

# A Guide to Member Roles

2nd version





## Acknowledgement

A number of people have contributed their energy, ingenuity, advice and experience in preparing this Guide.

The Improvement Partnership would like to give special thanks to the team at Stockton Borough Council including Margaret Waggott (Head of Democratic Services), Joanne McGeeney (Principal Development Officer), Michael Henderson (Acting Team Leader) and Design and Print at Xentrall Shared Services.



## Introduction

Welcome to the second version of the Guide to Elected Member Roles, produced by the North East Improvement and Efficiency Partnership.

Local councillors undertake a range of increasingly complex roles, and public expectations of them have never been higher.

The Guide examines the main roles in detail and looks at they contribute to the delivery of effective outcomes for the authority and the community. The Guide also outlines the Core Competencies for elected members and identifies the key skills that Councillors use to carry out these roles.

In each section you can:

- Review the detailed description of the role
- Assess your own capacity and capability to perform the role
- Identify whether you have any support or development needs which would assist you in the role.

## How the guide will work

The guide will be available to prospective candidates when considering standing for election to enable them to fully understand the varying roles. Additionally, the guide will be given to Elected Members once they were in a position to consider which committees or roles they

wished to undertake on behalf of the authority and their community. The competencies contained within the Councillor role are at a minimum required level and whilst the competencies appear in the other roles, this will be at an enhanced level. Prospective councillors shouldn't be deterred from standing and existing members, if thinking of taking on a new role, should welcome the focused support given to assist them in carrying out their differing roles.

By attempting to set out within the Guide each of the competencies required of all of the roles Members may be expected to undertake, we are able to conduct a 'one to one' meeting with each of our elected members which identifies their appropriate learning and support needs on a yearly basis via a Personal Support Plan which in turn enables the Authority to provide tailored support for individual members whilst maximising the capacity for our elected members. Alternatively members will be able to complete the assessment on-line.

Furthermore, the Guide assists in in-house training programmes, and other training organisations in planning future training programmes, to support elected members by clearly defining the skills that are required and ensuring that committed resources are both focused and provide value for money for all.

## How can these Member role guides be used to support overall improvement?

There are a number of potential uses for this Guide, for example:

- a reference tool that explains the different Member roles in the authority to the public, officers, prospective and newly inducted councillors, and councillors looking for a change in role
- to enable self-assessment by councillors of their current capacity
- as the basis for personal development planning, or to support more advanced personal development techniques, such as 360° appraisal
- as part of a Member Development approach, such as through Investors in People (IiP) or the Member Development Charter
- to help authorities get maximum benefit from external development resources, and to deploy internal resources effectively.

The Guide is available in an electronic format. It will be regularly reviewed and updated by the authors in the light of new priorities and changes in government policy. It is a free resource that can be amended and adapted by each authority to suit its own needs.

For further information contact:

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# Councillor



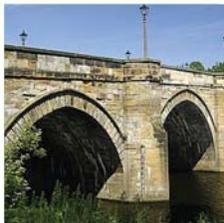
## Councillor

Role	Red	Amber	Green	Skills
I fulfil the statutory and locally determined requirements of an Elected Member of a Local Authority and the Authority itself, including compliance with all relevant codes of conduct, and participation in those decisions and activities reserved to the full Council ie setting the budget, overall priorities and strategy				Accountability
I participate effectively as a member of any committee or panel to which I am appointed, including related responsibilities for the services falling within the committee's/panel's terms of reference, and its liaison with other public bodies to promote better understanding and partnership working				Advocacy
I participate in the activities of any outside body to which I am appointed to, providing two-way communication between organisations. For this purpose, I develop and maintain a working knowledge of the authority's policies and practices in relation to that body and of the community's needs and aspirations in respect of that body's role and functions				Analytical
I participate in the scrutiny or performance review of the services of the Authority including, where the Authority so decides, the scrutiny of policies and budget, and their effectiveness in achieving the strategic objectives of the Council				Articulate
I participate, as appointed, in consultative processes with the community and other organisations				Assertiveness
I provide a link between the authority to the community, through various forums available				Chairing
I am accessible to people and groups living within my ward. I represent their interests and respond to enquiries and complaints and provide regular information on developments				Communication
I develop and maintain a working knowledge of the Authority's services, management arrangements, powers/duties, and constraints and I develop a good working relationship with relevant officers of the Authority				Community Leadership
I develop and maintain a working knowledge of the other organisations and services which serve the Borough				Conflict Resolution
I contribute constructively to open government and democratic renewal through active encouragement to the community to participate generally in the democratic process				Consultation
I participate in the activities of my political group				Cultural Awareness

