

Member Development Skills Framework

A guide to the skills and knowledge required to fulfil the various roles as a Councillor.

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Introduction

What is the Members' Skills Framework?

The Members Skills Framework has two purposes:

- It is designed to be a guide for Councillors to help you personally identify any gaps in skills and knowledge that you need to fulfil your various roles. It's aim is to provide a useful prompt for both new and existing Members. Use of the guide is entirely voluntary.
- The skills framework is also a useful guide for Councillors involved in planning member development events and can be used by the Member Development Task Group to set some of the core skills learning and development they wish to put in place for all members, from designing induction programmes to fulfilling statutory training needs.

How to use it?

Read across each table to gain an understanding of:

- What we do – Role description: this outlines the different roles and individual responsibilities.
- What we need to know – Knowledge required: this explains what you need to know to be able to carry out the role.
- How we do it – Role skills: this sets out the skills required to carry out the role.
- Good examples in practice – The effective Member is able to: this gives you an example of how an effective member would carry out this role.

You may wish to use the framework in different ways at different points during your term.

- Before standing for election - to review and refresh the skills and knowledge needed to perform the role.
- As a newly elected Member – to act as a checklist to ensure you are acquiring the knowledge you require to quickly become fully effective in your role.
- More experienced Councillors – Sections on making a difference and community leadership to support Members performing these roles or to gain skills in preparation for taking on new challenges.

Completing a Personal Development Plan – PDP - will gauge how well your skills and knowledge meet those detailed on the framework. Where you find there are gaps you might want to look at how these might be filled with learning and development activities and speak to the Democratic Services Manager for advice.

All New Members

Firm Foundations: The base knowledge and skills to do the fundamentals of the role

The majority of these topics can be used as a guide when developing the Member Induction and the Member Development Handbook

What we do The Role	What we need to know Knowledge required	How we do it Role Skills	Good examples in practice The effective member is able to:
1.1 Getting started	<ul style="list-style-type: none"> • Understanding of the key activities undertaken by Councillors • Understanding of the work of the council • Knowledge of the priority areas for service delivery • Knowing where to find information • Knowledge of individual role • Knowledge of the Constitution • Understanding of ethical standards • Understanding of core processes such as business and financial planning • Understanding equality & diversity issues • Understanding the role & work of the monitoring officer and the chief finance officer – ‘Section 151 Officer’ 	<ul style="list-style-type: none"> • Information gathering • Networking • Communication 	<ul style="list-style-type: none"> • Describe his/her role • Describe the role of the council • Describe the strategic and policy priorities for the authority • Approach relevant contacts for information
1.2 Taking part in a meeting	<ul style="list-style-type: none"> • Knowledge of meeting timetable, locations and papers • Protocol • Standing orders • Codes of conduct/standards • Meeting conventions 	<ul style="list-style-type: none"> • Team working • Meeting skills • Listening skills • Presentation skills 	<ul style="list-style-type: none"> • Participate fully • Act assertively but not aggressively • Speak effectively in public • Express themselves effectively • Actively listen
1.3 Starting relationships	<ul style="list-style-type: none"> • Knowledge of officer responsibilities and contact points • Knowledge of the Local Protocol on 	<ul style="list-style-type: none"> • Communication • Assertiveness • Influencing skills 	<ul style="list-style-type: none"> • Build relationships • Develop trust • Adopt a suitable personal style

