

Complete Listing of Democratic Services NOS

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A11. Contribute to developing democratic and decision making structures and procedures

Unit Summary

What is the unit about?

Local authorities have an important responsibility for ensuring that their democratic and decision making structures are regularly reviewed and updated to bring them in line with legal requirements, established best practice, the needs and expectations of their communities, elected representatives and other key interest groups. They must also ensure that these structures and procedures follow the principles of effectiveness, efficiency, equity, transparency and accountability. Developing democratic and decision making structures and procedures could include the structures and procedures of the council as a whole, or discrete but significant elements within it.

Who is the unit for?

This unit is appropriate to the work of local government staff working, for example, in Committee Services, Democratic Services, Scrutiny or other departments that have an important role in assisting the local authority to achieve the most effective and appropriate democratic and decision making structures and procedures.

Links with other units

This unit links to A51, C11, C22 and C32.

Scope of the unit

This unit has no scope.

A11. Contribute to developing democratic and decision making structures and procedures

Outcomes of effective performance

You must ensure the following:

1. You have relevant and up-to-date information on:
 - current and, where relevant, possible future legislation
 - guidance from national and local government sources
 - current developments in other local authorities that are developing new models
2. Your research and analysis identify:
 - basic requirements of current and, where appropriate, future legislation
 - degree of choice allowed in developing new models
 - existing good practice
3. Your research and analysis take account of:
 - your organisation's corporate aims and objectives
 - the efficiency, effectiveness, equity, transparency and accountability of current arrangements
 - the needs and expectations of key stakeholders, including the general public
4. You provide possible models for change that:
 - clearly reflect your research and analysis
 - are sufficiently different to provide genuine choice
 - provide supporting evidence and discussion of pros and cons
5. You assist key decision makers to choose or adapt a suggested model, following agreed decision making procedures

Behaviours which underpin effective performance

You must show that you work in the following way:

1. You use cost-effective, time-effective and ethical means to gather, store and retrieve information
2. You constantly seek to improve performance
3. You constructively challenge the status quo and seek better alternatives
4. You generate and recognise imaginative and innovative solutions
5. You present information clearly, concisely, accurately and in ways that promote understanding
6. You apply new learning effectively to changing situations
7. You take personal responsibility for making things happen
8. You focus personal attention on specific details that are critical to achieving successful results
9. You push for concrete information in an ambiguous situation
10. You analyse and structure information to develop knowledge that can be shared
11. You identify clearly the benefits to people of a proposed course of action
12. You develop plans to meet the requirements of policy makers
13. You reinforce the links between specific objectives, areas of work and strategic goals
14. You identify the strengths, weaknesses, opportunities and threats to current and future work

Knowledge and understanding

You need to know and understand the following:

1. The sources of relevant information on the requirements for democratic and decision making structures and procedures, in particular: UK government departments, Scottish Executive, Welsh and Northern Ireland Assemblies (where appropriate to the candidate's work), relevant local government associations, relevant local government networks
2. The principles and importance of networking with other local authorities
3. Methods of collecting and collating relevant information, including the use of information technology
4. The importance of storing information securely and ensuring it is available for future use
5. Relevant information sources within the local authority, in particular: elected members, other officers and relevant reports
6. The importance of collecting representative samples of views and political opinions and how to do so
7. How to evaluate the efficiency and effectiveness of local authority democratic and decision making structures and procedures
8. How to evaluate the needs and expectations of elected members and officers
9. How to evaluate the needs and expectations of the public and other key interest groups
10. The range of different models of democratic and decision making structures and procedures that are compatible with external requirements, in particular legislation
11. The importance of seeking guidance from competent sources
12. The importance of providing supportive evidence for the proposed models and how to do so
13. How to develop and present an analysis of strengths, weaknesses, opportunities and threats
14. Procedures for reaching decisions on structures and procedures within the local authority
15. The importance of providing clear, accurate and politically independent information and advice and how to do so
16. The importance of fully documenting the analysis of feedback and how to do so

A12. Implement and promote democratic and decision making processes

Unit Summary

What is the unit about?

