

A copy of the current action plan is attached. Items that have been completed have been 'greyed out' and do not require further attention. An officer comment and suggested action document relating to the outstanding items on the action plan is also attached.

## EERA Charter for Elected Member Development ACTION PLAN

### 1 Commitment to Member development

GUIDELINES	EVIDENCE / ACTION	BY WHEN/ BY WHOM	PROGRESS
1.1 Top political and managerial leadership commitment to development of elected Members	<p><b>Evidence:</b> The Council's Corporate Plan 2009-2013 identifies achievement of the Member Development Charter as a key target. The Member Learning and Development Programme is identified as one of the Council's Key Activities and Actions (page 11).</p> <p>The Council's 'Key Policies and Actions 2009/10' report identifies the Member Training &amp; Development programme and working towards obtaining Charter accreditation as two of the key projects for the year (Council 26/2/09, Minute 50).</p> <p>The Information and Customer Services Divisional Plan details delivery of the Member Learning &amp; Development Programme as an objective and developing and implementing an Action Plan to achieve Charter accreditation as Key Actions.</p> <p>Certificate of Commitment signed 23/2/09.</p> <p>Established all-party Charter Implementation Group (CIG) to lead on the process of applying for the Charter. (Standards Committee 2/10/08, Minute 280). Minutes of CIG circulated to all Members.</p> <p>Opportunities to Learn and Develop booklets.</p> <p>Member Development Statement and Policy agreed by the CIG.</p> <p><b>Action:</b> None required.</p>		<p>Completed</p> <p>Completed</p> <p>Completed</p> <p>Completed</p> <p>Completed</p> <p>Completed</p> <p>Completed</p>

Items that have been completed



Key of Abbreviations			
CIG	Charter Implementation Group	CSM	Committee Services Manager
HLS	Head of Legal Services	CA	Committee Administrator

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GUIDELINES	EVIDENCE / ACTION	BY WHEN/ BY WHOM	PROGRESS
1.2 Policy statement	<p><b>Evidence:</b></p> <p>Member Development Statement and Policy prepared.</p> <p>Agreed Statement and Policy placed in Members' lounge/office/library and reference to this included in the Opportunities to Learn and Develop booklets to ensure that the Policy is easily accessible to Members.</p> <p><b>Action:</b> None required.</p>		<p>Completed</p> <p>Completed</p>

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GUIDELINES	EVIDENCE / ACTION	BY WHEN/ BY WHOM	PROGRESS
<p>1.3 Equality of opportunity and access to learning and development</p>	<p><b>Evidence:</b> Courses run in the afternoon and repeated in the evening in response to request by Members. (Report to Standards Committee 2/4/09 – agreed Minute 82/09)</p> <p>Venues for training in Rayleigh and Rochford to assist access. (Report to Standards Committee 2/4/09 - agreed Minute 82/09)</p> <p>Course handouts sent to those Members unable to attend training.</p> <p>Specialist training for Review Committee Members has included role-playing and interactive sessions. ‘Moots’ or mock hearings have been organised for Licensing Committee Members (Example course outlines - Opportunities to Learn and Develop booklets)</p> <p>Any Member unable to attend a course run by District Council officers can contact the officer concerned to request a meeting or briefing on that topic of training. (CIG 7/5/09, Minute 5)</p> <p>Re-launched ‘Modern Councillor’ e-learning facility. Details included in the training booklet of how Members can access the ‘Modern Councillor’ facility and the on-line courses that are available. Details also included in the Members’ Bulletin. (Members’ Bulletin 27/11/09)</p> <p>The integration of training materials available on CD, i.e. Calderdale Chairmanship training and Scrutiny training, into the training programme (details included in phases 2 and 3 of the 2009/10 Member Learning &amp; Development booklets).</p> <p><b>Action:</b> None required.</p>		<p>Completed</p> <p>Completed</p> <p>Completed</p> <p>Completed</p> <p>Completed</p> <p>Completed</p> <p>Completed</p>



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GUIDELINES	EVIDENCE / ACTION	BY WHEN/ BY WHOM	PROGRESS
1.4 Budget	<p><b>Evidence:</b> Budget of £20,000 allocated specifically for Member training (as part of the Core Budget set at full Council on 27/1/09). (Report to Standards Committee 2/4/09 (5.1))</p> <p>The budget is monitored regularly. All budget demands for Member training are monitored by Head of Information and Customer Services (HICS) (CIG Minutes on 7/5/09 (Item 2.4)).</p> <p>Additional funding from Improvement East for peer mentoring of Leader, Deputy Leader and two Executive Members (Correspondence to Members’).</p> <p>Taking advantage of the Improvement East ‘Winter Menu of Support’ funding to run Member Development modules in Part 2 of the Programme (Correspondence).</p> <p>Officer time in respect of those courses run by Rochford District Council officers is not re-charged to the Member Development budget (CIG Minutes on 7/5/09 (Item 1.4)).</p> <p><b>Action:</b> None required.</p>		<p>Completed</p> <p>Completed</p> <p>Completed</p> <p>Completed</p> <p>Noted</p>

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GUIDELINES	EVIDENCE / ACTION	BY WHEN/ BY WHOM	PROGRESS
1.5 Officer resource support	<p><b>Evidence:</b> Head of Information and Customer Services (HICS) and Committee Administrator (CA) shown as contacts on page 14 of the Member Opportunities to Learn and Develop booklets.</p> <p>Job descriptions of HICS, Committee Services Manager (CSM) and CA contain responsibility for taking forward Member learning and development. (extracts from job descriptions)</p> <p>CSM shown on page 4 of the Divisional Plan as lead officer responsible for Member development. (extract from Divisional Plan)</p> <p><b>Action:</b> None required.</p>		<p>Completed</p> <p>Completed</p> <p>Completed</p>

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GUIDELINES	EVIDENCE / ACTION	BY WHEN/ BY WHOM	PROGRESS
1.6 Dissemination of learning	<p><b>Evidence:</b> Peer mentoring facilitated by Improvement East and provided by IDeA for Leader, Deputy Leader and two Executive Members. (Report to Standards Committee 2/4/09 (2.4)). This mentoring is focused and portfolio specific.</p> <p>Reports from outside body meetings – Member appointees are asked to report twice per year into the Members’ Bulletin on the work of the body. (Letter to Appointees from the Committee Services Manager.)</p> <p>Relevant learning and development courses offered to the District’s Parish/Town Councils. (Correspondence to Parish/Town Clerks and Report to Standards Committee 2/4/09 (6.1))</p> <p>A file created and placed in the Members’ lounge or library wherein Members of Outside Bodies can store any relevant information relating to Outside Body activity, including newsletters and leaflets.</p> <p><b>Action:</b></p> <p>(1) A ‘sharing learning from external events’ form to be designed, which will enable Members to provide feedback from outside visits/meetings. Once completed, this will be issued to Members on a trial basis.</p> <p>(2) System of feeding back information from Outside Body activity through Full Council to be introduced in the 2010/11 municipal year – proposals to be considered by the Executive. The option of either a verbal or written report as a way of feedback. (CIG 25/8/09, Minute 7 and CIG16/12/09, Minute 10, and report pages 4.34-4.35)</p>	<p><b>Feb 2010 CIG</b></p> <p><b>May 2010 HLS</b></p>	<p>Completed</p> <p>Completed</p> <p>Completed</p> <p>Completed</p>



