

Redditch Borough Council

Members' Roles

These role descriptions try to capture the essence of Members' roles. Activities not listed should not automatically be assumed to be outside the role. The document may be amended as often as the Council considers necessary to keep it relevant and up to date.

This document aims to describe the potential range of activities which Members may find themselves undertaking in their various roles, it does not seek to prescribe what Members must do.

This document should provide a direct and useful reference for anyone taking on, or considering taking on, the roles described. It should also therefore assist with identifying suitable training and development opportunities.

1. COUNCILLOR - CORE ROLE**Council Duties**

- To represent electors and the people and businesses of Redditch by acting as effective advocates, campaigners, representatives and champions.
- To bring forward proposals supported by the community for securing improvements to the economic, social and environmental well-being of their Ward and the Borough as a whole, and to act in accordance with the highest standards of probity in public life, seeking to serve the community without personal gain.
- To attend meetings of the full Council and its Committees as necessary and contribute effectively.
- To contribute to the political management of the Council and undertake any other role allocated in respect of either Executive, non-Executive, Overview & Scrutiny or quasi-judicial / appeal functions.
- To undertake other official duties or act as representatives of the Borough Council on outside bodies / external organisations to which they have been appointed and to make arrangements to feed back on that organisation's deliberations..
- To participate in setting a budget, forming the Council's policy and scrutiny of practices and service delivery.
- To monitor performance against targets in all areas of the Council's direct and indirect activity.
- To co-operate with other agencies to the benefit of people in the Borough.
- To promote and represent the Borough Council in the local community.
- To liaise with other levels of government, agencies or bodies which influence the well-being of the Borough and local area.
- To Chair Committees, Panels, Working Groups and other meetings as required.
- To undertake appropriate Member Development necessary to carry out their role(s) or designated responsibilities.

Community duties

- To promote the economic, social and environmental well-being of the community.
- To find ways of effectively and regularly communicating with constituents.
- To be an advocate constituents can raise issues of importance or personal concern with.
- To explore new ways of being accountable to constituents.
- To actively campaign for measures that will secure strong, safer communities.
- To help access funding from different sources for the benefit of the community.
- To liaise with other levels of government, agencies or bodies which influence the well-being of the constituency.
- To develop an understanding of and impact on the local community of the key Borough Council strategies and plans developed by the Council together with those developed by external partners.
- To develop effective relationships with key individuals and partners in the Ward and to seek to secure the commitment of those individuals and partners in shaping and developing a shared vision for the community.
- To feed back to the community, where appropriate, decisions and issues which concern the Ward, business interests and/or individuals and to bring forward any views into the Borough Council's processes.
- In undertaking their duties, to observe the Code of Conduct for Councillors and any other codes and protocols adopted by the Council.

The roles described above must be carried out in a manner which promotes equality of opportunity, dignity and due respect for Members, employees, service users, partners and constituents.

Conventions and Protocols

- To enable Councillors to effectively fulfil their duties and responsibilities, Councillors:
 - should expect to be briefed, informed and involved in respect of any issue or initiative affecting their Ward;
 - have certain rights of access to information held by the Borough Council. Councillors should, however, recognise the need to respect any confidentiality of information made available to them to fulfil their responsibilities and respect the privacy of individuals;
 - should not involve themselves in any matter which relates to other Councillors' electoral areas without their prior knowledge and consent;
 - may not serve (or act as a substitute) on the Planning or Licensing Committee unless they have undertaken the required training.
 - who serve on the Planning Committee must abide by the Code of Practice for Councillors engaged in the determination of Planning Applications;
 - who serve on Licensing Committee, must abide by the Licensing Code of Good Practice.

