

PART 5 | SECTION 3 - OUTLINE OF ROLES AND RESPONSIBILITIES FOR MEMBERS

1. SECTION 3 – OUTLINE OF ROLES AND RESPONSIBILITIES FOR MEMBERS

1.1 Introduction

Role profiles for Councillors are to be introduced by Oadby and Wigston Borough Council and will be used by the Independent Review Panel (IRP) to underpin the Members Allowance Scheme. They have been developed as a means to clearly set out the expectations of a Ward Councillor and all roles attracting Special Responsibility Allowance (SRA) so as to support the Council's improvement priorities and Member Development.

There has been consultation with Councillors and key Officers to ensure the role profiles reflect the changing role of Councillors and the future needs of the Council and local government. In addition to this, skills and knowledge for each role have been identified to both meet the requirements of any future allowance scheme and support the Member Development programme.

The role profiles set out the roles and responsibilities as well as the skills and knowledge required for each role. The role profile for the Ward Councillor is the foundation for all other roles. The responsibilities, skills and knowledge required for roles attracting an SRA are in addition to those set out for the Ward Councillor.

The role profiles have three main purposes:

- To provide clarity for both Councillors and officers about what is expected of each role.
- To provide guidance to the IRP for the Members Allowance Scheme.
- To support Councillors in their development by providing a checklist to identify their development needs, both for the roles they are currently undertaking and for future roles to support succession planning.

2. Ward Councillor

2.1 Role and Responsibilities

2.1.1 Leadership at Ward Level

- (a) To lead and champion the interests of the local community and effectively represent the interests of the Ward and its constituents.
- (b) To meet and liaise regularly with local interested parties and involve and consult them on key Council decisions.

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- (c) To support and promote citizenship locally and empower the community to participate in the governance of the area.
- (d) To undertake case work for constituents and act as an advocate in resolving concerns or grievances.
- (e) To communicate with local people and answer enquiries:
 - (i) About decisions that affect them
 - (ii) About opportunities in the community
 - (iii) Regarding the rights of constituents
 - (iv) As to why decisions are taken
- (f) To act as an advocate for the Council within the Authority and outside.

2.1.2 Localism

- (a) To participate constructively in the good governance of the area.
- (b) To use influence as an Elected Representative to develop links between groups and communities in the Ward and local area.
- (c) To forge local partnerships to ensure resources are used to meet the priority needs of the area.

2.1.3 Representation

- (a) To inform the debate at Full Council meetings and contribute to the effectiveness of the Council meeting as the focus of visible leadership.
- (b) To contribute to the formation and scrutiny of the Authority's policies, budget, strategies and service delivery.
- (c) To contribute to the scrutiny of decision making and review of the policies and services of the Council and of other public services delivered in the Borough via the scrutiny process.
- (d) To represent the authority to the community and the community to the Council.
- (e) To develop and maintain a knowledge of the Council and develop effective working relationships with its officers.

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- (f) To participate in the activities of any political group of which the Councillor is a member.
- (g) To represent the Council on outside bodies and to participate effectively in the appointed role and, where appropriate, to represent those bodies within the Borough.

2.1.4 Other

- (a) Commitment to delivering excellent public services.
- (b) To fulfil the legal (in accordance with the Council Code of Conduct for Councillors) and local requirements placed on an elected member.
- (c) To be responsible for personal development and undergo appropriate development and continuous improvement for any role undertaken.

2.1.5 Competencies

- (a) Community Leadership
 - (i) Skills
 - Ability to lead and champion the interests of the local community
 - Ability to manage casework (including the use of IT to support the process)
 - Community engagement
 - Ability to influence and persuade
 - Negotiation skills
 - Managing conflict and mediation skills
 - Ability to develop relationships with key officers and partner agencies
 - Ability to build effective relationships with all sections of the community so as to be able to represent their needs to the Council
 - Ability to chair community meetings and facilitate discussions
 - (ii) Knowledge
 - Understanding of how the Council works

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- Knowledge of the Council structure, key contact officers and services procedures and eligibility criteria
 - Knowledge of the political decision making structures
 - Understanding of the Code of Conduct for Councillors, ethics and standards and the role of the Standards Committee and the Standards Board for England
 - Understanding of national policies and their impact on the Council
 - Knowledge of the strategic priorities and key policies of the Council
 - Understanding of legislation and Council policies to which Members must adhere (e.g. Dignity at Work, Smoking Policy, Freedom of Information, Data Protection, equality legislation)
 - Basic understanding local government finances and audit processes
 - Understanding the Corporate Parenting responsibilities
 - Knowledge of the Council's complaints procedure
- (iii) Communication Skills
- Ability to deal with the media whilst being able to identify when additional support from public relations specialists is required, to ensure the Council is positively represented
 - Ability to communicate with a range of audiences
 - Active listening and questioning skills
 - Presentation skills
 - Public speaking

3. Leader of the Council

This role profile identifies the responsibilities, skills and knowledge required of the Leader of the Council.