**Councillor**

Role	Red	Amber	Green	Skills
I conduct the business of the Council within the Council and not through the written or broadcast media				Partnership Working
I maintain confidentiality in all relevant Council business				Probity
I do not individually seek to instruct officers				Project Management
				Public Speaking Report Writing Research Risk Assessment / Management Stress Management Team / Consensus Building Technological Time Management Understanding of the Constitution Understanding of the Role <b>Outcomes</b> An effective Councillor Increased Customer Satisfaction Improved Service Improved efficiency Improved Performance Improved Community Representation

# Leader



## Leader

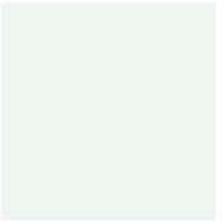
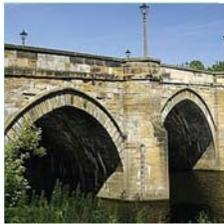
Role	Red	Amber	Green	Skills
I provide the political leadership to the Council, including proposing the political framework within which the Council will operate and to take such executive action as may be delegated by the authority				Advocacy
I ensure effective Corporate Governance including working with the opposition groups to seek to achieve where possible cross party cooperation				Analytical
I provide leadership representation by the Council on local, regional and national organisations ensuring that the views of a wide variety of partners from the public, private, voluntary and 3rd sector are heard by the Council; and our own response/position on issues are considered.				Articulate
I lead the Cabinet and ensure that its work is conducted in accordance with the Councils Constitution and with due regard to any statutory provisions set out in legislation				Assertiveness
I ensure that Cabinet achieves its terms of reference both collectively and as individual portfolio holders				Chairing
I ensure the effective integration of roles, responsibilities and functions within the Cabinet membership				Communication
I communicate the Administration's policies and priorities to the Corporate Management Team and receive their advice				Conflict Resolution
I ensure, through working with the Chief Executive, the long term financial, business and economic stability of the Council				Consultation
I am the ambassador voice of the Council, for example, in its dealings with Central Government, other Local Authorities and their Associations and positively promote the Council as a whole in the media				Cultural Awareness
I act as the political spokesman for the Council				Debate / Questioning
I encourage the highest standards of probity and corporate governance for the well being of the Borough				Equality and Diversity
				Facilitation
				Financial Awareness
				Interpersonal
				Leadership
				Listening
				Media
				Mediation
				Mentoring
				Negotiating
				Networking

Leader

Role	Red	Amber	Green	Skills
				<p>Openness and Transparency</p> <p>Partnership Working</p> <p>Public Speaking</p> <p>Report Writing</p> <p>Risk Assessment / Management</p> <p>Stress Management</p> <p>Team / Consensus Building</p> <p>Time Management</p> <p>Understanding of Internal and External Stakeholders</p> <p>Understanding of the Role</p> <p><b>Outcomes</b></p> <p>An effective Council</p> <p>Increased Customer Satisfaction</p> <p>Improved Service</p> <p>Improved efficiency</p> <p>Improved Performance</p> <p>Improved Community Representati</p>



# Deputy Leader



## Deputy Leader

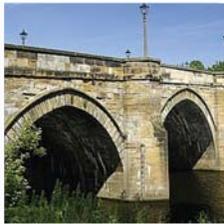
Role	Red	Amber	Green	Skills
I assist and work with the Leader of the Council in delivering his responsibilities to the Council within his role profile				Advocacy
I deputise for the Leader of the Council in his absence from Cabinet meetings				Analytical
I carry out the requirements of the Leaders role profile, in his absence, so far as legally possible and permissible				Articulate
I carry out such other duties and undertake portfolio responsibility as delegated by the Leader of the Council				Assertiveness
				Chairing Communication Conflict Resolution Consultation Cultural Awareness Debate / Questioning Equality and Diversity Facilitation Financial Awareness Interpersonal Leadership Listening Media Mediation Mentoring Negotiating

## Deputy Leader

Role	Red	Amber	Green	Skills
				<ul style="list-style-type: none"> <li>Networking</li> <li>Openness and Transparency</li> <li>Partnership Working</li> <li>Public Speaking</li> <li>Report Writing</li> <li>Risk Assessment / Management</li> <li>Stress Management</li> <li>Team / Consensus Building</li> <li>Time Management</li> <li>Understanding of Internal and External Stakeholders</li> <li>Understanding of the Role</li> <li><b>Outcomes</b></li> <li>An effective Council</li> <li>Increased Customer Satisfaction</li> <li>Improved Service</li> <li>Improved efficiency</li> <li>Improved Performance</li> <li>Improved Community Representation</li> </ul>



