

**DEMOCRATIC SERVICES COMMITTEE: 17<sup>th</sup> December 2014**

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**REPORT OF THE COUNTY CLERK AND MONITORING OFFICER**

**AGENDA ITEM: 6**

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**MEMBER DEVELOPMENT PROGRAMME 2014/15 and 2015/16**

**Reason for this Report**

1. To update the Committee on the delivery of the Member Development Strategy and updated Member Development Programme for 2014/15 and to agree an approach for 2015/16

**Background**

2. Following an all Member survey in January 2014, the Democratic Services Committee, on 5 February 2014, established a Task and Finish Group with a remit to develop and deliver a Member Development Strategy. At its meeting on 2 April, the Committee agreed the Group's proposed Strategy. This Strategy provides a framework for ensuring Members are provided with a full range of development opportunities to enable them to effectively carry out their many roles as Community Leaders and representatives of the Council.
3. The updated Programme for the remainder of 2014/15 is attached for approval at Appendix A.
4. Members are also asked to consider the draft proposals WLGA have recently published in relation to Continuing Professional Development for Councillors in fulfilling their various roles as elected representatives. This is attached at Appendix B

**Current Issues**

5. The Welsh Audit office Corporate Assessment report in September 2014 found that "some processes intended to ensure good governance have not been implemented and decision making processes are inefficient and lack transparency". The Assessment also found that agenda management at committees was poor with too many items for the time available, some reports being presented to different committees and too many reports for information only".

6. In response to this all Committees have been encourage to review their terms of reference and to agree work plans designed to ensure prompt and relevant decision making with manageable agendas. We have also arranged a session on chairing skills for all Committee Chairs to take place in March.
7. This seminar will be essential for all Cardiff Elected and Independent Members who Chair meetings in responding to the WAO findings. It will also be ideal for those who need to develop their skills – either as Chair or as a participant of formal and informal meetings. The session will help delegates understand the factors that go to make an effective meeting, including: preparation; questioning; listening; summarising skills. In the very challenging and difficult times facing the Council, particular attention will be paid to the strategies that can be used to resolve tense situations and potential conflict at meetings.
8. We have also held a comprehensive session for all Members on Good Governance earlier this month dealing with further training on the Constitution, Access to Information and an Update on the Member Code of Conduct.
9. This Session also introduced the key projects and initiatives we are working on with this Committee and others to respond to the Corporate Assessment and to ensure that:
  - The Council and its Committees are valued as the key democratic institutions for Cardiff making accountable, robust and inclusive decisions about public services for the city and city region and representing the diverse views of the electorate, it will be seen both in Wales and the UK as a model of good practice and innovation, and it will cost less money
  - Cardiff Councillors will have the information, advice, support and technology they need to be effective in their work and to engage closely with their constituents.
  - Democratic Services will have earned the respect of all Councillors and of the public for our independence, integrity and professionalism and for our commitment to make the council work even more effectively. We will be seen as modern, efficient and responsive.
10. As discussed at the last meeting of this Committee, we have been developing a session for members on Understanding and Challenging Performance which will be presented in January.
11. The Member survey carried out in February 2014 highlighted the achievement of a work life balance as a skill members wished to address and a seminar has been developed with the Council's' Health and safety Team to do this.
12. The Survey also identified an interest in developing further skills for effectively handling the media, communicating with media tools and

effectively using IT. We have arranged a session with Tim Gordon , the new Head of Communications to do this in January.

13. Members have also requested training in relation to the forthcoming budget and council tax setting alongside practical knowledge and skills to support local communities through this period of change.
14. The recent Estyn Monitoring Report has highlighted the important role of the Children and Young Persons Scrutiny Committee. We have now agreed to develop and deliver a formal programme of training to be delivered, alongside the Member Development Programme covering Education performance, analysis, and assessment, for the Scrutiny Committee Members.

### **Legal Implications**

15. The relevant requirements of the Local Government (Wales) Measure 2011 are referred to in the body of this report. There are no other direct legal implications arising from the content of this report.

