

Areas of Competence

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

Local Leadership – A range of skills required by all councillors in their role as community leaders ..... 1

Casework on behalf of the public ..... 1

Partnership and representation ..... 1

Working in the Political Environment..... 1

Chairing..... 1

Serving on Statutory/Regulatory Committees ..... 1

Cabinet Members ..... 1

Council Leadership ..... 1

Civic Leadership..... 1

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

Requirement	Knowledge & Skills	Effective Behaviours	Self Assessment	Evidence	Improvement
Understanding the role of the Councillor	Understanding the responsibilities of a councillor and the powers and responsibilities to undertake corporate governance	<ul style="list-style-type: none"> <li>Undertake their role effectively in the Council, community and with partner agencies</li> <li>Understand when it is and isn't appropriate to act for the electoral division or in the interest of the whole county</li> <li>Acts proactively to deliver outcomes</li> <li>Ensure members meet corporate and personal responsibilities</li> </ul>		<p>Member training provided as part of the induction process on Council, role of councillors and code of conduct.</p> <p>Code of Conduct training available on the hub as a video for refreshing.</p> <p>Pre-election briefing sessions held for all candidates which includes overview of role from an existing councillor.</p> <p>All candidates notified of induction timetable at time of nomination to prepare themselves for induction programme.</p> <p>Induction packs handed to all elected members at time of election result.</p> <p><a href="#">Be a Councillor guide from WLGA available on the intranet.</a></p> <p><a href="#">Councillor role descriptions available on the intranet.</a></p> <p><a href="#">Outside bodies role descriptions and guidance included on the intranet.</a></p> <p>Training session on the role of the modern councillor offered to all members.</p>	
Understanding the role of the local authority	Understanding of the services delivered, statutory and discretionary and the policies, procedures, plans and strategies that underpin them.	<ul style="list-style-type: none"> <li>Councillors are able to describe the work of the Council to the public and understand where responsibilities lie with other agencies.</li> <li>Contributes to the development of Council plans and strategies and takes decisions in light of these.</li> </ul>		<p>Dedicated workshops held during induction programme that sets the policy and operating context of the Council as well as the public service agenda in Wales and Monmouthshires position within it.</p> <p>Induction programme introduces all Senior Officers to new members who provided information on the services within their area and the policies that underpin those services.</p> <p>Councillors able to contribute to the development of plans and strategies through contributing to the relevant scrutiny committee and shaping policy through recommendations to Council/Cabinet.</p> <p>All key corporate policies must be agreed by Full Council and all members are able to contribute to the debate when considering policies.</p> <p>Cabinet is open to all members to contribute to the debate and ask questions of cabinet members. Questions must be submitted to the relevant cabinet member 24 hours in advance of the cabinet meeting to allow time to respond to the question effectively.</p> <p><a href="#">Public engagement strategy available on the website which provides a summary overview of all committees and their responsibilities and how the public can engage with the various committees.</a></p>	
Conduct	<p>Understanding of the ethical framework governing councillors including Code of Conduct.</p> <p>Understanding the role of the Monitoring Officer</p>	<ul style="list-style-type: none"> <li>Abides by the code of conduct at all times.</li> <li>Declares and defines interests where appropriate</li> <li>Seeks advice from the Monitoring Officer where appropriate</li> </ul>		<p>All councillors receive mandatory code of conduct, ethics and standards training as part of the induction which covers their responsibilities.</p> <p>Code of conduct training video available on the hub for refresher training.</p> <p>Monitoring Officer easily accessible to assist with any queries/issues members have relating to code of conduct issues.</p>	

