

Skill/Competency Ratings 1.= Excellent, 2.= Good, 3.= Average 4.= Area for Development	Rating 1-4
Local Leadership	
<p>How do I see myself as a ward member? Councillors engage with members of their community in order to learn about areas of concern for the local area and help to build a vision for the locality. This involves encouraging trust and respect between individuals and groups, mediating fairly and constructively between different organisations and community sectors.</p>	
<ul style="list-style-type: none"> Do I engage with different sections of the community to gain opinions? 	
<ul style="list-style-type: none"> How have I looked for new ways of representing people? 	
<ul style="list-style-type: none"> How up to date am I on local issues? 	
<ul style="list-style-type: none"> Would others see me as approachable? 	
<ul style="list-style-type: none"> Do I deal with case work effectively? 	
<ul style="list-style-type: none"> Do I work and communicate effectively with my ward colleagues? 	
<ul style="list-style-type: none"> How do I mediate between people or groups with different or conflicting needs? 	
<ul style="list-style-type: none"> I am aware of my personal safety and the safety of others (casework, surgeries etc) 	
Partnership Working	
<p>How do I see myself at partnership working? Councillors build good relationships with others by identifying and working collaboratively to achieve shared goals. Recognising and valuing different contributions, delegate or provide support as required and take a long term view in developing partnerships.</p>	
<ul style="list-style-type: none"> What networks and partnerships have I developed? 	
<ul style="list-style-type: none"> How do I support and empower others to build partnerships? 	
<ul style="list-style-type: none"> Do I value and include people from different backgrounds? 	
<ul style="list-style-type: none"> Do I stay calm and focussed under pressure? 	
<ul style="list-style-type: none"> How do I resolve conflict or deadlock? 	
<ul style="list-style-type: none"> Do I have good relationships with colleagues, officers and community groups? 	
<ul style="list-style-type: none"> Do I treat others with respect? 	
Communication Skills	
<p>How do I communicate with others? Councillors demonstrate excellent communication skills across many different settings, including the ability to listen sensitively and use appropriate language. Communicating regularly and effectively with all parts of the community</p>	
<ul style="list-style-type: none"> How well do I listen to different groups? 	
<ul style="list-style-type: none"> Am I confident to communicate using new technology? (eg social media, email etc) 	
<ul style="list-style-type: none"> Am I confident when speaking in public? 	
<ul style="list-style-type: none"> Am I confident speaking to the media (on difficult issues)? 	
<ul style="list-style-type: none"> Do I feedback to others on a regular basis to keep them informed? 	
<ul style="list-style-type: none"> How do I deliver messages that people may not want to hear? 	
<ul style="list-style-type: none"> How do I communicate with different groups, including vulnerable and hard to reach? 	
<ul style="list-style-type: none"> How well do I adapt my style to suit different audiences (for example, deaf people or faith or community groups)? 	
<ul style="list-style-type: none"> Do I speak and write clearly, using appropriate language? 	

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Political Understanding	
How do I view my political understanding? Councillors need to develop a range of political skills in order to communicate their values, promote a political vision and encourage democratic processes and public engagement.	
<ul style="list-style-type: none"> • How have I promoted democracy and increased public engagement? 	
<ul style="list-style-type: none"> • Are my values clear and reflected in what I do? 	
<ul style="list-style-type: none"> • Can I work effectively in other political environments (eg, outside council)? 	
<ul style="list-style-type: none"> • How have I developed my political awareness (eg local and national developments and how they affect my area/the Council)? 	
<ul style="list-style-type: none"> • How well do I work with people with different views and values? 	
Scrutiny and Challenge	
How do I view my approach to scrutiny and challenge? Councillors need to act as a critical friend by identifying opportunities for scrutiny both inside and outside the Council and by providing constructive challenge and feedback to others.	
<ul style="list-style-type: none"> • How do I raise issues of local concern through the scrutiny process? 	
<ul style="list-style-type: none"> • Can I quickly understand and analyse complex information 	
<ul style="list-style-type: none"> • Are my contributions always concise, meaningful and easily understood? 	
<ul style="list-style-type: none"> • How do I hold decision makers to account? 	
<ul style="list-style-type: none"> • Am I fair, objective and rigorous when challenging processes or people? 	
Regulating and Monitoring	
How do I view my approach to regulating and monitoring? Councillors are required to understand their legal responsibilities and follow protocol when evaluating arguments and making decisions.	
<ul style="list-style-type: none"> • How well do I understand and act on my different statutory roles? (eg corporate parenting, licensing or emergency planning) 	
<ul style="list-style-type: none"> • How effectively do I chair or participate in meetings to keep discussions on track? 	
<ul style="list-style-type: none"> • Do I know enough about relevant legal processes/protocols linked to my role? 	
<ul style="list-style-type: none"> • Are my judgements based on evidence? 	
<ul style="list-style-type: none"> • How well do I monitor performance to ensure progress is maintained? 	
Providing Leadership (current Cabinet Members, advisors and aspiring leaders)	
How do I view my approach to providing vision and leadership Each Cabinet member has defined area of responsibilities linked to Council services. It is the responsibility of Cabinet to provide leadership on the development of Council policy and represent the Council – and the Borough - at events and meetings. Cabinet Member are supported by Policy Advisors.	
<ul style="list-style-type: none"> • Am I familiar with my portfolio area (areas of strengths and challenges?) 	
<ul style="list-style-type: none"> • How well do I establish strategic policies and prioritise actions for my portfolio? 	
<ul style="list-style-type: none"> • How well do I work with officers to collate and analyse information, inform budget priorities and performance plans? 	
<ul style="list-style-type: none"> • How do I adapt to a changing environment and learn from others? 	
<ul style="list-style-type: none"> • How well do I build strong relationships with external partners, senior officers and other Cabinet colleagues 	
<ul style="list-style-type: none"> • Do I act as a public face for the Council and champion for the Borough? 	
<ul style="list-style-type: none"> • How well do I communicate key policies and messages – including those that will be difficult or unpopular 	
<ul style="list-style-type: none"> • How do I encourage scrutiny and respond to feedback and challenge 	