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### 2. Strategic approach to Member development

GUIDELINES	EVIDENCE / ACTION	BY WHEN/ BY WHOM	PROGRESS
2.1 Member led strategy	<p><b>Evidence:</b> CIG established as a Sub-Committee of the Standards Committee comprising Leaders of both political groups, other elected Members and Independent Members of the Standards Committee (Standards Committee 2/10/08 Minute 280).</p> <p>Phase 1 of the 2009/10 learning and development programme agreed by CIG. (CIG 26/03/09, Minute 2)</p> <p>Phases 2 and 3 of the 2009/10 learning and development programme (to be held in Oct/Nov and Feb/Mar) to be developed in consultation with the CIG (Standards Committee 2/4/09, Minute 82).</p> <p>Summary of end of course evaluation forms from each phase of development maintained by the Committee Section. (Summary of Phase 1 2009/10)</p> <p>Ensure that the Member Development Policy provides for Member involvement in monitoring and evaluation of training, including an evaluation by Members at the end of each phase, which is summarised and fed into the CIG and/or Standards Committee for review. (Post Course Evaluation Form - Opportunities to Learn &amp; Develop Part 2 October-November 2009)</p> <p><b>Action:</b> None required.</p>		<p>Completed</p> <p>Completed</p> <p>Completed</p> <p>Completed</p> <p>Completed</p>



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GUIDELINES	EVIDENCE / ACTION	BY WHEN/ BY WHOM	PROGRESS
2.2 Linkage to council corporate plan	<p>Council's Senior Management Team provide input regarding the courses they wish to offer to Members to ensure that learning and development meets corporate objectives. (Procedure document – Member Learning &amp; Development)</p> <p>Introduction of mandatory training for Development Control, Licensing and Appeals Committee Members to strengthen knowledge of relevant law and procedures. (Council 28/10/08 Minute 305) (Council 23/4/09 Minute 101)</p> <p>The Member Development Policy makes strong and clear links with the Council's objectives.</p> <p>Opportunities to Learn and Develop booklet states that the programme has been formulated to help the Council meet its corporate objectives and show linkages between courses and corporate objectives.</p> <p><b>Action:</b> None required.</p>		<p>Completed</p> <p>Completed</p> <p>Completed</p> <p>Completed</p>

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GUIDELINES	EVIDENCE / ACTION	BY WHEN/ BY WHOM	PROGRESS
<p>2.3 Member roles clearly set out</p>	<p><b>Evidence:</b> Some Member role descriptions developed in 2006. (existing descriptions)</p> <p>The Council's Constitution contains Portfolio Holder responsibilities. (extract from Constitution)</p> <p>Each Committee and Sub-Committee has its own terms of reference. (sample Committee agenda and corresponding extract from Constitution.)</p> <p>Training booklet to detail which particular Members each course is primarily aimed at (Standards Committee Minutes 2/4/09).</p> <p>'Guide for Candidates on being a Member of Rochford District Council' produced for use by prospective candidates.</p> <p><b>Action:</b></p> <p>(1) Review of Member role descriptions and skills, the use of which would assist in planning Member development courses. Updated role descriptions to be brought before the CIG.</p>	<p align="center"><b>Feb 2010 HICS</b></p>	<p>Completed</p> <p>Completed</p> <p>Completed</p> <p>Completed</p> <p>Completed</p>



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GUIDELINES	EVIDENCE / ACTION	BY WHEN/ BY WHOM	PROGRESS
2.5 Structured and timely approach to promoting development opportunities	<p><b>Evidence:</b> Indication of training session details provided to Standards Committee in April (Report to Standards Committee 2/4/09).</p> <p>Training split into 3 phases. Full course details for each phase of training contained in a booklet and sent to all Members at least 2 weeks prior to commencement of first course. (Opportunities to Learn and Develop booklet May 2009)</p> <p>Members' Bulletin sent weekly with reminder of training courses for forthcoming week. (Example of Member Bulletin, showing training course that week)</p> <p>Return booking form for training courses in each booklet, and returns monitored. (Booking form - Opportunities to Learn and Develop booklet May 2009 – Page 16)</p> <p>Letter reminder to those who have not returned the booking form (example letter).</p> <p>Phone calls to those Members who have not returned booking form and a further copy sent/emailed if necessary.</p> <p>Notices in Members lounge/office/library of forthcoming training.</p> <p>Plan of training dates made available at the beginning of each calendar year, particularly around mandatory training. (letter to Members dated 29/12/09)</p> <p><b>Action:</b></p> <p>(1) Members/CIG to act as champions for promoting training opportunities. CIG to discuss how this can be taken forward with Members.</p>	<p align="center"><b>Feb 2010 HICS</b></p>	<p>Completed</p> <p>Completed</p> <p>Completed</p> <p>Completed</p> <p>Completed</p> <p>Completed</p> <p>Completed</p> <p>Completed</p>

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GUIDELINES	EVIDENCE / ACTION	BY WHEN/ BY WHOM	PROGRESS
2.6 Appropriately learn with external partners	<p><b>Evidence:</b> Joint training opportunities with Basildon and Castle Point Councils have been undertaken in previous years. We continue to offer relevant courses to them. (example correspondence sent to Councils)</p> <p>Relevant courses offered to Parish/Town Councils (example letter sent to Councils).</p> <p>Programmes using external (partner) support for developing Members included courses offered by Essex County Highways, Crown Prosecution Service, Environment Agency (extracts from Learning &amp; Development booklets).</p> <p>It is accepted that it will sometimes be advantageous to both officers and Members to be trained together in joint sessions (report to Standards Committee 2/4/09, item 8 (4.4)).</p> <p>Working with the IDeA on providing Member development modules under the Improvement East 'Winter Menu of Support'.</p> <p>Invitations sought for Rochford District Council Members to visit other authorities to observe how their meetings are run and to meet their Members.</p> <p>Planning visits to other authorities (including South Cambridgeshire and Brentwood Councils) previously undertaken. Also, joint Licensing training had taken place in recent years.</p> <p><b>Action:</b> None required.</p>		<p>Completed</p> <p>Completed</p> <p>Completed</p> <p>Completed</p> <p>Completed</p> <p>Completed</p> <p>Completed</p>

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GUIDELINES	EVIDENCE / ACTION	BY WHEN/ BY WHOM	PROGRESS
2.7 Strategy for Induction	<p><b>Evidence:</b> Induction strategy – new Members invited to meet Chief Executive and Corporate Directors. They each receive an induction pack, which includes training details, Member information guide, Council procedures and code of conduct. (Induction pack for new Members)</p> <p>Induction Programme for training (May-July) contains mandatory and corporate priority related training. (Opportunities to Learn and Develop booklet May 09)</p> <p>Mentoring of new Councillors carried out on a group basis. (CIG Minute 5/09)</p> <p><b>Action:</b> None required.</p>		<p>Completed</p> <p>Completed</p> <p>Completed</p>