### **Financial Implications**

16. There are no direct financial implications arising from this report with any costs associated with development and support being met from existing resources.

### **Recommendations**

1. It is recommended that the Committee considers and agrees the proposed schedule of Member Development for the remainder of the year.
2. It is recommended that the Committee's Task and Finish group arrange to meet in the New Year to review proposals WLGA have recently published in relation to Continuing Professional Development for Councillors in fulfilling their various roles as elected representatives with a view to designing a Member Development Programme for 2015/16.

**MARIE ROSENTHAL**  
**COUNTY CLERK AND MONITORING OFFICER**

*The following Appendices are attached:*

**Appendix A: Programme of Training 2014/15**

**Appendix B: WLGA Continuing Professional Development for Councillors**

# Democratic Services - *Supporting Elected Members*

## Gwasanaethau Democrataidd - *Cefnogi Aelodau Etholedig*



### MEMBER DEVELOPMENT PROGRAMME 2014-15 – PUBLISHED DOCUMENT

APRIL 2014	Event	Speaker	Invitees
<b>Monday 7 April</b> 17:00 – 18:00 Committee Room 2, County Hall	"Emotional Abuse"– Children's Services briefing	Social Care Training Unit in partnership with Operational Managers and Social Work Practitioners	All Members (5 Attended)
<b>Wednesday 16 April</b> 17:00 – 19:00 Technology Suite, Courtyard, County Hall	Staying Out of Trouble on Social media	Paul Stockton (Chair of Standards & Ethics Committee) and David Harrington (Cabinet Member for Stockton-on-Tees and "LGiU Online Councillor of the Year 2013")	All Members (17 Attended)
<b>MAY 2014</b>			
<b>Monday 12 May</b> 17:00 – 18:00 Committee Room 3	"Assessing Children and Families"– Children's Services briefing	Social Care Training Unit in partnership with Operational Managers and Social Work Practitioners	All Members (1 Attended)
18:00 – 19:00	"Family Support and Intervention"– Children's Services briefing		

# Democratic Services - *Supporting Elected Members*

## Gwasanaethau Democrataidd - *Cefnogi Aelodau Etholedig*



<b>JUNE 2014</b>	<b>Event</b>	<b>Speaker</b>	<b>Invitees</b>
<b>Monday 2 June</b> 18:00 – 19:00 Committee Room 1, County Hall	"Improving Outcomes for Looked After Children" – Children's Services Briefing  "Domestic abuse and honour based violence" – Children's Services briefing	Social Care Training Unit in partnership with Operational Managers and Social Work Practitioners	All Members
<b>Tuesday 24 June</b> 12:30 – 15:30 Technology Suite, Courtyard Building, County Hall	Launch of the Networked Councillor Project (part 1 of a series of 2)	Public-i, ICT officers, County Clerk & Monitoring Officer	All Members
<b>JULY 2014</b>			
<b>Monday 14 July</b> Technology Suite, Courtyard, County Hall	Networked Councillor Project (part 2 of a series of 2)	Public-i, ICT officers, County Clerk & Monitoring Officer	All Members
<b>AUGUST 2014</b>			
<b>SUMMER RECESS</b>			
<b>SEPTEMBER 2014</b>			
<b>Tuesday 30 September</b> Committee Room 3 County Hall All-day event	Licensing Hearings: Everything You Wanted To Know But Were Afraid To Ask	Institute of Licensing	Committee Members Only

# Democratic Services - *Supporting Elected Members*

## Gwasanaethau Democrataidd - *Cefnogi Aelodau Etholedig*



OCTOBER 2014	Event	Speaker	Invitees
<b>Monday 27 October</b> Council Chamber <b>City Hall</b> 16:00 – 18:00	<b>Public Speaking Skills</b> This seminar will empower delegates with professional techniques to feel at ease and confident speaking in any public forum, including those which are webcast.	John Evans	All Members
NOVEMBER 2014	Event	Speaker	Invitees
<b>Friday 7 November</b> 09:30 – 12.30 Room D, City Hall	<b>Community Development Workshop (Morning Session)</b> The session will cover a number of themes including asset transfers, co-production, funding, volunteering and setting up community organisations. There will also be an opportunity to discuss case studies of good practice and to learn from what has worked well and what barriers have needed to be overcome.	Mel Witherden	All Members
<b>Wednesday 12 November</b> 18:00 – 20:00 Committee Room 3 County Hall	<b>Community Development Workshop (Evening Session)</b>	Mel Witherden	All Members