2. LEADER OF THE COUNCIL**Key duties**

- To represent the Borough at local, regional and national levels, acting as an ambassador and leading the development of key strategic partnerships with local communities, outside agencies and key stakeholders to deliver the Council's corporate objectives and provide high quality services to residents.
- To provide clear / strong, fair and visible political leadership for the Council, relating to all Members, citizens, staff and stakeholders.
- To act as the Council's spokesperson on all key corporate issues, consistent with the overall policy and budgetary framework agreed by the Council.
- To lead the development of local and regional policies which fulfil the Council's corporate policy objectives, as stated in the Best Value Performance Plan (or relevant successor plans).
- To lead on the Council's effective decision-making processes and supporting administration.
- To lead the budget-making processes of the Council, closely linked to performance management.
- To lead the Council's public participation activities, encouraging local people to take part in the Council's decision-making processes.
- To lead on all regional affairs.
- To Chair all meetings of the Executive Committee and manage its business / work programme / the Forward Plan.
- To lead in ensuring that the Council's strategies, plans, objectives and targets are monitored, implemented and achieved.
- To ensure that the Council is open and responsive to the community, so that accountability is seen to operate.
- To ensure that decisions are taken properly, openly and, where appropriate, publicly and that key decisions are properly programmed and subject to effective public consultation.
- To develop and maintain a good relationship with the Chief Executive of the Council and other Officers, providing a contact point between the political and Officer groups and setting an example to the whole organisation.
- To nominate Council Members from his/her political group to serve on all appropriate member bodies, including, as appropriate, other outside bodies.
- To provide effective liaison between all political groups.

The above activities are in addition to the responsibilities set out in the Core Councillor, Group Leader and Portfolio Holder Roles.

3. DEPUTY LEADER OF THE COUNCIL**Key duties**

- In the absence of the Leader of the Council, to undertake those duties expected of the Leader and encompassed in the role description for that position.
- To deputise for the Leader of the Council in his/her absence.
- To chair Executive Committee meetings in the absence of the Leader of the Council.
- To act as the Council's spokesperson on all key corporate issues, consistent with the Council's overall policy and budgetary framework, in the absence of the Leader.
- To hold and lead on any Portfolio Holder position which the Council may allocate.
- To undertake specified delegated / designated Leader duties.
- To share and support in general the full workload of the Leader.

The above activities are in addition to the responsibilities set out in the Core Councillor and Executive / Portfolio Holder Role.

4. PARTY GROUP LEADER**Key duties**

- To provide clear political leadership for the Party represented.
- When in Opposition, to provide credible checks and balances, challenges and alternatives to the ruling party.
- To canvas a range of views within the Party in the formulation of policy.
- To integrate and represent Party policy at a local level.
- To co-operate with other Groups where appropriate, particularly in matters of a non-party political nature.
- To chair and/or attend meetings where appointed to a representative role within the Council.
- To liaise with other local and regional representatives of the party.
- To monitor the performance of the Council against its budget, policy and performance plan.
- To represent the views of his/her Group in relation to any matter on which Officers seek consultation and guidance.
- To provide effective leadership and management of and communications within his/her own Group;
- To ensure that members of his/her Group comply with local and national Codes of Conduct and protocols governing Member conduct and behaviour and, where necessary, to deal with any breaches of these codes or protocols.
- If appropriate, to 'shadow' one or more service of corporate area of the Borough Council's activity;
- If appropriate, to appoint members of his/her Group to 'shadow' particular service or corporate areas of the Borough Council's activity.

The above activities are in addition to the responsibilities set out in the Core Councillor Role.