with officers	Member and Officer Relations	<ul style="list-style-type: none"> • Diplomacy • Interpersonal skills 	<ul style="list-style-type: none"> • Show respect for all officers equally, giving praise and thanks
1.4 Working to ethical standards	<ul style="list-style-type: none"> • Understanding of code of conduct, standards and ethics • Knowing when to declare interests both personal and personal prejudicial • Understanding role of the National Standards Board and the Council's Standards Committee/Monitoring Officer 	<ul style="list-style-type: none"> • Handling information • Questioning and challenging whether decisions are made with integrity • Applying knowledge learned to appropriate situations 	<ul style="list-style-type: none"> • Display openness, honesty, integrity, objectivity, accountability, selflessness, honesty, leadership, uphold law, stewardship, equality & diversity awareness, respect for others and personal judgement • Recognising when to seek advice from Monitoring Officer
1.5 Internal political relations	<ul style="list-style-type: none"> • Understand political group policy • Know the political make-up of the Council • Understand roles and responsibilities • Understand channels of communication 	<ul style="list-style-type: none"> • Team working • Building positive relationships • Support and challenge others appropriately • Listening • Policy development 	<ul style="list-style-type: none"> • Able to work with and understand a range of views • Able to balance the needs of the ward, your group and the Council as a whole • Be engaged and involved in the decision making process

Members' Core Skills: The key areas of skills and knowledge required by all members to successfully fulfil their responsibilities

What we do The Role	What we need to know Knowledge required	How we do it Role Skills	Good examples in practice The effective member is able to:
2.1 Juggling your life	<ul style="list-style-type: none"> • Knowledge of key personal activities and responsibilities 	<ul style="list-style-type: none"> • Time management & Prioritisation • Delegation • Stress awareness and management • Assertiveness • Effective use of ICT 	<ul style="list-style-type: none"> • Balance work and home roles • Recognise and manage his/her own stress • Take problems seriously but not personally
2.2 Managing information	<ul style="list-style-type: none"> • Knowledge of sources of information and methods of organising it • Understanding the processes behind data presented such as budget cycle, performance indicators etc • Awareness of ICT systems and what you can achieve with a computer 	<ul style="list-style-type: none"> • Researching and data interpretation • Storing & retrieving information • Project management • Literacy & numeracy • Speed reading • Basic word processing • Use of e-mail & Internet • Access to information, data protection and freedom of information 	<ul style="list-style-type: none"> • Use a range of sources to find information and organise it • Retain, recall facts, interpret complex data • Effective use of new technology • Use ICT to communicate internally and externally to the Council • Use Internet and Intranet to gain knowledge and information
2.3 Expressing yourself	<ul style="list-style-type: none"> • Knowledge of corporate style of letter/report writing • Understanding of corporate guidance for interacting with the media • Understanding of different needs of different audiences 	<ul style="list-style-type: none"> • Effective self expression • Basic media skills • Presentation skills 	<ul style="list-style-type: none"> • Display self confidence without appearing arrogant • Express him/herself articulately and assertively • Accept and give feedback • Actively listen
2.4 Working with others	<ul style="list-style-type: none"> • Knowledge of who to work with and when • Understanding of equalities and diversity issues including responsibilities under law • Understanding of the roles of officers, Members and different agencies 	<ul style="list-style-type: none"> • Listening • Group working • Interpersonal skills • Ability to relate equalities and diversity to every day issues 	<ul style="list-style-type: none"> • Have respect for, and desire to work with different groups and individuals • Put the needs of others before their own
2.5 Relating to officers	<ul style="list-style-type: none"> • Understanding of the role of the Member and personal responsibilities in relation to employees. • Aware of how the Member role can impact on officers 	<ul style="list-style-type: none"> • Ability to interact with staff according to equalities legislation and employment law • Ability to interact with officers at the appropriate level 	<ul style="list-style-type: none"> • Treat all colleagues with respect • Give praise and constructive feedback

