

Skills Framework for Members

Appendix B

Skills/ Competency Area	Knowledge Descriptor	Skills	Methods	Who and When
1. Political Understanding/ Governance	a) Understands the managerial and political structure of the council b) Understanding of Internal Control environment	<ul style="list-style-type: none"> <input type="checkbox"/> Demonstrates an understanding of the decision making process <input type="checkbox"/> Understands Member and officer remits <input type="checkbox"/> Understands political balance implications (Local Gov and Housing Act 1989) 	<ul style="list-style-type: none"> <input type="checkbox"/> Induction Process <input type="checkbox"/> Ongoing engagement with officers and other Members <input type="checkbox"/> Availability of source reading materials/ e-learning modules 	<ul style="list-style-type: none"> <input type="checkbox"/> All <input type="checkbox"/> Induction (run over a period of 3-6 months)
	c) Overview of all service areas and systems within the authority	<ul style="list-style-type: none"> <input type="checkbox"/> Understands authority's management structure and remit of service areas 	<ul style="list-style-type: none"> <input type="checkbox"/> Induction process <input type="checkbox"/> On going engagement with officers and other Members <input type="checkbox"/> Standards Board website, bulletins and guidance 	<ul style="list-style-type: none"> <input type="checkbox"/> All <input type="checkbox"/> Induction
	d) Knowledge of the constitution and the understanding of the Codes of Conduct	<ul style="list-style-type: none"> <input type="checkbox"/> Understands the national policy framework and local context 	<ul style="list-style-type: none"> <input type="checkbox"/> Induction process <input type="checkbox"/> Training sessions relating to specific elements 	<ul style="list-style-type: none"> <input type="checkbox"/> All <input type="checkbox"/> Target specific training to Chairs and Vice Chairs (eg procedural standing orders)
	e) Overview and Scrutiny and its remit	<ul style="list-style-type: none"> <input type="checkbox"/> Fully understands scrutiny role and its remit <input type="checkbox"/> Demonstrates analytical skills and objectivity <input type="checkbox"/> Investigates and challenges <input type="checkbox"/> Evidence based policy development <input type="checkbox"/> Knowledge of how to effectively and appropriately challenge decisions, including use of call in 	<ul style="list-style-type: none"> <input type="checkbox"/> Calling and interviewing expert witnesses <input type="checkbox"/> Training in research and interviewing skills 	<ul style="list-style-type: none"> <input type="checkbox"/> Scrutiny and Overview Members <input type="checkbox"/> As and when appointed to relevant council bodies

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	f) Understanding of appropriate regulatory and quasi-judicial decision making (for example in respect of non-political issues such as planning, housing, licensing)	<ul style="list-style-type: none"> <input type="checkbox"/> Appropriate decision making skills, including openness and objectivity <input type="checkbox"/> Ability to look at the wider picture for the benefit of the electorate 	<ul style="list-style-type: none"> <input type="checkbox"/> Mentoring <input type="checkbox"/> Appropriate leadership 	<ul style="list-style-type: none"> <input type="checkbox"/> All
2. Integrity	a) Ethical understanding, self awareness and control	<ul style="list-style-type: none"> <input type="checkbox"/> Handles information appropriately <input type="checkbox"/> Applies knowledge learned to appropriate situations <input type="checkbox"/> Is willing to read and understand large documents, strategies and policies 	<ul style="list-style-type: none"> <input type="checkbox"/> Officer briefings <input type="checkbox"/> IDeA Member handbook <input type="checkbox"/> Code of conduct <input type="checkbox"/> Development activities specifically around ethics, standards and equalities <input type="checkbox"/> Standards Board/ Ethical Toolkit 	<ul style="list-style-type: none"> <input type="checkbox"/> All <input type="checkbox"/> Induction and ongoing
3. Community Leadership	a) Knowledge of: own ward and wider authority area, community/ voluntary groups and public sector organisations	<ul style="list-style-type: none"> <input type="checkbox"/> Effective researching <input type="checkbox"/> Effective communication <input type="checkbox"/> Networking <input type="checkbox"/> Public speaking 	<ul style="list-style-type: none"> <input type="checkbox"/> Tour of authority <input type="checkbox"/> Source demographic & other information profiling ward / area <input type="checkbox"/> Visits to local group & Town / Parish Council meeting and keeping in touch with grass root issues 	<ul style="list-style-type: none"> <input type="checkbox"/> All <input type="checkbox"/> Induction and ongoing
	b) Understanding of community issues	<ul style="list-style-type: none"> <input type="checkbox"/> Objectivity <input type="checkbox"/> Strategic understanding, avoiding parochialism <input type="checkbox"/> Understanding of authority's corporate goals and objectives <input type="checkbox"/> Mediation 	<ul style="list-style-type: none"> <input type="checkbox"/> Communicating authority's strategy in practice <input type="checkbox"/> Involvement in prioritisation process, service and budget planning 	<ul style="list-style-type: none"> <input type="checkbox"/> All <input type="checkbox"/> On-going
	c) Is able to champion and act as advocate for local community without losing sight of the strategic context for the authority as a whole			
	d) Represents all sectors of the community and mediates fairly			