5. PORTFOLIO-HOLDER / EXECUTIVE COMMITTEE MEMBER

Executive duties

- To work at meeting the Council's corporate objectives, as set out in the Corporate Plan.
- To encourage performance improvement in all services, consistent with Value for Money principles and within the policy and budgetary framework agreed by the Council. This includes responding appropriately to statutory reports on external inspections and service reviews.
- To facilitate and encourage public participation in the Council's activities by engaging key stakeholders in the Council's decision-making processes.
- To oversee the publication of consultation papers on key issues and ensure that there is appropriate public consultation.
- To consider budget priorities and actions on the delivery of Council services within the overall policy and budgetary framework agreed by the Council.
- To consult with the Overview and Scrutiny Committee on matters relating to the development and formulation of policy.
- To consult with local Ward Members about policy developments or service initiatives which have a specific relevance to their areas.
- To support positive relationships and practices through co-operative working with Officers and Trade Unions.
- To oversee the investigation of and responses to all Local Authority Ombudsman reports, including any findings of maladministration.
- To commission research, studies or the collection of information relating to policy issues or service delivery.

Portfolio Holder duties

- To provide pro-active political leadership and to be the principal political spokesperson for the designated function / service of the Council set out in the allocated Portfolio.
- To initiate (subject to any necessary Executive Committee/ Council approvals) and/or promote policies and programmes in the allocated Portfolio within the Council and externally.
- To provide political leadership in ensuring that service strategies, plans, objectives and targets within his/her area of responsibility are monitored, implemented and achieved.
- To present and consult on the Council's policies in the allocated Portfolio with the public, directly and through appropriate media.
- To engage actively and represent the Council in appropriate local, regional and national groupings involved with the service areas set out in the allocated Portfolio.
- To make recommendations about the implementation of policies within the allocated Portfolio.
- To report to the Council on decisions made, actions taken and progress achieved within the allocated Portfolio.
- To consult with and report as required to the Executive Committee and the Overview and Scrutiny Committee.
- To commission and consider reports from appropriate Officers as required for the efficient discharge of the Portfolio Holder's duties / responsibilities.

- To keep abreast of national best practice / new initiatives in the areas covered by the Portfolio to help ensure high local service standards and provision.
- To consider and act on performance data and reports from the Executive Committee and the Scrutiny Committee.
- To contribute to the corporate development of the Council's policies and objectives through active engagement of the Executive Committee.
- To work closely with relevant Senior Officers of the Council to support the efficient management of the Council and to uphold high standards of performance and conduct and in enabling Officers to exercise any powers delegated to them.
- To attend meetings of the Overview and Scrutiny Committee as and when required.
- At meetings of the Executive, normally to present / speak to and to move any necessary motions in relation to his/her areas of responsibility.
- To advise the Executive on how to respond to a scrutiny report relating to his/her area of responsibility.

The above activities are in addition to the responsibilities set out in the Core Councillor Role.

6. MAYOR (Civic / Ceremonial)
Key duties

- As the Borough's first citizen, the main role of the Mayor is to act as the non-political, Civic and Ceremonial Head of the Borough.
- To chair meetings of the full Council so that its business can be carried out fairly and efficiently and with regard to the rights of Councillors and the interests of the community.
- To uphold and promote the purposes of the Constitution.
- To determine any matter referred to him /her in relation to matters requiring an urgent decision pursuant to the Constitution.
- To maintain the historical and ceremonial traditions of the Office of Mayor.
- To promote as widely as possible the interest and reputation of the Borough Council and of Redditch locally, nationally and internationally.
- To promote, liaise and link with private and voluntary sector organisations in the Borough.
- To participate in and help initiate activities which enhance the economic, social, cultural and environmental well-being of the Borough and its residents.
- To act as patron / president to local organisations.
- To act as host to official visitors to the Borough.
- To attend annual civic events and local community activities.
- To represent the Borough at ceremonial events.
- To act as the Borough's representative on other occasions determined by Council.
- To carry out all duties in a manner appropriate to the status and tradition of the Office.

The Deputy Mayor will on occasions, also perform this role.

- To deputise, as necessary for the Mayor.
- To undertake specific tasks and responsibilities as requested by the Mayor.
- To work actively with the Mayor to manage the work of the Council meeting.

The above activities are in addition to the responsibilities set out in the Core Councillor Role.