Local authorities have a wide range of decision making or advisory/review bodies. Many of these are internal. Others now involve external partners. It is vital that the membership of these bodies and their administrative arrangements are worked out according to legal and internal requirements. It is also important that membership and administrative arrangements are published and made available to everyone who has an interest in the workings of the local authority.

Who is the unit for?

This unit is appropriate to the work of local government staff working, for example, in Committee Services, Democratic Services, Scrutiny or other departments that have an important role in assisting the local authority to achieve the most effective and appropriate democratic and decision making structures and procedures.

Links with other units

This unit links to A51, C11, C22 and C32.

Scope of the unit

This unit covers the following types of **decision making bodies**:

- overview and scrutiny committees
- partnership bodies
- NHS or community safety scrutiny committees
- decision making committees
- consultative or advisory bodies

A12. Implement and promote democratic and decision making processes

Outcomes of effective performance

You must ensure the following:

1. Your recommendations for decision making bodies conform to:
 - agreed changes
 - standing orders
 - constitutional processes on delegation, reporting, publication of information, finance and contracting
 - rules governing the membership of bodies
2. All groups with a legitimate interest have the opportunity to make nominations
3. Representatives and key colleagues have the opportunity to provide feedback on proposed membership
4. The confirming body receives full information about nominations and appointments within agreed deadlines
5. Your administrative arrangements for bodies and their meetings:
 - meet the requirements of standing orders and other constitutional procedures
 - are feasible and make the best use of time and resources
 - are agreed with representatives and key colleagues
6. You have a clear record of membership, dates for reappointment and administrative arrangements
7. Required information about decision making structures and systems is available to the public and all key stakeholders in an accessible format
8. Your support enables decision making structures and systems to run in accordance with agreed arrangements

Behaviours which underpin effective performance

You must show that you work in the following way:

1. You recognise changes in circumstances promptly and adjust plans and activities accordingly
2. You constantly seek to improve performance
3. You generate and recognise imaginative and innovative solutions
4. You identify people's preferred communication media and styles and adopt media and styles appropriate to different people and situations
5. You balance the diverse needs of different customers
6. You encourage and welcome feedback from others and use this feedback constructively
7. You show integrity, fairness and consistency in decision making
8. You prioritise objectives and plan work to make the best use of time and resources
9. You monitor the quality of work and progress against plans and take appropriate corrective action, where necessary
10. You show sensitivity to internal and external politics that impact on your area of work
11. You recognise when there are conflicts, acknowledge the views and feelings of all parties and redirect people's energy towards a common goal
12. You display a good understanding of how different factors in the work context relate to each other
13. You produce and test a variety of solutions before taking a decision

Knowledge and understanding

You need to know and understand the following:

1. The procedures for inviting nominations for bodies
2. Bodies for which proportionality is required
3. How to determine proportionality
4. Why it is important to consult with representatives, officers and partners on the membership of bodies and how to do so
5. How to determine arrangements for the meeting of bodies
6. The importance of consulting with representatives and colleagues and how to do so
7. How to identify the needs and expectations of representatives in regard to the administrative arrangements for meetings and with due regard to equalities issues
8. The importance of being able to work to tight timescales and how to organise own work accordingly
9. Legislative and local requirements for the publication of membership and administrative arrangements for decision making bodies
10. Different methods of publishing such information and the strengths and weaknesses of each
11. The application of information technology to publishing information
12. How to assess the most effective method of publishing information
13. The most common queries that are likely to arise regarding the membership and administrative arrangements and how to deal with these accurately, and efficiently and sensitively
14. How to liaise appropriately with the press and other media
15. The importance of continuously trying to improve the publication of information and communications in particular



A21. Provide leadership in your area of responsibility

Unit Summary

What is the unit about?

The unit is about providing direction to people in a clearly and formally defined area or part of an organisation and motivating and supporting them to achieve the vision and objectives for the area.

The 'area of responsibility' may be, for example, a branch or department or functional area or an operating site within an organisation.