# Democratic Services - Supporting Elected Members

## Gwasanaethau Democrataidd - Cefnogi Aelodau Etholedig



NOVEMBER 2014	Event	Speaker	Invitees
<b>Tuesday 18 November</b> 17:00 – 19:30 Committee Room 1	Cardiff Resilient Communities	Emergency Management	Cabinet Member for Environment; Chair of Environment; Ward Members of Penylan, Riverside & Llandaff North.
<b>Friday 21 November</b> 09.30 – 11.00am Committee Room 3	<b>Budget Briefing (Session 1)</b> The session will provide Members with the latest information on the Settlement for 2015/16, the Budget process up to the Budget Council in February 2015; and details of the Draft Budget proposals for consultation. If you wish to attend please can you reply to <a href="mailto:Democraticservices@cardiff.gov.uk">Democraticservices@cardiff.gov.uk</a> or call Democratic Services on 2087 2020.	The session will be facilitated by the Cabinet Member, Corporate Services and Performance, the Chief Executive and Corporate Director, Resources and Section 151 Officer or Marcia Sinfield, Projects & Technical Accountancy Manager.	All Members
<b>Tuesday 25 November</b> 18.00 – 20.00 Committee Room 4	<b>Budget Briefing (Session 2)</b>		All Members
<b>Wednesday 26 November</b> 14.00 – 15.30 Committee Room 4	<b>Budget Briefing (Session 3)</b>		All Members

# Democratic Services - *Supporting Elected Members*

## Gwasanaethau Democrataidd - *Cefnogi Aelodau Etholedig*



NOVEMBER 2014	Event	Speaker	Invitees
<b>Thursday 27 November</b> 15.15 – 16.15 Ferrier Hall City Hall	<b>HRA Reform - Self Financing in Wales</b>	Sarah Magill, Director of Communities & Housing and Marcia Sinfield, Projects & Technical Accountancy Manager	All Members
DECEMBER 2014	Event	Speaker	Invitees
<b>Monday 8 December</b> 16:00 – 18:00 Committee Room 1 County Hall	<b>Good Governance Member Seminar</b> The session will update Members on the Improving Governance Plan, including an update on the Member Code of Conduct, following a recent high court case reviewing the code in Wales; the Modern.gov system we plan to launch in the new year; and details of the Improving Scrutiny Project; rules on Member Access to information and Data Protection.	County Clerk & Monitoring Officer	All Members
<b>Thursday 18 December</b> Session 1: 13.00 – 14.00 Session 2: 18.00 – 19.00 Committee Room 3	<b>'Cyd Cymru – Wales Together'</b> Member Seminar on Collective Energy Switching	Liz Lambert Sustainable Development Group Leader	All Members



# Democratic Services - *Supporting Elected Members*

## Gwasanaethau Democrataidd - *Cefnogi Aelodau Etholedig*



JANUARY 2015	Event	Speaker	Invitees
<b>Monday 5 January 2015</b>  16.30 – 18.30  Committee Room 2 County Hall	<b>Public Engagement at Meetings</b>  A session designed to help Members attending January's Scrutiny Committee meetings to help prepare Members to make best use of the opportunity provided by public feedback on the budget proposals. It will also provide helpful hints on how to secure useable and practical evidence from external witnesses.	Mandy Williams of Participation Cymru	Scrutiny Members Open to All Members
<b>Monday 12 January</b>  16:00 – 18:00  Committee Room 2 County Hall	<b>Media Training</b>  A practical session to equip Councillors with techniques for dealing with the media, who the media are in Cardiff and the structure of media interviews.	Tim Gordon	All Members
<b>Thursday 15 January 2015</b>  Session 1 – 14.00 – 16.00 Session 2 - 17.00 – 19.00  Committee Room 3 County Hall	<b>Questioning Skills for Scrutiny</b>  An interactive session to help Members employ good questioning skills at February's Budget Scrutiny meetings. It will also provide tips on how Members can work together to develop and conclude lines of inquiry to inform Scrutiny recommendations.	Sarah Titcombe of Welsh Local Government Association	Scrutiny Members Open to All Members

