Able To	Possible Method of Acquisition	Time Scale
A. As A Candidate					
1. Be Prepared To Take On The Role	<ul style="list-style-type: none"> Understanding of what a Councillor does Understanding of the ethical framework within which Councillors are required to work including the Standards of Conduct Understanding of the commitment required 	<ul style="list-style-type: none"> Information gathering Networking 	<ul style="list-style-type: none"> Seek out people who are able to help Read and apply background information about the role including Standards of Conduct Describe the responsibilities of the Councillor 	<ul style="list-style-type: none"> Talk to existing Councillors LGMB/IDeA Councillors guidance Job description and person specification Guidance on the Ethical Framework introduced under Part 3 of the Local Government Act Visit to the National Assembly to see committee in session and the information centre 	On selection
2. Be Ready To Work Within Local Government	<ul style="list-style-type: none"> Understanding of how local government works Knowledge of local responsibilities of the Council Understanding of national agendas for local government 	<ul style="list-style-type: none"> Information gathering Networking 	<ul style="list-style-type: none"> Know who to talk to within authorities Build relationships with Council officers Describe the national imperatives for local government 	<ul style="list-style-type: none"> CD rom explaining the work of local government Liaison with existing Councillors LGA information and website 	On selection
3. Be Ready To Operate Within A Political Environment	<ul style="list-style-type: none"> Understand local, national and party politics Understand the party manifesto 	<ul style="list-style-type: none"> Information gathering Networking 	<ul style="list-style-type: none"> Describe and apply the national party manifesto Describe local political priorities Display political awareness 	<ul style="list-style-type: none"> Local Party Membership Party information 	On selection
4. Be Ready To Represent The Community	<ul style="list-style-type: none"> Understand the issues concerning the local community Awareness of the diverse nature of the local community 	<ul style="list-style-type: none"> Information gathering Engaging with groups and individuals 	<ul style="list-style-type: none"> Show a genuine interest in and concern for the community and all its individuals equally, effectively balancing priorities 	<ul style="list-style-type: none"> Talking with community groups and individuals Visit schools and leisure centres 	On selection
5. Self Promotion	<ul style="list-style-type: none"> Knowledge of promotional 	<ul style="list-style-type: none"> Communication Assertiveness 	<ul style="list-style-type: none"> Describe the party manifesto 	<ul style="list-style-type: none"> Personal skills training in assertiveness/communication/ 	On selection

	opportunities and venues	<ul style="list-style-type: none"> • Persuasion • Negotiation • Public Speaking 	<ul style="list-style-type: none"> • Promote a personal position • Act and speak confidently to a variety of audiences 	persuasion	
Role Description	Knowledge Required	Role Skills	The Effective Candidate Is Able To	Possible Method of Acquisition	Time Scale
B. As A New Member					
1. Getting Started	<ul style="list-style-type: none"> • Understanding of the key activities undertaken by Councillors • Understanding of the work of the Council • Knowledge of the priority areas for service delivery • Knowing where to find information • Knowledge of individual role • Knowledge of the constitution • Understanding of ethical standards • Understanding of core processes such as business and financial planning 	<ul style="list-style-type: none"> • Information gathering • Networking • Communication 	<ul style="list-style-type: none"> • Describe his/her role • Describe the role of the Council • Describe the strategic and policy priorities for the authority • Approach the appropriate contacts for information 	<ul style="list-style-type: none"> • Officer briefing • LGMB/IDeA guidance • Councillors guide, with authority inserts • Presentations by Chief Executives and Service Directors • Tour of the area and Council buildings • Role play/games • Introduction to information sources, members library etc. • Allocation of Councillor 'buddy' 	<p>First briefing day of induction</p> <p>First week of induction</p>
2. Participating At A Meeting	<ul style="list-style-type: none"> • Knowledge of meeting timetable and locations • Protocol • Standing orders • Codes of conduct/standards • Meeting conventions 	<ul style="list-style-type: none"> • Team working • Meeting skills 	<ul style="list-style-type: none"> • Participate fully • Act assertively but not aggressively • Speak effectively in public • Express themselves effectively • Actively listen 	<ul style="list-style-type: none"> • Meeting simulation • Officer briefing on protocols/standing orders/codes of conduct and individual meeting roles • Meeting skills seminar • Personal skills development workshop 	<ul style="list-style-type: none"> • 'Freshers day' during first week of induction - an opportunity for new members to take part in simulations together and without existing members • First 6 months • First 6 months