# Cabinet Member



## Cabinet Member

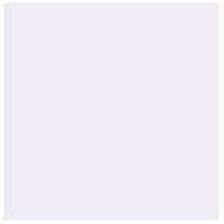
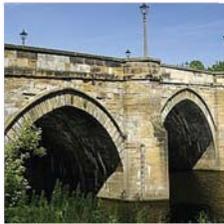
Role	Red	Amber	Green	Skills
I participate effectively and as a member of the Executive and take joint responsibility with colleague Executive Members for all actions and are accountable collectively.				Accountability
I challenge issues prior to making decisions if I feel it is appropriate to do so and I ensure that appropriate regard is taken to the community's interest and any equality and diversity issues.				Advocacy
I encourage openness and honesty				Analytical
I exercise delegated powers in accordance with the Councils Constitution				Articulate
I shape and develop the Strategic priorities and vision of the Council, participate in debates and discussions about policy issues across a range of services provided by the Council				Assertiveness
I act as the lead member for a particular portfolio as may be determined by the Leader of the Council, but in doing so, have regard to the overall collective responsibilities of the Executive and the Council's corporate policy objectives				Chairing
I recognise the differing roles of Members and officers in the Council's Constitution				Communication
<p>In connection with my portfolio, I:-</p> <ul style="list-style-type: none"> <li>Build good relationships with appropriate senior officers and work with them in developing policy or strategic issues prior to formal reporting and am supportive in dealing with any problems at strategic level</li> <li>Keep abreast of related developments and policies at national, regional and local level</li> <li>Enhance the Council's reputation through taking the national stage where possible and participating in regional and national networks</li> <li>Aim for the Authority to be at the forefront of service development and provision where possible; take an active interest in related performance indicators and rankings, including visiting Beacon Council's and exemplars of good practice</li> <li>Represent the Executive at the Executive Scrutiny Committee in connection with any related matter that may be 'called in'. Similarly, attend the Executive Scrutiny Committee and Select Committees at their request in connection with any other issues associated with the Executive Member portfolio that are being scrutinised</li> </ul>				Conflict Resolution Consultation Cultural Awareness Debate / Questioning Equality and Diversity Facilitation Financial Awareness Interpersonal Leadership Listening Media Mediation Mentoring Negotiating

## Cabinet Member

Role	Red	Amber	Green	Skills
<ul style="list-style-type: none"> <li>Am aware of issues of importance to the community and other stakeholders concerning portfolio services and work towards implementing the Community Strategy</li> <li>Am aware of the key budgetary issues affecting the portfolio of the Executive Member</li> </ul>				Openness and Transparency Partnership Working Public Speaking
I represent the Council on external bodies, as appointed, and feedback to the executive and issues of relevance/importance				Report Writing Risk Assessment / Management
I facilitate a corporate leadership role where appropriate to do so and foster links through partnerships such as the Strategic Partnership				Stress Management Team / Consensus Building
I, with my colleague Executive Members and Senior Management Team are available for other members to discuss any queries or matters of concern				Time Management Understanding of the Role
I positively promote the portfolio and where appropriate, act as the spokesman with the media for that portfolio area				<b>Outcomes</b> An effective Cabinet Increased Customer Satisfaction Improved Service Improved efficiency Improved Performance Improved Community Representation



# Scrutiny Member



## Scrutiny Member

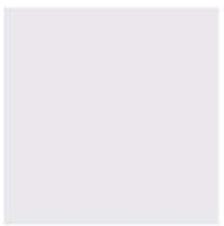
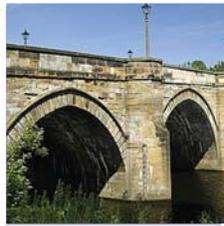
Role	Red	Amber	Green	Skills
I provide leadership and direction for Scrutiny				Advocacy Analytical Assertiveness Challenging Community Leadership Debate / Questioning Diplomacy Equality and Diversity Investigative Listening Openness and Transparency Presentation Project Management Representation Research Team / Consensus Building Understanding the Role
I participate fully in the activities of Scrutiny and take a lead on the development and delivery of an effective work programme				
I engage with all stages of the Scrutiny process and participate in a proactive, informed and effective manner taking account of Codes of Conduct, Standing Orders and other constitutional requirements				
I assist in leading the Committee in prioritising its work so as to ensure effective scrutiny				
I develop a constructive relationship with the Executive, especially with relevant portfolio holders and with the Corporate Directors/Heads of Service in the areas that the Committee scrutinises , as demonstrated through my ability to effectively challenge and question existing policy via formal arrangements to hold the Executive to account, or by being able to require policy makers to consider suggestions for new or revised policy as part of a comprehensive scrutiny review, and ensure that the effectiveness of policy changes are monitored.				
I use Scrutiny as a means to address community issues and engage the public and encourage participation in the work of the Authority				
I receive evidence in an impartial manner, analyse information presented to the Committee and make recommendations based on the Committee’s deliberations				
I evaluate the validity of executive decisions and challenge inappropriate decisions through ‘Call-in’				