3.1 Role and Responsibilities

- 3.1.1 To provide leadership to the Council.

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- 3.1.2 To undertake the role of community leader, building a vision for the area and leading the Council and its partners towards realisation of that vision.
- 3.1.3 To represent the Council and provide leadership of the Local Strategic Partnership and other key local, sub regional and regional partnerships.
- 3.1.4 To lead the Council and take responsibility for its performance.
- 3.1.5 To represent the authority, and be accountable for, discussions and negotiations with the community and with regional, national and international organisations.
- 3.1.6 To undertake political responsibility for proposing and directing the overall strategy, budget, policy arrangements and service reviews.
- 3.1.7 To act as spokesperson for the authority (in consultation with the Leader of other political groups and the Chief Executive as is appropriate).
- 3.1.8 To ensure the work of the Council is conducted in accordance with the Council's Constitution and with due regard for any statutory provisions set out in legislation.
- 3.1.9 To facilitate good communication so that people within and outside the authority are able to contribute constructively to the decision making processes of the Council.
- 3.1.10 To work closely with the political majority group to ensure the smooth running of the Group and the personal development of its Members.
- 3.1.11 To maintain effective liaison with the Chair of the Policy, Finance and Development Committee.
- 3.1.12 To work with other Leaders in the sub-region to maximise benefits and opportunities to Leicestershire.

3.2 Competencies

- 3.2.1 Community Leadership
 - (a) Refer to Ward Member role
 - (b) Tact and diplomacy to be able to work across the full range of Council services, partners and political groups, to the benefit of the community.
- 3.2.2 Scrutiny and Challenge
 - (a) Understands the purpose of scrutiny

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- (b) Understands of the role of scrutiny in informing decision making
- (c) Understands the need for scrutiny to challenge
- (d) Understands the requirement to respond to scrutiny

3.2.3 Communication Skills

- (a) Ability to facilitate effective communication within and across the Council to ensure the community are able to engage in the Council's decision making processes
- (b) Advanced skills in working with the media whilst being able to identify when additional support from public relations specialists is required, to ensure the Council is positively represented
- (c) Advanced listening and questioning skills
- (d) Advanced presentation skills
- (e) Advanced public speaking skills
- (f) Advanced chairing skills

3.2.4 Working in Partnership

- (a) Detailed knowledge of the work of national, regional and sub regional bodies and the role of the Leader and Council within them
- (b) Detailed knowledge of the role of local partners and the services they deliver

3.2.5 Political Understanding

- (a) Ability to build effective relationships with other parts of the political management structure e.g. Full Council, Policy, Finance and Development Committee, Residents' Forums and other political groups
- (b) Political sensitivity to be able to address difficult issues across all groups
- (c) Understanding of the relationship between national politics and local political leadership

3.2.6 Providing Vision

- (a) Understanding of the wider, national issues facing elected Members and the practical implications for the Authority's Members

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3.2.7 Excellence in Leadership

- (a) Strong commitment to delivering excellent public services

3.2.8 Skills

- (a) Advanced Leadership Skills
- (b) Ability to develop a vision for Oadby and Wigston and drive the Council and its partners towards achieving that vision
- (c) Advanced Ambassadorial skills to be able to represent the Council both within and outside the Council, particularly at the sub-regional, regional and national level
- (d) Ability to lead the Council towards continuous improvement
- (e) Ability to build effective relationships with external partners
- (f) Ability to provide political leadership for their group
- (g) Ability to, when necessary, discipline Members of their political group
- (h) Advanced chairing skills
- (i) Ability to plan and prioritise the business of Council and its committees having regard to the terms of reference and the key challenges facing the Council

3.2.9 Knowledge

- (a) A detailed understanding of the strategic role of the leader of the Council
- (b) Detailed understanding of the legally defined role of the Chief Executive and other senior Officers
- (c) Detailed understanding of the national policy framework and its impact on local policy development
- (d) Detailed understanding of the Council's constitution, code of conduct, budget and audit processes and key internal policies

4. Deputy Leader of the Council

This role profile is to be read in conjunction with the role profile for the Leader of the Council. It identifies responsibilities specific to the role of Deputy Leader.