3. Establishing Community Links	<ul style="list-style-type: none"> • Knowledge of ward and authority • Knowledge of community groups and organisations • Understanding of community issues • Understanding of community sector • Knowledge of ethical standards 	<ul style="list-style-type: none"> • Research • Effective communication • Networking 	<ul style="list-style-type: none"> • Demonstrate an understanding of the geographical area and the issues affecting it • Demonstrate a commitment to equality through seeking to represent all groups equally and impartially • Give a positive representation of the Council, its people and its services • Elicit views of others 	<ul style="list-style-type: none"> • Tour of authority • Equalities training to permeate all training and development activities undertaken • Equalities awareness raising workshop • Visits to local groups 	<ul style="list-style-type: none"> • First week of induction • On going • First 6 months
4. Relating To Officers	<ul style="list-style-type: none"> • Knowledge of officer responsibilities and contact points • Knowledge of protocols for working with officers 	<ul style="list-style-type: none"> • Communication • Assertiveness • Influencing skills • Diplomacy • Interpersonal skills 	<ul style="list-style-type: none"> • Build relationships • Develop trust • Adopt an appropriate personal style • Show respect for all officers equally 	<ul style="list-style-type: none"> • Briefing notes • Guidance on protocols • Council contact directory in Councillors guide • Work shadowing • Facilitated member-officer forum 	<ul style="list-style-type: none"> • Protocols on induction • Throughout term, but more intensively within first year
5. Working To Ethical Standards	<p>Understanding of local Code of Conduct and the standards of conduct within the ethical framework. As set out in the Statutory Instruments under Part 3 of the Local Government Act 2000</p>	<ul style="list-style-type: none"> • Handling information • Questioning • Applying knowledge learned to appropriate situations 	<p>Display and role model a commitment to the 10 general principles underpinning all codes of conduct namely:</p> <ul style="list-style-type: none"> • Selflessness • Honesty • Integrity • Upholding the law • Stewardship • Objectivity • Equality and respect for others • Openness • Accountability • Leadership 	<ul style="list-style-type: none"> • Officer briefings • Member handbook • Code of Conduct • Development activities specifically around ethics and standards 	<ul style="list-style-type: none"> • First week of induction

Role Description	Knowledge Required	Role Skills	The Effective Candidate Is Able To	Possible Method of Acquisition	Time Scale
C. All Members					
1. Juggling Your Life	Knowledge of key personal activities and responsibilities	<ul style="list-style-type: none"> • Time management • Prioritisation • Delegation • Stress awareness/management • Assertiveness 	<ul style="list-style-type: none"> • Balance work and home roles, being aware of support packages for childcare etc. • Recognise and manage his/her own stress • Take problems seriously but not personally 	<ul style="list-style-type: none"> • Talk to existing members • Receive coaching/mentoring from other members/officers if appropriate • Take part in courses e.g. stress awareness, time management • Have access to a counselling service 	As required and ongoing
2. Managing Information	Knowledge of sources of information and methods of organising it	<ul style="list-style-type: none"> • Researching • Storing and retrieving information • Project management 	<ul style="list-style-type: none"> • Use a range of sources to find the information they need and organise it so that they can find it again 	<ul style="list-style-type: none"> • Officers to provide information and advice • Advice and information from the library service • Mentoring from other members 	As required
3. Handling Data	<ul style="list-style-type: none"> • Understanding the processes behind data presented such as budget cycle, performance indicators etc. • Understanding how data is presented for example financial or performance related statistics 	<ul style="list-style-type: none"> • Literacy • Numeracy • Speed reading • Data interpretation 	<ul style="list-style-type: none"> • Retain and recall facts • Interpret complex data 	<ul style="list-style-type: none"> • Officer briefings • Courses on speed reading, data handling and mind mapping • Officer briefings and methods of presenting information • Basic Skills Agency courses 	<ul style="list-style-type: none"> • Processes on induction • Briefings on induction • Courses as required
4. Using ICT	<ul style="list-style-type: none"> • Awareness of systems and what a computer can do 	<ul style="list-style-type: none"> • Basic word processing • E-mail • Use of the internet 	<ul style="list-style-type: none"> • Enthusiastically embrace new technology • Use ICT to communicate with Council and community • Use ICT to find and interpret information e.g. Internet and 	<ul style="list-style-type: none"> • Courses from the ICT department on basic computer literacy • European Computer Driving Licence 	<ul style="list-style-type: none"> • As required • Aim for IT literacy within 1st 6 months

