

Public Document Pack



CYNGOR SIR
YNYS MÔN
ISLE OF ANGLESEY
COUNTY COUNCIL

Mr Richard Parry Jones, BA, MA.
Prif Weithredwr – Chief Executive
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RHYBUDD O GYFARFOD	NOTICE OF MEETING
PWYLLGOR GWASANAETHAU DEMOCRATAIDD	DEMOCRATIC SERVICES COMMITTEE
DYDD IAU, 29 IONAWR 2015 am 2.00 o'r gloch	THURSDAY, 29 JANUARY 2015 at 2.00 pm
YSTAFELL BWYLLGOR 1 SWYDDFEYDD Y CYNGOR LLANGFNI	COMMITTEE ROOM 1 COUNCIL OFFICES LANGFNI
Swyddog Pwyllgor	Shirley Cooke 01248752514 Committee Officer

AELODAU / MEMBERS

Cynghorwyr / Councillors:-

Annibynnol / Independent

D R Hughes, Victor Hughes, Richard Owain Jones and Dafydd Rhys Thomas

Plaid Cymru / The Party of Wales

Vaughan Hughes (Cadeirydd/Chair), R.Meirion Jones, R G Parry OBE and Dylan Rees

Llafur / Labour

J A Roberts

Grŵp Chwyldroad / Revolutionist Group

Peter Rogers

A G E N D A

1 DECLARATION OF INTEREST

To receive any declaration of interest from any Member or Officer in respect of any item of business.

2 MINUTES (Pages 1 - 4)

To submit, for confirmation, the minutes of the meeting held on 2nd December, 2014.

3 BUDGET CONSULTATION 2015/16 (Pages 5 - 6)

- To submit a report by the Interim Head of Democratic Services.
- To consider the draft budget proposals.

Consultation document available on the Council's website:

http://www.anglesey.gov.uk/Journals/2015/01/05/i/a/g/Budgetproposals_201516_English.pdf

4 MEMBERS' ANNUAL REPORT (Pages 7 - 10)

To submit a report by the Interim Head of Democratic Services.

5 WLGA CONTINUING PROFESSIONAL DEVELOPMENT FOR COUNCILLORS: 2015 (Pages 11 - 24)

To submit a report by the Interim Head of Democratic Services.

DEMOCRATIC SERVICES COMMITTEE

Minutes of the meeting held on 2 December 2014

- PRESENT:** Councillor Vaughan Hughes (Chair)
- Councillors Victor Hughes, R Meirion Jones, R G Parry, OBE, Dylan Rees, J Arwel Roberts (from 2.45pm), Dafydd Rhys Thomas
- IN ATTENDANCE:** Chief Executive
Interim Head of Democratic Services
Committee Officer (SC)
- APOLOGIES:** None
-

1 DECLARATION OF INTEREST

None received.

2 MINUTES

The minutes of the meeting held on 18th September, 2014 were confirmed as correct.

3 INDEPENDENT EVALUATION OF THE ANGLESEY INTERVENTION

The Chief Executive reported on the findings of a study commissioned by the Welsh Government on the Anglesey intervention. UK Research and Consulting were commissioned to assess the effectiveness of the intervention measures in Anglesey: impact and progress, strengths and weaknesses, and lessons learned. The report summarises a number of key conclusions and opportunity for learning.

RESOLVED to note the key conclusions and recommendations in the report.

4 WEB-CASTING OF COUNCIL MEETINGS

The Interim Head of Democratic Services provided an update on webcasting since reporting to Committee on 19th September, 2014. He stated that there have been over 2,500 live or archived hits since September.

The Interim Head of Democratic Services noted that overall, the statistics continue to be encouraging to promote openness and accountability with greater participation in the Council's democratic arrangements.

RESOLVED to note the progress on webcasting as detailed in the report and that an update be submitted to the Committee in March, 2015.

5 TOWN AND COMMUNITY COUNCILS WEBSITE DEVELOPMENT GRANT - UPDATE

Submitted - a report by the Interim Head of Democratic Services in relation to the Welsh Government funding to County Councils to offer a grant of up to £500 each for Town and Community Councils, including those who already have a website, to be spent on website development.

The current position with regard to the allocation of the grant :-

- 36 Councils have claimed the grant;
- 1 Council has notified their intention to claim the grant;
- 3 Councils have notified that they do not intend to claim the grant (one already has a website).

RESOLVED:-

- **To accept the report;**
- **To write to and re-submit the offer of grant funding to the 3 Town and Community Councils who have refused the grant;**
- **To report back to this Committee in March, 2015 on progress to date.**

6 MEMBER DEVELOPMENT PROGRAMME

The Interim Head of Democratic Services provided an update on the progress of the development opportunities offered to Elected Members:-

The Development plan for 2014/15 was presented to Council and adopted in April, 2014. The plan is an evolving document and is amended to reflect the needs of Elected Members and the changing demands on the business.