7. OVERVIEW & SCRUTINY COMMITTEE CHAIR**Key duties**

- To chair the Overview and Scrutiny Steering Committee and manage its business in an efficient manner, ensuring effective engagement by all members and participants.
- To provide leadership and direction both for the Committee and for scrutiny arrangements within the Council.
- To promote the role of Overview and Scrutiny both within and outside the Council.
- To lead and encourage members of the Committee in the formulation of a scrutiny programme which is manageable, balanced and meets the criteria for chosen review topics.
- To engender a culture for scrutiny in which party political considerations are put aside, focussing instead on achieving the best outcomes for the community.
- To ensure that individual scrutiny exercises are conducted in an appropriate and timely manner.
- To Chair a Task & Finish Group.
- To work with the Vice-Chair and relevant Officers to co-ordinate the activities and the work programme of the Overview and Scrutiny Committee.
- To foster and maintain a disciplined approach by the Members involved in Scrutiny having regard to high standards of behaviour and ethics.
- To monitor the Council's decision-making processes, ensuring that such decisions are consistent with Council policy.
- To scrutinise the activities of the Executive Committee.
- To invite members of the Executive Committee, Officers and others to attend meetings of the Scrutiny Committee to answer questions.
- To own and present the reports of the Scrutiny Committee to the relevant bodies with the Council.
- To report annually to Council as part of the overview and scrutiny arrangements.
- To develop and maintain an effective working relationship and links with the Executive Committee and its members.
- To bring forward suggestions to ensure the future development of the Council's scrutiny practices.
- To respond on any matter referred to him/her in matters requiring an urgent decision pursuant to the Constitution.
- To organise Committee Members' input into the Council's Value for Money processes and to advise the Council on its approach to Value for Money.
- To act as a focus for liaison between the Council, communities and partners in the scrutiny function.

Vice-Chairs will on occasions, also perform this role

- To deputise for the Chair of the Committee.
- To undertake specific tasks and responsibilities as requested by the Chair.
- To work actively with the Chair to manage the work of the Committee.

The above activities are in addition to the responsibilities set out in the Core Councillor Role.

NOTE

Subsequent to agreement of these Members' roles the need for a further description has been noted: Chair of the Crime and Disorder Scrutiny Panel.

This will be considered at the first review of these role descriptors.

8. OVERVIEW & SCRUTINY COMMITTEE MEMBER**Key duties**

- To scrutinise Executive Committee decisions, to assess how these contribute to effective service delivery and help to achieve the Council's Corporate Plan and whether they are in accordance with the Council's approved budgetary and policy framework.
- To review individual policies and projects to evaluate their effectiveness and success and consult with all relevant stakeholders in this process.
- To monitor how the Council is meeting its agreed corporate objectives, as set out in the Corporate Plan.
- To facilitate and encourage participation in the Council's activities by effectively engaging local residents, businesses, outside agencies and other key stakeholders in the Committee's work as appropriate.
- To check that the Council continues to improve performance in all services within the policy and budgetary framework agreed by the Council and recommend areas for improvement and change.
- To undertake reviews of the Council's services and make recommendations which positively contribute to improving service delivery.
- To put forward suggestions for areas for scrutiny and participate fully in the conduct of any scrutiny exercise.
- To conduct research, and community or other consultation.
- To question and gather evidence from any person (with their consent).
- To promote the role of Overview and Scrutiny both within and outside the Council.
- To contribute to suggestions for the future development of the Council's scrutiny practices.

The above activities are in addition to the responsibilities set out in the Core Councillor Role.