	Appreciation of the importance of accountability, integrity and transparency for good governance.	<ul style="list-style-type: none"> <li>• Treats others with respect in all settings</li> <li>• Demonstrates integrity</li> <li>• Values others</li> <li>• Listens</li> <li>• Stays calm in difficult situations</li> </ul>		<p>Training on personal safety and handling difficult issues offered to all members.</p> <p><a href="#">Local Government Ombudsman guidance available on the intranet</a></p> <p><a href="#">Members Code of Conduct available on the intranet</a></p>	
Equalities and Respect	<p>Personal skills in demonstrating respect for others regardless of background.</p> <p>Understanding of equalities and diversity law relating to the work of the Council and role of Councillor.</p> <p>Understanding of the need for and what constitutes respectful behaviour towards others.</p>	<ul style="list-style-type: none"> <li>• Demonstrates equalities values in personal behaviour and council decisions.</li> <li>• Treats everyone with respect at all times when acting as a councillor whether in Council, community or political group</li> </ul>		<p>Equalities and diversity training provided as part of induction as well as refresher courses held throughout the term.</p> <p>Code of conduct training for all members to make them aware of their responsibilities and expected behaviours.</p> <p>Review by Audit Committee and Standards Committee of any outcomes of investigations by the Local Government Ombudsman.</p>	
Balancing Council and Community Expectations and responsibilities	Understanding of the distinct responsibilities of a councillor as a member of a corporate body and as a representative of an electoral division or community.	<ul style="list-style-type: none"> <li>• Takes decisions relating to the corporate body or electoral division effectively.</li> <li>• Manages both community and council expectations through effective communication.</li> </ul>		<p>All councillors receive mandatory code of conduct training as part of the induction which covers their responsibilities.</p> <p>Equalities and diversity training provided as part of induction as well as refresher courses held throughout the term.</p> <p>Monitoring Officer easily accessible to assist with any queries/issues members have relating to code of conduct issues.</p> <p><a href="#">Role descriptions for outside bodies appointments available on the intranet</a></p> <p>Details of surgeries are included on the website under each councillors page where it's available as well as newsletters that they publish within their area.</p> <p>Councillor role descriptions available on the internet.</p>	
Audit, Inspection and Regulation	An understanding of the role of Audit Inspection and Regulatory bodies and associated council process.	<ul style="list-style-type: none"> <li>• Engages effectively with audit, inspection and regulatory process within the Council and uses the information to challenge and support services</li> </ul>		<p>Training for all regulatory committees including audit, planning and licensing offered to all councillors.</p> <p>Mandatory training required for members sitting on those committees.</p> <p>S106 Contributions and Planning training provided to all members.</p> <p><a href="#">WLGA guidance on scrutiny of finance available on the intranet</a></p>	
Balancing Personal Commitments	An understanding of time management principals including prioritisation and delegation	<ul style="list-style-type: none"> <li>• Maintains an effective work/life balance managing the time available to concentrate on the issues with the most significant outcome</li> </ul>		<p>Annual review of timing of meetings to ensure maximum attendance where possible.</p> <p>Introduction of remote attendance at meetings to help councillors engage effectively.</p> <p><a href="#">All meetings are live streamed where the equipment is available, as well as a library of recordings of all meetings available on youtube for reference/catch up.</a></p>	

<p>Information Management</p>	<p>Understanding and interpreting information and data.</p> <p>Ability to handle data in the format provided by the Council</p> <p>Understanding of the definition of confidentiality and to how to handle confidential information</p> <p>Understanding of Data Protection and Freedom of Information legislation</p>	<ul style="list-style-type: none"> <li>• Receives information and data from a variety of sources and is able to store, share and use it effectively and where possible electronically.</li> <li>• Does not keep records about people without seeking their agreement</li> <li>• Responds promptly and appropriately to FOI requests</li> <li>• Does not distribute or share confidential or restricted information</li> </ul>		<p>Investment and training in members IT equipment to help them manage paperwork electronically and remain a paperless authority.</p> <p>GDPR and Data Protection training provided to all members as well as dedicated Data Protection and FOI training included during induction.</p> <p>Dedicated data protection page council intranet to inform members of requirements which includes <a href="#">Data Protection policy</a></p> <p>Privacy notices template provided to all members and published for councillors on Council website under each councillor's page.</p> <p>Agenda packs marked with red water mark and 'restricted' wording to highlight confidential information.</p> <p><a href="#">ICO guidance available on the intranet</a> and all data protection registrations funding by the local authority for Councillors</p> <p><a href="#">Gifts and Hospitality Guidance and forms available on the intranet</a></p>	
<p>Using ICT and Social Media</p>	<p>Skills in all 'Office' applications such as word processing, presentation and spreadsheets.</p> <p>Communication and social media application training including email, tweeting, blogging and personal website management.</p>	<ul style="list-style-type: none"> <li>• Conducts Council business electronically.</li> <li>• Communicates with the community electronically through social media.</li> <li>• Maintains and effective, positive and ethical online presence.</li> </ul>		<p>Digital training sessions offered to all councillors as part of induction.</p> <p><a href="#">IT help areas on the intranet</a></p> <p>Democratic Services and Digital team available to help with ICT issues</p> <p>Training sessions planned for Facebook, Twitter, My Monmouthshire App etc</p> <p><a href="#">WLGA guidance in handling online abuse available on the intranet</a></p> <p><a href="#">Social Media guidance for councillors available on the intranet</a></p> <p><a href="#">Freedom of Information Policy available on the intranet</a></p>	
<p>Meeting preparation and participation</p>	<p>Understanding of Standing Orders and protocols and rules of debate</p> <p>Skills in public speaking, debating and asking questions</p>	<ul style="list-style-type: none"> <li>• Prepares effectively for meetings by reading papers and analysing data</li> <li>• Undertakes personal research and participates in any pre meetings</li> <li>• Contributes to positive meeting outcomes by seeking tangible decisions or actions</li> <li>• Effectively contributes to meetings making points clearly and succinctly</li> <li>• Remains focussed on the business in hand</li> <li>• Understands and applies meeting rules</li> <li>• Seeks guidance from officers and group leaders as appropriate</li> </ul>		<p>Code of Conduct training mandatory for all councillors</p> <p>Constitution requires five clear days publication of the agenda before a meeting rather than statutory three days to allow time for members to prepare effectively.</p> <p>Democratic services available to follow up on member queries and liaise with officers to provide relevant information.</p> <p>Remote attendance available for councillors to contribute to meetings if they are unable to attend in person</p> <p><a href="#">All previous meetings available to view on youtube for members to review any business they miss</a></p>	