The Interim Head of Democratic Services referred to two focus groups held in June, 2014 to gain feedback from Members on Member support issues. Feedback from these meetings highlighted the need for more training on technology, including I-pads.

He referred to the Personal Development Reviews (PDR) for Members and how the timeframe has been rearranged to coincide with staff annual appraisals. PDR's were now planned to be completed by February, 2015.

The Interim Head of Democratic Services also reported that the Minister for Local Government had recently announced the ending of the WLGA's Improvement Grant in March, 2015, and this will have a direct impact on the Charter for Member Support and Development.

RESOLVED to accept the recommendations in the report and that this Committee expresses its concerns at the ending of the Welsh Local

Government's Improvement Grant and implications on Member support and development.

The meeting concluded at 3.00 pm

**COUNCILLOR VAUGHAN HUGHES
CHAIR**

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ISLE OF ANGLESEY COUNTY COUNCIL	
NAME OF COMMITTEE:	DEMOCRATIC SERVICES COMMITTEE
DATE OF MEETING:	29 JANUARY 2015
TITLE:	BUDGET PROPOSALS 2015/16
PURPOSE OF REPORT:	TO DRAW THE COMMITTEE'S ATTENTION TO ANY PROPOSALS AFFECTING DEMOCRATIC SERVICES
AUTHOR:	INTERIM HEAD OF DEMOCRATIC SERVICES

1.0 Background

- 1.1 The Committee has an opportunity to consider the implications of budget proposals for 2015/16 in relation to Democratic Services and make observations. Members will be aware that the consultation ends on the 23rd January 2015. The Corporate Scrutiny Committee will be scrutinising budget proposals on 3 February 2015
- 1.2 A summary of savings proposals in relation to Democratic Services are included in Appendix B of the report submitted to the Executive on the 15 November, 2014 for information.

2.0 Recommendation

- 2.1 The Committee is requested to note the observations of the Corporate Scrutiny Committee and make any further observations in relation to Democratic Services as part of the Consultation on the Budget.

Huw Jones
Interim Head of Democratic Services
21/01/15

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ISLE OF ANGLESEY COUNTY COUNCIL	
Committee:	Democratic Services Committee
Date of meeting:	29 January 2015
Title:	Members' Annual Reports
Author:	Interim Head of Democratic Services
Purpose of the report:	To report on progress and request the Committee's views on the proposed arrangements for the preparation of Members' Annual Reports for 2014/15.

1.0 Background

- 1.1 I have previously reported to this Committee on Section 5 of the Local Government (Wales) Measure 2011 which places an obligation on the Council to ensure that arrangements are in place for Members to prepare annual reports.
- 1.2 On 18 September 2014, I reported that all Members had prepared an annual report for 2013/14 and these reports were published on the Council's website by the 30 June 2014. Publicity was also arranged by the Press Office.
- 1.3 The Minister for Public Services, Leighton Andrews AM, has written to the Leaders of all Local Authorities, highlighting the very mixed picture in terms of the number of annual reports published for 2013/14 and noting that Anglesey was one of two authorities that published reports from all its members.

2.0 Preparation of 2014/15 Annual Reports

- 2.1 As the template used for 2013/14 appears to be consistent with those published by other authorities, it is intended to use the same headings again this year, with slight changes to the format to make the template more user-friendly (see appendix 1).
- 2.2 It is my intention to circulate templates to members during the third week in March 2015. The templates will include attendance figures for the Council's main committees and sub-committees and details of learning and development sessions attended. Members will be requested to submit draft reports to Democratic Services by 10 April 2015 to allow sufficient time to finalise and publish reports on the Council's website by 30 June 2015.

3.0 Recommendation

- 3.1 The Committee is requested to comment on the proposed arrangements for the preparation of Members' Annual Reports for 2014/15.

Huw Jones
Interim Head of Democratic Services

19 January 2015

Member's Annual Report 2014/15

This is the report by the Councillor below regarding his key activities over the year ending 31 March 2015. It is provided for the information of all constituents and for no other purpose. The views expressed in this report are those of the Councillor and not necessarily reflect the views of the Isle of Anglesey County Council.

Councillor:

Group:

Ward:

1 - Role & Responsibilities

Between April 2014 and March 2015, I sat on the following main committees / sub-committees:	¹ Attendance Figures
Council	

The statistics provided are relevant only to the committees listed in this table. The statistics do not include attendance at other meetings related to the work of the Council.

I am a member of the Isle of Anglesey Charitable Trust (I attended meetings).