# Democratic Services - *Supporting Elected Members*

## Gwasanaethau Democrataidd - *Cefnogi Aelodau Etholedig*



<b>Monday 19 January</b> 17:00 – 19:00 Committee Room 1 County Hall	<b>Housing Allocation Scheme Member Seminar on proposed changes</b>	Jane Thomas	All Members
<b>Thursday 22 January 2015</b> 16.30 – 18.30 Committee Room 4 County Hall	<b>Scrutinising Risk</b> To develop Members knowledge in analysing risk; including general risk assessments and equality impact assessments	Derek King, Audit & Risk Manager & Equality Team	Scrutiny Members Open to All Members
<b>Monday 26 January 2015</b> Session 1 – 16.00 – 17.30 Session 2 - 18.00 – 19.30 Committee Room tba County Hall	<b>Understanding and Challenging Performance Management.</b>  This workshop will provide an introduction to Cardiff Performance Management Framework and targeting improvement; Best Practice and will explore the member role in supporting the improvement agenda for local authorities.	External Speaker to be confirmed Vivienne Pearson	All Members
<b>FEBRUARY 2015</b>	<b>Event</b>	<b>Speaker</b>	<b>Invitees</b>
<b>Monday 2 February</b> 14:00 – 16:00 Committee Room 1 County Hall	<b>Budget Briefing</b> TBC	Christine Salter, Marcia Sinfield	All Members

# Democratic Services - *Supporting Elected Members*

## Gwasanaethau Democrataidd - *Cefnogi Aelodau Etholedig*



MARCH 2015	Event	Speaker	Invitee
<b>Monday 2 March</b> 14:00 – 16:00 Committee Room County Hall	<b>Being a more effective Councillor</b>  Being an elected Member can be tough: the public profile, credibility and expectations placed upon elected members are numerous, requiring the maintenance of high levels of energy and performance. Carrying out multiple roles and working with a variety of people and managing a variety of different roles and situations (not to mention getting the 'work – life balance' right) requires resilience. Personal resilience is about maintaining a sense of wellbeing, being mentally strong, effectively meeting different demands and performing at one's best on behalf of individuals, communities as well as being an effective leader. This is a very practical session that will provide each participant with methods and helpful ideas to manage the pressures they face and enable them to be able to maximise the positive aspects of being an elected member.		

# Democratic Services - *Supporting Elected Members*

## Gwasanaethau Democrataidd - *Cefnogi Aelodau Etholedig*



<b>Wednesday 25 March</b> 16:00 – 18:00 Committee Room 1 County Hall	<b>Chairing Skills</b>  This seminar is essential for elected members who chair meetings. It is ideal for those who need to develop their skills – either as chair or as a participant of formal and informal meetings. The session will help delegates understand the factors that go to make an effective meeting, including: preparation; questioning; listening; summarising skills; and the importance of body language. In the very challenging and difficult times for local councils and Councillors, particular attention will be paid to the strategies that can be used to resolve tense situations and potential conflict at meetings	TBC	All Members
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# Democratic Services - Supporting Elected Members