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4. Leadership	a) Interpersonal and Social Skills	<input type="checkbox"/> Handles relationships effectively <input type="checkbox"/> Motivates and encourages <input type="checkbox"/> Focuses on specific goals <input type="checkbox"/> Inspires trust	<input type="checkbox"/> Member appraisals <input type="checkbox"/> Coaching and mentoring	<input type="checkbox"/> Political Leaders <input type="checkbox"/> Executive Members <input type="checkbox"/> Potential leaders / shadow leaders
	b) Develops and communicates a shared vision for the authority and community: knowledge of community strengths, areas of improvement and key issues	<input type="checkbox"/> Strategic visioning <input type="checkbox"/> Builds alliances within the authority and with the community <input type="checkbox"/> Communicates effectively <input type="checkbox"/> Commitment to learning developing others and best practice	<input type="checkbox"/> Support / mentoring from other local authority Leaders <input type="checkbox"/> Keeping up to date with national initiatives (through publications, news sheets, Members' pages on web site)	<input type="checkbox"/> Political Leaders <input type="checkbox"/> Executive Members <input type="checkbox"/> Potential / shadow Leaders <input type="checkbox"/> Attendance at National Conference level
	c) Political Leadership: Understands the relationship between national and local politics	<input type="checkbox"/> Understands the political vision <input type="checkbox"/> Demonstrates strategic awareness	<input type="checkbox"/> Undertake peer support <input type="checkbox"/> Attendance at relevant events at national level	<input type="checkbox"/> Political Leaders <input type="checkbox"/> Executive Members <input type="checkbox"/> Potential / shadow Leaders <input type="checkbox"/> Attendance at National Conference level
	d) Relationship with Chief Executive and key officers (Understands the roles and responsibilities of CEx and key officers)	<input type="checkbox"/> Networks efficiently <input type="checkbox"/> Works jointly with CEx and key officers on strategic objectives	<input type="checkbox"/> Participation in regular meetings and discussions with CEx and other senior officers	<input type="checkbox"/> Leader <input type="checkbox"/> Ongoing as appropriate
	e) Manage reputation of the local authority	<input type="checkbox"/> Displays high level media skills <input type="checkbox"/> Demonstrates and understands valuable networking and interpersonal skills	<input type="checkbox"/> Briefings and discussions with senior officers <input type="checkbox"/> Advanced media skills courses <input type="checkbox"/> Awareness of Beacon status	<input type="checkbox"/> Ongoing as appropriate

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	f) Strategic Resource Management	<ul style="list-style-type: none"> <input type="checkbox"/> Displays an awareness of local authority budget and corporate policy <input type="checkbox"/> Understands priorities and lesser priorities <input type="checkbox"/> Able to think corporately, not parochially 	<ul style="list-style-type: none"> <input type="checkbox"/> 1 to 1 approach with key officers <input type="checkbox"/> Develop understanding of budget processes 	<ul style="list-style-type: none"> <input type="checkbox"/> Ongoing as appropriate
	g) Effective chairing of meetings: following protocol	<ul style="list-style-type: none"> <input type="checkbox"/> Chairing skills and understanding of procedural standing orders 	<ul style="list-style-type: none"> <input type="checkbox"/> Member development sessions <input type="checkbox"/> Mentoring 	<ul style="list-style-type: none"> <input type="checkbox"/> Existing Chairs and those who will be potential Chairs
5. Communication	a) Knowledge of sources of information and methods of organising it	<ul style="list-style-type: none"> <input type="checkbox"/> Able to demonstrate efficient and effective research skills 	<ul style="list-style-type: none"> <input type="checkbox"/> Members page on portal <input type="checkbox"/> Information and advice from other Members, Member Support officers and other officers 	<ul style="list-style-type: none"> <input type="checkbox"/> All <input type="checkbox"/> Ongoing
	b) ICT awareness, understanding and use	<ul style="list-style-type: none"> <input type="checkbox"/> Good computer literacy skills including email and use of internet 	<ul style="list-style-type: none"> <input type="checkbox"/> Use Learning and Improvement Portal (LIP), undertake e-learning modules on LIP <input type="checkbox"/> Encourage use of discussion forums on LIP <input type="checkbox"/> Encourage attendance on in-house ICT training 	<ul style="list-style-type: none"> <input type="checkbox"/> All <input type="checkbox"/> Ongoing
	c) Works effectively with different audiences and can develop and maintain relationships	<ul style="list-style-type: none"> <input type="checkbox"/> Is able to appreciate different needs of different audiences 	<ul style="list-style-type: none"> <input type="checkbox"/> Training <input type="checkbox"/> Performance review through appraisal 	<ul style="list-style-type: none"> <input type="checkbox"/> All <input type="checkbox"/> Ongoing