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GUIDELINES	EVIDENCE / ACTION	BY WHEN/ BY WHOM	PROGRESS
2.8 Addresses political leadership and team development	<p><b>Evidence:</b> Leader and former Deputy Leader attended the IDeA Leadership Academy (Correspondence).</p> <p>Joint SMT/Executive awaydays on key corporate priorities, e.g. Recycling/Budget (Correspondence to Members).</p> <p>Peer mentoring by the IDeA for new Executive Members and the Leader and Deputy Leader (Correspondence).</p> <p>From 2009/10 Area Committee Chairmen meet with the Lead Officers to plan a consistent approach to these public meetings (Meeting notes of informal meeting 15/6/09).</p> <p>Annual briefing by the Leader/Chief Executive to all staff on strategy, the Council's vision for the forthcoming year and achievements in the previous year.</p> <p>Regular majority group meetings to consider direction of Council and development of Members.</p> <p>Chief Executive meets regularly with Council Leader.</p> <p>Senior Management Team and the Executive Portfolio Holders have regular meetings.</p> <p>Member Away Days on the Budget for all Members of the Council.</p> <p><b>Action:</b> None required.</p>		<p>Completed</p> <p>Completed</p> <p>Completed</p> <p>Completed</p> <p>Completed</p> <p>Completed</p> <p>Completed</p> <p>Completed</p> <p>Completed</p> <p>Completed</p>

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GUIDELINES	EVIDENCE / ACTION	BY WHEN/ BY WHOM	PROGRESS
<p>2.9 Mechanisms for evaluation, and informing future plans, identified.</p>	<p><b>Evidence:</b> End of event questionnaires summarised and comments actioned as appropriate. Six-monthly report to Standards Committee on progress of training to date. (Report to Standards Committee 2/10/08 and Minute 280)</p> <p>Detailed approach to evaluation of training to be included in Member Development Policy.</p> <p>An additional evaluation form designed for completion by Members attending courses at the conclusion of each phase of training to evaluate the benefits from the training. Final version of the form (agreed by CIG) available in electronic format and emailed to those Members with email for completion and return by email.</p> <p><b>Action:</b> None required.</p>		<p>Completed</p> <p>Completed</p> <p>Completed</p>



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**3. Member learning and development plan in place**

GUIDELINES	EVIDENCE / ACTION	BY WHEN/ BY WHOM	PROGRESS
3.1 Addresses development priorities	<p><b>Evidence:</b> Report to Standards Committee on 2/4/09 that the learning and development programme needs to be responsive to corporate priority needs of the Council. (Report to Standards Committee, Item 8 (4.2))</p> <p>Mandatory training introduced for 2009/10 for Development Control, Licensing and Appeals Committee Members. (Council 28/10/08, Minute 305) (Council 23/4/09, Minute 101)</p> <p>Member Development Policy needs to set out development priorities clearly.</p> <p>Opportunities to Learn and Develop booklet needs to state that the programme has been formulated to help the Council meet its corporate objectives and show linkages between courses and corporate objectives.</p> <p><b>Action:</b> None required</p>		<p>Completed</p> <p>Completed</p> <p>Completed</p> <p>Completed</p>

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GUIDELINES	EVIDENCE / ACTION	BY WHEN/ BY WHOM	PROGRESS
3.2 Identify what development activities should achieve	<p><b>Evidence:</b> Specific training for Review Committee Members and Audit Committee Members for 2009/10. (Extract from Member Learning &amp; Development booklet)</p> <p>Purpose and objectives of each course stated in the training booklet.</p> <p>More specific detail included in course outlines in respect of who courses are aimed at primarily (Standards Committee Minutes 2/4/09).</p> <p><b>Action:</b> None required.</p>		<p>Completed</p> <p>Completed</p> <p>Completed</p>

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GUIDELINES	EVIDENCE / ACTION	BY WHEN/ BY WHOM	PROGRESS
<p>3.3 Sets out how, when, where and who is responsible</p>	<p><b>Evidence:</b> Standards Committee terms of reference state that the Standards Committee shall determine the annual Member Training Programme. (Paragraph 9.03 of Article 9 of the Council's Constitution)</p> <p>The proposed Member learning and development plan is contained within the report to Standards Committee in April each year. (Report to Standards Committee 2/4/09 and Minute 82)</p> <p>Job descriptions of HICS, CSM and CA contain responsibility for taking forward Member learning and development. (Job descriptions)</p> <p>Officer 'My Performance Reviews' (MPRs) identify targets relating to Member development flowing from the Council's Corporate Plan and Information and Customer Services Divisional Plan. (Recent officer MPRs)</p> <p><b>Action:</b> None required.</p>		<p>Completed</p> <p>Completed</p> <p>Completed</p> <p>Completed</p>

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GUIDELINES	EVIDENCE / ACTION	BY WHEN/ BY WHOM	PROGRESS
<p>3.4 Takes account of access to development opportunities</p>	<p><b>Evidence:</b> Development opportunities are available in the afternoon and repeated in the evening to allow access by different groups, including those who work. (Extract from Members' Learning &amp; Development booklet)</p> <p>Childcare allowance available for babysitting dependant children. Carer's allowance is also available. (Extract from Constitution – 6.1)</p> <p>On-line training available via the 'Modern Councillor'. (Letter to all Members)</p> <p>Handouts provided to Members unable to attend a session. (Example of letter sent)</p> <p>Buffet provided prior to each training session (Opportunities to Learn and Develop booklet, May 2009 (Page 13)).</p> <p>Variety of learning styles employed by trainers, according to subject matter. (Example course outline)</p> <p>Any Member unable to attend a course run by District Council officers can contact the officer concerned to request a meeting or briefing on that topic of training. (CIG 7/5/09, Minute 5)</p>		<p>Completed</p> <p>Completed</p> <p>Completed</p> <p>Completed</p> <p>Completed</p> <p>Completed</p> <p>Completed</p>

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GUIDELINES	EVIDENCE / ACTION	BY WHEN/ BY WHOM	PROGRESS
	<p>Use of Calderdale compact disks (CDs) in Chairmanship and Success with Scrutiny integrated into the development programme.</p> <p>'Modern Councillor' e-learning facility re-launched. Included in the training booklet are details of how Members can access the 'Modern Councillor' facility and the on-line courses that are available.</p> <p><b>Action:</b></p> <p>(1) Learning methods considered as part of the development of the 2010/11 Member learning and development programme.</p>	<p><b>Mar 2010 HLS</b></p>	<p>Completed</p> <p>Completed</p>
<p>3.5 Linkage between Individual plans and the council's corporate and other plans</p>	<p><b>Evidence:</b> Committee-specific training sessions for: Audit/Review/Development Control/Licensing/Appeals Committee Members that link learning to Members' role on that Committee. (Opportunities to Learn and Develop booklet May 09)</p> <p>Links between the Council's aims and objectives and specific development courses shown in the Learning and Development booklet. (evidence)</p> <p>Training needs analysis questionnaires pinpointing specific requests from individual Members reviewed by Charter Implementation Group/Standards Committee as part of the development of phase 3 of the Programme. (report into CIG 16/12/09 on Part 3 of the Programme)</p> <p><b>Action:</b> None required.</p>		<p>Completed</p> <p>Completed</p> <p>Completed</p>