## Gwasanaethau Democrataidd - Cefnogi Aelodau Etholedig



MANDATORY OR DEVELOPMENT SESSIONS TO BE ARRANGED			
Session	CONTENT	DATE	PRIORITY
<b>Data Protection Registration &amp; Awareness Session</b>	To ensure Members are fully briefed and aware of their responsibilities for Data Protection	Early 2015	Mandatory
<b>Making Every Contact Count</b>	Making Every Contact training will help you to practice the key skills and competencies required for Making Every Contact Count. You will also increase knowledge of sources of further help. Make Every Contact Count (MECC) session involves equipping Members with the tools to use every opportunity to deliver brief advice to improve the health and wellbeing of citizens; about asking the right questions, delivering brief advice and signposting to relevant health enhancing information and services.	Early 2015	General Policy related
<b>Members Enquiry System Update</b>	Refresh for Members on the Members Self Service Enquiry Service and on Request for service matters	Early 2015	Information / update
<b>Glamorgan Records Office Awareness Session</b>	Awareness of the work of the Glamorgan Records Office		Information
<b>Dementia Briefing</b>	Awareness of Dementia and Dementia Champions programme	As soon as possible	Information
<b>Motivational Speaker</b>	Mr Robert Lloyd Griffiths to lead a session for Members	As soon as possible	Personal Development



## **WLGA Continuing Professional Development for Councillors 2014/15**

### **Competency Framework**

This competency framework describes the range of skills and knowledge required by members and a set of associated effective behaviours. It has been developed by the WLGA working with members and officers across Wales and is intended to be used by members when considering their need for professional development or reviewing their performance. It also provides a “curriculum” for authorities when developing local strategies for member development. The Framework includes a range of generic competencies required by all members and separate sections for specific roles on the council.



## 1. Fundamentals: A range of generic skills required by all members

Requirement	Knowledge and Skills	Effective Behaviours
<b>Understanding of the role of councillor</b>	The extent and limits of a councillor's individual responsibilities and powers and responsibilities in corporate governance. Also corporate responsibilities such as corporate parenting and safeguarding children and vulnerable adults.	Undertakes their role effectively in the council, the community and with partner agencies. Understands when it is and is not appropriate to act for the ward or in the interests of the area as a whole. Acts proactively to deliver outcomes within corporate responsibilities.
<b>Understanding the role of the council</b>	Understanding of the services delivered, both statutory and discretionary and the policies, procedures, plans and strategies which underpin them.	Is able to describe the work of the council to the public and where these responsibilities lie with other agencies such as community and town councils, voluntary sector or the Welsh Government. Contributes to the development of council plans and strategies and takes decisions in the light of these.
<b>Balancing commitments</b>	An understanding of time management principals including prioritisation and delegation	Maintains an effective work/life balance, managing the time available to concentrate on the issues with the most significant outcomes.
<b>Information management</b>	Understanding of the legal requirements of Data Protection and Freedom of Information legislation. Understanding and interpreting information and data. Ability to handle data in the format provided by the council	Receives information and data from a variety of sources and is able to store share and use it effectively and where possible electronically. Does not keep records about people without seeking their agreement. Responds promptly and appropriately to FOI requests.
<b>Using ICT and social media</b>	Skills in all 'Office' applications such as word processing, presentation and spreadsheets. And communication and social media applications including email, tweeting, blogging and personal website management.	Conducts all council business electronically Communicates with the community electronically and through social media where appropriate. Maintains an effective, positive and ethical online presence.