Working with the media	Skills in building relationships with the media and being interviewed on TV, radio and for the press and online media	<ul style="list-style-type: none"> <li>• Is a recognised source of credible information for the media</li> <li>• Speaks confidently, authoritatively and appropriately in interviews</li> <li>• Enhances the reputation of the Council when appearing in on screen and in print</li> </ul>			
Self-Promotion	The ability to develop a profile in the community through local activities and effective communication and consultation	<ul style="list-style-type: none"> <li>• Writes an annual report on achievements and activities</li> <li>• Is highly visible in the community</li> <li>• Maintains a high standard in both personal reputation and that of the Council</li> </ul>		<p><a href="#">Annual report template pre-populated for all members and available on the intranet.</a> Members need to personalise with personal achievements.</p> <p><a href="#">All annual reports available on the website under each councillors page</a></p> <p><a href="#">Surgeries and councillor newsletters can be published on the council website by sending to democratic services</a></p> <p><a href="#">Member attendance at committees is published on the website</a></p> <p>Training on social media scheduled to be delivered for Facebook, Twitter and My Monmouthshire.</p>	
Working with officers	<p>Understanding the roles of officers generally and the rules they need to abide by including an understanding of the role of senior officers.</p> <p>Skills in acting as a corporate employer</p> <p>Understanding of the appointments process and interviewing skills</p>	<ul style="list-style-type: none"> <li>• Maintains professional relationships with officers recognising appropriate boundaries and abiding by the Member/Officer protocol</li> <li>• Acts as an effective member of an appointment panel, applying sound HR equality and diversity principles.</li> </ul>		<p>Induction programme included sessions from each Chief Officer where they provided members with an overview of their service areas and key contacts.</p> <p>Market place style session held during induction programme to allow councillors to meet officers and put names to face.</p> <p><a href="#">Internal phonebook available on the intranet for members to find contact details</a></p> <p>Contact details for staff included in their outlook contact card</p> <p><a href="#">Organisational structure available on the intranet</a></p> <p>Officers attending, and where able, providing training sessions to councillors as part of induction process.</p> <p><a href="#">Member/Officer relationship protocol available on the intranet</a></p> <p>Appointments committee established as and when need arise with specific training provided to members at that time. Additional delegated powers for members included in the constitution for appointments to certain posts.</p> <p><a href="#">Dedicated HR area available on the intranet which includes guidance and policies</a></p>	
Health and Safety	<p>Understanding of Health and Safety legislation in the work of the Council</p> <p>Understand how assess risks and ensure personal safety and that of others</p>	<ul style="list-style-type: none"> <li>• Promotes and ensures the health and safety of everyone in the Council</li> <li>• Ensures personal safety when working in the Council and when in groups or alone in the community.</li> </ul>		<p>Personal Safety and Conflict Management training session offered to all members.</p> <p><a href="#">Stress management and personal resilience guidance available on the intranet</a></p> <p><a href="#">Dedicated health and safety section on the intranet for councillors</a></p>	

