

County Hall  
Rhadyr  
Usk  
NP15 1GA

30<sup>th</sup> January 2015

**Notice of Meeting:**

**Democratic Services Committee**

**Monday 9<sup>th</sup> February 2015 at 2.00pm  
Rise Room, Deepweir Building,  
Caldicot Comprehensive School, NP26 5XA**

**AGENDA**

1.	Apologies for absence.
2.	Public Open Forum.
3.	Declarations of Interest.
4.	To confirm and sign the minutes of the Democratic Services Committee dated 24 <sup>th</sup> November 2014 (copy attached).
5.	Action Plan feedback (copy attached).
6.	Leader of Monmouthshire County Council – role and responsibilities of Executive.
7.	Q &A with Communications and Engagement Manager
8.	Demonstration of performance information (via The Hub), from the Improvement Officer

<b>9.</b>	WLGA Continuing Professional Development (copy attached).
<b>10.</b>	To agree the venue for the next meeting.
<b>11.</b>	To note the date and time of the next meeting as: <ul style="list-style-type: none"><li data-bbox="422 380 957 436">• Monday 16<sup>th</sup> March 2015 at 2.00pm.</li></ul>

**Paul Matthews**

**Chief Executive**

# Democratic Services Committee Membership

**Councillors:** D. Blakebrough  
P. R. Clarke  
D. L. Edwards  
D. Evans  
R.G. Harris  
A. Easson  
S.G.M. Howarth  
P. Jones  
S. Jones  
J.L. Prosser  
V.E. Smith  
A.E. Webb

## Sustainable and Resilient Communities

### Outcomes we are working towards

#### **Nobody Is Left Behind**

- Older people are able to live their good life
- People have access to appropriate and affordable housing
- People have good access and mobility

#### **People Are Confident, Capable and Involved**

- People's lives are not affected by alcohol and drug misuse
- Families are supported
- People feel safe

#### **Our County Thrives**

- Business and enterprise
- People have access to practical and flexible learning
- People protect and enhance the environment

### Our priorities

- Schools
- Protection of vulnerable people
- Supporting Business and Job Creation

### Our Values

- **Openness:** we aspire to be open and honest to develop trusting relationships.
- **Fairness:** we aspire to provide fair choice, opportunities and experiences and become an organisation built on mutual respect.
- **Flexibility:** we aspire to be flexible in our thinking and action to become an effective and efficient organisation.
- **Teamwork:** we aspire to work together to share our successes and failures by building on our strengths and supporting one another to achieve our goals.

## MONMOUTHSHIRE COUNTY COUNCIL

### Minutes of the meeting of the Democratic Services Committee held at County Hall, Usk on 24<sup>th</sup> November 2014 at 2.00 p.m.

**PRESENT:** County Councillor D. Blakebrough (Chairman)

County Councillors: D.L. Edwards, D. Evans, R.G. Harris, S.G.M. Howarth,  
J.L. Prosser, V.E. Smith and S. White.

#### **OFFICERS IN ATTENDANCE:**

Mrs T. Harry	-	Head of Democracy and Regulatory Services
Mr M. Long	-	Design Manager, Property Services
Mr J. Pearson	-	Local Democracy Manager
Mrs S. King	-	Senior Democratic Services Officer

#### **1. APOLOGIES FOR ABSENCE**

Apologies for absence were received from County Councillors P. Clarke, A. Easson, P. Jones and S. Jones.

#### **2. PUBLIC OPEN FORUM**

There were no members of the public present.

#### **3. DECLARATIONS OF INTEREST**

There were no declarations of interest.

#### **4. CONFIRMATION OF MINUTES**

We resolved that the minutes of the meeting of the Committee held on 13<sup>th</sup> October 2014, subject to the following amendment:

Correction, County Councillors Harris and White recorded in apologies and present.  
***Delete from present.***

We noted that actions would be discussed within an item at the end of the meeting.

#### **5. UPDATES FROM PREVIOUS MEETINGS**

We noted updates on actions from the last meeting, as follows:

- The Head of Democracy and Regulatory Services would follow up liaisons with Cabinet members, regarding their support.