<b>Meeting preparation and participation</b>	<p>Understands standing orders, protocols and rules of debate.</p> <p>Skills in public speaking, debating, asking questions.</p>	<p>Prepares effectively for meetings by reading papers, analysing data, undertakes personal research and participates in any pre meetings. Contributes to positive meeting outcomes by seeking tangible decisions or actions.</p> <p>Effectively contributes to meetings making points clearly and succinctly</p> <p>Remains focussed on the business in hand</p> <p>Understands and applies meeting 'rules'</p> <p>Seeks guidance from officers and group leaders before meetings as appropriate.</p>
<b>Working with the media</b>	<p>Skills in building relationships with the media and being interviewed on TV radio and for the press.</p>	<p>Is a recognised source of credible information for the media. Speaks confidently, authoritatively and appropriately in interviews. Enhances the reputation of the council when appearing on screen or in print.</p>
<b>Self promotion</b>	<p>The ability to develop a profile in the community through local activities and effective communication and consultation.</p>	<p>Writes an annual report on achievements and activities.</p> <p>Is highly visible in the ward.</p> <p>Maintains a high standard in both personal reputation and that of the council.</p>
<b>Working with officers</b>	<p>Understanding and skills in acting as a corporate employer.</p> <p>Understanding of the appointments process and interviewing skills.</p> <p>Understanding the role of officers and the 'rules' they need to abide by.</p>	<p>Maintains professional relationships with officers, recognising appropriate boundaries.</p> <p>Acts as an effective member of an appointment panel applying sound HR and equality and diversity principles to secure the best candidate.</p>
<b>Health and safety</b>	<p>Understanding of Health and safety legislation in the work of the council.</p> <p>Understand how to assess risks and ensure personal safety and that of others.</p>	<p>Promotes and ensures the health and safety of everyone in the council.</p> <p>Ensures personal safety when working in the council and when in groups or alone in the community.</p>
<b>Equalities and respect</b>	<p>Understanding Equalities and Diversity law relating to the work of the council and the role of the councillor.</p> <p>Understanding of the need for and what constitutes respectful behaviour towards others</p>	<p>Applies appropriate equalities legislation and demonstrates equalities values in personal behaviour and council decisions.</p> <p>Treats everyone with respect at all times when acting as a councillor whether in the Council, community, or political group.</p>

<b>Continuing professional and development</b>	Ability to identify personal development needs and to participate in development activities	Undertakes regular personal development reviews taking account of role descriptions and competency frameworks. Takes responsibility for developing personal skills and knowledge, attends learning and development activities seeking tangible outcomes.
<b>Conduct</b>	Understanding of the ethical framework governing the work of councillors, specifically the Code of Conduct. Understanding of the role of the monitoring officer. Personal skills in demonstrating respect for others regardless of sex, race, religion, age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity .sexual orientation.	Abides by the code of conduct at all times. Always declares and defines interests. Seeks advice from the monitoring officer when appropriate. Treats others with respect in all settings. Demonstrates integrity. Values others. Listens. Stays calm in difficult situations
<b>Financial capability</b>	Understanding of the way councils and services are funded. Understanding and skills in budget setting. Personal financial capability. Understanding the impact of welfare reform and the austerity agenda.	Engages effectively in the budget setting process. Is prepared to take hard, evidence based decisions. Demonstrates skills in numeracy when interpreting data and asking questions.
<b>Interpersonal skills</b>	Self-awareness, and skills in self management, "good manners" emotional intelligence, listening. Negotiation and mediation skills.	Acts in a professional and respectful manner to all people and in all places.
<b>Sustainable development</b>	Understanding of issues that impact on future generations such as health and wellbeing, financial security and the environment.	Takes decisions based upon the needs of future generations as well as the current population.

## 2. Local Leadership. A range of skills required by all councillors in their role as community leaders

<b>Working with the community</b>	Knowledge of community groups and leaders. Understanding of community issues and concerns. Ability to seek the views of all relevant parties.	Understands the needs of the local community and secures action from the council on behalf of local people. Communicates with the community, individuals and the council to ensure engagement and understanding of all parties.
<b>Consultation and engagement</b>	Understands the different levels of engagement ranging from communication to co-production set out in the national principals of engagement for Wales. (see appendix)	Demonstrates positive outcomes as a result of effective engagement.
<b>Voluntary sector</b>	Understands the role and responsibilities of the voluntary sector in the area.	Builds effective relationships with the voluntary sector and communicates and works with them when appropriate
<b>Local issues</b>	Understands the issues of importance to people locally and throughout the council area. Knows which council plans will impact on local issues.	Works with the community and the council to find solutions to local problems. Secures funding for local initiatives.
<b>Working with community and town councils</b>	Understanding of the responsibilities of community councils and their forward work programmes.	Works with community councils to deliver outcomes for the community. Maintains positive relations and active communication with the community council and clerk.

## 3. Casework

<b>Being accessible to the public</b>	Understanding of and ability to arrange and publicise opportunities to discuss casework with the public.	Makes themselves available through the most appropriate means to connect with the greatest number of people. Uses surgeries, street surgeries, informal settings, home and social media as appropriate.
<b>Managing casework</b>	Ability to use case management techniques and software and communicate and monitor progress.	Promises only that which can be delivered. Keeps the people on who's behalf they are working informed of progress.