Continuing professional and personal development	Ability to identify personal development needs and to participate in development activities.	<ul style="list-style-type: none"> <li>Undertakes regular personal development reviews taking account of role descriptions and competency framework.</li> <li>Takes responsibility for developing personal skills and knowledge, attends learning and development activities</li> </ul>			
Financial Capability	<p>Understanding of the way councils and services are funded.</p> <p>Understanding and skills in budget setting</p> <p>Personal financial capability</p> <p>Understanding the impact of Welfare Reform and the austerity agenda.</p>	<ul style="list-style-type: none"> <li>Engages effectively in the budget setting process</li> <li>Is prepared to take hard, evidence based decisions</li> <li>Demonstrates skills in numeracy when interpreting data and asking questions</li> </ul>		<p><a href="#">Scrutiny of Local Government Finance Guidance available on the intranet</a></p> <p>Audit and Local Government Finance training offered to all members as part of induction programme</p> <p>S106 Contributions and Planning training offered to all members.</p> <p><a href="#">Dedicated budget information area on the intranet setting out timescales and process</a></p>	
Interpersonal Skills	Self Awareness and skill in self-management, emotional intelligence, listening, negotiating, conflict management.	<ul style="list-style-type: none"> <li>Acts in a professional and respectful manner</li> <li>Is self-aware and able to develop and manage relationship both within and outside the Council</li> <li>Brokers relationships and manages conflict in the community and Council, as well as between the two.</li> </ul>		<p>Personal Safety and Conflict Management training session offered to all members.</p> <p><a href="#">Facilitation and conflict resolution guidance available on the intranet</a></p> <p><a href="#">WLGA Guidance on Influencing skills available on the intranet</a></p> <p><a href="#">Member Officer relationship protocol available on the intranet</a></p>	
Sustainable Development	Understanding of issues that impact on future generations such as health and wellbeing, financial security and the environment.	<ul style="list-style-type: none"> <li>Takes decisions based upon the needs of the future generations as well as the current population</li> </ul>		<p>Equality and impact assessment training offered to all councillors.</p> <p>Economies of the Future workshop offered to all members.</p> <p>Future Monmouthshire workshop offered to all members.</p> <p>Environmental Health workshop included as part of induction programme.</p> <p>Future Generations training including as part of induction programme.</p> <p><a href="#">WLGA guidance on making sustainable decisions available on the intranet</a></p> <p><a href="#">Environmental Health assessment in how it contributes to Wellbeing available on the intranet</a></p>	
Safeguarding	Understanding of the legal requirements, and the responsibilities placed on authorities and individual councillors to protect children and vulnerable adults at risk of abuse.	<ul style="list-style-type: none"> <li>Is vigilant and acts to make sure that children and vulnerable adults are protected from abuse, taking appropriate decisions and reporting instances appropriately.</li> </ul>		<p>Social Care &amp; Health training including as part of induction programme for all councillors.</p> <p><a href="#">A councillors work – Safeguarding available on the intranet</a></p> <p><a href="#">Social Services Complaints Policy available on the intranet</a></p> <p>Mandatory requirement for Councillors and Officers to have completed level 1 safeguarding training</p>	

Corporate Parenting	Understanding of the role of the Councillor as a Corporate Parent	<ul style="list-style-type: none"><li>• Takes appropriate responsibility for the welfare of looked after children, actively seeking appropriate information on their situation and progress</li></ul>		Various Corporate Parenting training sessions held as part of induction programme for all councillors. <a href="#">SSIA guidance on Child Exploitation available on the intranet</a> <a href="#">MCC Carers policy available on the intranet</a> <a href="#">Corporate Parenting Workbook available on the intranet</a>	

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

Requirement	Knowledge & Skills	Effective Behaviours	Self Assessment	Evidence	Improvement
Working with the Community	<p>Knowledge of community groups and leaders</p> <p>Understanding of community issues and concerns</p> <p>Ability to seek the views of all relevant parties</p>	<ul style="list-style-type: none"> <li>Understands the needs of the local community and secures action from the council on behalf of local people</li> <li>Communicates with the community, individuals and the Council to ensure engagement and understanding of all parties</li> </ul>		<p><a href="#">The effective ward councillor guidance available on the intranet</a></p> <p><a href="#">Council Report – Guidance to members serving on outside bodies available on the intranet</a></p>	
Consultation and engagement	<p>Understands the different levels of engagement ranging from communication to co-production set out in the national principals of engagement for Wales.</p>	<ul style="list-style-type: none"> <li>Demonstrates positive outcomes as a result of effective engagement</li> <li>Uses a range of communication and consultation tools such as social media to understand the needs and views of the community</li> </ul>		<p>Social media training scheduled for all members.</p> <p>Training sessions to be provided on understanding the feedback received through MCC social media accounts as well as personal accounts</p>	
Voluntary sector	<p>Understands the role and responsibilities of the voluntary sector in the area</p>	<ul style="list-style-type: none"> <li>Builds effective relationships with the voluntary sector and communicates and works with them where appropriate.</li> </ul>			
Local Issues	<p>Understands the issues of importance to people locally and through the Council area.</p> <p>Knows which council plans will impact on local issues</p>	<ul style="list-style-type: none"> <li>Works with the community and the council to find solutions to local problems.</li> <li>Secures funding for local initiatives</li> </ul>		<p>Updates to forward work programmes distributed to all members weekly</p> <p>Forward work programme available on the intranet</p> <p>S106 Contributions &amp; Planning training provided to all members</p> <p>Councillor contact details available on website for constituents for contact members.</p> <p>Annual reports on website allow public to see councillor achievements and involvement in local community.</p>	
Working with community and town councils	<p>Understanding of the responsibilities of community councils and their forward work programmes</p>	<ul style="list-style-type: none"> <li>Works with community councils to deliver outcomes for the community</li> <li>Fosters positive relations and active communication with the community council and the clerk</li> </ul>		<p>Democratic Services act as point of contact for all town and community councils in Monmouthshire</p> <p>Democratic Services log queries and issues raised by community councils to monitor progress and responses. Information available on intranet.</p> <p>My Monmouthshire App allows seamless logging of issues between town and community council and County Council regarding specific issues such as street lighting, pot holes etc</p> <p>All town and community council information and contact details available on the council website.</p>	