Scrutiny Member

Role	Red	Amber	Green	Skills
				<p><b>Outcomes</b></p> <ul style="list-style-type: none"><li>An effective Scrutiny Committee</li><li>Increased Customer Satisfaction</li><li>Improved Efficiency</li><li>Improved Services</li><li>Improved Performance</li><li>Improved Community Representation</li></ul>



# Planning Member

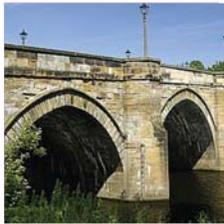


## Planning Member

Role	Red	Amber	Green	Skills
I understand the planning system and am able to contribute effectively to deliver the needs of the current and future communities in the Borough				Able to read plans/drawings
I foster and maintain a disciplined approach and I understand and have high regard to the standards of behaviour and ethics relating to planning protocol and procedure				Advocacy
I facilitate and co-ordinate contributions by the public to meetings in accordance with the agreed procedure and provide community representation where required				Analytical
I analyse and challenge the information presented whilst respecting the service				Assertive
I am able to represent the Council (if appropriate) in all dealings with the public, media and other bodies in respect of the work of the planning committee				Communication
I understand the role of Ward Councillors in the planning process and can handle conflicts of interest should they arise				Conflict Resolution
I am an effective chairperson who ensures all present are able to fulfil their role and the meeting proceeds in accordance with the approved protocols and procedures				Debate/Questioning
				Facilitation
				Interpersonal
				Listening
				Media
				Negotiating
				Understanding of the planning system
				<b>Outcomes</b>
				An effective Planning Committee
				Increased Customer Satisfaction
				Improved Service
				Improved Efficiency
				Improved Performance
				Improved Community Representation



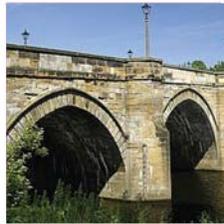
# Licensing Member



## Licensing Member

Role	Red	Amber	Green	Skills
I act in accordance with the Committee's terms of reference in a fair and open manner by allowing applicants and objectors to put their representations to the Committee				Analytical
I foster and maintain a disciplined approach and I understand and have high regard to the standards of behaviour and ethics relating to the protocol relating to licensing procedures				Assertive
I facilitate and co-ordinate contributions by the public to meetings in accordance with the agreed procedure and provide community representation where required				Communication
I analyse and challenge the information presented whilst respecting the service				Conflict Resolution
I am able to represent the Council (if appropriate) in all dealings with the public, media and other bodies in respect of the work of the Licensing committee				Debate/Questioning
I am aware of legislation and ongoing local and national developments on Licensing matters and their implications				Facilitation
I consider complaints or disciplinary matters in relation to persons licensed by the authority in accordance with the rules of natural justice and relevant legislation				Interpersonal
				Listening Media Negotiating Understanding of the licensing system  <b>Outcomes</b> An effective Licensing Committee Increased Customer Satisfaction Improved Service Improved Efficiency Improved Performance Improved Community Representation