**Minutes of the Democratic Services Committee  
Dated 13<sup>th</sup> October 2014 - continued**

- We agreed that the leader would be invited to a future meeting to discuss Cabinet process, roles, responsibilities and accountabilities.
- The Chair would write to Political Leaders to promote and encourage attendance to training.
- Further information would be obtained regarding the possibility of 7 day SRS support for members.
- Discussions were held regarding case management software and it was noted that there were some products already being used, instigations would be made into types of products available.
- Members expressed some concerns regarding communication and that feedback should be provided when queries had been completed.
- We discussed the possibility of listing Council events on a screen in reception at County Hall, for information for visitors. It was noted that this used to be in place in Cwmbran County Hall and options would be considered for Usk County Hall.
- Members were advised that a new Head of Communications had been appointed. We agreed that the officer would be invited to the next meeting to provide an overview of the role.
- In relation to the website, changes were still being undertaken by the web officer and further information would be provided at a future meeting. Concerns were expressed that the website was not currently fit for purpose, however, it was recognised that work was being undertaken by only one officer.
- It was suggested that a central log could be kept and updated to record member IT issues/problems.
- Pro-formas would be created for members to provide accurate and up to date information on the website.
- We discussed a number of issues relating to the Council Chamber and group offices, we noted the following:

**Lighting**

Diffusers had been installed within the chamber and options were being considered to reduce glare at the rear of the chamber.

**Heating**

Temperature varied from 19.2°C to 20.8°C. Logging equipment would be brought in to measure the temperature. Facilities officers had received appropriate training in terms of operating the heating. Members highlighted that the problem occurred with a draft from the floor. It was suggested that vents in the floor could be kept closed, with the exception of Council days.

**Furniture/Lockers**

Progress on furniture and lockers would be followed up.

**Lockable Group offices**

We were advised that costs for locks on the doors would be expensive.

Clarification was requested regarding use of group offices, as it was noted that they were used on an ad hoc basis by officers, if not in use by members.

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Dated 13<sup>th</sup> October 2014 - continued**

**Phone book**

Progress was being made in terms of developing a paper copy phone directory.

**Work Programme**

There was a requirement for the work programme to be populated by the committee. The chair advised that items for future meetings could be added from the action sheet.

**6. MEMBER SUPPORT AND DEVELOPMENT CHARTER**

The Chair presented the Member support and development which had been colour coded, during discussion we noted the following:

- We agreed to defer the item to the next meeting and focus on 2 or 3 priorities within the document.
- The Head of Democracy and Regulatory Services provided an update regarding the WLGA and advised that funding had been withdrawn and some staff would be subject to redundancies, which would affect improvement and democratic support. The team would be in place until early 2015, however there would be no support after April 2015. Members expressed concern as high quality and effective support had been received from the WLGA.
- It was suggested that the committee or council could write to the minister, identifying their concerns.

In summary, we noted:

- The Charter demonstrated good practice in terms of member support and development and should be followed by Monmouthshire County Council, where possible.
- The Chair agreed to prioritise areas for a future meeting.

**7. DATE AND TIME OF NEXT MEETING**

It was noted that the next meeting of the Committee would be held at County Hall, Usk on **Monday 5<sup>th</sup> January 2015 at 2.00pm.**

**The meeting ended at 4.20 p.m.**

**Agenda Item:****Democratic Services Actions  
24<sup>th</sup> November 2014**

<b>Minute Item:</b>	<b>Subject</b>	<b>Officer</b>	<b>Outcome</b>
<b>4. Minutes</b>	<ul style="list-style-type: none"> <li>• Ascertain support required for Cabinet members</li> <li>• Invite to leader to attend future committee (Jan/Feb) to discuss role/responsibilities/accountability</li> <li>• Write to political leaders to encourage members to attend scrutiny training</li> <li>• Discussion to be held with Management regarding 7 day support from SRS</li> <li>• Investigate database management software for members</li> <li>• Investigate how best to display meeting information, e.g. screen in reception or on first floor</li> <li>• New Head of Communications to be invited to next meeting, to discuss promoting democracy</li> </ul>	<p>T. Harry</p> <p>S. King</p> <p>D. Blakebrough</p> <p>T. Harry</p> <p>J. Pearson</p> <p>T. Harry</p> <p>S. King</p>	
<b>6. Update on issues</b>	<ul style="list-style-type: none"> <li>• Letter from Chair to Head of Communications, requesting update on website progress</li> <li>• Update on issues with chamber and group offices (furniture, lockers, lighting, heating)</li> </ul>	<p>D. Blakebrough</p> <p>M. Long</p>	