## Casework on behalf of the public

Requirement	Knowledge & Skills	Effective Behaviours	Self Assessment	Evidence	Improvement
Being accessible to the public	Understanding of and ability to arrange and publicise opportunities to discuss casework with the public	<ul style="list-style-type: none"> <li>Makes themselves available through the most appropriate means to connect with people.</li> <li>Uses surgeries street surgeries, informal settings, home and social media as appropriate.</li> <li>Promises only that which can be delivered</li> </ul>		<p><a href="#">All councillor information including contact details is available on the website for the public.</a></p> <p>Details of surgeries are included on the website under each councillors page where its available.</p>	
Managing Casework	Ability to use case management techniques and software and to monitor and communicate progress	<ul style="list-style-type: none"> <li>Keeps the people on whose behalf they are working informed of progress</li> <li>Monitors progress of cases after they have been deferred to officers or other agencies</li> </ul>		<p><a href="#">WLGA Guidance on handling casework available on the intranet</a></p> <p>Casework software being developed on the intranet for members to use free of charge. Should be ready for all members in early 2019. Awaiting testing from councillors.</p>	
Signposting	Knowledge of sources of information and advice within and outside the Council	<ul style="list-style-type: none"> <li>Makes links between members of the public and the appropriate source of help in the Council or in the community</li> </ul>		<p>Internal phonebook available on the intranet for councillors to search and find information.</p> <p>Organisational structure provided in welcome pack and available on the intranet</p> <p>Meet and greet market place style induction session where members meet officers and understand their roles.</p> <p>Democratic Services available to help with signposting and resolving queries</p> <p>Outlook contact cards include services are and role information.</p>	

## Partnership and representation

Requirement	Knowledge & Skills	Effective Behaviours	Self Assessment	Evidence	Improvement
Work on outside bodies	<p>Understanding of the role of outside body</p> <p>Understanding of the role of the councillor on the outside body</p>	<ul style="list-style-type: none"> <li>• Reports to and from Council and outside body</li> <li>• Represents the views of the Council, personal views or that of the community effectively and appropriately</li> <li>• Members engaged in relevant training and briefing sessions provided by outside bodies</li> </ul>		<p><a href="#">Fire and rescue authority role description available on the intranet</a></p> <p><a href="#">National park authority member role description available on the intranet</a></p> <p><a href="#">WLG A Guidance on sitting on outside bodies available on the intranet</a></p>	
Working as a trustee on other organisations	<p>Understanding of the role of the organisation and your duties and responsibilities as a trustee</p> <p>Understanding of the political implications of conflict of interest from carrying out that role, and the role of a councillor</p>	<ul style="list-style-type: none"> <li>• Operates within the standards set in the Code of Conduct</li> <li>• Seeks advice from the Monitoring Officer as appropriate</li> </ul>		<p>Monitoring Officer and Democratic Services available to provide guidance and support to members on outside bodies.</p> <p>Mandatory code of conduct training provided at induction for members to understand responsibilities.</p> <p>Members code of conduct available on the intranet</p>	
Working as a school governor	<p>Understanding of education policy and school organisation</p>	<ul style="list-style-type: none"> <li>• Oversees the school performance</li> <li>• Challenges the school management as a critical friend</li> <li>• Takes part in governor training</li> </ul>			
Working as a member of a Community or Town Council	<p>Understanding of the role of the Community Council and its limits</p>	<ul style="list-style-type: none"> <li>• Liaises effectively between the community/Town Council and County Council and acts as a link between the two</li> <li>• Takes part in community council training</li> </ul>		<p>Code of Conduct training provides advice on conflicts of interest between County and Community/Town Councillors.</p> <p>Democratic Services assist community/town councils with queries and processes.</p> <p>Democratic Services act as a point of contact for council clerks to raise issues with County Council and follow up on their behalf.</p>	
Working as a Co-Optee	<p>Understanding of the role and limits of the role of co-optees</p>	<ul style="list-style-type: none"> <li>• Shares expertise with the committee impartially</li> </ul>			

## Working in the Political Environment

Requirement	Knowledge & Skills	Effective Behaviours	Self Assessment	Evidence	Improvement
Party Policy	Awareness of values and manifestos both nationally and locally	<ul style="list-style-type: none"> <li>Effectively balances the requirements of the people, party, group and Council.</li> </ul>			
Liaison with national governments	Understanding of the functions of the Welsh Government and means of engagement	<ul style="list-style-type: none"> <li>Liaises with local MPs and AMs</li> <li>Brings local issues to the attention of government where possible</li> </ul>		<p>Leader &amp; Chairmans support arrange diaries for executive members and liaise between relevant offices for visits with MP's and AMs.</p> <p>Democratic Services log requests to write to governments in the action list for committees and forward on to relevant officers to draft.</p>	
Group Membership	Rules and constituency group structure and policies.	<ul style="list-style-type: none"> <li></li> </ul>			