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**4. Learning and development is effective in building capacity**

GUIDELINES	EVIDENCE / ACTION	BY WHEN/ BY WHOM	PROGRESS
4.1 Members learn and develop effectively	<p><b>Evidence:</b> End of event questionnaires and yearly review of training opportunities. (Sample questionnaires and letter to Members)</p> <p>Mandatory Development Control/Licensing/Appeals training introduced to increase Members' knowledge and improve performance. (Council 28/10/08, Minute 305) (Council 23/4/09, Minute 101)</p> <p>An additional evaluation form designed for completion by Members attending courses at the conclusion of each phase of training to evaluate the benefits from the training. Final version of the form (agreed by CIG) available in electronic format and emailed to those Members with email for completion and return by email.</p> <p><b>Action:</b> None required.</p>		<p>Completed</p> <p>Completed</p> <p>Completed</p>

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GUIDELINES	EVIDENCE / ACTION	BY WHEN/ BY WHOM	PROGRESS
<p>4.2 Learning is shared with other elected members and where appropriate with officers and stakeholders.</p>	<p><b>Evidence:</b> Reports from Members' involvement with Outside Bodies. (extract from Members' Bulletin)</p> <p>Handouts provided to those Members unable to attend a training session. (example letter sent to Members)</p> <p>Peer mentoring facilitated by Improvement East and provided by IDeA for Leader, Deputy Leader and two Executive Members. (Report to Standards Committee 2/4/09 (2.4)). This mentoring is focussed and portfolio specific.</p> <p>Rochford District Council had a stand and the EERA Innovations Day Conference held on 21/10/09, where it promoted information on the Council's recycling system and the levels of recycling it had achieved. The Conference included information on innovative ideas from around the region and was attended by Members and officers.</p> <p>A file of training material placed in the Members' library/office. (Copies of handouts from previously run courses)</p> <p>Councillors attending visits, such as Southampton Airport/recycling plants, encouraged to disseminate their learning via, say, written briefings in the Members' Bulletin.</p> <p>A file placed in the Members' lounge or library wherein Members of Outside Bodies can store any relevant information relating to Outside Body activity, including newsletters and leaflets.</p>		<p>Completed</p> <p>Completed</p> <p>Completed</p> <p>Completed</p> <p>Completed</p> <p>Completed</p> <p>Completed</p>





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GUIDELINES	EVIDENCE / ACTION	BY WHEN/ BY WHOM	PROGRESS
	<p><b>Action:</b></p> <p>(1) A 'sharing learning from external events' form to be designed, which will enable Members to provide feedback from outside visits/meetings. This will be issued to Members on a trial basis.</p> <p>(2) System of feeding back information from Outside Body activity through Full Council to be introduced in the 2010/11 municipal year. The option of either a verbal or written report as a way of feedback. (CIG 25/8/09, Minute 7 and CIG16/12/09, Minute 10)</p>	<p><b>Feb 2010 CIG</b></p> <p><b>May 2010 HLS</b></p>	

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GUIDELINES	EVIDENCE / ACTION	BY WHEN/ BY WHOM	PROGRESS
<p>4.3 Investment in learning and development is evaluated in terms of benefits and impact</p>	<p><b>Evidence:</b> End of year review to Standards Committee. (Report to Standards Committee 2/4/09 and appendices 1-3)</p> <p>Evaluation strategy included in the Member Development Policy.</p> <p>An additional evaluation form designed for completion by Members attending courses at the conclusion of each phase of training to evaluate the benefits from the training. The form will be in respect of appropriate courses and will outline the course objective, asking Members to evaluate how far they felt the course achieved its objective. Final version of the form (agreed by CIG) available in electronic format and emailed to those Members with email for completion and return by email.</p> <p><b>Action:</b> None required.</p>		<p>Completed for 2008/09</p> <p>Completed</p> <p>Completed</p>

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GUIDELINES	EVIDENCE / ACTION	BY WHEN/ BY WHOM	PROGRESS
4.4 Identifies (and implements) improvements to learning and development activities	<p><b>Evidence:</b> Minutes of Standards Committee meetings showing implementation of mandatory Development Control, Licensing and Appeals training for Committee Members. (Standards Committee 11/12/08, Minute 365 and Report item 9) (Standards Committee 2/4/09, Minute 82)</p> <p>Review Committee Minutes showing review of Area Committees, which resulted in Chairmanship training being organised to take place in first phase of training 2009/10. (Review Committee 7/4/09, Minute 84)</p> <p>More specific targeting of training to relate to specific Councillor roles, including training sessions specifically aimed at Audit Committee Members and Review Committee Members. (Report to Standards Committee 2/4/09, Item 8 (4.9))</p> <p>CIG considered individual training requests (detailed in self-assessment questionnaires) as part of the development of the February-March 2010 element of the Programme. (see report into CIG 16/12/09 on Part 3 of the Programme)</p> <p><b>Action:</b> None required.</p>		<p>Completed</p> <p>Completed</p> <p>Completed</p> <p>Completed</p>

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**5. Elected Member Development promotes work life balance and citizenship**

GUIDELINES	EVIDENCE / ACTION	BY WHEN/ BY WHOM	PROGRESS
5.1 Assists those with family responsibilities.	<p><b>Evidence:</b> Constitution showing childcare/carer allowances. (Extract from Constitution – 6.1)</p> <p>Independent Remuneration Panel meetings assess the support needed for Members on an annual basis. (Meeting record)</p> <p>Independent Remuneration Panel recommended an increase in child care allowance for 2010/11 to enable Members to use professionally qualified staff.</p> <p><b>Action:</b> None required.</p>		<p>Completed</p> <p>Completed</p> <p>Completed</p>

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GUIDELINES	EVIDENCE / ACTION	BY WHEN/ BY WHOM	PROGRESS
<p>5.2 Reviews how council business is conducted to allow for equality of access to key political decision making mechanisms</p>	<p><b>Evidence:</b> Timetable report shows that meetings are not scheduled for Monday evenings as this is when most Town/Parish Councils hold meetings (Report to Executive 15/4/09 Item 12 (3.8)).</p> <p>All public Council and Committee Agendas and Minutes from 1 January 2000 onwards are available online on the Council's Committee Management Information System (CMIS). In addition, extracts from the Council's Minute Books are available for each calendar year from 1973 to 1999 inclusive. These records are fully searchable.</p> <p>Timetable allows flexibility for scheduling additional meetings rather than having them scheduled (Report to Executive 15/4/09, Item 12 (3.1)).</p> <p>Council meetings generally held in the evening (Report to Executive 15/4/09, Item 12 (3.1)).</p> <p>All Committee Agendas, Minutes and Reports available in large print and in alternative languages/formats on request (Example Agenda).</p> <p>Area Committees are held in venues within the community to make them more accessible to residents (Report to Executive 15/4/09, Item 12 (3.2)).</p> <p>Additional microphones and a hearing loop system organised for every Area Committee meeting.</p>		<p>Completed</p> <p>Completed</p> <p>Completed</p> <p>Completed</p> <p>Completed</p> <p>Completed</p> <p>Completed</p>