9. COMMITTEE CHAIRS**Key duties**

- To enable the smooth and orderly conduct of business within the Council's Constitution.
- To provide leadership and direction for the Committee.
- To determine priorities in light of the volume of work presented to the Committee.
- To ensure an orderly debate or deliberation of the business in hand.
- To report on the workings of the Committee, Sub-Committee, Panel or Working Group to the Executive Committee or full Council, as appropriate, and to present, where appropriate, recommendations to the Council.
- To allow proper consideration of any item.
- To ensure that the Committee (Sub-Committee, etc.) takes balanced decisions based on all relevant evidence, with impartiality and fairness.
- To ensure, with the Chief Executive, that Committee decisions are recorded with full justifications / reasoning.
- To develop a thorough understanding of the subject area of the Committee, including relevant legislation and policies.
- To bring, where appropriate, the views of co-opted members (if any) to the attention of the Executive Committee or Council.
- To liaise with Officers in formulating Agendas and to attend any meetings with Officers to discuss matters relevant to the business of the Committee, Sub-Committee, Panel or Working Group.
- Where appropriate, to liaise with other interested parties in establishing co-opted membership, and topics for consideration.
- Where applicable, to liaise with other tiers of local government and to contribute to any other joint working arrangements.
- Where applicable, to lead such site visits that may assist Members arriving at a considered decision.
- To undertake specific training including updates in the law pertaining to the work of the Committee.

Vice-Chairs will on occasions, also perform this role

The above activities are in addition to the responsibilities set out in the Core Councillor Role.

10. COMMITTEE MEMBER

Key duties

- To participate in Committee discussions.
- To give proper consideration to items before and during meetings.
- To offer opinions based upon an understanding of the legal requirements of the subject discussed.
- To inform the Committee of constituent opinion (if appropriate).
- To take into consideration a range of views and issues when reaching a decision.
- To conduct oneself with dignity and decorum when offering views which differ from those of other Members.
- To undertake appropriate site visits.
- To undertake specific training including updates in the law pertaining to the work of the Committee.

The above activities are in addition to the responsibilities set out in the Core Councillor Role.

11. MEMBER CHAMPION - GENERAL

Key duties

- To be lead Member and spokesperson, under the relevant Portfolio Holder, for the area for which he/she is appointed Champion.
- To act as a channel between the Council and external agencies / partners in the relevant area

The above activities are in addition to the responsibilities set out in the Core Councillor Role.

12. MEMBER CHAMPION – MEMBER DEVELOPMENT

Key duties

- To be lead Member and spokesperson, under the relevant Portfolio Holder and the Chair of the Member Development and Support Steering Group, within each Party Group.
- To promote Member Development and the West Midlands Member Development Charter within the Council and within each Party Group.
- To act as a channel between Members / Party Groups and relevant Officers, as appropriate.
- To assist if/as required with Members' Personal Development Plans.

The above activities are in addition to the responsibilities set out in the Core Councillor Role.

Redditch Borough Council

Part 2

**Introduction to the Skills and Knowledge Requirements
for the Various Member Roles**

A set of skills and knowledge requirements which correspond to the various Member Roles has been created.

These should be viewed not as hard and fast list of prerequisites but as a suggestion of the sorts of skills and knowledge likely to be required.

No direct linking of skills against each element of the Role has been made but, rather, key requirements have been focused on.

1. Core Councillor - Skills and Knowledge

This may be considered in conjunction with any other roles that the Councillor may take on within the Council.

Knowledge

- Council Constitution
- Standing Orders
- Council policies
- Codes & Protocols
- Council Services
- Who to contact to pursue enquiries
- Relevant legislation
- Ethics, standards and legal responsibilities
- Community groups within the ward
- Social and economic initiatives affecting the Council

Skills

- Running a surgery
- Working with groups
- Relationship building, developing trust
- Diplomacy and influencing
- Public speaking
- Dealing with the media
- Contributing to meetings
- Pursuing case work resulting from ward consultations
- Personal organisational skills
- Analysing information
- Basic computer literacy

2. Council Leader - Skills and Knowledge

To be viewed in conjunction with the Core Councillor, Group Leader and Portfolio Holder Roles

Knowledge

- Broad local and national political issues
- Economic and regeneration initiatives and opportunities
- Strategic planning
- Social and business aspirations and concerns within the Borough and rural environs
- Thorough understanding of political, budgeting and legal processes within the Council