# Outside Body Member



## Outside Body Member

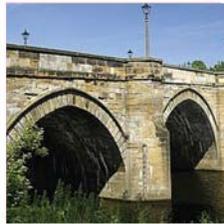
Role	Red	Amber	Green	Skills
I participate in the activities of an outside body to which I am appointed, providing a two-way communication between the organisations. For this purpose, I develop and maintain a working knowledge of the Authorities policies and practices in relation to that body and of the community's needs and aspirations in respect of that body's role and functions				Advocacy
I have a duty to act in the best interests of the body to which I am appointed, to take care of assets and not to make personal gain				Analytical
I attend board meetings and follow the rules on declaration of interests				Articulate
I take responsibility for all main decisions in relation to the operation of the body to which I am appointed				Assertiveness
I explain views and keep the Council informed of the proceedings of that outside body				Communication
I comply with the Code of Conduct, unless that body is another relevant authority which has its own Code; or unless observance of the Code would conflict with any other obligations ie the duty to act in the best interests of the outside body				Conflict Resolution
I have a duty of confidentiality to both the Council and the outside body, not to take advantage of receiving confidential information or to deliberately leaking information				Cultural Awareness
I exercise my right to speak and vote if eligible to do so				Debate / Questioning
I am aware of levels of cover of insurances or indemnity provided to members appointed to the body				Equality and Diversity
				Facilitation
				Financial Awareness
				Interpersonal
				Listening
				Negotiating
				Networking
				Partnership Working
				Project Management
				Research
				Risk Assessment / Management
				Team / Consensus Building
				Understanding of the Role

## Outside Body Member

Role	Red	Amber	Green	Skills
				An effective Outside Body Representative Increased awareness of Organisational Practice Increased Customer Satisfaction Improved Service Improved efficiency Improved Performance Improved Community Representation



# Partnership Member



## Partnership Member

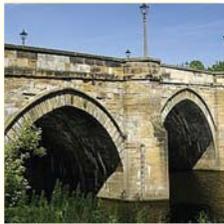
Role	Red	Amber	Green	Skills
<p>I ensure that the work is member-led and that the partnership:-</p> <ul style="list-style-type: none"> <li>• Develops and effective work programme for community development</li> <li>• Monitors services within the area of the partnership making recommendations where appropriate to influence service delivery/outcomes</li> <li>• Develops and promotes an Area Action plan</li> </ul>				Advocacy Analytical Articulate Assertiveness Communication Conflict Resolution Consultation Cultural Awareness Debate / Questioning Equality and Diversity Facilitation Financial Awareness Interpersonal Listening Negotiating Networking Partnership Working Project Management Public Speaking Research Team / Consensus Building Understanding of the Role
<p>I work with other Area Partnerships, where appropriate, to share learning and experience and to progress and promote the role of Community Development</p>				
<p>I engage, liaise and consult with the local community and voluntary sector</p>				

Partnership Member

Role	Red	Amber	Green	Skills
				<p><b>Outcomes</b></p> <ul style="list-style-type: none"><li>An effective Partnership Representative</li><li>Increased Customer Satisfaction</li><li>Improved Service</li><li>Improved efficiency</li><li>Improved Performance</li><li>Improved Community Representation</li></ul>



# Standards Member



## Standards Member

Role	Red	Amber	Green	Skills
I engage fully in collective consideration of the issues taking into account the full range of relevant factors, including any guidance issued by the monitoring officer				Accountability
I give the Council advice on adopting a local code of conduct and on Standards and Probity matters				Analytical
I monitor the effectiveness of the code and the Council's Ethical Governance arrangements				Assertive
I promote and maintain high standards of conduct for members and help members follow the code of conduct				Chairing
I ensure that the Local Assessment and Determination procedures are fair and will allow any allegation brought to the committee to be dealt with effectively and efficiently as possible				Communication
				Conflict Resolution
				Debate/Questioning
				Enhanced Understanding of the Code of Conduct
				Enhanced understanding of the Local Assessment procedures
				Facilitation
				Interpersonal
				Listening
				Media
				Negotiating
				Probity
				Team/Consensus Building
				Understanding of the Role
				<b>Outcomes</b>
				An effective Standards Committee

**Standards Member - Role Description**

Role	Red	Amber	Green	Skills
				Increased awareness of Ethical Governance Increased Customer Satisfaction Improved Service Improved efficiency Improved Performance Improved Community Representation