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4.1 Role and Responsibilities

- 4.1.1 To assist the Leader of the Council in the formal processes and matters of leadership of the authority specifically set out in the profile for the former.
- 4.1.2 To work with the Leader of the Council on the budget and policy development.
- 4.1.3 To take the appropriate developmental steps to be equipped with the knowledge and skills to carry out the role of the Leader when called upon.
- 4.1.4 To deputise for the Leader in his or her absence and undertake the above mentioned duties set out in the role profile for the Leader of the Council.

4.2 Skills

- 4.2.1 As it is expected that the Deputy Leader is able to deputise for the Leader, the additional skills and knowledge set out for the Leader are copied here as they are also required of the Deputy Leader.

4.3 Competencies

4.3.1 Community Leadership

- (a) Refer to Ward Member role
- (b) Tact and diplomacy to be able to work across the full range of Council services, partners and political groups, to the benefit of the community.

4.3.2 Scrutiny and Challenge

- (a) Understands the purpose of scrutiny
- (b) Understands of the role of scrutiny in informing decision making
- (c) Understands the need for scrutiny to challenge
- (d) Understands the requirement to respond to scrutiny

4.3.3 Communication Skills

- (a) Ability to facilitate effective communication within and across the Council to ensure the community are able to engage in the Council's decision making processes

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- (b) Advanced skills in working with the media whilst being able to identify when additional support from public relations specialists is required, to ensure the Council is positively represented
- (c) Advanced listening and questioning skills
- (d) Advanced presentation skills
- (e) Advanced public speaking skills
- (f) Advanced chairing skills

4.3.4 Working in Partnership

- (a) Detailed knowledge of the work of national, regional and sub regional bodies and the role of the Leader and Council within them
- (b) Detailed knowledge of the role of local partners and the services they deliver

4.3.5 Political Understanding

- (a) Ability to build effective relationships with other parts of the political management structure e.g. Full Council, Policy, Finance and Development Committee, Residents' Forums and other political groups
- (b) Political sensitivity to be able to address difficult issues across all groups
- (c) Understanding of the relationship between national politics and local political leadership

4.3.6 Providing Vision

- (a) Understanding of the wider, national issues facing elected Members and the practical implications for the Authority's Members

4.3.7 Excellence in Leadership

- (a) Strong commitment to delivering excellent public services

4.3.8 Skills

- (a) Advanced Leadership Skills
- (b) Ability to develop a vision for Oadby and Wigston and drive the Council and its partners towards achieving that vision

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- (c) Advanced Ambassadorial skills to be able to represent the Council both within and outside the Council, particularly at the sub-regional, regional and national level
- (d) Ability to lead the Council towards continuous improvement
- (e) Ability to build effective relationships with external partners
- (f) Ability to provide political leadership for their group
- (g) Ability to, when necessary, discipline Members of their political group
- (h) Advanced chairing skills
- (i) Ability to plan and prioritise the business of Council and its committees having regard to the terms of reference and the key challenges facing the Council

4.3.9 Knowledge

- (a) A detailed understanding of the strategic role of the leader of the Council
- (b) Detailed understanding of the legally defined role of the Chief Executive and other senior officers
- (c) Detailed understanding of the national policy framework and its impact on local policy development
- (d) Detailed understanding of the Council's constitution, code of conduct, budget and audit processes and key internal policies

5. Leader of an Opposition Group

5.1 Role and Responsibilities

- 5.1.1 To lead an Opposition Group within the Council.
- 5.1.2 To manage the work of Members within that Group.
- 5.1.3 To manage the overall co-ordination of opposition spokespersons and the business of the Group.
- 5.1.4 To scrutinise the Leader of the Council and its Committees in their duties.
- 5.1.5 To act as the principal spokesperson for an Opposition Group of which he/she is leader and as a representative of the authority to external bodies and

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organisations as appropriate.