<p>2.6 Risk Management including health and safety, and fire safety</p>	<ul style="list-style-type: none"> • Understanding of responsibilities for health and safety, and fire safety as a Member and an individual 	<ul style="list-style-type: none"> • Ability to assess risk • Manual handling 	<ul style="list-style-type: none"> • Take relevant health and safety, and fire safety law into account when undertaking all aspects of work
<p>2.7 Sitting on Council</p>	<ul style="list-style-type: none"> • Knowledge of meeting structure • Understanding of Code of Conduct • Understanding constitution 	<ul style="list-style-type: none"> • Information handling • Presentation skills 	<ul style="list-style-type: none"> • Hear and understand messages from colleagues and consider all contributions • Take opportunities to take part appropriately, clearly and concisely • Act according to ethical standards and code of conduct
<p>2.8 Working with outside organisations</p>	<ul style="list-style-type: none"> • Understanding of key objectives of both council and organisations • Understand the council's community leadership role • Understanding of personal remit • Understand roles and responsibilities • Understand requirements of the code of conduct 	<ul style="list-style-type: none"> • Meeting skills • Public speaking • Meeting management • Able to balance roles • Communication • Mediation skills 	<ul style="list-style-type: none"> • Take account of different organisational priorities and cultural styles and values • Able to recognise when to act in a board/trustee role or councillor role • Provide feedback as relevant
<p>2.9 Promoting and enhancing the Council's reputation</p>	<ul style="list-style-type: none"> • Aware of key issues affecting the local community • Keep up to date with decisions and the reasons for them • Maintaining exempt and confidential information 	<ul style="list-style-type: none"> • Positively promote role of its Members and Officers • Challenging negative reactions • Communicating relevant information clearly • Recognise your audience's needs 	<ul style="list-style-type: none"> • Building good external relations with the media and other bodies • Recognise and celebrate success • Gaining the support of others • Challenge when appropriate
<p>2.10 Continuous development</p>	<ul style="list-style-type: none"> • Keep up to date with developments at a number of levels • Keep abreast of all technical and professional issues relevant to their roles 	<ul style="list-style-type: none"> • Reflect and learn from mistakes and successes • Continuously develop skills and knowledge especially through periods of change 	<ul style="list-style-type: none"> • Reflect on own abilities in order to enhance personal performance • Seek and respond to feedback from a variety of sources • Look for opportunities to constantly increase skills and knowledge • Engage with development programme and support others' development

Making a difference: The extra attributes which ensure that members are stretching themselves and others

What we do The Role	What we need to know Knowledge required	How we do it Role Skills	Good examples in practice The effective member is able to:
3.1 Showing leadership	<ul style="list-style-type: none"> Understand current and future issues across a width of topics Understand the roles and responsibilities of a leader 	<ul style="list-style-type: none"> Mediates fairly and constructively Enables collaborative working 	<ul style="list-style-type: none"> Engage enthusiastically and with empathy with the community in order to learn and understand Take suitable action to help solve issues of local concern Encourage trust by representing and being approachable to all sections of the community Getting the best out of people
3.2 Decision making	<ul style="list-style-type: none"> Understanding of strategic and service context Knowledge of pre set procedures for decision making Recognises how own values affect decision making process Understanding of bias and predetermination 	<ul style="list-style-type: none"> Information gathering and handling Clear and open decision making skills Assessing and managing risks 	<ul style="list-style-type: none"> Act with integrity Refer decisions to others or take advice when appropriate Involve the 'right' people in the process and encourage ownership Understand the implications for the whole system
3.3 Thinking strategically	<ul style="list-style-type: none"> Understand the links between variety of issues Be aware of impact of decisions on a range of areas Know how to work with complexity 	<ul style="list-style-type: none"> Provides clear vision Prioritising actions See the big picture and understand the links Joined up planning by putting together areas and ideas Developing different ways to overcome obstacles 	<ul style="list-style-type: none"> Actively involve others Deal with communication effectively Able to balance the impact of outcomes from a number of perspectives Broaden their perspective and improve effectiveness by learning from others and sharing best practice
3.4 Impact and influence	<ul style="list-style-type: none"> Aware of their impact on others Conscious of own strengths and limitations Knows how own feelings and values impacts on others 	<ul style="list-style-type: none"> Seeks feedback on own performance from a range of sources Builds rapport Consensus building skills Adapt style and content without confusing others 	<ul style="list-style-type: none"> Lead, inspire, influence, develop and motivate others Lead by example Project a positive image Build coalitions internally and externally Be brave enough to take risks Manage conflict Promote and subscribe to organisational

			values
3.5 Challenge	<ul style="list-style-type: none"> Understand new methods of critical challenge and scrutiny 	<ul style="list-style-type: none"> Scrutinising Provide critical feedback Ask for explanations and check for implementation of recommendations 	<ul style="list-style-type: none"> Act as a critical friend Present views in a concise, meaningful and accessible way Campaign with enthusiasm, courage and persistence Deal with conflict openly and constructively without becoming confrontational • Holds position without colluding when others become confrontational