**Agenda Item:**

	<ul style="list-style-type: none"> <li>• Discussion with Chief Executive regarding clarity for use of group rooms.</li> <li>• Telephone directory update</li> <li>• Dates for councillors/members promoting democracy in towns.</li> <li>• Priority of items on the charter for basis of next meeting (C3 and D2)</li> </ul>	<p>D. Blakebrough</p> <p>J. Pearson</p> <p>D. Blakebrough</p> <p>D. Blakebrough</p>	
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## Agenda Item:

**Democratic Services Actions  
January 2015**

Minute Item:	Subject	Officer	Outcome
<b>4. Minutes</b>	<ul style="list-style-type: none"> <li>• Ascertain support required for Cabinet members</li> <li>• Discussion to be held with Management regarding 7 day support from SRS</li> <li>• Investigate database management software for members</li> <li>• Investigate how best to display meeting information, e.g. screen in reception or on first floor</li> </ul>	<p style="text-align: center;">T. Harry</p> <p style="text-align: center;">D. Blakebrough</p> <p style="text-align: center;">T. Harry</p> <p style="text-align: center;">J. Pearson</p>	<p><b>Meeting with Cabinet members</b></p> <p><b>Out of hours could be provided at cost of £30k</b></p> <p><b><i>Information to be obtained regarding available system</i></b></p> <p><b>Meeting information could be displayed in reception, if required</b></p>
<b>6. Update on issues</b>	<ul style="list-style-type: none"> <li>• Update on issues with chamber and group offices (furniture, lockers, lighting, heating)</li> <li>• Telephone directory update</li> <li>• Dates for councillors/members promoting democracy in towns.</li> </ul>	<p style="text-align: center;">M. Long</p> <p style="text-align: center;">J. Pearson</p> <p style="text-align: center;">D. Blakebrough</p>	<p><b>To be circulated in writing</b></p> <p><b>Dates circulated to members:</b>  Caldicot – Tuesday 17th February  Usk – Thursday 19th February  Chepstow – Wednesday 11th March  Monmouth – Wednesday 18<sup>th</sup> March</p>

## **WLGA Continuing Professional Development for Councillors 2015**

### **Draft for Consultation**

#### **Competency Framework**

**This competency framework describes the range of skills and knowledge required by elected 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 so that members may use some sections selectively.**

#### **Consultation**

**Please discuss this as widely as possible within your Council. We are interested in the views of officers and members, particularly members in all roles and officers with a responsibility for Democratic services, scrutiny and Organisational development. Please consider:**

- 1. Does the Framework adequately cover the roles of all members?**

**If not, what should be added (bearing in mind that the document should not become too long or complex)**

**What might need to be removed (in particular, are all the aspects of section 10 and section 11 necessary?)**

- 2. Is the terminology used meaningful for members?**

**If not what might be substituted?**

**Closing date for responses 4<sup>th</sup> March 2015  
Please return to Sarah Titcombe 029 2046 8638  
sarah.titcombe@wlga.gov.uk**

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

Requirement	Knowledge and Skills	Effective Behaviours
<b>Understanding of the role of the 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 Local Authority</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>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. Appreciation of the importance of accountability, integrity and transparency for good governance.	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>Equalities and respect</b>	Personal skills in demonstrating respect for others regardless of sex, race, religion, age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity or sexual orientation. Understanding Equalities and Diversity law relating to the work of the council and the role of the councillor. Understanding of the need for and what constitutes respectful behaviour towards	Demonstrates equalities values in personal behaviour and council decisions. Applies appropriate equalities legislation and demonstrates equalities values in personal behaviour and council decisions. Treats everyone with respect at all times when acting as a councillor whether in the Council, community, or political group.