## Chairing

Requirement	Knowledge & Skills	Effective Behaviours	Self Assessment	Evidence	Improvement
Meeting Management	<p>Understanding of the meeting protocols and rules of debate</p> <p>Ability to manage the agenda, contributions and time</p> <p>Ability to engage with the public, press and viewers where meetings are webcast</p>	<ul style="list-style-type: none"> <li>Chairs clearly and authoritatively, enforcing the rules and encouraging fair participation</li> <li>Manages the agenda by introducing items, summarising debate, focussing on outcomes and limiting contributions which do not contribute to the outcome</li> <li>Ensures that the public feel welcome, understand the meeting purpose and how they can contribute</li> </ul>		<p><a href="#">WLGA Chairing guidance available on the intranet</a></p> <p>Mandatory code of conduct, standards and ethics training provided at induction which covers meeting rules and protocols.</p> <p>Committees will have pre meeting with chair and officers to ensure clarity on agenda and awareness of any issues</p> <p>Public engagement strategy on the internet which provides overview of committees and their remit.</p>	
Committee Leadership	<p>An in depth understanding of the role of the committee and its scope</p> <p>Ability to liaise with officers, members and agencies</p> <p>Commitment to enabling all committee members to develop skills and participate effectively in meetings</p>	<ul style="list-style-type: none"> <li>Works with the committee outside of meetings to develop its effectiveness and that of participating individuals</li> <li>Communicates with members and officers with an interest in committee proceedings.</li> <li>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 where needed</li> </ul>		<p><a href="#">Committee structure available on the intranet</a></p> <p>Committees will have pre meeting with chair and officers to ensure clarity on agenda and awareness of any issues</p> <p>Public engagement strategy on the internet which provides overview of committees and their remit.</p> <p>Responsibilities of officers understood and relationships with officers built through induction programme.</p> <p>Member/Officer relationship protocol available on the intranet.</p>	
Work programme development and management	<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>	<ul style="list-style-type: none"> <li>Works with officers and committee members to develop the work plan taking account of the work of other committees.</li> <li>Ensures that the work programme takes account of national, regional and local plans, policies and the expressed needs of the community for services</li> <li>Makes sure that the committee also takes account of inspections or reports from audit, inspection and regulation.</li> </ul>		<p>Democratic Services arrange pre-meetings where required and liaise with relevant officers to attend and provide information to chairs as required.</p> <p>Democratic Services liaise with outside organisations and ensuring attendance at meetings where required.</p> <p>All councillors have access to all papers, including exempt papers, so that they are fully aware of decisions taken/considered at each committee.</p>	
Resourcing	<p>Ensuring that the committee has the staffing, information and finances to function effectively</p>	<ul style="list-style-type: none"> <li>Negotiates and ensures the support required by the committee</li> </ul>			

## Serving on Statutory/Regulatory Committees

Requirement	Knowledge & Skills	Effective Behaviours	Self Assessment	Evidence	Improvement
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<p>Planning</p>	<p>Understanding of planning and rights of way law generally</p> <p>Understanding of how to apply the Code of Conduct to planning issues.</p> <p>Understanding of how the need to declare interests applies to planning matters</p> <p>Understanding of LDP</p> <p>Understanding of the rules for Development Control</p> <p>Understanding of sustainable development principals and legislation.</p>	<ul style="list-style-type: none"> <li>• Demonstrates objectivity by taking independent decisions based on evidence and the legal responsibility placed on members acting in a semi-judicial role.</li> <li>• Transparently adheres to the Code of Conduct</li> <li>• Seeks appropriate professional officer advice, personal development or briefing before taking decisions.</li> </ul>		<p>Mandatory training for all members of the planning committee provided at the induction stage.</p> <p>Additional training offered to all councillors to help support their understanding of the committee.</p> <p>S106 Contributions and Planning Training offered to all members.</p> <p>LDP Draft Review report and seminars held for all members.</p> <p>Planning agenda includes review of cases of planning appeals to ensure continued development and up to date knowledge of members.</p> <p>Application site visits undertaken by all planning committee members prior to the meeting to review proposals and meet stakeholders.</p> <p><a href="#">Planning Handbook for councillors available on the intranet</a></p> <p><a href="#">Rights of way improvement plan available on the intranet</a></p> <p><a href="#">Planning services policies and guidance</a></p>	
<p>Audit</p>	<p>Ability to scrutinise financial performance</p> <p>Understanding of risk managements and internal/external audit</p> <p>An understanding of the relative roles of audit and scrutiny</p>	<ul style="list-style-type: none"> <li>• Demonstrates objectivity by taking independent decisions based on evidence and the legal responsibility placed on members acting in a semi-judicial role.</li> <li>• Transparently adheres to the Code of Conduct</li> <li>• Seeks appropriate professional officer advice, personal development or briefing before taking decisions.</li> </ul>		<p>Mandatory training for all members of the audit committee, open to all members, provided as part of the induction programme.</p> <p>Mandatory Code of conduct training held for all members and is available on the intranet.</p> <p>Pre-meeting held with chair of Audit and officers to understand agenda fully.</p> <p><a href="#">WLGA guidance on scrutiny of finance available on the intranet</a></p>	
<p>Licencing</p>	<p>An understanding of the licensing regulations and policy</p> <p>Understanding of local policies which impact in the area</p>	<ul style="list-style-type: none"> <li>• Demonstrates objectivity by taking independent decisions based on evidence and the legal responsibility placed on members acting in a semi-judicial role.</li> <li>• Transparently adheres to the Code of Conduct</li> <li>• Seeks appropriate professional officer advice, personal development or briefing before taking decisions.</li> </ul>		<p>Mandatory training for all members of the licensing committee, open to all members, provided as part of the induction programme.</p> <p>Mandatory Code of conduct training held for all members and is available on the intranet.</p>	