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Community leadership: The skills and knowledge that are required to ensure we work with our communities and deliver the best service

What we do The Role	What we need to know Knowledge required	How we do it Role Skills	Good examples in practice The effective member is able to:
<p>4.1 Engaging with the community</p>	<ul style="list-style-type: none"> • Knowledge of contacts for referral of community issues • Contacts for publicity. • General awareness of Council policy on common issues – planning and so on. • Understanding of how standards/code of conduct applies in this setting • Understanding of authority complaints procedure 	<ul style="list-style-type: none"> • Knowledge management • Information gathering • Communication assertiveness • Conflict management • Facilitation skills to enable communities to help themselves 	<ul style="list-style-type: none"> • Identify and use suitable sources of information • Adapt personal style to develop relationships • Inform service users and able to advise of council policy and procedure • Make self available to all sections of the community
<p>4.2 Casework</p>	<ul style="list-style-type: none"> • Understanding circumstances of a particular case • Understanding of case management techniques • Understanding of extent of personal involvement 	<ul style="list-style-type: none"> • Information gathering, handling and giving • Interpersonal skills • Advocacy 	<ul style="list-style-type: none"> • Put aside personal viewpoint and take objective stance • Make effective judgements about when to get personally involved, when to advise and when to refer and who to refer to
<p>4.3 Representing community within the Council and other agencies</p>	<ul style="list-style-type: none"> • Code of conduct • Standards/ethics • Understanding of community issues and how these relate to strategic issues • Awareness of partnership framework • Understanding of Councillor ‘call for action’ procedure 	<ul style="list-style-type: none"> • Presentation skills • Negotiation skills • Advocacy • Thinking of the wider picture • Mediation skills 	<ul style="list-style-type: none"> • Demonstrate integrity and impartiality • Engage effectively with all sections of the community

<p>4.4 Campaigning on local issues on behalf of the community</p>	<ul style="list-style-type: none"> • Knowledge relevant to issue • Knowledge of where & how to campaign 	<ul style="list-style-type: none"> • Consultation • Meeting management • Organisation • Negotiation • Media skills • Analysis of data trends • Campaigning techniques 	<ul style="list-style-type: none"> • Present relevant and well reasoned arguments • Approach negotiations to achieve win-win • Involve all who will be affected by issue • Show strategic awareness - seeing the big picture • Hold an explicit and consistent position helping others to understand the position
<p>4.5 Winning resources for the community</p>	<ul style="list-style-type: none"> • Knowledge of funding sources • Understanding of local government finance • Knowledge of Council priorities 	<ul style="list-style-type: none"> • Networking • Negotiation 	<ul style="list-style-type: none"> • Display determination and tenacity • Be imaginative in identifying sources of funding • Submit evidence based bids

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Specific Roles - Scrutiny Member