			Intranet		
5. Expressing Yourself	<ul style="list-style-type: none"> • Knowledge of corporate style of letter/report writing • Understanding of corporate guidance for interacting with the media • Understanding of different needs of different audiences 	<ul style="list-style-type: none"> • Effective self expression • Basic media skills • Presentation skills 	<ul style="list-style-type: none"> • Display self confidence without appearing arrogant • Express him/herself articulately • Accept and give feedback • Actively listen 	<ul style="list-style-type: none"> • Coaching and mentoring from other members • Courses e.g. presentation skills • Media skills • Externally facilitated observation and feedback 	<p>Knowledge of corporate style at induction</p> <p>Personal style - ongoing as required</p>
6. Working With Others	<ul style="list-style-type: none"> • Knowledge of who to work with • Understanding of equalities and diversity issues including responsibilities under legislation • Understanding of the roles of officers, members and different agencies 	<ul style="list-style-type: none"> • Listening • Team working • Interpersonal skills 	<ul style="list-style-type: none"> • Have respect for, and desire to work with groups and individuals • Put the needs of the team before their own 	<ul style="list-style-type: none"> • Officer briefings on partners and basic equalities awareness • Equality training workshops • Member handbook 	<p>Briefings in first induction week</p> <p>Workshops within first year</p>
7. Acting As An Employer	<ul style="list-style-type: none"> • Understanding of the role of the member as an employer and personal responsibilities in relation to employees 	<ul style="list-style-type: none"> • Ability to take part in disciplinary process • Ability to interact with staff according to equalities legislation and employment law 	<ul style="list-style-type: none"> • Treat all colleagues with respect 	<ul style="list-style-type: none"> • Officer briefing • Member handbook 	<ul style="list-style-type: none"> • An induction
8. Working Within Health & Safety Regulation	<ul style="list-style-type: none"> • Understanding of responsibilities for health and safety as an employer and an individual 	<ul style="list-style-type: none"> • Ability to assess health and safety risk • Manual handling 	<ul style="list-style-type: none"> • Take relevant health and safety legislation into account when undertaking all aspects of work 	<ul style="list-style-type: none"> • Officer briefing • Member handbook 	<ul style="list-style-type: none"> • At induction

Role Description	Knowledge Required	Role Skills	The Effective Candidate Is Able To	Possible Method of Acquisition	Time Scale
D. As A Ward Representative					
1. Holding Surgeries	<ul style="list-style-type: none"> • Knowledge of contacts for referral • Contacts for publicity • General awareness of Council policy on common issues - planning etc. • Understanding of how standards/codes of conduct applies in this setting • Understanding of authority complaints procedure • Awareness of the guidance information needed on hand in this setting • Understanding of accessibility issues 	<ul style="list-style-type: none"> • Knowledge management • Information gathering • Communication assertiveness • Conflict management 	<ul style="list-style-type: none"> • Identify and use appropriate sources of information • Adapt personal style to develop relationships • Inform service users and advise of Council policy and procedure • Make themselves available to all sections of the community 	<ul style="list-style-type: none"> • Briefing notes/Councillor handbook with contact details and Council policies • Workshops as relevant to develop skills elements 	<ul style="list-style-type: none"> • Briefing notes/handbook at induction • When identified by Councillors
2. Casework	<ul style="list-style-type: none"> • Understanding circumstances of particular case • Understanding of case management techniques • Understanding of extent of personal involvement 	<ul style="list-style-type: none"> • Information gathering/handling/giving • Interpersonal skills • Advocacy 	<ul style="list-style-type: none"> • Put aside personal viewpoint and take objective stance • Make effective judgements about when to get personally involved, when to advise and when to refer and who to refer to 	<ul style="list-style-type: none"> • Shadowing experienced member/officer • Facilitated case study activities 	<ul style="list-style-type: none"> • Basics on induction • On going within first year
3. Representing The Community Within The Council And Other Agencies	<ul style="list-style-type: none"> • Code of conduct • Standards/ethics 	<ul style="list-style-type: none"> • Presentation skills • Negotiation skills • Advocacy 	<ul style="list-style-type: none"> • Demonstrate integrity and impartiality 	<ul style="list-style-type: none"> • Officer briefing on code of conduct backed up by briefing notes/Councillor handbook • Courses on presentation skills, negotiation skills 	Briefing notes/handbook at induction