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ACTION PLAN**

GUIDELINES	EVIDENCE / ACTION	BY WHEN/ BY WHOM	PROGRESS
	<p>Minutes of previous Area Committee meetings available at the meetings for members of the public.</p> <p>Specific detail relating to which parts of the District each Area Committee is concerned with is now included in the Area Committee Agendas and news releases.</p> <p>Area Committee Communication plan produced with the aim of increasing public participation in the Area Committee meetings in order to give more residents an opportunity to raise local issues with Police, County and District officers, thereby maximising engagement with the community. (copy of Area Committee communication plan)</p> <p>The function of Area Committees and the successes achieved to date explained in an article in Rochford District Matters (RDM).</p> <p><b>Action:</b> None required.</p>		<p>Completed</p> <p>Completed</p> <p>Completed</p> <p>Completed</p>

**EERA Charter for Elected Member Development  
ACTION PLAN**

GUIDELINES	EVIDENCE / ACTION	BY WHEN/ BY WHOM	PROGRESS
<p>5.3 Holds events for the community to encourage people to become community leaders.</p>	<p><b>Evidence:</b> Area Committees provide an opportunity for Councillors to exercise their community leadership role. (Constitution – Article 10)</p> <p>Information/pen pictures on each Member on the Council’s website. (Example of pen picture)</p> <p>Some Councillors have visited schools in the District to hear what young people had to say about local issues. (CIG 7/5/09, Minute 5)</p> <p>Council meeting accommodation made available for Youth Council meeting and events. (CIG 7/5/09, Minute 5)</p> <p>Area Committee meetings held in locations across the District that would otherwise be held at the Civic Suite. Feedback in terms of suitability/accessibility of venues is acted upon where appropriate.</p> <p>Linkages with the Parish/Town Councils encouraged by way of appointment and attendance of Parish/Town Council representatives at the Area Committees.</p> <p>Presentation by Integrated Youth Services (including Youth Council) to Area Committees in March 2010.</p> <p><b>Action:</b></p> <p>(1) The following suggestions by CIG to be considered (Minute 10/09, CIG meeting 16/12/09):-</p> <ul style="list-style-type: none"> <li>• A day in the life of a Councillor in Rochford District Matters</li> <li>• Potential involvement in Local Democracy Week.</li> <li>• Information on the Council’s website on the role and responsibilities of Councillors.</li> </ul>	<p align="center"><b>Apr 2010 HLS</b></p>	<p>Completed</p> <p>Completed</p> <p>Completed</p> <p>Completed</p> <p>Completed</p> <p>Completed</p> <p>Completed</p>

**EERA Charter for Elected Member Development  
ACTION PLAN**

GUIDELINES	EVIDENCE / ACTION	BY WHEN/ BY WHOM	PROGRESS
	<p>(2) Candidate Guide containing a role description and outline of duties to be made available in advance to prospective candidates standing for election to the Council. This Candidate Guide would provide prospective Members with information about the extent of the role of the Councillor and what is expected of them and may assist in the process of encouraging members of the public to become community leaders. (CIG 25/8/09, Minute 7)</p>	<p><b>Mar 2010 HICS</b></p>	



## **OFFICER COMMENT AND SUGGESTED ACTIONS**

Detailed below are the items on the Action Plan that have actions that need to be completed by February 2010. Also included under each of the items is a section entitled Officer Comment, which details suggestions from officers that the Charter Implementation Group may like to consider.

### **Item 1.6 Dissemination of Learning**

#### **Item 4.2 Learning is shared with other elected Members and, where appropriate, with officers and stakeholders**

**Action 1:** A 'sharing learning from external events' form to be designed, which will enable Members to provide feedback from outside visits/meetings. Once completed, this will be issued to Members on a trial basis.

#### **Officer Comment:-**

- See draft form attached for CIG consideration at Appendix 2.
- The form (when agreed) will be issued to any Member due to attend an external seminar. Members will be asked to complete the form and return to the Committee team. Returned forms can be kept in a file in the Members' library.
- Information in Members' Bulletins about forthcoming courses and external seminar attendance.

**Item 2.3 Member roles clearly set out**

**Action 1**: Review of Member role descriptions and skills, the use of which would assist in planning Member development courses. Updated role descriptions to be brought before the CIG.

**Officer Comment:-**

- See draft role profiles attached for CIG consideration at Appendix 3.
- Once agreed by the CIG, role profiles will be submitted to the Executive for approval.

**Item 2.5 Structured and timely approach to promoting development opportunities**

**Action: Members/CIG to act as champions for promoting training opportunities. CIG to discuss how this can be taken forward with Members.**

**Officer Comment:-**

- Being alert to raising the profile of Member Learning and Development in Group meetings.
- Being alert to referring to Member Learning and Development in business conversations.
- Taking an interest in attending the training sessions and promoting attendance by others.

## Post External Events Evaluation Form

Name (Optional): .....

Role of Attendee:  District Councillor  
 Parish Councillor  
 Independent Member – Standards Committee

The purpose of this evaluation form is to encourage Members to share the experience gained from their attendance at external events/seminars with their fellow Members. The form will be stored in the Members' Library for future reference; therefore, would you consider the following questions:-

**Q1. Please state the 'title' of the external event and provide a brief 'outline'**

Title:

Outline:

**Q2. Please list the 'Main Topics' and 'Key Points' that were covered**

Main Topics/Key Points:

**Q3. On a scale of 1-10: How would you rate the 'benefits gained' – if any?**

Scale of 1 (Negative) - 10 (Positive)

Not sure

Comments:

**Sharing Learning from  
External Events**

**Q4. On a scale of 1-10: How would you rate the 'quality' of the event?**

Scale of 1 (Negative) - 10 (Positive)

Not sure

Comments:

**Q5. Did the event have relevance to the role of a Councillor?**

Comments:

**Q6. Do you have any other feedback you'd like to give in relation to the event?**

Comments:

Thank you for taking the time to complete the evaluation form. Please return your form as soon as possible to:-

Committee Section  
Rochford District Council  
Council Offices  
South Street  
Rochford SS4 1BW

If you have any queries please contact:-

John Bostock  
(Committee Services Manager)  
Tel: 01702 318140  
Email: [john.bostock@rochford.gov.uk](mailto:john.bostock@rochford.gov.uk)

Michelle Power  
(Committee Administrator)  
Tel: 01702 318179  
Email: [committee@rochford.gov.uk](mailto:committee@rochford.gov.uk)

## Role Profile

### Chairman of the Council

#### Role and Responsibilities

- To represent the District Council on a non-political basis and fulfill the role as first citizen to maintain the civic standing of the Council and to represent and promote the Council within the community.
- To attend appropriate civic functions, as well as community events, to fulfill the role of first citizen.
- To act as a non-political Chairman of meetings of the Council to ensure that order is preserved and that matters are considered in a business-line and effective fashion.
- To maintain, develop and build upon good relationships between the political and managerial process to the benefit of the community.
- To provide a point of contact with the community on civic matters and events.
- To provide a link between the Council as a whole and the community it serves and feedback on the views of the community as raised through the conduct of civic functions.