		Monitors progress of cases after they have been referred to officers or other agencies. Uses the established referral schemes within the council.
<b>Signposting</b>	Knowledge of sources of information and advice within and outside the council.	Makes links between members of the public and the appropriate source of help in the council.

#### 4. Political environment

<b>Party Policy</b>	Awareness of values and manifestos both nationally and locally.	Effectively balances the requirements of people, party, group and council.
<b>Liaison with National Government WG and NAFW</b>	Understanding of the functions of WG and means of engagement.	Liaises with local MPs and AMs. Brings local issues to the attention of the WG when appropriate.
<b>Group membership</b>	Rules and constituency group structure and policies.	

#### 5. Scrutiny

<b>Understand the role and potential of scrutiny for driving improvement</b>	Understanding of the characteristics of effective scrutiny (appended).	Contributes to the work programme. Acts in a non-political and non-parochial manner when reviewing policy or monitoring performance. Prioritises the areas of work where scrutiny can make a difference. Promotes the work of scrutiny within the council.
<b>Policy development</b>	Understanding of the area of service or council function for which the committee is responsible	Makes evidence based recommendations.
<b>Performance monitoring</b>	Ability to understand complex data, financial information, risk, reports from audit, inspection and regulatory bodies. and other information required for performance measurement.	Identifies and challenges poor performance based on evidence.
<b>Meeting skills</b>	Ability to prepare thoroughly for meetings. Ability to understand and	Listens actively and effectively Makes appropriate use of pre meetings to plan a questioning

	contribute to the questioning strategy. Ability to listen and question effectively throughout the meeting.	strategy. Focuses on meeting outcomes using meeting processes as a means to an end.
<b>Engaging with the public in scrutiny</b>	Raising public awareness of scrutiny and work programmes. Ability to engage with individuals and organisations especially those traditionally excluded.	Encourages the public to become involved in the policy and decision making process through scrutiny.
<b>Joint scrutiny</b>	Understanding of the role, remit, terms of reference and powers of any joint scrutiny committee and the role of the individual member on that committee. To understand the role and responsibilities, priorities of regional bodies, partnerships and organisations outside the council that the committee may need to scrutinise.	Demonstrates a commitment to working jointly with scrutiny members from other authorities, partnerships and organisations.

## 6. Chairing

<b>Meeting management</b>	Understanding of meeting protocols and the rules of debate. Ability to manage the agenda, contributions and time. Ability to engage with the public and press and viewers in the case of webcast meetings.	Chairs clearly and authoritatively, enforcing the rules and encouraging fair participation. Manages the agenda by introducing items, summarising debate, focussing on outcomes and limiting contributions which do not contribute to the outcomes. Ensures that the public feel welcome, understand the meeting purpose and how they can contribute.
<b>Committee leadership</b>	An in depth understanding of the role of the committee and its scope. Ability to liaise with relevant officers, members and agencies. Commitment to enabling	Works with the committee outside of meetings to develop its effectiveness and that of participating individuals. Communicates with members and officers with an interest in committee proceedings.



	all committee members to develop skills and participate effectively in meetings.	Builds relationships with the relevant Heads of service/ directors to ensure that the work of the committee is relevant, well informed and provides the outcomes needed.
<b>Work programme development and management</b>	Understanding of the subjects within the scope of the committee and how these interact with council policies generally and the roles of other committees. Ability to develop a balanced work programme for the committee and clear terms of reference and outcomes for any sub groups.	Works with officers and committee members to develop the work plan taking account of the fit with the work of other committees.  Ensures that the work programme takes account of national regional and local plans, policies and the expressed needs of the community for services.  Makes sure that the committee also takes account of inspections or reports from audit, inspection and regulation bodies.
<b>Resourcing</b>	Ensuring that the committee has the staffing, information and finances to function effectively	Negotiates the support required by the committee