# Audit Member



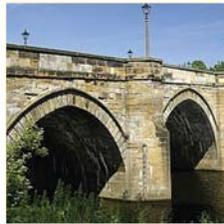
## Audit Member

Role	Red	Amber	Green	Skills
I participate effectively as a Member of the Audit Committee and take responsibility for overseeing and assessing the Authorities Risk Management, Control and Corporate Governance arrangements, including the approval of the Statement of Internal Control				Accountability
I foster and maintain an independent and challenging approach to reviewing the effectiveness of Corporate Governance.				Analytical
I monitor the integrity of the Council's financial statements and approve the Statement of Accounts.				Assertiveness
I approve the role and responsibilities of the Internal Audit Service				Challenging
I consider the appointment of the External Audit, as far as the Audit Commission's rules permit and monitoring the effectiveness of auditor's performance.				Debate / Questioning
I approve the internal and external audit plans.				Financial Awareness
I review Internal Audit work on a quarterly basis; internal and external annual reports together with any management response and receive details of specific significant issues highlighted via audit work and referring to the Executive Scrutiny Committee; the Select Committees; the Standards Committee; Cabinet or Council, as appropriate, any issues arising which are key in nature				Investigative
In conjunction with the Standards Committee, I maintain an overview of the Council's Constitution in respect of contract procedure rules, financial regulations and codes of conduct and behaviour, and considering the Council's compliance with its own and other published standards and controls.				Listening
I consider details of key ethical or wider corporate governance issues submitted by the Standards Committee.				Openness and Transparency
I ensure that In carrying out the duties of the Audit Committee, my role is to act independently and impartially to any political views.				Probity

### Outcomes

- An effective Audit Committee
- Increased awareness of Financial Regulations
- Improved Service
- Improved efficiency
- Improved Performance

# Learning & Development Framework





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- 9 Personal Support Plan

Governance

Communication

Problem Solving  
/Negotiating  
/Advocacy  
/Influencing

Service  
Planning  
Performance  
Management

Personal  
Effectiveness

ICT

Partnership  
Working

Working for  
the Community

Personal  
Support Plan

## Governance

Questions	Red	Amber	Green	Skills
I'm able to identify key players inside and outside the authority and understand their roles and powers.				Accountability
I have an understanding of the current code of conduct and my responsibilities to observe it.				Community Leadership
I have an understanding of procedures and protocols in the Council's Constitution.				Cultural Awareness
I have the necessary skills and would feel sufficiently prepared to represent the Council in adverse and sensitive circumstances, including when difficult or unpopular decisions are taken, which might result in legal action.				Equality and Diversity
I actively engage with the community to identify and deal with issues that affect it.				Openness and Transparency
In my role I endeavour to ensure that Council business is conducted in an open and transparent manner.				Partnership Working
In my role I encourage the Council to be responsive and innovative.				Probity
In my role I ensure that Council business is conducted in an ethical manner demonstrating respect for all and ensuring equality.				Risk Assessment/Management
				Understanding of Constitution Understanding of Internal/external stakeholders

## Communication

Questions	Red	Amber	Green	Skills
I communicate ideas in a clear and coherent way, to individuals and groups, modifying the language and delivery to match the needs of recipients				Advocacy Chairing Meetings Community Engagement Counselling Colleagues Facilitation Skills Formal Presentations Influencing Skills Interpersonal/Listening Interview Skills Media Skills Persuasion Public Speaking Report Writing Working with the Community Written (Formal)
I communicate on a day-to-day basis with individuals in a way that encourages a free interchange of ideas and expression of feelings, listening and responding appropriately				
I communicate in a clear and structured way, using terminology and grammar correctly, and adjusting language appropriately				
I am able to use appropriate interpersonal styles and communication methods to present arguments, so as to gain acceptance from others				
I present arguments in a way that will gain agreement at all levels, seeking the prior support of key stakeholders, as appropriate				
I communicate effectively through the Media, even when under pressure				
I communicate in a way that is sensitive to contextual factors, such as the nature of the event, the size and composition of the audience and the availability of audio and visual support				
I show sensitivity by attempting to see and explore different points of view, through active participation by all present, in an attempt to achieve optimal solutions				
I ensure that my contributions to reports are factual, clear and succinct				
I maintain on-going supportive contact both with influential people and groups, and with individual members of the community				
I am effective in marshalling and presenting arguments in support of an individual or a cause				
I listen sympathetically to the needs of fellow elected members, so as to help them take appropriate action				

## Communication

Questions	Red	Amber	Green	Skills
I am able to set an appropriate agenda, and keep meetings on course by modifying my own behaviour in a way that reflects the nature of the agenda items, and the needs and wishes of the participants, encouraging and enabling active participation by all present				<b>Outcomes</b> Effective Channels of Communication Increased Customer Satisfaction Improved Service Improved efficiency Improved Performance Improved Community Representation