Who is the unit for?

This unit is appropriate to the work of local government staff working, for example, in Committee Services, Democratic Services, Scrutiny or other departments that have an important role in assisting the local authority to achieve the most effective and appropriate democratic and decision making structures and procedures.

Links to other units

This unit is the same as B6 from the Management Standards Centre NOS.

Scope of the unit

This unit has no scope

A21. Provide leadership in your area of responsibility

Outcomes of effective performance

You must be able to do the following:

1. Create a vision of where your area is going and clearly and enthusiastically communicate it, together with supportive objectives and operational plans, to the people working within your area.
2. Ensure that people working within your area understand and can see how the vision, objectives and operational plans link to the vision and objectives of the overall organisation.
3. Steer your area successfully through difficulties and challenges, including conflict within the area.
4. Create and maintain a culture within your area which encourages and recognises creativity and innovation.
5. Develop a range of leadership styles and select and apply them to appropriate situations and people.
6. Communicate regularly, making effective use of a range of different communication methods, with all the people working within your area and show that you listen to what they say.
7. Give people in your area support and advice when they need it especially during periods of setback and change.
8. Motivate and support people in your area to achieve their work and development objectives and provide recognition when they are successful.
9. Empower people in your area to develop their own ways of working and take their own decisions within agreed boundaries.
10. Encourage people to give a lead in their own areas of expertise and show willingness to follow this lead.
11. Win, through your performance, the trust and support of people within your area for your leadership and get regular feedback on your performance.

Behaviours which underpin effective performance

1. You articulate a vision that generates excitement, enthusiasm and commitment.
2. You create a sense of common purpose.
3. You take personal responsibility for making things happen.
4. You make complex things simple for the benefit of others.
5. You encourage and support others to take decisions autonomously.
6. You act within the limits of your authority.
7. You make time available to support others.
8. You show integrity, fairness and consistency in decision-making.
9. You seek to understand people's needs and motivations.
10. You model behaviour that shows respect, helpfulness and co-operation.
11. You encourage and support others to make the best use of their abilities.

Knowledge and understanding

You need to know and understand the following:

General knowledge and understanding

1. The fundamental differences between management and leadership
2. How to create a compelling vision for an area of responsibility
3. How to select and successfully apply different methods for communicating with people across an area of responsibility
4. A range of different leadership styles and how to select and apply these to different situations and people
5. How to get and make use of feedback from people on your leadership performance
6. Types of difficulties and challenges that may arise, including conflict within the area, and ways of identifying and overcoming them
7. The benefits of and how to create and maintain a culture which encourages and recognises creativity and innovation
8. The importance of encouraging others to take the lead and ways in which this can be achieved
9. How to empower people effectively
10. How to select and successfully apply different methods for encouraging, motivating and supporting people and recognising achievement

Industry/sector specific knowledge and understanding

11. Leadership styles common in the industry/sector
12. Legal, regulatory and ethical requirements in the industry/sector

Context specific knowledge and understanding

13. Your own values, motivations and emotions
14. Your own strengths and limitations in the leadership role
15. The strengths, limitations and potential of people that you lead
16. Your own role, responsibilities and level of power
17. The vision and objectives of the overall organisation
18. The vision, objectives, culture and operational plans for your area of responsibility
19. Types of support and advice that people are likely to need and how to respond to these
20. Leadership styles used across the organisation



A31. Manage a budget

Unit Summary

What is this unit about?

This unit is about having ownership of and being responsible for a budget for a defined area or activity of work. It initially involves preparing, submitting and agreeing a budget for a set operating period. It also involves monitoring actual performance against the agreed budget and taking necessary action in response to identified variances and any unforeseen developments.

Who is this unit for?

This unit is appropriate to the work of local government staff working, for example, in Committee Services, Democratic Services, Scrutiny or other departments that have an important role in assisting the local authority to achieve the most effective and appropriate democratic and decision making structures and procedures.

Links with other units

This unit is the same as E1 from the Management Standards Centre NOS.