What we do The Role	What we need to know Knowledge required	How we do it Role Skills	Good examples in practice The effective member is able to:
1.1 Scrutiny in a particular area/theme	<ul style="list-style-type: none"> • Understanding of area of responsibility • Understanding of the issues under review whether internal or external • Knowledge of councils' scrutiny toolkit • Knowledge of equality impact needs assessments 	<ul style="list-style-type: none"> • Questioning • Interpersonal skills • Non verbal communication • Interpreting facts and data 	<ul style="list-style-type: none"> • To challenge policies and practices on a sound basis of evidence • Be open to the views of consultees
1.2 Holding the policy committees to account	<ul style="list-style-type: none"> • Full understanding of scrutiny remit and roles • Understanding of policy committee function and work plan • Understanding of process to 'call in' decisions 	<ul style="list-style-type: none"> • Information management • Performance review • Assertiveness 	<ul style="list-style-type: none"> • Challenge decisions made when appropriate • Ensure objectivity and fairness and avoid party political bias • Function as team member
1.3 Reviewing and developing policy	<ul style="list-style-type: none"> • Knowledge of existing policy • Understanding of best practice • Understanding of wider & national policy context 	<ul style="list-style-type: none"> • Meetings management and participation • Strategic thinking • Ability to understand and assess risk 	<ul style="list-style-type: none"> • To challenge policies and working practices • Develop locally viable policy solutions • Help external stakeholders to develop their role • Use plain English
1.4 Performance management and improvement	<ul style="list-style-type: none"> • Understanding of performance management. • Risk management • Understanding of the Council's own priorities & imperatives • Knowledge of Council's performance Management strategy 	<ul style="list-style-type: none"> • Ability to handle complex facts and figures • Project management • Questioning • Monitoring and challenging 	<ul style="list-style-type: none"> • See the 'big picture' • Use a range of information to evaluate performance • Focus on outcomes and impact • Promote change and new ways of working • Communicate performance priorities and results to communities and stakeholders
1.5 Oversee work programme	<ul style="list-style-type: none"> • Understand Council's priorities • Understand work planning procedure • Understand role & priorities of other Council bodies 	<ul style="list-style-type: none"> • Project management • Planning 	<ul style="list-style-type: none"> • Encourage proactivity and independent thought tempered with collaboration with officers and other committees • Manage projects to support prioritisation and review

Specific Roles - Chair

What we do The Role	What we need to know Knowledge required	How we do it Role Skills	Good examples in practice The effective member is able to:
3.1 Provide leadership and direction	<ul style="list-style-type: none"> An in depth understanding of the role of the committee In depth understanding of own role as chair Understand role of Democratic Services officers 	<ul style="list-style-type: none"> Leadership People management Team building Chairing meetings 	<ul style="list-style-type: none"> Provide confident management of the meeting
3.2 Provide effective meeting management	<ul style="list-style-type: none"> Understand meeting protocols and Procedure Rules In depth knowledge of code of conduct Understand bias and predetermination 	<ul style="list-style-type: none"> Meeting skills Facilitation Public speaking Mediation Interpersonal skills Non verbal communication Questioning Listening 	<ul style="list-style-type: none"> Ensure that meetings progress effectively Ensure that the necessary preparation is done beforehand Ensure that all participants are able to make an appropriate contribution. Ensure that meetings are focussed and time is not wasted
3.3 Ensure that adequate resources are provided	<ul style="list-style-type: none"> Understand the resource requirements of the committee/body 	<ul style="list-style-type: none"> Prioritisation Negotiation Lobbying 	<ul style="list-style-type: none"> Liaise with officers to ensure time, staff, development and funding is available for the committee
3.4 Ensure development & contribution of all members	<ul style="list-style-type: none"> Understands the potential role of each team member Understands the preferred team role style of each member 	<ul style="list-style-type: none"> Facilitation 	<ul style="list-style-type: none"> Encourage high performance from all team members and consultees where appropriate by encouraging appropriate participation and offering feedback as required