## Problem Solving/Negotiating/Advocacy/Influencing

Questions	Red	Amber	Green	Skills
I am able to use appropriate interpersonal styles and communication methods to present arguments, so as to gain acceptance from others				Advocacy
I present arguments in a way that will gain agreement at all levels, seeking the prior support of key stakeholders, as appropriate				Influencing Skills
I base negotiations with Council Employees on well thought-out arguments for and against own position.				Managing Conflict
I am effective in marshalling and presenting arguments in support of an individual or a cause				Negotiating Skills – Internal and External Stakeholders
I base negotiations with members of the community and others on well thought-out arguments for and against own position, compromising as appropriate				Persuasion
I make sound judgements based on a wide range of factual information, not allowing personal prejudices or biases to influence decisions				Sound Judgement
I am able to handle situations involving conflict with sensitivity, attempting to see and explore, the various points of view, and trying to achieve win-win situations for all				<b>Outcomes</b>
				An effective Councillor
				Increased Customer Satisfaction
				Improved Service
				Improved efficiency
				Improved Performance
				Improved Community Representation

## Service Planning/Performance Management

Questions	Red	Amber	Green	Skills
I manage the performance of the Council on the basis of relevant information, in ways that are effective, timely and fair				Analytical Skills
I am able to analyse data so as to make meaningful comparisons, and/or identify patterns and trends, and the way in which different elements interact with one another				Clarity of Goal Setting
I make sound judgements based on a wide range of factual information, not allowing personal prejudices or biases to influence decisions				Commitment to excellence
I identify and/or contribute to opportunities for the Council to develop new kinds of relationships and services				Drive for Improvement
I identify and/or contribute to seeking new ways of working without fear of challenging traditional practices, and to finding opportunities for improvements				Drive for Results
I ensure that colleagues and officers are clear about the strategies and goals of the Authority, and the criteria for judging success				Empowering
I encourage colleagues and officers in the process of performing their role				Entrepreneurial
I involve colleagues and others in the process of setting mutual agreed goals and/or targets				Financial Planning
I encourage and value the contribution of others, recognising the benefits of difference				Innovative
I manage change effectively by taking proper account of human, material and situational factors				Managing Change
I am committed to the achievement and maintenance of high standards for my own performance and those of others, constantly seeking improvements in the way in which services are delivered and the quality of the outcome				Monitoring Progress Constructively
I show a high level of initiative in being self starting and proactive, rather than purely reactive, taking action to achieve 'best practice'				Performance Management
				Project Management
				Promoting Equality and Diversity
				Risk Management
				Seizing Opportunities
				Shared Goal Setting
				Sound Judgement
				Strategic Planning
				Tenacity/Resilience

## Service Planning/Performance Management

Questions	Red	Amber	Green	Skills
I am persistent in trying to achieve results with and through others, measuring success in terms of outcomes achieved				Understanding Organisational Processes
I identify and/or contribute to opportunities to develop organisational capacity, resources and effectiveness				<b>Outcomes</b>
I show resilience and perseverance in striving for goals, even in the face of problems and adversity, coping effectively with disappointments and setbacks				An effective Council
I monitor progress on tasks for which I am responsible and/or the business of the Council in relation to my own case work load, without interfering or detracting from others' sense of autonomy				Increased Customer Satisfaction
I understand and use effectively the organisation's systems and structure, operations, decision-making channels, planning processes and control systems to achieve the Councils goals				Improved Service
I am able to understand financial plans and budgets, so as to perform my role in setting and reviewing the Authority's finances				Improved efficiency
I evaluate officers' decisions about level of risk in relation to service delivery				Improved Performance
I contribute to and evaluate long-term goals and targets for the Council, including to which they are consistent with the council's vision				Improved Community Representation
I contribute to the establishment of, and adhere to, the nature of scope of projects, the roles of individual participants, the procedures to be followed, and the criteria for judging success				

## Personal Effectiveness

Questions	Red	Amber	Green	Skills
I understand the imperatives and the value of ensuring equality and of managing diversity effectively				Assertiveness
I make timely decisions and judgements, acting on the basis of limited information, if necessary				Decisiveness
I adapt my behaviour appropriately to different individuals, groups and tasks, and changing situations				Diplomacy
I act in a way that reflects a strong commitment to the Council's values, challenging any inappropriate behaviour				Equal Opportunities and Diversity
I maintain stable performance under pressure and/or opposition, remaining calm, objective and in control				Flexibility and Adaptability
I act in a way that reflects awareness of the needs and aspirations of others, and of the impact of my own behaviour on others				Integrity
I show a high level of confidence in my own ability to achieve desired goals				Leadership
I show a willingness to learn and obtain the necessary skills and training from the experience and advice of others, and to apply this learning to become more effective in my roles				Managing own stress
I am able to manage my own time effectively by prioritising tasks and keeping to self-imposed and other deadlines				Self-awareness and sensitivity
I can read complex documents quickly, in such a way as to reproduce the most important information and to understand the logic of any arguments				Self-confidence
I have a clear vision of what the Council is aiming to achieve, encouraging colleagues and officers to realise its goals				Speed Reading
I act, at all times, in ways that are sensitive to formal protocols, religious beliefs, and established customs and practices				Time Management
I insist on respect for what is right and just, in a way that is positive, but not offensive				Willingness to Learn
				<b>Outcomes</b>
				An effective Councillor
				Increased Customer Satisfaction
				Improved Service
				Improved efficiency
				Improved Performance
				Improved Community Representation