#### Skills and Knowledge

##### Leadership

- Ambassadorial skills to be able to represent the Council both within and outside the Council.

##### Chairing

- Chairing skills.

##### Team Working & Relationship Building

- Relationship building skills.
- Supporting and encouraging relevant contribution from Members of the Council at Council meetings.

##### Communication

- Listening and questioning skills
- Presentation skills.
- Public speaking skills.
- Ability to deal with the media.

## Role Profile

### **Organisational Skills and Personal Effectiveness**

- Ability to plan and prioritise.

### **Knowledge**

- Understanding of Council processes.

## **Vice Chairman of the Council**

The Vice-Chairman will support the Chairman and deputise when necessary and where appropriate.

## Role Profile

### Leader of the Council

*This role profile identifies the responsibilities, skills and knowledge required of the Leader of the Council, which are in addition to those set out for a Portfolio Holder.*

#### **Role and Responsibilities**

- To provide leadership to the Council and its political administration.
- To lead on the development of key policy and budget priorities for consideration by Committees, the Executive and/or the Council as a whole.
- To maintain, develop and build upon the relationships between the political and managerial processes to maximise delivery of the Council's functions to the communities that comprise Rochford District.
- To be visible in the public arena and provide the principal point of contact to all forms of media interest, to ensure appropriate information is provided on Council activity.
- To act as the Council's principal political spokesperson and representative with Government, other Authorities, agencies and partners both on a one-to-one basis and in a variety of fora.
- To be the principal link between the political administration and the Chief Executive/Head of Paid Service.
- To chair meetings of the Executive.

#### **Leadership**

- Ability to develop a vision for Rochford District and drive the Council and its partners towards achieving that vision.
- Ambassadorial skills to be able to represent the Council both within and outside the Council at sub-regional, regional and national levels.
- Ability to provide political leadership for their political Group.
- Ability to, when necessary, discipline Members of their Group.

#### **Chairing**

- Chairing skills

#### **Team Working & Relationship Building**

- Relationship building, particularly with other parts of the political management structure.



## Role Profile

- 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.

### **Organisational Skills and Personal Effectiveness**

- Ability to plan and prioritise the business of Council and the Executive.

### **Communication**

- Listening and questioning skills.
- Presentation skills.
- Public speaking skills.
- Ability to deal with the media.

### **Knowledge**

- Understanding of the strategic role of the Leader of the Council.
- Understanding of the role of the Chief Executive and other senior officers.
- Knowledge of the work of national, regional and sub-regional bodies and the role of the Leader and Council within them.
- Understanding of the national policy framework and its impact on local policy development.
- Knowledge of the role of local partners and the services they deliver.
- Understanding of the relationship between national politics and local political leadership.
- Understanding of the wider, national issues facing Councillors and the practical implications for Rochford District Councillors.
- An understanding of project management principles.

## **Deputy Leader of the Council**

The Deputy Leader will assist the Leader in providing leadership of the Council and appropriate strategic and operational direction and assist the Leader in carrying out his/her role and responsibilities, deputising when necessary and where appropriate.

## Role Profile

### Group Leader

#### Role and Responsibilities

*In addition to their role of elected Councillor and to the duties attaching to any other position of office to which they are appointed by the Council:-*

- To chair meetings of the relevant political group.
- To provide leadership to the group and act as the principal spokesperson/contact for the group.
- To act as point of contact for the group with the Chief Executive on matters of Council business.

To assume overall responsibility for the management and behaviour of the group in the context of Council business.

#### Skills and Knowledge

##### Leadership Skills

- 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.
- Ambassadorial skills to be able to represent the Council both within and outside the Council including at regional and national level.
- Ability to discipline Members of their political Group, when necessary.
- Political sensitivity to be able to address difficult issues with other Groups.

##### Team Working & Relationship Building

- Tact and diplomacy.
- Ability to build effective relationships with other parts of the political management structure.
- Political sensitivity to be able to address difficult issues across all groups.

##### Communication

- Listening and questioning skills.
- Presentation skills.
- Public speaking skills.
- Ability to deal with the media.

##### Organisational Skills and Personal Effectiveness

- Ability to plan and prioritise the business of the Group.

##### Other Skills and Abilities

- Ability to assimilate and analyse complex information.

## Role Profile

- Research skills and policy development.

### **Knowledge**

- Understanding of the roles of Leader of the Council, Executive Members and the Leader of an Opposition Group within the Council.
- Knowledge of the work of national, regional and sub-regional bodies and the role of the Council within them.
- Understanding of the national policy framework and its impact on local policy development.
- Understanding of Council strategy, policies and operations.
- Knowledge of the role of local partners and the services they deliver and their relationship with the Council.
- Understanding of the relationship between national politics and local political leadership.
- Understanding of the wider, national issues facing Councillors and the practical implications for the Councillors in their Group.

## Role Profile

### Member of the Council

#### Role and Responsibilities

- To contribute to the discussion and determination of Council policies and the budget.
- To serve on Council and Committee meetings as appointed.
- To act as community champions for their area, identify local concerns and issues, mediating between and helping to reconcile local views and interest, and helping their communities to resolve local problems.
- To develop effective systems of communication, liaison and consultation with the local community and individuals within it.
- To assist constituents with matters concerning service provided by the Council.
- Act as the Council's appointee on outside bodies and provide linkages between those bodies and the Council.
- Maintain, develop and build upon good relationships between the political and managerial processes of the Council.
- To participate in the appropriate Committees and Sub-Committees as appointed by the Council.

#### Skills and Knowledge

##### Leadership

- Ability to lead and champion the interests of the local community.

##### Team Working & Relationship Building

- Ability to develop relationships with key Council officers and representatives from partner agencies.
- Ability to build effective relationships with all sections of the community (in order to be able to represent their needs to the Council).

##### Communication Skills

- Listening and questioning skills.
- Presentation skills.
- Public speaking skills

## Role Profile

### Organisational Skills and Personal Effectiveness

- Manage casework.
- Basic administration skills.

### Knowledge

- Knowledge of the issues within the ward and the wider locality.
- Understanding of how the political decision-making structure works.
- Knowledge of the Code of Conduct for Councillors, including ethics and standards.
- Knowledge of the strategic priorities and key policies of the Council.

## Role Profile

### Chairman of the Appeals Committee

#### Role and Responsibilities

- To chair meetings in which appointed as Chairman to ensure they operate in an effective and efficient manner and are run in accordance with the Council's Constitution.
- To provide the opportunity for effective and appropriate contributions to be made by Committee Members on all approved subject areas under consideration within the remit of the Committee.
- To maintain, develop and build upon good relationships between the political and managerial processes of the Council.
- To liaise with relevant officers concerning the work of the Committee and the items on the agenda.
- To act as point of contact with the media on matters within the remit of the Committee to provide a response on the Council's position as required.
- To ensure the business of the Council delegated to the Committee is carried out and progressed.
- To be responsible for personal development and undergo appropriate development and continuous improvement for any role undertaken (including attendance at the mandatory Appeals Committee training session held each year).