Specific Roles - Member of a statutory board

What we do The Role	What we need to know Knowledge required	How we do it Role Skills	Good examples in practice The effective member is able to:
4.1 Planning	<ul style="list-style-type: none"> • Knowledge of Planning and development control law and regulations • Knowledge of local and national planning policy including the Local Plan • Basic understanding of case law • Impact of development control on community plan • Knowledge of local area • Understanding of bias predetermination 	<ul style="list-style-type: none"> • Balanced decision making • Listening to local views and articulating them • Apply planning law 	<ul style="list-style-type: none"> • Uses a range of legal and other information to make decisions • Attend site visits
4.2 Licensing	<ul style="list-style-type: none"> • Licensing regulations • Knowledge of local and national licensing policy and procedures • Basic understanding of case law • Knowledge of local area • Understanding of bias and predetermination 	<ul style="list-style-type: none"> • Decision making • Able to identify facts from evidence presented • Apply gambling and licensing laws 	<ul style="list-style-type: none"> • Uses a range of information to make decisions
4.3 Standards	<ul style="list-style-type: none"> • Code of conduct • Local protocols • Standards hearings and related law 	<ul style="list-style-type: none"> • Adjudication • Questioning and interview techniques • Making balanced decisions 	<ul style="list-style-type: none"> • Conduct fair and consistent hearings
4.4 Appeals Panels	<ul style="list-style-type: none"> • Relevant Council appeals procedure • Basic understanding 	<ul style="list-style-type: none"> • Listening • Making balanced decisions • Able to identify facts 	<ul style="list-style-type: none"> • Able to make balanced and fair decisions on the facts available

Specific Roles - The Leader

What we do The Role	What we need to know Knowledge required	How we do it Role Skills	Good examples in practice The effective member is able to:
5.1 Self awareness	<ul style="list-style-type: none"> • Self –awareness • Social awareness 	<ul style="list-style-type: none"> • Self management 	<ul style="list-style-type: none"> • Recognise own strengths and limitations and recognise how own feelings and values affect performance • Display self control, transparency adaptability • Display organisational awareness and service ethos
5.2 Leadership	<ul style="list-style-type: none"> • In depth knowledge of the business of local government • Understanding of the roles and responsibility of the Leader 	<ul style="list-style-type: none"> • Leadership skills • Coaching skills • Relationship management 	<ul style="list-style-type: none"> • Lead, inspire, influence, develop and motivate others • Lead by example • Project a positive image • Build coalitions internally and externally • Be brave enough to take risks • Manage conflict • Promote and subscribe to organisational values
5.3 Develop relationships and engage with the public and the community	<ul style="list-style-type: none"> • Knowledge of key issues relevant to the local community • Knowledge of working practices of relevant partners and stakeholder bodies at local and regional levels 	<ul style="list-style-type: none"> • Leadership skills • Advanced communication • Advanced presentation 	<ul style="list-style-type: none"> • Identify and nurture external contacts • Identify and make use of events for developing external networks • Make contact with traditionally hard to reach groups or those who feel excluded from established communication links
5.4 Form a vision for the Council and community	<ul style="list-style-type: none"> • Knowledge of community strengths, areas of improvement and key issues 	<ul style="list-style-type: none"> • Strategic vision • Alliance building • Communication 	<ul style="list-style-type: none"> • Combine a clear and succinct vision with pragmatism • Recognise and celebrate success • Gain the support of others to achieve the vision

5.5 Political leadership	<ul style="list-style-type: none"> • Understands the relationship between national and local politics • Understands political leadership in the community 	<ul style="list-style-type: none"> • Political vision • Strategic awareness 	<ul style="list-style-type: none"> • Demonstrate political judgement
5.6 Relationship with Chief Executive	<ul style="list-style-type: none"> • Understanding of the roles and responsibilities of the Chief Executive 	<ul style="list-style-type: none"> • Networking • Joint working on strategic objectives 	<ul style="list-style-type: none"> • Establish and maintain positive relationship • Communicate effectively and frequently • Give appropriate feedback • Operate with Integrity • Display openness and trust • Call the Chief Executive to account within statutory parameters
5.7 Challenge status quo	<ul style="list-style-type: none"> • Awareness and understanding of current situation and wider policy context 	<ul style="list-style-type: none"> • Analysis of current situation • Creative thinking 	<ul style="list-style-type: none"> • Take risks/innovate • Challenge constructively and persuasively
5.8 Manage reputation of Council	<ul style="list-style-type: none"> • Knowledge of current reputation and issues for this Council and local government generally • Equality and diversity • Cultural awareness • Code of Conduct • Standards and ethics 	<ul style="list-style-type: none"> • High level media, networking and interpersonal skills 	<ul style="list-style-type: none"> • Work to ethical standards • Be willing to be held to account under the legal framework • Project a positive image of the Council to a range of audiences including the media