- 5.1.6 To comment, challenge and review the Council's administration performance in the co-ordination and implementation of its policies and procedures.
- 5.1.7 To establish and represent the views of the Group on issues of policy and priority.
- 5.1.8 To develop opposition Group policies that are credible and could be implemented by the Council.
- 5.1.9 To champion member development, to ensure the smooth running of the Group and the personal development of its Members.
- 5.1.10 To advise the Leader of the Council of the Group's position on issues relating to external relationships.
- 5.1.11 To represent the Group on relevant formal and informal working groups.
- 5.1.12 To maintain effective liaison with the Chair of the Policy, Finance and Development Committee.
- 5.1.13 Where appropriate act as ambassador for the Council.
- 5.1.14 To participate in the development of corporate strategies and policies e.g. community strategy, corporate improvement plan.

5.2 Competencies

5.2.1 Community Leadership

- (a) Refer to Ward Member role
- (b) Tact and diplomacy to be able to work across the full range of Council services, partners and political groups, to the benefit of the community.

5.2.2 Scrutiny and Challenge

- (a) Understands the purpose of scrutiny
- (b) Understands of the role of scrutiny in informing decision making
- (c) Understands the need for scrutiny to challenge
- (d) Understands the requirement to respond to scrutiny

5.2.3 Communication Skills

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- (a) Advanced communication skills to be able to work constructively with Officers, Members and partners
- (b) Advanced listening and questioning skills
- (c) Advanced presentation skills
- (d) Advanced public speaking skills
- (e) Ability to facilitate effective communication within and across the Council to ensure the community are given the opportunity to engage in policy development of the opposition group
- (f) Advanced chairing skills
- (g) Advanced skills in working with the media whilst being able to identify when additional support from public relations specialist is required, to ensure the Council is positively represented

5.2.4 Working in Partnership

- (a) Detailed knowledge of the work of national, regional and sub regional bodies and the role of the Council within them
- (b) Detailed knowledge of the role of local partners and the services they deliver

5.2.5 Political Understanding

- (a) Political sensitivity to be able to address difficult issues with other Groups
- (b) Ability to build effective relationships with other parts of the political management structure e.g. Full Council, Policy, Finance and Development Committee, Residents' Forums and other political groups
- (c) Political sensitivity to be able to address difficult issues across all groups
- (d) Understanding of the relationship between national politics and local political leadership

5.2.6 Providing Vision

- (a) Understanding of the wider, national issues facing elected Members and the practical implications for the Authority's Members
- (b) Research skills and policy development

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5.2.7 Excellence in Leadership

(a) Skills

- (i) Ability to provide political leadership of their Group and manage the tensions between the political demands and expectations of the Group, and the needs of the Council
- (ii) Ambassadorial skills to be able to represent the Council both within and outside the Council including at sub-regional, regional and national level
Ability to lead the Council towards continuous improvement
- (iii) Ability to, when necessary, discipline Members of their political group
- (iv) Strong commitment to delivering excellent public services
- (v) Effective chairing skills
- (vi) Assimilating and analysing complex information
- (vii) Ability to plan and prioritise the business of the Group

(b) Knowledge

- (i) Understanding of the roles of the Leader of the Council, Committee Chairs and the Leader of the Opposition Group within the Council
- (ii) Detailed understanding of the legally defined role of the Chief Executive and other senior Officers
- (iii) Detailed knowledge of the work of national, regional and sub regional bodies and the role of the Council within them
- (iv) Detailed understanding of the national policy framework and its impact on local policy development
- (v) Detailed knowledge of the challenges facing local government
- (vi) Understanding of Council strategy, policies and operations
- (vii) Knowledge of the role of local partners and the services they deliver and their relationship with the Council
- (viii) Understanding of the Council's constitution, code of conduct, budget and audit processes and key internal policies

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- (ix) Detailed knowledge of community needs and their priorities for action
- (x) Understanding of the wider, national issues facing elected Members and the practical implications for the Members in their group
- (xi) Understanding of the principles and importance of making rational decisions

6. Chair of Development Control Committee

6.1 Role and Responsibilities

- 6.1.1 To chair the Development Control Committee in accordance with the agreed protocols.
- 6.1.2 To foster and maintain a disciplined approach by the Members involved having regard to high standards of behaviour and ethics including the protocol relating to development control procedures.
- 6.1.3 To ensure that contributions by the public to meetings are facilitated and controlled in accordance with the agreed procedure.
- 6.1.4 To represent the Council in all dealings with the public, media and other bodies in respect of the work of the Committee.