I also represent the Council on the following outside bodies:

2 - Constituency Activity

¹ Attendance figures supplied by the Isle of Anglesey County Council

3 - Initiatives and Special Activities

4 - Learning and Development

I have attended the following learning and development initiatives during the past year (information supplied by the Isle of Anglesey County Council):

5 - Other Activities and Issues

Councillor

April 2015

ISLE OF ANGLESEY COUNTY COUNCIL	
NAME OF COMMITTEE:	DEMOCRATIC SERVICES COMMITTEE
DATE OF MEETING:	29 JANUARY 2015
TITLE:	WLGA DRAFT GUIDANCE – CONTINUING PROFESSIONAL DEVELOPMENT FOR COUNCILLORS 2015
PURPOSE OF REPORT:	TO SEEK THE COMMITTEES VIEWS
AUTHOR:	INTERIM HEAD OF DEMOCRATIC SERVICES

WLGA has prepared draft guidance to support members in their roles. The draft competency framework is attached.

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.

The WLGA has requested views by the 4 March, 2015 on the competency framework

Recommendation

The views of the Committee are requested on the draft framework.

Huw Jones
Interim Head of Democratic Services
21/01/15

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 4th 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
Understanding of the role of the Councillor	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.
Understanding the role of the Local Authority	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.
Conduct	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
Equalities and respect	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.

Requirement	Knowledge and Skills	Effective Behaviours
	others.	
Audit, Inspection and Regulation	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.
Balancing commitments	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.
Information management	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.
Using ICT and social media	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.
Meeting preparation and participation	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.
Working with the media	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.
Self promotion	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.
Working with officers	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.
Health and safety	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.
Continuing professional and personal development	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.
Financial capability	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.	
Interpersonal skills	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.
Sustainable development	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
Working with the community	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.
Consultation engagement and	Understands the different levels of engagement ranging from communication to co-production set out in the national principals of engagement for Wales. http://www.participationcymru.org.uk/national-principles	Demonstrates positive outcomes as a result of effective engagement.
Voluntary sector	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.
Local issues	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.
Working with community and town councils	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
Being accessible to the public	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.
Managing casework	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.
Signposting	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
Understand the role and potential of scrutiny for driving improvement	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.
Policy development	Understanding of the area of service or council function for which the committee is responsible.	Makes informed and evidence based recommendations for policy development.
Holding the Executive to Account	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.

Requirement	Knowledge and Skills	Effective Behaviours
Performance monitoring	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.
Meeting skills	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.
Engaging with the public in scrutiny	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.
Joint scrutiny	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

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

Requirement	Knowledge and Skills	Effective Behaviours
	<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>
Committee leadership	<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>
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>	<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>
Resourcing	<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

Requirement	Knowledge and Skills	Effective Behaviours
Planning	<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.</p> <p>Transparently adheres to the Code of Conduct.</p> <p>Seeks appropriate advice, development or briefing before taking decisions.</p>
Audit	<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>	
Licencing	<p>An understanding of Licencing regulations and Licencing policy. Understanding of local policies which impact in this area such as the Community Plan and wider considerations for sustainability.</p>	
Democratic services	<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>	
Standards	<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
Portfolio lead	A thorough knowledge of relevant service areas. An ability to build relationships with relevant officers and scrutiny chairs. Ability to work collaboratively to develop a vision for the service area.	Provides political direction to officers in the portfolio area Is accountable for communication, policy and performance in the portfolio area. Actively seeks and values the input of scrutiny to policy development and performance monitoring. Works with officers to consider issues, priorities and take decisions.
Collective responsibility	Ability to handle information and take decisions after full consultation and consideration of the issues. Ability to prioritise issues of most importance to the authority. Ability to work with other authorities and agencies to secure services for the Council	Takes responsibility as a cabinet member for strategic council decisions.
Taking decisions under delegated responsibilities	Understanding of the scheme of delegation. Ability to take responsibility for decisions taken under the scheme.	Takes decisions after appropriate research and consultation.

8. Strategic Leadership

Requirement	Knowledge and Skills	Effective Behaviours
Manage the reputation of the council	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.
Leadership of area/region/place	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.
Develop, communicate and lead a vision for the council	Ability to develop a vision for the work of the council.	Works with the council to collaboratively deliver the local vision.
Maintain a successful relationship with the Chief Executive and Senior Management team	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.
Leadership of the Council	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
Chairing Full Council	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.
Representing the Council at Civic Functions	Reputation management Public Speaking Relationship Management	Demonstrates high level communication, interpersonal and social skills.

10. Partnership and representation

Requirement	Knowledge and Skills	Effective Behaviours
Work on outside bodies	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.
Working as a school governor	Understanding of education policy and school organisation.	Oversees the school performance. Challenges the school management as a critical friend. Takes part in governor training.
Working as a member of a Community or Town Council	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.
Working as a Co-optee	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
Party Policy	Awareness of values and manifestos both nationally and locally.	Effectively balances the requirements of people, party, group and council.
Liaison with National Government WG and NafW	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.
Group membership	Rules and constituency group structure and policies.	

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