Specific Roles - Group Leader

What we do The Role	What we need to know Knowledge required	How we do it Role Skills	Good examples in practice The effective member is able to:
6.1 Leadership	<ul style="list-style-type: none"> In depth knowledge of the business of local government Understanding of the roles and responsibility of a group leader Political awareness and knowledge 	<ul style="list-style-type: none"> Leadership skills Relationship management 	<ul style="list-style-type: none"> Lead, inspire, influence, develop and motivate others Lead by example Project a positive image Build coalitions internally and externally Be brave enough to take risks Manage conflict
6.2 Managing Performance	<ul style="list-style-type: none"> How to give performance feedback Understanding of targets, objectives, projects and timescales 	<ul style="list-style-type: none"> Commitment to pursuing individual and collective goals even whilst under pressure Coaching skills 	<ul style="list-style-type: none"> Work closely with others to develop, promote and achieve objectives and represent council at a strategic level. Create a sense of common purpose Demonstrate effective management of under performance
6.3 Team working	<ul style="list-style-type: none"> Knowledge of group process to enhance the performance of the group 	<ul style="list-style-type: none"> Team building Managing conflict Motivating Delegating Empowering Consulting Balancing competing needs and interests 	<ul style="list-style-type: none"> Emphasise a team approach and shares responsibility for success and failure Encourage scrutiny and responds positively to feedback, challenge and ideas Identify skills and potential in others and allocate people to appropriate roles in the team (including succession planning)
6.4 Development of Members	<ul style="list-style-type: none"> Aware of the need for succession planning Gain knowledge of individual strengths and weaknesses How to identify learning needs and access development activities 	<ul style="list-style-type: none"> Coaching & mentoring Giving & obtaining feedback Help identify learning needs 	<ul style="list-style-type: none"> Support the development of others, encourage their participation in meetings and teamwork and help them plan their progress
6.5 Communication	<ul style="list-style-type: none"> Value of different types of communication 	<ul style="list-style-type: none"> Oral communication Questioning Active listening High level media and interpersonal skills 	<ul style="list-style-type: none"> Transfer information and knowledge in a timely and relevant manner Concisely convey messages with clear summary and recommendations Receive and respond to feedback and

			evaluate the effectiveness of communication.
6.6 Relationship with Chief Executive and senior officers	<ul style="list-style-type: none"> Understanding of the roles and responsibilities of the Chief Executive and senior officers 	<ul style="list-style-type: none"> Networking Joint working on strategic objectives 	<ul style="list-style-type: none"> Establish and maintain positive relationship Communicate effectively and frequently Give suitable feedback Operate with Integrity

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Champion

What we do The Role	What we need to know Knowledge required	How we do it Role Skills	Good examples in practice The effective member is able to:
7.1 Member Champion	<ul style="list-style-type: none"> • Sound understanding and insight into the Council's policies and practices in the area for which they are the Champion • Up to date knowledge and awareness in their specific area • Who to liaise with including portfolio holders 	<ul style="list-style-type: none"> • Challenging • Consulting • Networking, internal and external • Ability to monitor work in progress, linking to Cabinet and Scrutiny • Benchmarking • Providing positive support • Foster cross-party co-operation and be able to engage community groups and officers 	<ul style="list-style-type: none"> • Champion their particular issue within the Council's various forums to ensure that the Council does not overlook specific interests. • Lead the Council's input in partnership discussions relevant to the area for which they are Champion. • Bring their knowledge of the subject area to bear on the development and delivery of the Council's services and policies. • Represent the Council on specific bodies, or at specific events concerned with the area for which they are champion