Skills

- A high level of media and personal presentation skills
- Chairing meetings
- Analysing considerable and varied complex information
- Decision making
- Leadership and the ability to gain support
- Relationship building, particularly with key players inside and outside of the Council
- Strategy development
- Personal planning, prioritisation and delegation
- Highly developed negotiation and influencing skills
- The ability to act as a role model as the figurehead of the Council

3. Deputy Leader - Skills and Knowledge

The skills and knowledge for this role need to cover all of the areas outlined in the Core Councillor role, Portfolio Holder and the Leader role but in the latter not to the same depth.

Additionally, the Deputy needs to be skilled in:

- Flexibility and responsiveness
- Interpreting and enacting the views and actions of the leader
- If agreed, developing specific skills in designated, delegated Leader responsibilities

4. Party Group Leaders - Skills and Knowledge

To be viewed in conjunction with the Core Councillor role. Reference to aspects of the Council Leader Skills and Knowledge may also be helpful.

Knowledge

- A thorough understanding of political, budgetary and legal processes within the Council.
- A detailed knowledge of party rules
- An awareness of and the ability to interpret party politics at national and local levels.

Skills

- Ability to manage and co-ordinate varying views within the party
- Influencing, negotiating and mediation skills
- Presenting arguments and alternatives persuasively
- Chairing meetings
- Decision making
- Leadership and team-building
- Managing complex information

5. Portfolio Holder / Executive Member – Skills and Knowledge Knowledge

- Excellent practical knowledge of the Constitution, Council policies and procedures
- A good working knowledge of the issues and legal requirements of the services for which the Portfolio Holder has responsibility.
- An understanding of the lines of authority as they relate to individual as they relate to individual responsibility
- An understanding of the lines of authority as they relate to individual responsibility, Executive decisions and Overview and Scrutiny
- An understanding of Comprehensive Area Assessment, Value for Money and Performance Indicators, particularly relating to areas of responsibility

Skills

- The ability to take a broad, objective overview for the areas for which they have responsibility
- Excellent communication skills and the ability to engage with people individually and collectively
- The ability to contribute to wider strategic discussions and decisions
- The ability to chair meetings where appropriate and maximise their effectiveness
- Well developed analytical skills and the ability to evaluate services against a range of quality standards
- Good relationship building skills in working with Officers other Parties and agencies

6. Mayor – Skills and Knowledge

To be viewed in conjunction with the Core Councillor Role

Knowledge

- Thorough understanding of Standing Orders and Council Chamber procedures
- Knowledge of Mayoral protocols and appropriate behaviours in a variety of public situations
- Appropriate forms of address for public and religious dignitaries
- A credible knowledge of local and civic history
- Some knowledge and understanding of the Borough's Twin Towns and their history & culture.

Skills

- Excellent media skills
- Well developed personal presentation
- Conversational skills and the ability to engage quickly and effectively with a wide variety of people
- The ability to deliver prepared speeches and where necessary ad hoc speeches
- Commanding respect and order in full Council meetings
- The ability to be diplomatic and professional at all times.

These requirements are also expected of the Deputy Mayor

7. Overview and Scrutiny Chair(s) – Skills and Knowledge

To be viewed in conjunction with the Core Councillor Role

Knowledge

- Thorough understanding of the purpose and process of Overview and Scrutiny and how this relates to Executive decisions
- An understanding of the parameters of the powers of Overview and Scrutiny
- A knowledge of analytical and evaluation processes
- A knowledge of the particular type of chairing required for an O&S meeting
- A knowledge of Comprehensive Area Assessment, Value for Money and performance management criteria

Skills

- How to prepare for an Overview and Scrutiny meeting
- Chairing skills which encourage participation
- The ability to analyse and evaluate detailed and complex information
- Team building along cross party lines
- The ability to offer direction and process skills to O&S members
- The encouragement of creative approaches to evaluation
- Policy development

These requirements are also expected of Vice-Chairs.