4. Campaigning On Local Issues	<ul style="list-style-type: none"> • Knowledge relevant to issue • Knowledge of where and how to campaign 	<ul style="list-style-type: none"> • Consultation • Meeting • Organisation • Negotiation • Media skills • Analysis of data trends • Campaigning techniques 	<ul style="list-style-type: none"> • Present relevant and well reasoned arguments • Approach negotiations to achieve win-win • Involve all who will be affected by issue • Show strategic awareness - seeing the big picture • Hold an explicit and consistent position helping others to understand the position 	<ul style="list-style-type: none"> • Media skills training • Guidance from existing members • Guidance from officers involved in marketing 	Ongoing and as appropriate
5. Winning Resources For The Ward	<ul style="list-style-type: none"> • Knowledge of funding sources • Understanding of local government finance • Knowledge of Assembly priorities 	<ul style="list-style-type: none"> • Networking • Negotiation 	<ul style="list-style-type: none"> • Display determination and tenacity • Be imaginative in identifying sources of funding • Submit evidence based bids 	<ul style="list-style-type: none"> • LGA/YHA • Officer briefings • Negotiation skills workshop 	Within first year
Role Description	Knowledge Required	Role Skills	The Effective Candidate Is Able To	Possible Method of Acquisition	Time Scale
E. As A Party Representative					
1. Presenting Party Policy	<ul style="list-style-type: none"> • Awareness of national and local party manifesto 	<ul style="list-style-type: none"> • Operating in a political environment • Public speaking/ presentation skills • Influencing skills 	<ul style="list-style-type: none"> • Operate within party political parameters • Understand and respect party discipline and process 	<ul style="list-style-type: none"> • Attendance at group and other relevant party meetings • Presentation skills/public speaking training 	At first group meeting and ongoing
2. Working As A Party Group Member	<ul style="list-style-type: none"> • Knowledge of party rules and constituency party structure • Knowledge of local party contacts 	<ul style="list-style-type: none"> • Team working • Networking 	<ul style="list-style-type: none"> • Act according to party rules • Share learning and information with 	<ul style="list-style-type: none"> • Briefing by Group Leader • Attendance at group and other relevant party meetings • Workshops to develop teamworking skills 	<ul style="list-style-type: none"> • At first group meeting and ongoing • When identified

			other group members		
Role Description	Knowledge Required	Role Skills	The Effective Candidate Is Able To	Possible Method of Acquisition	Time Scale
F. As A Decision Maker					
1. Making Decisions	<ul style="list-style-type: none"> • understanding of corporate responsibilities e.g. corporate parenting, planning, licensing etc. • Understanding of strategic and service context • Knowledge of preset procedures for decision making 	<ul style="list-style-type: none"> • Information gathering and handling • Decision making 	<ul style="list-style-type: none"> • Act with integrity • Refer decisions to others or take advice when appropriate • Involve the 'right' people in the process and encourage ownership • Understand the implications for the whole system 	<ul style="list-style-type: none"> • Corporate Parenting Workshop • Planning Workshop • Licensing Workshop • Officer briefing and other reading/research • Workshop/resource pack on problem solving and decision making 	<ul style="list-style-type: none"> • Overview at induction • More detailed briefing/workshop on corporate responsibilities within first year • Information handling and gathering within first year
2. Sitting On Council	<ul style="list-style-type: none"> • Knowledge of meeting structure • Understanding of code of conduct 	<ul style="list-style-type: none"> • Information handling • Presentation skills 	<ul style="list-style-type: none"> • Hear and understand messages from colleagues • Take opportunities to participate appropriately, clearly and concisely • Act according to ethical standards and code of conduct 	<ul style="list-style-type: none"> • Briefing by officers and Leader • 'Simulated meeting' • Comments made by external experienced observers • Councilor 'mentor/buddy' 	<ul style="list-style-type: none"> • At induction • In first year • Ongoing as required
3. Selection Panel For Appointments	<ul style="list-style-type: none"> • Legislation and guidance on selection 	<ul style="list-style-type: none"> • Interviewing skills 	<ul style="list-style-type: none"> • Undertake thorough preparation • Engage with the process • Show a positive and equal attitude towards candidates • Shows integrity and fairness in decision making • Present an evidence based case to follow panel members 	<ul style="list-style-type: none"> • Course/workshop on recruitment and selection/interviewing skills • Officer briefing on legislation, policies and procedures regarding selection 	<ul style="list-style-type: none"> • On appointment to selection panel
4. Working With Outside Bodies As A Representative Of The	<ul style="list-style-type: none"> • Understanding of key objectives of both Council and 	<ul style="list-style-type: none"> • Meeting skills • Public speaking • Meeting 	<ul style="list-style-type: none"> • Take account of different organisational 	<ul style="list-style-type: none"> • Briefings and briefing notes provided by the local organisation 	<ul style="list-style-type: none"> • On appointment to board