#### Skills and Knowledge

##### Leadership

- Ambassadorial skills to be able to represent the Appeals Committee both within and outside the Authority.
- When appropriate, progressing objectives on behalf of the Appeals Committee.

##### Chairing

- Chairing skills.
- Impartiality and objectivity.

##### Team Working & Relationship Building

- Relationship building, particularly with officers supporting/advising on the appeals processes of the Council and Committee Members.
- Tact and diplomacy to be able to work to the benefit of the local community.

## Role Profile

- Supporting and encouraging relevant contribution from each Member of the Appeals Committee.
- Ensuring maximum contribution from Appeals Committee Members.

### **Communication**

- Listening and questioning skills.
- Presentations skills.
- Public speaking skills.
- Ability to deal with the media.

### **Organisational Skills and Personal Effectiveness**

- Ability to plan and prioritise the business of the Committee having regard to its terms of reference.

### **Other Skills and Abilities**

- Ability to obtain and weigh up evidence to reach conclusions and make recommendations based on that evidence.

### **Knowledge**

- Understanding of the Appeals process.
- Knowledge of legislation relating to appeal subjects.

## **Vice Chairman of Appeals Committee**

The Vice Chairman will support the Chairman of the Appeals Committee in his/her duties and to deputise when necessary and appropriate.

## Role Profile

### Chairman of an Area Committee

#### Role and Responsibilities

- To chair meetings in which appointed as Chairman to ensure they operate in an effective and efficient manner and are run in accordance with the Council's Constitution.
- To provide the opportunity for effective and appropriate contributions to be made by Committee Members on all approved subject areas under consideration within the remit of the Committee.
- To maintain, develop and build upon good relationships between the political and managerial processes of the Council.
- To liaise with relevant officers concerning the work of the Committee and the items on the agenda.
- To act as point of contact with the media on matters within the remit of the Committee to provide a response on the Council's position as required.
- To ensure the business of the Council delegated to the Committee is carried out and progressed.
- To ensure the Area Committee operates in a manner that effectively represents the interests of the wider local community.
- To be responsible for personal development and undergo appropriate development and continuous improvement for any role undertaken.

#### Skills and Knowledge

##### Leadership

- Ambassadorial skills to be able to represent the Area Committee both within and outside the Council.
- When appropriate, progressing objectives on behalf of the Area Committee.

##### Chairing

- Chairing skills, with particular emphasis on chairing meetings where there is community involvement.

##### Team Working & Relationship Building

- Relationship building, particularly with Area Committee Members and partners.
- Tact and diplomacy to be able to work to the benefit of the local community.



## Role Profile

- Supporting and encouraging relevant contribution from each Member of the Area Committee.
- Ensuring maximum contribution from Area Committee Members.

### **Communication**

- Listening and questioning skills.
- Presentation skills.
- Public speaking skills.
- Ability to deal with the media.

### **Organisational Skills and Personal Effectiveness**

- Ability to plan and prioritise the business of an Area Committee having regard to its terms of reference and key challenges facing the local area.

### **Knowledge**

- Understanding of the Area Committee processes.
- Knowledge of the role of local partners and the services they deliver.
- Understanding of the relationship between the role of the Council and its Area Committees.
- Knowledge and understanding of locality working.

## **Vice Chairman of an Area Committee**

The Vice Chairman will support the Chairman of the Area Committee in his/her duties and to deputise when necessary and appropriate.

## Role Profile

### Chairman of the Audit Committee

#### Role and Responsibilities

- To chair meetings in which appointed as Chairman to ensure they operate in an effective and efficient manner and are run in accordance with the Council's Standing Orders and statutory requirements.
- To provide the opportunity for effective and appropriate contributions to be made by Committee Members on all approved subject areas under consideration within the remit of the Committee.
- To maintain, develop and build upon good relationships between the political and managerial processes of the Council.
- To liaise with relevant officers concerning the work of the Committee and the items on the agenda.
- To act as point of contact with the media on matters within the remit of the Committee to provide a response on the Council's position as required.
- To ensure the business of the Council delegated to the Committee is carried out and progressed.
- To be responsible for personal development and undergo appropriate development and continuous improvement for any role undertaken.

#### Skills and Knowledge

##### Leadership

- Ambassadorial skills to be able to represent the Area Committee both within and outside the Council.
- When appropriate, progressing objectives on behalf of the Audit Committee.

##### Chairing

- Chairing skills.

##### Team Working & Relationship Building

- Relationship building, particularly with Audit Committee Members.
- Supporting and encouraging relevant contribution from each Member of the Committee.
- Unbiased and objective attitude towards other Members, external auditors and inspectors and officers.

##### Communication

- Listening and questioning skills
- Presentation skills.

## Role Profile

- Public speaking skills.
- Ability to deal with the media.

### **Organisational Skills and Personal Effectiveness**

- Ability to plan and prioritise the business of the Audit Committee, having regard to its terms of reference and key challenges facing the local area.

### **Knowledge**

- Understanding of the Audit Committee processes.
- A broad understanding of the financial, risk, control and corporate governance issues facing local authorities generally and the Council specifically.

## **Vice Chairman of Audit Committee**

The Vice Chairman will support the Chairman of the Audit Committee in his/her duties and to deputise when necessary and appropriate.

## Role Profile

### Chairman of the Development Control Committee

#### Role and Responsibilities

- To chair meetings in which appointed as Chairman to ensure they operate in an effective and efficient manner and are run in accordance with the Council's Constitution.
- To provide the opportunity for effective and appropriate contributions to be made by Committee Members on all approved subject areas under consideration within the remit of the Committee.
- To maintain, develop and build upon good relationships between the political and managerial processes of the Council.
- To liaise with relevant officers concerning the work of the Committee and the items on the agenda.
- To act as point of contact with the media on matters within the remit of the Committee to provide a response on the Council's position as required.
- To ensure the business of the Council delegated to the Committee is carried out and progressed.
- To be responsible for personal development and undergo appropriate development and continuous improvement for any role undertaken.

#### Skills and Knowledge

##### Leadership

- Ambassadorial skills to be able to represent the Committee both within and outside the Council.
- When appropriate, progressing objectives on behalf of the Development Control Committee.

##### Chairing

- Chairing skills, including the ability to manage conflict.
- Impartiality and objectivity.

##### Team Working & Relationship Building

- Relationship building with senior officers involved in the planning function, agents and developers in accordance with the principles of Development Management.
- Tact and diplomacy to be able to work to the benefit of the local community.

## Role Profile

- Supporting and encouraging relevant contribution from each Member of the Appeals Committee.
- Ensuring maximum contribution from Appeals Committee Members.