Questions	Red	Amber	Green	Skills
I am aware of the benefits of and am able to use ICT effectively				Access
I am aware of and understand the basic applications of ICT				Blogging
I am able to use ICT creatively as a means of engaging and communicating				Excel
I understand and can contribute effectively to changes towards E-Government				File Management
I am aware of current and new technologies which might be of benefit to me				Knowledge of PC operating system
I am able to explore new ways of working using ICT				Outlook –
I comply with the appropriate Policies and Protocols when using the ICT equipment provided for me by Stockton-on-Tees Borough Council				E-mail Internet/Intranet Policies and Protocols Powerpoint Security Shortcuts Social Networking Word <b>Outcomes</b> Enhanced ways of working Increased accessibility Service Improvement

Questions	Red	Amber	Green	Skills
				Improved Customer Satisfaction Improved Information Provision Improved Response Times

## Partnership Working

Questions	Red	Amber	Green	Skills
I am active in promoting inter-agency co-operation, by gaining information about the role of different agencies, and looking for, and actively pursuing, opportunities for collaboration towards common goals				Collaborative working
I am active in promoting inter-departmental co-operation, by identifying areas of common interest, and looking for and actively pursuing opportunities for collaboration towards common goals				Equal Opportunities and Diversity
I base negotiations with members of the community and others on well thought-out arguments for and against own position, compromising as appropriate				Inter-agency co-operation
I have a wide range of relevant contacts with whom I interact in such a way as to promote the Council's goals and ambitions				Inter-department co-operation
I provide appropriate mentoring support to enable colleagues to achieve their potential, thereby increasing their self confidence and effectiveness				Mentoring
I identify and/or contribute to opportunities for the Council to develop new kinds relationships and services				Negotiation Skills
I identify and/or contribute to seeking new ways of working without fear of challenging traditional practices, and to finding opportunities for improvement				Networking
I am active in promoting collaborative working, so as to achieve mutually agreed goals and targets				<p><b>Outcomes</b></p> <ul style="list-style-type: none"> <li>An effective Partnership Representative</li> <li>Increased Customer Satisfaction</li> <li>Improved Service</li> <li>Improved efficiency</li> <li>Improved Performance</li> <li>Improved Community Representation</li> </ul>

## Working for the Community

Questions	Red	Amber	Green	Skills
I engage with the community and work on their behalf including community development, mediation, consultation, representation and promoting cohesion				Advocacy
I am aware of local issues and represent all section of the community fairly and equally through my casework. I act as a conduit for information form the community to the Council and vice versa				Analytical
In my role as community leader I speak up for and on behalf of individuals and groups				Awareness of Equality and Diversity
I encourage the community to engage and participate in opportunities to express their views				Communication
I work in partnership with others in the community to promote participation in decision making and community development				Consultation
I promote cohesion within the community, resolving conflicts, advising services deliverers of the impact of their activities on the community				Facilitation
I am well informed about issues that affect my local community				Influencing
				Interpersonal Skills
				Listening
				Mediation
				Negotiation
				Networking
				Partnership Working
				Research
				Technological
				<b>Outcomes</b>
				Enhanced Community Leadership
				Increased Trust
				Increased Participation

Questions	Red	Amber	Green	Skills
				Improved Services Increased Satisfaction Improved Efficiency Improved Community Representation

**Personal Support Plan**

**Name:** \_\_\_\_\_ **Date:** \_\_\_\_\_

Roles currently held within the authority:

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Other appointments:

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Preferred learning methods:

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Examples of Best Practice

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Areas for Development/Support

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## Personal Support Plan

Role	Skills	Priority H/M/L*

\* H - Needs to be addressed to fulfil current role.

M - Needs to be addressed to fulfil role but not urgent.

L - Not important address only to perform role to a higher standard.