Democratic Services	<p>An understanding of the legislative requirements for a Democratic Services Committee</p> <p>Understanding of national and local requirements for member support and development</p> <p>Ability to liaise effectively with Head of Democratic Services and Lead Member for development support.</p> <p>Understanding of the need to promote diversity in the Council</p>	<ul style="list-style-type: none"> <li>• Demonstrates objectivity by taking independent decisions based on evidence and the legal responsibility placed on members acting in a semi-judicial role.</li> <li>• Transparently adheres to the Code of Conduct</li> <li>• Seeks appropriate professional officer advice, personal development or briefing before taking decisions.</li> </ul>		<p>Chair of Democratic Services Committee attends WLGA Member Support network meetings to keep up to date with current issues and understand support received in other authorities.</p> <p>Mandatory Code of conduct training held for all members and is available on the intranet.</p> <p>Pre-meeting held with Chair of Democratic Services Committee to understand agenda fully.</p>	
Standards	<p>Understanding of the law and constitution in relation to conduct</p> <p>Ability to advise and secure training for members of both principal and community councillors in relation to the code of conduct</p>	<ul style="list-style-type: none"> <li>• Demonstrates objectivity by taking independent decisions based on evidence and the legal responsibility placed on members acting in a semi-judicial role.</li> <li>• Transparently adheres to the Code of Conduct</li> <li>• Seeks appropriate professional officer advice, personal development or briefing before taking decisions.</li> </ul>		<p>Review of all cases considered and recommendations received from local government ombudsman relating to behaviour of members.</p> <p>Mandatory Code of conduct training held for all members and is available on the intranet.</p> <p>Monitoring Officer attends and provides support to all standards committee members.</p> <p>Co-opted community council members sit on standards committee to ensure consistency in behaviours across all levels of Government.</p> <p>Funding places for standards committee members at the standards conference to encourage continued development for members.</p>	

## Cabinet Members

Requirement	Knowledge & Skills	Effective Behaviours	Self Assessment	Evidence	Improvement
Portfolio Lead	<p>A thorough knowledge of local and national policy relating to the relevant service areas.</p> <p>An ability to build relationships with relevant lead officers and scrutiny chairs</p> <p>Ability to work collaboratively to develop a vision for the service area</p>	<ul style="list-style-type: none"> <li>Provides political direction to officers in the portfolio area</li> <li>Is accountable for communication, policy and performance in the portfolio area</li> <li>Actively seeks and values the input of scrutiny to policy development and performance monitoring</li> <li>Works with officers to consider issues, priorities and take decisions.</li> </ul>		<p>Regular meetings between cabinet members and relevant senior officers to ensure progress on policies within portfolio.</p> <p>Communications department publish press releases quoting the relevant cabinet member where possible.</p> <p>Service areas provide service improvement plans available on the intranet for cabinet members to review progress with relevant officers.</p> <p>Cabinet member training session provided following election to allow understanding of roles and responsibilities but also encourage development of policies and ideas.</p> <p>Reports for Cabinet, Council and Individual Cabinet Member Decisions are circulated to all cabinet members two weeks prior to the decision being taken for members to review and liaise with officers accordingly.</p> <p>Updates to forward work programme sent to all members weekly.</p>	
Collective responsibility	<p>Ability to handle information and take decisions after full consultation and consideration of the issues</p> <p>Ability to prioritise issues of importance to the Authority</p> <p>Ability to work with other authorities and agencies to secure services for the Council</p>	<ul style="list-style-type: none"> <li>Takes responsibility as a cabinet member for strategic council decisions</li> </ul>		<p>Pre-cabinet meeting held for all cabinet members to fully understand decisions being taken and officers to attend and provide updates where required.</p> <p>Reports for Cabinet, Council and Individual Cabinet Member Decisions are circulated to all cabinet members two weeks prior to the decision being taken for members to review and liaise with officers accordingly.</p> <p>Cabinet members encouraged to complete WLGA leadership programme to increase knowledge and understanding of role. Priority for attendance to course is through Cabinet Members before being offered to all members.</p>	
Taking decisions under delegated responsibilities	<p>Understanding of the scheme of delegation</p> <p>Ability to take responsibility for decisions taken under the scheme</p>	<ul style="list-style-type: none"> <li>Takes decisions after appropriate research and consultation</li> </ul>		<p>Constitution provides information on the scheme of delegation for members of the executive make decisions they have been delegated powers for.</p> <p>ICMD held approximately every two weeks to ensure decisions can be taken promptly and not hold up services.</p> <p>Reports for Cabinet, Council and Individual Cabinet Member Decisions are circulated to</p>	



