

**DIMENSION FIVE: DEVELOPING THE CAPACITY AND CAPABILITY OF MEMBERS AND OFFICERS TO BE EFFECTIVE**

	The local code should reflect the requirements to:	Source documents/processes/other means that may be used to demonstrate compliance	Self Assess. Score	Action plan for improvement
a)	Provide induction programmes tailored to individual needs and opportunities for members and officers to update their knowledge on a regular basis	<ul style="list-style-type: none"> <li>• Training and development plan</li> <li>• Induction programme</li> <li>• Update course/information</li> </ul>		
b)	Ensure that the statutory officers have the skills, resources and support necessary to perform effectively in their roles and that these roles are properly understood throughout the authority	<ul style="list-style-type: none"> <li>• Job description/personal specifications membership of top management team</li> </ul>		
c)	Assess the skills required by members and officers and make a commitment to develop those skills to enable roles to be carried out effectively	<ul style="list-style-type: none"> <li>• Training development plan</li> </ul>		

d)	<p><b>Develop skills on a continuing basis to improve performance, including the ability to scrutinise and challenge and to recognise when outside expert advice is needed</b></p>	<ul style="list-style-type: none"> <li>• <b>Training and development plan reflect requirements of a modern councillor including:</b> <ul style="list-style-type: none"> <li>- the ability to scrutinise and challenge</li> <li>- the ability to recognise when outside advice is required</li> <li>- advice on how to act as an ambassador for the community</li> <li>- leadership and influencing skills</li> </ul> </li> </ul>		
e)	<p><b>Ensure that effective arrangements are in place for reviewing the performance of the executive as a whole and of individual members and agreeing an action plan which might, for example, aim to address any training or development needs</b></p>	<ul style="list-style-type: none"> <li>• <b>Performance management system</b></li> </ul>		
f)	<p><b>Ensure that effective arrangements designed to encourage individuals from all sections of the community to engage with, contribute to and participate in the work of the authority</b></p>	<ul style="list-style-type: none"> <li>• <b>Strategic partnership framework</b></li> <li>• <b>Stakeholders forums terms of reference</b> <b>Area forums roles and responsibilities</b></li> <li>• <b>Residents panel structure</b></li> </ul>		

g)	Ensure that career structures are in place for members and officers to encourage participation and development	<ul style="list-style-type: none"> <li>• Succession planning</li> </ul>		
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Reference documents	Tools to assist local authorities for self-assessment purposes		
<i>Frontline Councillor: How Local Politicians Can Make a Difference to their Communities, IDeA (2007)</i>			