## 7. Statutory/Regulatory

<b>Planning</b>	Understanding of planning law generally. Understanding of how to apply the code of conduct to planning issues. The declaration of interests as this relates to planning matters. Understanding of the Local Development Plan. Understanding of the 'rules' for Development Management. Understanding of Sustainable Development principals and legislation including environmental, welfare and design considerations.	Demonstrates objectivity by taking independent decisions based on evidence and the legal responsibility placed on members acting in a semi judicial role.  Transparently adheres to the Code of Conduct.  Seeks appropriate advice, development or briefing before taking decisions.
<b>Audit</b>	Ability to scrutinise financial performance. An understanding of	

	risk management and internal and external audit arrangements.	
<b>Licencing</b>	An understanding of Licensing regulations and Licensing policy. Understanding of local policies which impact in this area such as the Community Plan and wider considerations for sustainability.	
<b>Democratic services</b>	An understanding of the legislative requirements for a DS committee. Understanding of the requirements for member support and development. Liaison with the Head of Democratic services and Lead member for member support and development. Promoting diversity in local government.	
<b>Standards</b>	Understanding of the law and constitution in relation to Conduct. Ability to advise and train members of both principal and community councils in relation to the Code of Conduct	

## 8. Cabinet

<b>Portfolio lead</b>	A thorough knowledge of relevant service areas. An ability to build relationships with relevant officers and scrutiny chairs. Ability to work collaboratively to develop a vision for the service area.	Provides political direction to officers in the portfolio area Is accountable for communication, policy and performance in the portfolio area. Actively seeks and values the input of scrutiny to policy development and performance monitoring. Works with officers to consider issues, priorities and take decisions.
<b>Collective responsibility</b>	Ability to handle information and take decisions after full	Takes responsibility as a cabinet member for strategic council decisions.

	<p>consultation and consideration of the issues.</p> <p>Ability to prioritise issues of most importance to the authority.</p> <p>Ability to work with other authorities and agencies to secure services for the Council</p>	
<b>Taking decisions under delegated responsibilities</b>	<p>Understanding of the scheme of delegation.</p> <p>Ability to take responsibility for decisions taken under the scheme</p>	

## 9. Strategic Leadership

<b>Manage the reputation of the council</b>	Ability to act as an ambassador for the authority	Effectively represents the council at all levels ensuring that information about the council and its services and citizens is communicated positively and with integrity.
<b>Leadership of area/region/place</b>	Ability to develop a vision for the area/region/locality	Works with the council and the public to collaboratively develop and communicate a local vision that is clear, supported by the public and understood by the Council.
<b>Develop, communicate and lead a vision for the council</b>	Ability to develop a vision for the work of the council	Works with the council to collaboratively deliver the local vision
<b>Maintain a successful relationship with the Chief Executive and Senior Management team</b>	<p>Ability to communicate effectively with the Chief Executive and senior officers.</p> <p>Understanding of the performance appraisal process and personal skills in conducting reviews setting objectives and giving feedback.</p>	<p>Meets and communicates openly and regularly.</p> <p>Makes expectations clear and provides political leadership.</p> <p>Undertake performance reviews with senior officers as appropriate.</p>
<b>Leadership of the Council</b>	<p>Promote and support good governance in the council</p> <p>Manage performance</p>	

## 10.Partnership and representation

<b>Work on outside bodies</b>	Understanding of the role of the outside body. Understanding of the role of the councillor on the outside body whether as council representative, locality representative, or as an individual.	Reports to and from the council and outside body as appropriate.  Represents the views of the council, personal views or that of the community effectively and appropriately according to the setting.
<b>Joint committees</b>		
<b>Working as a school governor</b>	Understanding of education policy and school organisation	Oversees the school performance. Challenges the school management as a critical friend. Takes part in governor training.
<b>Working as a member of a community or town councillor</b>	Understanding of the role of the community council and its limits	<b>One Voice to supply thoughts</b>
<b>Working as a Co-optees</b>	Understanding of the role and limits of the role of co-optees on committees	Shares expertise with committee impartially