Council	<ul style="list-style-type: none"> organisations Understand the Council's community leadership role Understanding of personal remit and powers 	management	priorities and cultural styles and values	<ul style="list-style-type: none"> Reading and research - local media, local archives Regular attendance at meetings Skills development can be via relevant workshops Undertaking peer support work 	
Role Description	Knowledge Required	Role Skills	The Effective Candidate Is Able To	Possible Method of Acquisition	Time Scale
G. Policy and Strategy					
1. Advising Groups On Council Policy	<ul style="list-style-type: none"> Knowledge of Council policy generally and in specific areas as required 	<ul style="list-style-type: none"> Active listening and observation Communication Data handling 	<ul style="list-style-type: none"> Maintain a broad interest and overview of Council functions Provide advice that is consistent with Council policy 	<ul style="list-style-type: none"> Councillor handbook Briefings/discussions with officers 	<ul style="list-style-type: none"> Handbook and initial briefings on induction As required (ongoing availability)
2. Reviewing And Developing Policy	<ul style="list-style-type: none"> Understanding of existing policy Knowledge of best practice elsewhere Understanding of the external policy environment 	<ul style="list-style-type: none"> Meeting skills Management and participation Negotiation Persuasion 	<ul style="list-style-type: none"> Challenge inappropriate policies and working practices Suggest alternatives and support with evidence 	<ul style="list-style-type: none"> Officer and 'expert' briefings Information from relevant institutes and other organisations Undertaking Peer Support work 	As required at outset of review
Role Description	Knowledge Required	Role Skills	The Effective Candidate Is Able To	Possible Method of Acquisition	Time Scale
H. Community Network					
1. Community Leadership and Partnerships	<ul style="list-style-type: none"> Knowledge of role and content of community strategy e.g. communities first health and well being initiative 	<ul style="list-style-type: none"> Communication Meeting management Ability to engage with all groups including the traditionally excluded such as young people and minority ethnic 	<ul style="list-style-type: none"> Actively manage contacts Lead by example Support all sectors of the community to help and develop themselves 	<ul style="list-style-type: none"> Briefing/note on community strategy Attendance at regional/cross sectoral workshops Briefings/seminars on roles and responsibilities of partnerships 	Overview within induction as available

		<ul style="list-style-type: none"> groups Influencing Persuading 			
2. Liaison With Voluntary Groups	<ul style="list-style-type: none"> Understanding of the culture and workings of the voluntary sector Knowledge of voluntary groups relevant to ward issues/Council priorities/special interest 	<ul style="list-style-type: none"> Communication Meetings Networking 	<ul style="list-style-type: none"> Demonstrate interest Actively manage contacts with support and understanding 	<ul style="list-style-type: none"> Voluntary group and 'expert' briefings Information from relevant national institutes and other organisations Attendance at meetings 	Within first six months/year
3. Liaison With Town and Parish Councils	<ul style="list-style-type: none"> Understanding of roles and responsibilities of town and parish councils 	<ul style="list-style-type: none"> Communication Meetings Networking 	<ul style="list-style-type: none"> As above 	<ul style="list-style-type: none"> Briefings from members of town and parish councils Attendance at meetings 	Within first six months/year
4. As A Member Of An Area Forum/Committee	<ul style="list-style-type: none"> Understand the role and responsibility of Area Forums/ Committees including any delegated responsibilities 	<ul style="list-style-type: none"> Communication Meetings Networking 	<ul style="list-style-type: none"> Actively listen to the community Effectively explain the policies of the Council 		

Specific Roles

Role Description	Knowledge Required	Role Skills	The Effective Candidate Is Able To	Possible Method of Acquisition	Time Scale
I. Full Council Role					
1. Participating In Council Meetings	<ul style="list-style-type: none"> Code of Conduct Ethical standards Rules of debate 	<ul style="list-style-type: none"> Information handling Public speaking Listening Grasping opportunities 	<ul style="list-style-type: none"> Prepare fully for debate Hear and understand messages from colleagues Contribute appropriately, clearly and concisely according to meeting protocol, code of conduct and ethical standards 	<ul style="list-style-type: none"> Briefing by officers and Leader Simulated meetings Observation and feedback from external experienced facilitators Councillor mentor/buddy 	<p>At induction</p> <p>During first year</p>