<b>Requirement</b>	<b>Knowledge and Skills</b>	<b>Effective Behaviours</b>
	others.	
<b>Audit, Inspection and Regulation</b>	An understanding of the role of the Audit Inspection and Regulatory bodies and associated council processes.	Engages effectively with the audit, inspection and regulatory process within the council, using this information to constructively challenge and support the affected services.
<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>	Understands standing orders, protocols and rules of debate. Skills in public speaking, debating, asking questions.	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. Effectively contributes to meetings making points clearly and succinctly Remains focussed on the business in hand Understands and applies meeting 'rules' Seeks guidance from officers and group leaders before meetings as appropriate.
<b>Working with the media</b>	Skills in building relationships with the media and being	Is a recognised source of credible information for the media. Speaks

Requirement	Knowledge and Skills	Effective Behaviours
	interviewed on TV radio and for the press.	confidently, authoritatively and appropriately in interviews. Enhances the reputation of the council when appearing on screen or in print.
<b>Self promotion</b>	The ability to develop a profile in the community through local activities and effective communication and consultation.	Writes an annual report on achievements and activities. Is highly visible in the ward. Maintains a high standard in both personal reputation and that of the council.
<b>Working with officers</b>	Understanding the role of officers generally and the 'rules' they need to abide by including a deeper understanding of the role of senior officers such as the Chief Executive, senior management team, Monitoring officer and Heads of Finance and Legal and Democratic Services. Skills in acting as a corporate employer. Understanding of the appointments process and interviewing skills.	Maintains professional relationships with officers, recognising appropriate boundaries and abiding. Acts as an effective member of an appointment panel applying sound HR and equality and diversity principles to secure the best candidate.
<b>Health and safety</b>	Understanding of Health and safety legislation in the work of the council. Understand how to assess risks and ensure personal safety and that of others.	Promotes and ensures the health and safety of everyone in the council. Ensures personal safety when working in the council and when in groups or alone in the community.
<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>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	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.

Requirement	Knowledge and Skills	Effective Behaviours
	austerity agenda.	
<b>Interpersonal skills</b>	Self-awareness, and skills in self-management, "good manners" emotional intelligence, listening. Negotiation, conflict management and mediation skills.	Acts in a professional and respectful manner to all people and in all places. Is self aware and able to develop and manage relationships both within and outside the council. Brokers relationships and manages conflict in the community and council and between the two.
<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**

Requirement	Knowledge and Skills	Effective Behaviours
<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 engagement and</b>	Understands the different levels of engagement ranging from communication to co-production set out in the national principals of engagement for Wales. <a href="http://www.participationcymru.org.uk/national-principles">http://www.participationcymru.org.uk/national-principles</a>	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. Fosters positive relations and active communication with the community

Requirement	Knowledge and Skills	Effective Behaviours
		council and clerk.

### 3. Casework

Requirement	Knowledge and Skills	Effective Behaviours
<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. Promises only that which can be delivered.
<b>Managing casework</b>	Ability to use case management techniques and software and to monitor and communicate progress.	Keeps the people on whose 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 or in the community.

### 4. Scrutiny

Requirement	Knowledge and Skills	Effective Behaviours
<b>Understand the role and potential of scrutiny for driving improvement</b>	Understanding of the characteristics of effective scrutiny (insert hyperlink when available)	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 informed and evidence based recommendations for policy development.
<b>Holding the Executive to Account</b>	Ability to review and constructively challenge the work and decisions of the Executive. Understanding of the use of the power to call in Cabinet decisions.	Effectively monitors and challenges the work of the executive in the best interests of the community.

<b>Requirement</b>	<b>Knowledge and Skills</b>	<b>Effective Behaviours</b>
<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 contribute to the questioning strategy. Ability to listen and question effectively throughout the meeting.	Listens actively and effectively Makes appropriate use of pre meetings to plan a questioning 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, responsibilities and 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.

## 5. Chairing

<b>Requirement</b>	<b>Knowledge and Skills</b>	<b>Effective Behaviours</b>
<b>Meeting management</b>	Understanding of meeting protocols and the rules of debate.	Chairs clearly and authoritatively, enforcing the rules and encouraging fair participation.