				<p>all cabinet members two weeks prior to the decision being taken for members to review and liaise with officers accordingly.</p> <p>Mandatory training on the code of conduct for all members provided at induction programme.</p> <p>Code of conduct available on the intranet.</p> <p>Updates to forward work programme sent to all members weekly.</p>	
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## Council Leadership

Requirement	Knowledge & Skills	Effective Behaviours	Self Assessment	Evidence	Improvement
Management of the reputation of the Council	Ability to act as an ambassador for the Authority	<ul style="list-style-type: none"> <li>Effectively represents the Council at all levels ensuring that information about the Council and its services and citizens is communicated positively and with integrity</li> </ul>		<p>Dedicated support for leader and chairman of the Council to ensure appropriate support and diary management is in place to allow them to carry out their roles effectively.</p> <p>All correspondence/queries dealt with efficiently and timely to ensure diaries and workloads are co-ordinated effectively and manages the reputation of the authority.</p>	
Leadership of area/region/place	Ability to develop a vision for the area/region/locality	<ul style="list-style-type: none"> <li>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</li> </ul>		<p>Dedicated leader and cabinet support team that helps support the activities they need to undertake to deliver their role effectively.</p>	
Develop, communicate and lead a vision for the Council	Ability to develop a vision for the work of the Council	<ul style="list-style-type: none"> <li>Works with the Council to collaboratively deliver the local vision</li> </ul>		<p>Diary management provided to leader to ensure appropriate officers and information is available to them when needed.</p>	
Maintain a successful relationship with the Chief Executive and Senior Management	<p>Ability communicate effectively with the CEO and senior officers</p> <p>Understanding of the performance appraisal process and personal skills in conducting reviews</p>	<ul style="list-style-type: none"> <li>Meets and communicates openly and regularly</li> <li>Makes expectations clear and provides political leadership</li> <li>Undertake performance reviews with senior officers as appropriate</li> </ul>		<p>Regular one to one meetings arranged on the leader behalf with CEO and senior leadership team.</p> <p>Head of Democratic Services available to offer guidance and support on appraisal process in line with guidance from WLGA.</p>	
Leadership of the Council	Ability to ensure individual and collective effective governance	<ul style="list-style-type: none"> <li>Promotes and supports good governance in the Council</li> <li>Manages Performance</li> </ul>		<p>Dedicated cabinet member for governance to ensure appropriate arrangements are in place for Council to progress whilst being open and accountable.</p> <p>Pre cabinet meetings held regularly that enable the executive to understand impending issues and forward plans.</p>	

## Civic Leadership

Requirement	Knowledge & Skills	Effective Behaviours	Self Assessment	Evidence	Improvement
Chairing Full Council	Advanced chairing skills. In depth understanding of standing orders and rules of engagement.	<ul style="list-style-type: none"> <li>Effectively chairs meetings of the full council demonstrating meeting management and leadership skills</li> </ul>		<p>Code of Conduct training held for all Councillors including Chairman of the Council which covers all aspects of the constitution.</p> <p>Pre Council meetings held to discuss agenda and Monitoring Officer attends to offer advice on any issues. Monitoring Officer also in attendance at Council meetings to support the Chairman with issues as it arises.</p> <p><a href="#">WLGA Chairing guidance available on the intranet</a></p>	
Representing the Council at civic functions	<p>Ability to manage the Councils reputation</p> <p>Skill in public speaking</p> <p>Skills in relationship management</p>	<ul style="list-style-type: none"> <li>Demonstrates high level communication, interpersonal and social skills</li> </ul>		<p>Dedicated chairman support means the Chairman/Vice Chairman is fully briefed prior to the event they are attending and are aware of any specific protocols such as whether a speech is needed etc.</p> <p>Organise events on behalf of the Chairman to promote the role and the Council to outside organisations and partners as well as raise the profile of the Chairmans chosen charity.</p>	