6.2 Competencies

- 6.2.1 Regulating and Monitoring
 - (a) Ability to represent the Development Control Committee to Members, the community and the media
 - (b) Prioritising and managing the work of the Development Control Committee including agenda planning
 - (c) Ability to plan and prioritise the business of the Development Control Committee having regard to its terms of reference and key challenges facing the Development Control Committee
 - (d) An in-depth understanding of development control issues and protocol relating to planning procedures and the Development Control Committee
 - (e) Understanding of the role of Ward Councillors in the planning process and how

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to handle conflicts of interest between being a Ward Member and a member of the Development Control Committee

- (f) Understanding the role of the Development Control Officers

6.2.2 Working in Partnerships

- (a) Relationship building particularly with senior Officers involved in the planning function, Leaders, and Service Committee Chairs

6.2.3 Communication Skills

- (a) Advanced listening and questioning skills
- (b) Communication skills – particularly with Members and Officers involved with the Development Control Committee
- (c) Intermediate presentations skills
- (d) Intermediate public speaking skills
- (e) Ability to work with the media and to identify when additional support from public relations specialists is required, to ensure the Council and the Planning function is positively represented
- (f) Advanced chairing skills

No Member can sit on the Committee without having undertaken appropriate training.

7. Chair of Licensing and Regulatory Committee

This role profile is also relevant for the Chair of a Regulatory Committee (Licensing and Regulatory) where the majority of current activity takes place.

7.1 Role and Responsibilities

- 7.1.1 To chair the Licensing and Regulatory Committee in accordance with its terms of reference.
- 7.1.2 To foster and maintain a disciplined approach by the Members involved having regard to high standards of behaviour and ethics.
- 7.1.3 To represent the Council in all dealings with the public, media and other bodies in respect of the work of the Committee.

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- 7.1.4 To represent the Committee's decisions in appeals to the Magistrates and higher Courts.
- 7.1.5 To be aware of legislation and ongoing local and national developments on licensing matters and their implications.
- 7.1.6 To be the elected member spokesperson in regular scheduled meetings with the taxi vehicle trade and with other interested parties so that the Council maintains relationships and can have positive dialogue on licensing issues.

7.2 Competencies

7.2.1 Regulating and Monitoring

- (a) Ability to represent the Licensing Committee to the community and the media
- (b) Ability to plan and prioritise the business of the Licensing and Regulatory Committee having regard to its terms of reference and key challenges facing the licensing and regulatory functions
- (c) Knowledge and understanding of relevant legislation and local/national developments on licensing and regulatory matters – and their implications

7.2.2 Working in Partnerships

- (a) Relationship building particularly with senior Officers involved in the licensing and regulatory functions, Leaders and Service Committee Chairs

7.2.3 Communication Skills

- (a) Advanced listening and questioning skills
- (b) Advanced chairing skills, including the ability to manage conflict
- (c) Communication skills – particularly with Members and Officers involved with the Licensing and Regulatory Committee
- (d) Effective presentations skills
- (e) Effective public speaking skills
- (f) Ability to work with the media and to identify when additional support from public relations specialists is required, to ensure the Council and the Licensing and Regulatory function is positively represented

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No Member can sit on the Committee without having undertaken appropriate training.

8. Deputy Leader of an Opposition Group

This role is to be read in conjunction with the role profile for Leader of an Opposition Group.

8.1 Role and Responsibilities

- 8.1.1 To undertake the development required to ensure the Member is equipped with the knowledge and skills required to carry out the role of the Group Leader when called upon.
- 8.1.2 To assist the Group Leader to manage the work of Members within the Group.
- 8.1.3 To work with the Group Leader on the budget and policy development for the Group.
- 8.1.4 To deputise for the Group Leader in his or her absence and undertake the duties set out in the role profile for Leader of an Opposition Group.
- 8.1.5 To support the Group Leader in the initiation of policy.
- 8.1.6 To work closely with other members of your political group and Senior Officers where appropriate.
- 8.1.7 To hold the ruling group to account at Council meetings.
- 8.1.8 To play a proactive role in scrutinising decisions taken and supporting the policy formulation process.
- 8.1.9 Consult interested parties, ward Councillors and citizens as part of the development and review of group policy.
- 8.1.10 To assist the Group Leader when consulting on, and drawing up the revenue and capital budgets.

8.2 Competencies

- 8.2.1 Community Leadership
 - (a) Refer to Ward Member role
 - (b) Tact and diplomacy to be able to work across the full range of Council services, partners and political groups, to the benefit of the community.