Role Description	Knowledge Required	Role Skills	The Effective Candidate Is Able To	Possible Method of Acquisition	Time Scale
J. Scrutiny Member					
1. Holding The Executive To Account	<ul style="list-style-type: none"> • Full understanding of scrutiny remit and roles • Understanding of Executive function and work plan • Understanding of protocols to 'call in' decisions 	<ul style="list-style-type: none"> • Information management • Performance review • Assertiveness 	<ul style="list-style-type: none"> • Challenge decisions made when appropriate • Ensure objectively and fairness and avoid party political bias • Function as team member 	<ul style="list-style-type: none"> • Briefings by officers closely involved in the scrutiny function • Scrutiny team development workshops with external facilitator 	<p>On appointment to scrutiny</p> <p>Within first six months</p>
2. Reviewing And Developing Policy	<ul style="list-style-type: none"> • Knowledge of existing policy • Understanding of best practice • Understanding of wider and national policy context 	<ul style="list-style-type: none"> • Meetings management/ participation 	<ul style="list-style-type: none"> • To challenge policies and working practices • Develop locally viable policy solutions • Help external stakeholders to develop their role 	<ul style="list-style-type: none"> • Officer and 'expert briefings • Information from relevant organisations 	As required at outset of review
3. Scrutiny In A Particular Area/Theme	<ul style="list-style-type: none"> • Understanding of area of responsibility • Understanding of the issues under review whether internal or external 	<ul style="list-style-type: none"> • Questioning • Interpersonal skills • Non-verbal communication • Interpreting facts and data 	<ul style="list-style-type: none"> • To challenge policies and practices on a sound basis of evidence • Be open to the views of 'witnesses' 	<ul style="list-style-type: none"> • Officer and 'expert' briefings • Information from relevant organisations 	As required
4. Performance Management And Improvement	<ul style="list-style-type: none"> • Understanding of performance management • Risk management • Understanding of the Council's own priorities and imperatives 	<ul style="list-style-type: none"> • Ability to handle complex facts and figures • Project management • Questioning • Monitoring and challenging 	<ul style="list-style-type: none"> • See the big picture • Use a range of information to evaluate performance • Focus on outcomes and impact • Promote change and new ways of working • Communicate performance priorities and results to communities and stakeholders 	<ul style="list-style-type: none"> • Officer briefings • Seminar/workshop on performance management/risk management 	<ul style="list-style-type: none"> • As required by review timetable • Ongoing programme of briefings and discussions to culminate in development of performance and improvement plans

Role Description	Knowledge Required	Role Skills	The Effective Candidate Is Able To	Possible Method of Acquisition	Time Scale
K. As A Chair					
1. Provide Leadership And Direction	<ul style="list-style-type: none"> • An in depth understanding of the role of the committee • In depth understanding of own role as Chair • Understand role of member support officers 	<ul style="list-style-type: none"> • Leadership • People management • Team building 	Provide confident management of the member team	<ul style="list-style-type: none"> • Leadership Academy • Coaching and mentoring • Support group with other Chairs • Chairing skills seminar 	As required
2. Oversee Work Programme	<ul style="list-style-type: none"> • Understand Council priorities • Understand work planning procedure • Understand role of other committees 	<ul style="list-style-type: none"> • Project management • Planning 	<ul style="list-style-type: none"> • Encourage proactivity and independent thought tempered with collaboration with officers and other committees • Manage projects to support prioritisation and review 	<ul style="list-style-type: none"> • Liaison with officers to define work programme • Project management workshop 	<ul style="list-style-type: none"> • Within planning cycle • When need identified
3. Provide Effective Meeting Management	<ul style="list-style-type: none"> • Understand meeting protocols • In depth knowledge of code of conduct 	<ul style="list-style-type: none"> • Meeting skills • Facilitation • Public speaking • Mediation • Personal skills • Non-verbal communication • Questioning • Listening 	<ul style="list-style-type: none"> • Ensure that meetings progress effectively • Ensure that the necessary preparation is done beforehand • Ensure that all participants are able to make an appropriate contribution • Ensure that meetings are focussed and time is not wasted 	<ul style="list-style-type: none"> • Meeting skills seminar • Observation, feedback/coaching by external facilitator 	As required
4. Ensure That Adequate Resources Are Provided	<ul style="list-style-type: none"> • Understand the resource requirements of the committee 	<ul style="list-style-type: none"> • Prioritisation • Negotiation • Lobbying 	<ul style="list-style-type: none"> • Liaise with officers to ensure time, staff, development and funding is available for the committee 	<ul style="list-style-type: none"> • Budget updates from officers 	Linked to budget round
5. Ensure Development And Contribution Of All	<ul style="list-style-type: none"> • Understands the potential role of each 	Facilitation	<ul style="list-style-type: none"> • Encourage high performance from all 	<ul style="list-style-type: none"> • Team roles identification activity 	