8. Overview and Scrutiny Member – Skills and Knowledge

To be viewed in conjunction with the Core Councillor Role.

Reference to the Skills and Knowledge requirements for O&S Chairs will also prove useful.

All of the skills and knowledge for O&S Chairs will be applicable except those relating directly to Chairing Skills.

Additionally, O&S Members will need to be able to:

- Apply a range of thinking, analysing, questioning and decision-making techniques
- Be able to articulate conclusions based on sound reasoning
- Be prepared to operate from a primarily objective rather than Party Political perspective

9. Committee Chairs – Skills and Knowledge

Knowledge

- A detailed understanding of the role of the Committee and how this relates to Council-wide decision making processes.
- Specific knowledge of the law as it applies to the particular Committee – e.g. planning, licensing etc. (furthermore, it may be that the Chair possesses a higher level of knowledge in this area, in order to be able to guide and inform Members).
- Knowledge of the correct decision making procedures to be adopted by the Committee.
- A knowledge of analytical and evaluation processes
- A knowledge of how to prepare for and chair a Committee meeting.

Skills

- Chairing and meeting skills including encouragement, management and summarising
- Managing time and the agenda within a meeting
- Information analysis and evaluation
- The ability to differentiate between subjective and objective judgements
- Relationship building, particularly with other Committee members and reporting Officers

These requirements are also expected of Vice-Chairs

10. Committee Member – Skills and Knowledge
To be viewed in conjunction with Core Councillor Role. Reference to Committee Chairs will also be useful

All of the skills and knowledge requirements for Committee Chairs will be relevant except those relating specifically to Chairing Skills.

- Prepare appropriately for meetings.
- Absorb, digest and interpret sometimes complex and detailed information.
- Articulate views based on sound judgement and objective interpretation.
- Respond to community interests and opinions.

Redditch Borough Council

Part 3

Member Development Programme (MDP)

A Suggested Scale of Developmental Commitment

1. REQUIRED

For any Member with a quasi-judicial role where a lack of legal knowledge could make the Council vulnerable to legal challenge

- Any relevant specialist training pertaining to e.g. planning, finance, employment appeals and licensing law.

(Mandatory Training is a requirement of active participation in Planning & Licensing (Sub-)Committees – initial full training, with refresher training at least every 2 years, renewable after any break in service.

Quasi-judicial meetings training is a mandatory requirement of active participation in all quasi-judicial meetings.)

(Members may wish to consider setting further parameters in respect of these requirements.)

2. EXPECTED

For Executive Members, Overview and Scrutiny Members and Committee Representatives

- Training relating to:
 - Comprehensive Area Assessment;
 - Local Government Finance;
 - Value for Money;
 - Overview and Scrutiny;
 - Performance Management.
- Equality training for people involved in Recruitment and Selection.

For the Leader, Deputy Leader, Mayor and Deputy Mayor

- Media training
- Thorough understanding of Constitution and Council protocols.

For all Councillors

- Code of Conduct training
- Induction training
- Personal risk and awareness of Health and Safety.

3. STRONGLY RECOMMENDED

For all Chairs and Vice-Chairs

- Chairing skills

For all Councillors

- Equality and diversity awareness
- Ethics, standards and personal legal liabilities
- Standing orders
- Budgetary processes
- Community Leadership.

4. RECOMMENDED

For all Councillors

- Legislative updates – particular in planning and licensing
- Comprehensive Area Assessment and Value for Money understanding
- Surgery Skills
- Working with community groups
- Contributing in meetings

5. SUGGESTED

For all Councillors

Depending upon current knowledge and skill and experience, some of these may not be necessary.

- Understanding of Council services and policies
- Personal organisation, work / life balance
- Managing conflict
- Negotiation and influencing skills
- Personal presentation
- Using Information Technology (IT).