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	d) Communicates regularly with the community	<ul style="list-style-type: none"> <input type="checkbox"/> Has awareness of equality and diversity issues <input type="checkbox"/> Good interpersonal skills <input type="checkbox"/> Good presentation skills <input type="checkbox"/> Good Media skills <input type="checkbox"/> Use of plain English principles <input type="checkbox"/> Provides relevant and timely feedback 	<ul style="list-style-type: none"> <input type="checkbox"/> Through newsletters, phone calls and local media <input type="checkbox"/> Media skills training <input type="checkbox"/> Equality & Diversity awareness sessions 	<ul style="list-style-type: none"> <input type="checkbox"/> All <input type="checkbox"/> Ongoing
	e) Sensitivity to others: provides an effective channel of communication between the local authority and the community	<ul style="list-style-type: none"> <input type="checkbox"/> Good negotiation skills <input type="checkbox"/> Ability to maintain objectivity and an open mind 	<ul style="list-style-type: none"> <input type="checkbox"/> Workshops and mentoring Member Services Officers and other key officers to provide timely advice and support 	<ul style="list-style-type: none"> <input type="checkbox"/> All <input type="checkbox"/> Ongoing
6. Partnership Working	a) Develops an understanding of when partnership work is the most effective method of achieving the desired outcomes	<ul style="list-style-type: none"> <input type="checkbox"/> Displays knowledge of the local authority's priorities <input type="checkbox"/> Has an awareness of external environment <input type="checkbox"/> Understands the objectives and culture of the organisation and that of potential partners 	<ul style="list-style-type: none"> <input type="checkbox"/> Organisational awareness <input type="checkbox"/> Strategic thinking across boundaries 	<ul style="list-style-type: none"> <input type="checkbox"/> Members as representatives on other bodies <input type="checkbox"/> Ongoing
	b) Develops partnerships inside the authority and with external organisations, including representation of outside bodies	<ul style="list-style-type: none"> <input type="checkbox"/> Understands the roles of Members, officers and different agencies 	<ul style="list-style-type: none"> <input type="checkbox"/> Builds good relationships with colleagues, officers and the wider community <input type="checkbox"/> Develops understanding of dual roles <input type="checkbox"/> Relevant skills training 	<ul style="list-style-type: none"> <input type="checkbox"/> Members as representatives on other bodies <input type="checkbox"/> Ongoing

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	c) Achieves goals through effective partnership working	<ul style="list-style-type: none"> <input type="checkbox"/> Advocacy skills <input type="checkbox"/> Presentation skills <input type="checkbox"/> Good communication skills <input type="checkbox"/> Good negotiation skills <input type="checkbox"/> Interpersonal skills <input type="checkbox"/> Skills in sourcing information and advice 	<ul style="list-style-type: none"> <input type="checkbox"/> Relevant training including awareness and value of partnership working opportunities 	<ul style="list-style-type: none"> <input type="checkbox"/> Leader, Executive Board and Members of Overview and Scrutiny
	d) Monitors results from partnership working at the local level	<ul style="list-style-type: none"> <input type="checkbox"/> Understands the key objectives of partnerships <input type="checkbox"/> Use of analytical skills against key objectives 	<ul style="list-style-type: none"> <input type="checkbox"/> Heightening awareness of performance monitoring and application of associated skills 	<ul style="list-style-type: none"> <input type="checkbox"/> All Members involved in partnership working and representing outside bodies
7. Performance Management	a) Monitors performance and intervenes as appropriate to ensure progress	<ul style="list-style-type: none"> <input type="checkbox"/> Good analytical skills <input type="checkbox"/> Monitoring and questioning skills <input type="checkbox"/> Challenging skills 	<ul style="list-style-type: none"> <input type="checkbox"/> Presents arguments in a concise, meaningful and easily accessible way 	<ul style="list-style-type: none"> <input type="checkbox"/> Executive Members – with Members taking ownership of performance relating to their own portfolios <input type="checkbox"/> Scrutiny Members – challenging (as appropriate)
	b) Maintains objectives through an understanding of Performance Indicators (PIs)			
	c) Communicates performance priorities and results to communities and stakeholders	<ul style="list-style-type: none"> <input type="checkbox"/> Develops an understanding of budget and performance indicators <input type="checkbox"/> Good communication skills 	<ul style="list-style-type: none"> <input type="checkbox"/> Workshops, <input type="checkbox"/> Seminars and training <input type="checkbox"/> Officer briefings and performance data 	<ul style="list-style-type: none"> <input type="checkbox"/> All Ward Members
	d) Evaluate and scrutinise performances	<ul style="list-style-type: none"> <input type="checkbox"/> Understanding of interdependency between performance & budget 	<ul style="list-style-type: none"> <input type="checkbox"/> Seminars <input type="checkbox"/> Workshops <input type="checkbox"/> Officer briefings 	<ul style="list-style-type: none"> <input type="checkbox"/> All Ward Members <input type="checkbox"/> Portfolio holders need particular knowledge of their own areas of responsibility

Footnote: Separate and specific training will be required for Members sitting on regulatory committees eg planning, licensing