

Role Definition Framework for Councillors

Role Description	Knowledge	Skills
A. New Members		
1. Getting Started	<ul style="list-style-type: none"> Understanding the key roles undertaken by councillors Understanding the role of the local authority 	<ul style="list-style-type: none"> Information gathering Networking Communication
draft	<ul style="list-style-type: none"> Knowledge of Council priorities Knowing where to find information 	
	<ul style="list-style-type: none"> Knowledge of the Constitution and Standing Orders Understanding the Code of Conduct and the ethical framework 	
2. Participating in Meetings	<ul style="list-style-type: none"> Knowledge of meeting timetable and locations Knowledge of Standing Orders Knowledge of Code of Conduct and Members' Interests 	<ul style="list-style-type: none"> Team working Meeting Skills
3. Representing Your Ward	<ul style="list-style-type: none"> Knowledge of community groups and organisations Knowledge of Ward Understanding of community issues Knowledge of Code of Conduct 	<ul style="list-style-type: none"> Research Effective Communication Networking
4. Working with Officers	<ul style="list-style-type: none"> Knowledge of officer responsibilities & key contacts Knowledge of Member Officer Relations Protocol 	<ul style="list-style-type: none"> Communications Assertiveness Influencing Skills Diplomacy Interpersonal skills
5. Ethical Standards & Code of Conduct	<ul style="list-style-type: none"> Understanding Members Code of Conduct & personal & prejudicial interests 	<ul style="list-style-type: none"> Handling Information Questioning Applying knowledge learned to appropriate situations

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B. All Members		
1. Managing Time	<ul style="list-style-type: none"> Knowledge of key personal activities and responsibilities 	<ul style="list-style-type: none"> Time management Prioritisation Delegation Stress management/awareness Assertiveness
2. Managing Information	<ul style="list-style-type: none"> Knowledge of sources of information and methods of organising it Confidentiality 	<ul style="list-style-type: none"> Researching Storing & Retrieving Information
3. Using IT	<ul style="list-style-type: none"> Awareness of systems & what a PC can do Basic self help 	<ul style="list-style-type: none"> Word processing E-mail Intranet/Internet
4. Dealing with Press & Media	<ul style="list-style-type: none"> Understanding of corporate guidance on media relations Understanding of different needs of different audiences 	<ul style="list-style-type: none"> Basic media skills Presentation skills
5. Working with Others	<ul style="list-style-type: none"> Knowledge of who to work with Understanding of equality & diversity Understanding of roles of members, officers and partners 	<ul style="list-style-type: none"> Listening Team working Interpersonal skills
6. The Council as an Employer	<ul style="list-style-type: none"> Understanding the role of the council as an employer and the Member's role in relation to employees 	<ul style="list-style-type: none"> Ability to interact with staff in accordance with equalities legislation and employment law
7. Working within Health & Safety Regulations	<ul style="list-style-type: none"> Understanding responsibilities for health & safety as employer and individual 	<ul style="list-style-type: none"> Ability to assess health & safety risks

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C. As Ward/Community Representative		
1. Holding Surgeries <div style="position: relative; height: 150px;"> <div style="position: absolute; top: 0; left: 0; width: 100%; height: 100%; background-color: #f0f0f0; border: 1px solid #ccc; display: flex; align-items: center; justify-content: center; font-size: 48px; font-weight: bold; opacity: 0.5;">draft</div> </div>	<ul style="list-style-type: none"> • Knowledge of contacts for referring cases • Contacts for publicity • Awareness of Council policy on key issues – planning etc. • Understanding of standards/code of conduct in ward context • Understanding of Complaints Procedure • Understanding of Accessibility issues 	<ul style="list-style-type: none"> • Information management • Assertiveness • Communication • Conflict management
2. Casework	<ul style="list-style-type: none"> • Understanding of circumstances of particular cases • Understanding of extent of personal involvement 	<ul style="list-style-type: none"> • Information handling/gathering/giving • Interpersonal skills • Advocacy
3. Lobbying	<ul style="list-style-type: none"> • Knowledge of relevant issues • Knowledge of where & how to target lobby 	<ul style="list-style-type: none"> • Organisation • Consultation • Negotiation • Media Skills • Campaigning techniques
4. Attracting Resources	<ul style="list-style-type: none"> • Knowledge of funding sources • Understanding local government finance • Knowledge of Council priorities 	<ul style="list-style-type: none"> • Networking • Negotiation
5. Working with Town & Parish Councils	<ul style="list-style-type: none"> • Understanding roles & responsibilities of town and parish councils 	<ul style="list-style-type: none"> • Communication • Meetings • Networking

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D. As a Decision Maker		
1. Making Decisions	<ul style="list-style-type: none"> • Understanding of policy/corporate issues • Knowledge of constitution & standing orders 	<ul style="list-style-type: none"> • Information gathering and handling • Decision-making
2. Council Meetings	<ul style="list-style-type: none"> • Knowledge of meeting structure • Knowledge of Code of Conduct 	<ul style="list-style-type: none"> • Information handling • Presentation Skills
3. Working with Outside Bodies as Council representative	<ul style="list-style-type: none"> • Understanding key objectives of Council and Organisation • Understanding community leadership role of local authority • Understanding of representational role and powers 	<ul style="list-style-type: none"> • Meeting skills • Public speaking • Meetings management

E. In Full Council		
1. Participating in Council Meetings	<ul style="list-style-type: none"> • Code of Conduct • Ethical Standards • Constitution & Rules of Debate 	<ul style="list-style-type: none"> • Information Handling • Public Speaking • Listening