Scope of the unit

This unit has no scope

A31. Manage a budget

Outcomes of effective performance

You must be able to do the following:

1. Evaluate available information and consult with others to prepare a realistic budget for the respective area or activity of work.
2. Submit the proposed budget to the relevant people in the organisation for approval and to assist the overall financial planning process.
3. Discuss and, if appropriate, negotiate the proposed budget with the relevant people in the organisation and agree the final budget.
4. Use the agreed budget to actively monitor and control performance for the respective area or activity of work.
5. Identify the causes of any significant variances between what was budgeted and what actually happened and take prompt corrective action, obtaining agreement from the relevant people if required
6. Propose revisions to the budget, if necessary, in response to variances and/or significant or unforeseen developments and discuss and agree the revisions with the relevant people in the organisation.
7. Provide ongoing information on performance against the budget to relevant people in your organisation.
8. Advise the relevant people as soon as possible if you have identified evidence of potentially fraudulent activities.
9. Gather information from implementation of the budget to assist in the preparation of future budgets.

Behaviours which underpin effective performance

1. You present information clearly, concisely, accurately and in ways that promote understanding.
2. You act within the limits of your authority.
3. You show integrity, fairness and consistency in decision-making.
4. You say no to unreasonable requests.
5. You use communication styles that are appropriate to different people and situations
6. You take and implement difficult and/or unpopular decisions, if necessary.
7. You respond quickly to crises and problems with a proposed course of action.

Knowledge and understanding

You need to know and understand the following:

General knowledge and understanding

1. The purposes of budgetary systems
2. Where to get and how to evaluate the available information in order to be able to prepare a realistic budget
3. The importance of spending time on and consulting with others in preparing a budget
4. How to discuss, negotiate and confirm a budget with people who control the finance and the key factors that should be covered
5. How to use a budget to actively monitor and control performance for a defined area or activity of work
6. The main causes of variances and how to identify them
7. What different types of corrective action which could be taken to address identified variances
8. How unforeseen developments can affect a budget and how to deal with them
9. The importance of agreeing revisions to the budget and communicating the changes
10. The importance of providing regular information on performance against the budget to other people
11. Types of fraudulent activities and how to identify them
12. The importance of using the implementation of the budget to identify information and lessons for the preparation of future budgets

Industry/sector specific knowledge and understanding

13. Factors, processes and trends that are likely to affect the setting of budgets in your industry/sector

Context specific knowledge and understanding

14. The area or activity for which the budget is for
15. The vision, objectives and operational plans for your area of responsibility
16. The budgeting period(s) used in your organisation
17. Organisational guidelines and procedures for the preparation and approval of budgets and for monitoring and reporting of performance against budgets and revising budgets
18. The agreed budget, how it can be used and how much it can be changed without approval
19. The limits of your authority
20. Who needs information in your organisation about performance against your budget, what information they need, when they need it and in what format
21. What to do and who to contact if you suspect fraud has been committed

A32. Manage physical resources

Unit Summary

What is the unit about?

This unit is about ensuring the availability of the physical resources (equipment, materials, premises, services and energy supplies) required to carry out planned activities in your area of responsibility. It involves identifying the resources required, making the business case to obtain these resources, planning how they will be used effectively, efficiently, safely and securely, monitoring resource use and taking corrective action, if required.

Who is the unit for?

This unit is appropriate to the work of local government staff working, for example, in Committee Services, Democratic Services, Scrutiny or other departments that have an important role in assisting the local authority to achieve the most effective and appropriate democratic and decision making structures and procedures.

Links with other units

This unit is the same as E8 from the Management Standards Centre NOS.

Scope of the unit

This unit has no scope.