<b>Requirement</b>	<b>Knowledge and Skills</b>	<b>Effective Behaviours</b>
	<p>Ability to manage the agenda, contributions and time.</p> <p>Ability to engage with the public and press and viewers in the case of webcast meetings.</p>	<p>Manages the agenda by introducing items, summarising debate, focussing on outcomes and limiting contributions which do not contribute to the outcomes.</p> <p>Ensures that the public feel welcome, understand the meeting purpose and how they can contribute.</p>
<b>Committee leadership</b>	<p>An in depth understanding of the role of the committee and its scope.</p> <p>Ability to liaise with relevant officers, members and agencies.</p> <p>Commitment to enabling all committee members to develop skills and participate effectively in meetings.</p>	<p>Works with the committee outside of meetings to develop its effectiveness and that of participating individuals.</p> <p>Communicates with members and officers with an interest in committee proceedings.</p> <p>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.</p>
<b>Work programme development and management</b>	<p>Understanding of the subjects within the scope of the committee and how these interact with council policies generally and the roles of other committees.</p> <p>Ability to develop a balanced work programme for the committee and clear terms of reference and outcomes for any sub groups.</p>	<p>Works with officers and committee members to develop the work plan taking account of the fit with the work of other committees.</p> <p>Ensures that the work programme takes account of national regional and local plans, policies and the expressed needs of the community for services.</p> <p>Makes sure that the committee also takes account of inspections or reports from audit, inspection and regulation bodies.</p>
<b>Resourcing</b>	<p>Ensuring that the committee has the staffing, information and finances to function effectively</p>	<p>Negotiates and ensures the support required by the committee.</p>

## 6. Statutory/Regulatory

<b>Requirement</b>	<b>Knowledge and Skills</b>	<b>Effective Behaviours</b>
<b>Planning</b>	<p>Understanding of planning and rights of way law</p>	<p>Demonstrates objectivity by taking independent decisions based on</p>

Requirement	Knowledge and Skills	Effective Behaviours
	<p>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.</p>	<p>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.</p>
<b>Audit</b>	<p>Ability to scrutinise financial performance. An understanding of risk management and internal and external audit arrangements. An understanding of the relative roles of audit and scrutiny.</p>	
<b>Licencing</b>	<p>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.</p>	
<b>Democratic services</b>	<p>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.</p>	
<b>Standards</b>	<p>Understanding of the law and constitution in relation to conduct. Ability to</p>	

Requirement	Knowledge and Skills	Effective Behaviours
	advise and secure training for members of both principal and community councils in relation to the Code of Conduct	

## 7. Cabinet

Requirement	Knowledge and Skills	Effective Behaviours
<b>Portfolio lead</b>	<p>A thorough knowledge of relevant service areas.</p> <p>An ability to build relationships with relevant officers and scrutiny chairs.</p> <p>Ability to work collaboratively to develop a vision for the service area.</p>	<p>Provides political direction to officers in the portfolio area</p> <p>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.</p> <p>Works with officers to consider issues, priorities and take decisions.</p>
<b>Collective responsibility</b>	<p>Ability to handle information and take decisions after full 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>	<p>Takes responsibility as a cabinet member for strategic council decisions.</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>	<p>Takes decisions after appropriate research and consultation.</p>

## 8. Strategic Leadership

Requirement	Knowledge and Skills	Effective Behaviours
<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>	Ability to communicate effectively with the Chief Executive and senior officers. Understanding of the performance appraisal process and personal skills in conducting reviews setting objectives and giving feedback.	Meets and communicates openly and regularly. Makes expectations clear and provides political leadership. Undertake performance reviews with senior officers as appropriate.
<b>Leadership of the Council</b>	Ability to ensure individual and collective effective governance.	Promotes and supports good governance in the council. Manages performance.

## 9. Civic Leadership

Requirement	Knowledge and Skills	Effective Behaviours
<b>Chairing Full Council</b>	Advanced chairing skills	Effectively chairs meetings of the full council demonstrating meeting management and leadership skills. In depth understanding of standing orders and rules of engagement.
<b>Representing the Council at Civic Functions</b>	Reputation management Public Speaking Relationship Management	Demonstrates high level communication, interpersonal and social skills.

## 10. Partnership and representation

Requirement	Knowledge and Skills	Effective Behaviours
<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>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 Council</b>	Understanding of the role of the community council and its limits.	Liaises effectively between the community council and Unitary council, acting as a link and Council representative when appropriate. See Community and Town Council Member Development Framework appended.
<b>Working as a Co-optee</b>	Understanding of the role and limits of the role of co-optees on committees.	Shares expertise with committee impartially.

## 11. Political Environment

Requirement	Knowledge and Skills	Effective Behaviours
<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.	