Members	<ul style="list-style-type: none"> team member Understands the preferred team role style of each member 		<ul style="list-style-type: none"> team members and witnesses where appropriate by encouraging appropriate participation and offering feedback as required 		
Role Description	Knowledge Required	Role Skills	The Effective Candidate Is Able To	Possible Method of Acquisition	Time Scale
L. As A Member Of A Statutory Committee					
1. Planning And Development Control	<ul style="list-style-type: none"> Knowledge of planning and development control law and regulations Knowledge of local and national planning policy Basic understanding of case law Understanding of community plan 	<ul style="list-style-type: none"> Decision making Persuasion Articulating local views 	<ul style="list-style-type: none"> Uses a range of legal and other information to make decisions 	<ul style="list-style-type: none"> Planning - introduction Advanced workshop 	<ul style="list-style-type: none"> On appointment to team When the team identifies a need
2. Licensing	<ul style="list-style-type: none"> Licensing regulations Knowledge of local and national licensing policy Basic understanding of case law Knowledge and understanding of community plans and crime and disorder strategies 	Decision making	<ul style="list-style-type: none"> Uses a range of information to make decisions Understands the cumulative impact of new applications for licensed premises 	<ul style="list-style-type: none"> Licensing - introduction Advanced workshop 	<ul style="list-style-type: none"> On appointment to team When team specifies a need
3. Standards	<ul style="list-style-type: none"> Thorough knowledge and understanding of the statutory code of conduct in relation to the Council and community councils <p>Finance</p> <ul style="list-style-type: none"> Basic understanding of the law 	<ul style="list-style-type: none"> Adjudication Working with officers Advising others Monitoring and review 	<ul style="list-style-type: none"> Uses a range of information to make decisions Is prepared to monitor and challenge fellow members in considering breaches of the code of conduct 	<ul style="list-style-type: none"> Standards - introduction Advanced workshop 	<ul style="list-style-type: none"> On appointment to team When team specifies need

			<ul style="list-style-type: none"> • Is able to work effectively with the monitoring officer 		
4. Audit Committee	<ul style="list-style-type: none"> • Knowledge of code of conduct • Understanding of audit process 	<ul style="list-style-type: none"> • Challenging • Monitoring 	<ul style="list-style-type: none"> • Effectively co-ordinates internal and external audit activity and monitors the implementation of recommendations 	<ul style="list-style-type: none"> • Audit - introduction • Advanced workshop 	<ul style="list-style-type: none"> • On appointment • When team specifies need
Role Description	Knowledge Required	Role Skills	The Effective Candidate Is Able To	Possible Method of Acquisition	Time Scale
M. Executive Member					
1. Role Of Executive Member	<ul style="list-style-type: none"> • Understanding of role as an individual and that of executive team • Understanding on non executive team roles • Understanding of Council strategy/policies and operations • Understanding of how role fits with that of the corporate team 	<ul style="list-style-type: none"> • Leadership skills • Generic management • Communication • Ability to function within officer and member top teams • Ability to function strategically 	<ul style="list-style-type: none"> • Lead by example • Motivate others towards an agreed goal • Accept responsibility willingly • Act decisively in appropriate situations • Accept and embrace change • Avoid getting bogged down in minor or operational issues • Think creatively and 'outside the box' • Exercise strategic awareness and judgement • Recognise and respect the contribution made by non-executive teams 	<ul style="list-style-type: none"> • Within Executive meetings • Support from Leader • Leadership Academy • Coaching and mentoring • Executive team development externally facilitated workshop jointly with others 	<ul style="list-style-type: none"> • On appointment to Executive • Ongoing • First year
2. Decision Making	<ul style="list-style-type: none"> • Knowledge relevant to issue 	<ul style="list-style-type: none"> • Decision making skills • Advanced information handling skills 	<ul style="list-style-type: none"> • Identify and access a range of information and evidence on which to base decisions • Distinguish between major and minor 	Mentoring and support from Leader and senior officers	On appointment to Executive and as required

			<ul style="list-style-type: none"> issues • Think creatively • Act with integrity • Refer decisions to others or take advice when appropriate • Involve the 'right' people in the process and encourage ownership • Understand the implications for the whole system 		
3. Communicating Decisions	<ul style="list-style-type: none"> • Knowledge relevant to issue 	<ul style="list-style-type: none"> • Communication in a variety of formats • Media skills 	<ul style="list-style-type: none"> • Maintains two way contact with all stakeholders 	Officer briefings and reading on issues	As required
4. Portfolio Responsibilities	<ul style="list-style-type: none"> • Understanding of the national policy framework • Knowledge of local policy • Knowledge of the law • Understanding of resource issues • Knowledge of local priorities 	<ul style="list-style-type: none"> • Collaboration • Research 	<ul style="list-style-type: none"> • Communicates effectively and frequently with appropriate officers, other committees and portfolio members and service users as appropriate 	<ul style="list-style-type: none"> • Officer briefings • Reading/resource packs • Meetings with stakeholders • Policy area briefings from ALA 	Intense induction to portfolio on appointment
Role Description	Knowledge Required	Role Skills	The Effective Candidate Is Able To	Possible Method of Acquisition	Time Scale
N. Leaders					
1. Emotional Intelligence	<ul style="list-style-type: none"> • Self awareness • Social awareness 	<ul style="list-style-type: none"> • Self management 	<ul style="list-style-type: none"> • Recognise own strengths and limitations and recognise how own feelings and values affect performance • Display self control, transparency adaptability • Display organisational awareness and service ethos 	<ul style="list-style-type: none"> • The Leadership Academy • Personal skills development sessions • Receiving high level coaching/mentoring • Access to counselling 	As required