F. As a Scrutiny Member		
1. Holding Executive to Account	<ul style="list-style-type: none"> • Understanding of scrutiny remit & role • Understanding of Executive function and work plan • Understanding of Call In procedure 	<ul style="list-style-type: none"> • Information management • Performance monitoring • Assertiveness
2. Reviewing and Developing Policy	<ul style="list-style-type: none"> • Knowledge of existing policy • Understanding of best practice • Understanding of national policy context 	<ul style="list-style-type: none"> • Meetings management & participation
3. Scrutiny Reviews in Particular Topics	<ul style="list-style-type: none"> • Understanding of Issue under review 	<ul style="list-style-type: none"> • Questioning & probing • Interpersonal skills • Challenging of assumptions • Non verbal communication • Interpreting facts & data
4. Performance Monitoring	<ul style="list-style-type: none"> • Understanding of performance management • Risk management • Understanding of Council priorities 	<ul style="list-style-type: none"> • Ability to handle complex facts & figures • Questioning • Challenging

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G. As a Statutory Committee Member		
1. Planning Panel	<ul style="list-style-type: none"> • Basic knowledge of planning and development law and regulations • Knowledge of local and national planning policy 	<ul style="list-style-type: none"> • Decision-making • Persuasion • Articulating local views
2. Licensing Committees/Panels	<ul style="list-style-type: none"> • Basic knowledge of licensing law and regulations • Knowledge of local and national licensing policy 	<ul style="list-style-type: none"> • Decision-making
3. Standards Committee	<ul style="list-style-type: none"> • Thorough knowledge and understanding of ethical framework and Code of Conduct 	<ul style="list-style-type: none"> • Understanding of complex issues • Adjudication
4. Personnel Panel	<ul style="list-style-type: none"> • Understanding of Council's role as an employer • Knowledge of disciplinary and grievance procedures • Basic knowledge of employment law 	<ul style="list-style-type: none"> • Interviewing • Questioning • Challenging

H. As a Chair		
1. Providing Leadership & Direction	<ul style="list-style-type: none"> • In depth understanding of role and functions of committee • Understanding of role of chair • Understanding of role of officers advising committee 	<ul style="list-style-type: none"> • Leadership skills • People management • Team building
2. Overseeing Work Plan	<ul style="list-style-type: none"> • Understanding Council priorities and committee's powers and duties 	<ul style="list-style-type: none"> • Project management • Work planning
3. Meeting Management	<ul style="list-style-type: none"> • Understanding constitution and rules of procedure • Knowledge of Code of Conduct 	<ul style="list-style-type: none"> • Facilitation • Public speaking • Mediation • Interpersonal skills • Non verbal communication • Questioning • Challenging • Listening
4. Ensure Contribution from all Members	<ul style="list-style-type: none"> • Understanding potential role of each Member 	<ul style="list-style-type: none"> • Facilitation

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J. As an Executive Member		
1. Role of Executive Member <div style="position: relative; width: 100px; height: 100px; margin: 10px auto;"> <div style="position: absolute; top: 50%; left: 50%; transform: translate(-50%, -50%); font-size: 40px; opacity: 0.5;">draft</div> </div>	<ul style="list-style-type: none"> Understanding of role of Executive as collective decision making body Understanding of role of individual Executive 	<ul style="list-style-type: none"> Leadership skills Communication skills Ability to work effectively with Corporate Team and other senior officers
	<ul style="list-style-type: none"> members and extent of powers to take individual decisions Understanding of Council policies and priorities Understanding of roles of non-executive members in democratic process Understanding of how Executive interacts with Corporate team 	<ul style="list-style-type: none"> Ability to think and function strategically
2. Decision Making	<ul style="list-style-type: none"> Knowledge of issues under discussion 	<ul style="list-style-type: none"> Decision making skills Information handling skills
3. Communicating Decisions	<ul style="list-style-type: none"> Knowledge of issues under discussion 	<ul style="list-style-type: none"> Multi-format communication skills Media skills
4. Portfolio Responsibilities	<ul style="list-style-type: none"> Understanding of portfolio responsibilities Understanding of local policies and priorities Understanding of national policy framework Understanding of resource issues 	<ul style="list-style-type: none"> Research skills Negotiation skills

K. Leadership		
1. Emotional Intelligence	<ul style="list-style-type: none"> Self awareness Social awareness 	<ul style="list-style-type: none"> Self management
2. Organisational Leadership	<ul style="list-style-type: none"> In depth knowledge of business of a local authority Understanding of roles and responsibilities of a leader Ambassadorship 	<ul style="list-style-type: none"> Leadership skills Coaching skills Relationship management
3. Engaging with Public and Community	<ul style="list-style-type: none"> Knowledge of key issues in local community 	<ul style="list-style-type: none"> Leadership skills Communication skills Presentation skills

4. Form a Vision for the Council and community	<ul style="list-style-type: none"> • Knowledge of community strengths, and areas of improvement 	<ul style="list-style-type: none"> • Strategic vision • Alliance building • Communication
5. Political Leadership	<ul style="list-style-type: none"> • Understanding relationship between local and national politics • Understanding of role of political leadership in the community 	<ul style="list-style-type: none"> • Political vision • Strategic awareness
6. Relationships with Chief Executive & Corporate Team	<ul style="list-style-type: none"> • Understanding of respective roles of leading members and senior officers • Understanding of partnership working and shared leadership • Understanding of roles and position of statutory officers 	<ul style="list-style-type: none"> • Strategic vision • Team building • Communication
7. Challenging Status Quo	<ul style="list-style-type: none"> • Awareness of current policy and alternative options available 	<ul style="list-style-type: none"> • Creative thinking • Analytical skills
8. Managing & Promoting Reputation of Council	<ul style="list-style-type: none"> • Knowledge of current reputation of Council & local government in general • Equality & diversity • Ethical framework and Code of Conduct 	<ul style="list-style-type: none"> • Media skills • Networking skills • Interpersonal skills