### **Communication**

- Listening and questioning skills.
- Presentations skills.
- Public speaking skills.
- Ability to deal with the media.

### **Organisation Skills and Personal Effectiveness**

- Ability to plan and prioritise the business of the Committee having regard to its terms of reference.

### **Knowledge**

- Knowledge of planning issues and protocol relating to Planning procedures and the Development Control Committee.
- Understanding of the role of Ward Councillors in the planning process and how to handle conflicts of interest.
- Understanding of the role of planning officers.

## **Vice Chairman of Development Control Committee**

The Vice Chairman will support the Chairman of the Development Control Committee in his/her duties and to deputise when necessary and appropriate.

## Role Profile

### Chairman of the Licensing Committee

#### Role and Responsibilities

- To chair meetings in which appointed as Chairman to ensure they operate in an effective and efficient manner and are run in accordance with the Council's Constitution.
- To provide the opportunity for effective and appropriate contributions to be made by Committee Members on all approved subject areas under consideration within the remit of the Committee.
- To maintain, develop and build upon good relationships between the political and managerial processes of the Council.
- To liaise with relevant officers concerning the work of the Committee and the items on the agenda.
- To act as point of contact with the media on matters within the remit of the Committee to provide a response on the Council's position as required.
- To ensure the business of the Council delegated to the Committee is carried out and progressed.
- To be responsible for personal development and undergo appropriate development and continuous improvement for any role undertaken.

#### Skills and Knowledge

##### Leadership

- Ambassadorial skills to be able to represent the Committee both within and outside the Council.
- When appropriate, progressing objectives on behalf of the Committee.

##### Chairing

- Chairing skills.

##### Team Working & Relationship Building

- Relationship building, particularly with Committee Members and partners.
- Tact and diplomacy to be able to work to the benefit of the local community.
- Supporting and encouraging relevant contribution from each Member of the Licensing Committee.

## Role Profile

- Ensuring maximum contribution from each Member of the Licensing Committee.

### **Communication**

- Listening and questioning skills.
- Presentation skills.
- Public speaking skills.
- Ability to deal with the media.

### **Organisational Skills and Personal Effectiveness**

- Ability to plan and prioritise the business of the Licensing Committee having regard to its terms of reference and key challenges facing the local area.

### **Knowledge**

- Understanding of Licensing Committee processes.
- Knowledge and understanding of relevant legislation and local/national developments on licensing matters.

## **Vice Chairman of the Licensing Committee**

The Vice Chairman will support the Chairman of the Licensing Committee in his/her duties and to deputise when necessary and appropriate.

## Role Profile

### Chairman of the Review Committee

#### Role and Responsibilities

- To chair meetings of the Review Committee to ensure they operate in an effective and efficient manner and are run in accordance with the Council's Constitution.
- To provide the opportunity for Members of the Review Committee.
- To act as a focus for communication with the Leader, Committee Chairmen and all other Councillors in respect of matters which fall within the terms of reference and work programme of the Review Committee.
- To maintain, develop and build upon good relationships between the political and managerial processes of the Council.
- To liaise with relevant officers concerning the work of the Committee and the items to be placed on the agenda.
- To ensure the business of the Council delegated to Committee is carried out and progressed.
- To be responsible for personal development and undergo appropriate development and continuous improvement for any role undertaken.

#### Skills and Knowledge

##### Leadership

- Ambassadorial skills through the representation and championing of the scrutiny function inside and outside the Authority.
- Objective setting and progressing those objectives on behalf of the scrutiny function.

##### Chairing

- Chairing skills.

##### Team Working & Relationship Building

- Relationship building, particularly with Committee Members and partners.
- Tact and diplomacy to be able to work with partners to the benefit of the local community.
- Supporting and encouraging relevant contribution from each Member of the Review Committee.
- Ensuring maximum contribution from each Member of the Review Committee.



## Role Profile

### **Communication**

- Listening and questioning skills.
- Presentation skills.
- Public speaking skills.
- Ability to deal with the media.

### **Organisational Skills and Personal Effectiveness**

- Ability to plan and prioritise the business of the Review Committee having regard to its terms of reference and the key challenges facing the local area.

### **Knowledge**

- An understanding of Review Committee processes.
- An understanding of project management principles.

## **Vice Chairman of the Review Committee**

The Vice Chairman will support the Chairman of the Review Committee in his/her duties and to deputise when necessary and appropriate.

## Role Profile

*The following role profile relates to a role which is not undertaken by an elected Councillor, but by an Independent Member of the Standards Committee.*

### **Chairman of the Standards Committee**

#### **Role and Responsibilities**

- To chair meetings of the Standards Committee in an effective and efficient manner and in accordance with the Council's Constitution.
- To be available to chair one of the three Standards Assessment Sub-Committees dealing with allegations of breach of the Code of Conduct and to conduct hearings.
- To work with the Council's Monitoring Officer in promoting and supporting standards of behaviour and ethics among all Councillors on Rochford District Council and Parish and Town Councils in the area.
- To liaise with officers on the content of the agenda for Committee meetings.
- To act as a spokesperson for the Standards Committee.
- To be responsible for personal development and undergo appropriate development and continuous improvement.

#### **Skills and Knowledge**

##### **Leadership**

- Ability to represent the Standards Committee to Members, the community and the media.

##### **Chairing**

- Chairing skills.

##### **Organisational Skills**

- Prioritising and managing the work of the Standards Committee.

##### **Other Skills**

- Assimilating and analysing complex and sometimes contradictory information
- Obtaining and weighing up evidence and making decisions based on that evidence.
- Keen interest in standards in public life.
- Objectivity, independence and impartiality.
- Experience in arriving at balanced judgments.

##### **Team Working & Relationship Building**

- Relationship building - with the Council's Monitoring Officer, Members of the Standards Committee, other Councillors, including Parish and Town Councillors, senior officers.

##### **Communication**

- Listening and questioning skills.
- Presentation skills.
- Public speaking.

## Role Profile

- Ability to deal with the media.

### **Knowledge**

- Broad knowledge of the role and functions of the Council and its members and of its structures and procedures.
- Broad knowledge of the role and function of Town and Parish councils.
- A detailed awareness of the national and local importance and role of the Standards Committee, and the role of the Standards Board for England.
- An understanding of the Council's Code of Conduct and the constitutional arrangements relating to the Standards Committee.
- Political awareness

### **Vice Chairman**

The Vice-Chairman will support the Chairman where appropriate.

### **District, Independent and Parish Members**

#### **Role and Responsibilities**

- To help promote and maintain high standards of conduct by Councillors.
- To champion the ethical agenda within the Council and, where appropriate, with Partner Organisations.
- To assist Councillors to observe the Code of Conduct.
- To be available to chair one of the three Standards Assessment Sub-Committees dealing with allegations of breach of the Code of Conduct and to conduct hearings. (Independent Members)
- To observe confidentiality at all times.

#### **Skills and Knowledge**

- A keen interest in standards in public life.
- The ability to be objective, independent and impartial.
- Sound decision-making skills.
- Questioning skills.
- Leadership qualities.
- The ability to chair meetings (Independent Members).