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8.2.2 Communication Skills

- (a) Advanced communication skills to be able to work constructively with officers, Members and partners
- (b) Advanced listening and questioning skills
- (c) Advanced presentation skills
- (d) Advanced public speaking skills
- (e) Ability to facilitate effective communication within and across the Council to ensure the community are given the opportunity to engage in policy development of the opposition group
- (f) Advanced chairing skills
- (g) Advanced skills in working with the media whilst being able to identify when additional support from public relations specialist is required, to ensure the Council is positively represented

8.2.3 Working in Partnership

- (a) Detailed knowledge of the work of national, regional and sub regional bodies and the role of the Council within them
- (b) Detailed knowledge of the role of local partners and the services they deliver

8.2.4 Political Understanding

- (a) Political sensitivity to be able to address difficult issues with other Groups
- (b) Ability to build effective relationships with other parts of the political management structure e.g. Full Council, Policy, Finance and Development Committee, Residents' Forums and other political groups
- (c) Political sensitivity to be able to address difficult issues across all groups
- (d) Understanding of the relationship between national politics and local political leadership

8.2.5 Providing Vision

- (a) Understanding of the wider, national issues facing elected Members and the practical implications for the Authority's Members

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(b) Research skills and policy development

8.2.6 Excellence in Leadership

(a) Skills

- (i) Ability to provide political leadership of their Group and manage the tensions between the political demands and expectations of the Group, and the needs of the Council
- (ii) Ambassadorial skills to be able to represent the Council both within and outside the Council including at sub-regional, regional and national level
Ability to lead the Council towards continuous improvement
- (iii) Ability to, when necessary, discipline Members of their political group
- (iv) Strong commitment to delivering excellent public services
- (v) Effective chairing skills
- (vi) Assimilating and analysing complex information
- (vii) Ability to plan and prioritise the business of the Group

(b) Knowledge

- (i) Understanding of the roles of the Leader of the Council, Committee Chairs and the Leader of the Opposition Group within the Council
- (ii) Detailed understanding of the legally defined role of the Chief Executive and other senior Officers
- (iii) Detailed knowledge of the work of national, regional and sub regional bodies and the role of the Council within them
- (iv) Detailed understanding of the national policy framework and its impact on local policy development
- (v) Detailed knowledge of the challenges facing local government
- (vi) Understanding of Council strategy, policies and operations
- (vii) Knowledge of the role of local partners and the services they deliver and their relationship with the Council
- (viii) Understanding of the Council's constitution, code of conduct, budget and

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audit processes and key internal policies

- (ix) Detailed knowledge of community needs and their priorities for action
- (x) Understanding of the wider, national issues facing elected Members and the practical implications for the Members in their group
- (xi) Understanding of the principles and importance of making rational decisions

9. Chair of a Policy, Services Committee, Forum or Group etc.

9.1 Role and Responsibilities

- 9.1.1 To chair the Committee Forum or Group in accordance with the agreed protocols.
- 9.1.2 To foster and maintain a disciplined approach by the Members involved having regard to high standards of behaviour and ethics including the protocol relating to the Committee's Forum or Group procedures.
- 9.1.3 To ensure that contributions by the public to meetings are facilitated and controlled in accordance with the agreed procedure.
- 9.1.4 To represent the Council in all dealings with the public, media and other bodies in respect of the work of the Committee, Forum or Group.

9.2 Competencies

- 9.2.1 Regulating and Monitoring
 - (a) Ability to represent the Committee, Forum or Group to Members, the community and the media
 - (b) Prioritising and managing the work of the Committee, Forum or Group including agenda planning
 - (c) Ability to plan and prioritise the business of the Committee having regards to its terms of reference and key challenges facing the Committee, Forum or Group
 - (d) An in-depth understanding of the issues and protocols relating to the procedures of the Committee, Forum or Group
 - (e) Understanding of the role of Ward Councillors in the Committee process and how to handle conflicts of interest between being a Ward Member and a

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Member of the Committee

- (f) Understanding the role of relevant Council Officers

9.2.2 Working in Partnerships

- (a) Relationship building particularly with senior officers involved in the Committee function, Leaders and other Committee Chairs

9.2.3 Communication Skills

- (a) Advanced listening and questioning skills
- (b) Communication skills – particularly with Members and Officers involved with the work of the Committee, Forum or Group
- (c) Intermediate presentations skills
- (d) Intermediate public speaking skills
- (e) Ability to work with the media and to identify when additional support from public relations specialists is required, to ensure the Council and the Committee's, Forum's or Group's function is positively represented
- (f) Advanced chairing skills