2. Leadership	<ul style="list-style-type: none"> In depth knowledge of the business of local government Understanding of the roles and responsibility of a Leader 	<ul style="list-style-type: none"> Leadership skills Coaching skills Relationship management 	<ul style="list-style-type: none"> Lead, inspire, influence, develop and motivate others Lead by example Project a positive image Build coalitions internally and externally Be brave enough to take risks Manage conflict Promote and subscribe to organisational values 	<ul style="list-style-type: none"> Leadership Academy Development of networks Support/mentoring from other Council Leaders 	As required
3. Develop Relationships And Engage With The Public And The Community	<ul style="list-style-type: none"> Knowledge of key issues relevant to the local community Knowledge of working practices of LGA/YHA and relevant bodies/ quangos 	<ul style="list-style-type: none"> Leadership skills Advanced communication Advances presentation 	<ul style="list-style-type: none"> Identify and nurture external contacts Identify and make use of events for developing external networks Make contact with traditionally hard to reach groups or those who feel excluded from established communication links 	Attendance at events <ul style="list-style-type: none"> Visits to 'Beacon' or 'Excellent' Councils 	As required
4. Form A Vision For The Council And Community	<ul style="list-style-type: none"> Knowledge of community strengths, areas of improvement and key issues 	<ul style="list-style-type: none"> Strategic vision Alliance building Communication 	<ul style="list-style-type: none"> Combine a clear and succinct vision with pragmatism Recognise and celebrate success Gain the support of others to achieve the vision Demonstrate a commitment to equality and diversity 	<ul style="list-style-type: none"> Leadership Academy Development of networks Support/mentoring from other Council Leaders 	As required
5. Political Leadership	<ul style="list-style-type: none"> Understands the relationship between national and local politics Understands political 	<ul style="list-style-type: none"> Political vision Strategic awareness 	<ul style="list-style-type: none"> Demonstrate political judgement 	<ul style="list-style-type: none"> Attendance at relevant events at a national level Undertake Peer support 	As required

	leadership in the community				
6. Relationship With Chief Executive	<ul style="list-style-type: none"> Understanding of the roles and responsibilities of the Chief Executive as a manager and in his/her role of Head of Paid Service 	<ul style="list-style-type: none"> Networking Joint working on strategic objectives 	<ul style="list-style-type: none"> Establish and maintain positive relationship Communicate effectively and frequently Give appropriate feedback Operate with integrity Display openness and trust Call the Chief Executive to account with statutory parameters 	<ul style="list-style-type: none"> Participation in regular meetings and discussions with Chief Executive and other senior officers 	Ongoing and as appropriate
7. Relationship With Key Officers e.g. Monitoring Officer, Finance Officer	<ul style="list-style-type: none"> Understanding of the legally defined role that certain officers have and the protection afforded to them 		<ul style="list-style-type: none"> Refer to the Monitoring and Finance Officers for appropriate guidance 		As required
8. Challenge Status Quo	<ul style="list-style-type: none"> Awareness and understanding of current situation and wider policy context 	<ul style="list-style-type: none"> Analysis of current situation Creative thinking 	<ul style="list-style-type: none"> Take risks/innovate Challenge constructively and persuasively 	<ul style="list-style-type: none"> Reading of case studies and best practice Attendance at 'Beacon' open days 	Ongoing and as appropriate
9. Manage Reputation Of Council	<ul style="list-style-type: none"> Knowledge of current reputation and issues for the Council and local government generally Equality and diversity Cultural awareness Code of conduct Standards and ethics 	<ul style="list-style-type: none"> High level media, networking and interpersonal skills 	<ul style="list-style-type: none"> Work to ethical standards Be willing to be held to account under the legal framework Project a positive image of the Council to a range of audiences including the media 	<ul style="list-style-type: none"> Briefings and discussion with senior officers Attendance at 'Beacon' open days Advanced media skills courses 	Ongoing and as appropriate