A32. Manage physical resources

Outcomes of effective performance

You must ensure the following:

1. Invite those who use resources to contribute to identifying the resources required and planning and monitoring their use.
2. Evaluate past patterns of resource use and trends and developments likely to affect future demand for resources.
3. Identify the range and quantity of resources required for the planned activities in your area of responsibility, including likely contingencies.
4. Make the business case for the resources required, clearly showing the costs involved and the expected benefits.
5. Agree appropriate adjustments to your planned activities, where the required resources cannot be obtained in full.
6. Make arrangements with suppliers for resources to be available when required.
7. Plan to use resources in ways that are efficient and minimise any adverse impact on the environment.
8. Take appropriate action to ensure the security of resources and that they are used safely.
9. Monitor the quality of resources and patterns of resource use continuously.
10. Take timely corrective action to deal with any significant discrepancies between actual and planned resource use.

Behaviours which underpin effective performance

You must show that you work in the following way:

1. You recognise changes in circumstances promptly and adjust plans and activities accordingly.
2. You prioritise objectives and plan work to make the best use of time and resources.
3. You accurately calculate risks, and make provision so that unexpected events do not impede the achievement of objectives.
4. You monitor the quality of work and progress against plans and take appropriate corrective action, where necessary.
5. You make best use of existing sources of information.
6. You identify clearly the value and benefits to people of a proposed course of action.
7. You present ideas and arguments convincingly and in ways that strike a chord with people.
8. You identify the range of elements in a situation and how they relate to each other.
9. You identify the implications or consequences of a situation.
10. You take timely decisions that are realistic for the situation.

Knowledge and understanding

You need to know and understand the following:

General knowledge and understanding

1. Why it is important to involve those who use resources in identifying, planning and monitoring resources, and how to do so.
2. How to identify the range and calculate the quantity of resources required to carry out planned activities.
3. How to carry out a cost-benefit analysis.
4. How to make a business case.
5. How to develop an operational plan and make adjustments to the plan if required resources cannot be obtained in full.
6. How to make arrangements with suppliers to ensure resources are available when required.
7. The potential impact of resource use on the environment and actions you can take to minimise any adverse impact.
8. Risks associated with the types of resources used and actions you can take to ensure resources are secure and used safely.
9. The importance of monitoring the quality and use of resources continuously, and how to do so.
10. The types of corrective actions (e.g. changing planned activities, changing the ways in which resources are used for activities, renegotiating the availability of resources) you can take in case of significant discrepancies between actual and planned resource use.

Industry/sector specific knowledge and understanding

11. Industry/sector requirements for managing physical resources.

Context specific knowledge and understanding

12. Past patterns of resource use in your area of responsibility and how to access this information.
13. Trends and developments that affect future demand for resources in your area of responsibility and how to evaluate the likely impact of these.
14. The planned activities in your area of activity and possible contingencies.
15. Actual and potential suppliers of the resources you need.

A41.Recruit, select, and keep colleagues

Unit Summary

What is the unit about?

This unit is mainly about recruiting and selecting people to undertake identified activities or work-roles within your area of responsibility. It involves taking a fair and objective approach to recruitment and selection to ensure that individuals with the required skills, knowledge and understanding and who are likely to perform effectively are appointed.

As recruitment and selection can be expensive and time-consuming activities, the unit also involves taking action to understand why colleagues are leaving and taking action to keep colleagues.

Whilst you would be expected to draw on the expertise of personnel specialists, you are not expected to be a personnel specialist yourself.

For the purposes of this unit, 'colleagues' means those people for whom you have line management responsibility.

Who is the unit for?

This unit is appropriate to the work of local government staff working, for example, in Committee Services, Democratic Services, Scrutiny or other departments that have an important role in assisting the local authority to achieve the most effective and appropriate democratic and decision making structures and procedures.

Links with other units

This unit is the same as D3 from the Management Standards Centre NOS.

Scope of the unit

This unit has no scope

A41. Recruit, select, and keep colleagues

Outcomes of effective performance

You must be able to do the following:

1. Talk with colleagues who are leaving your area of responsibility to identify and discuss their reasons for leaving.
2. Identify ways of addressing staff turnover problems, implementing those which clearly fall within your authority and communicating others to the relevant people for consideration.
3. Review, on a regular basis, the work required in your area of responsibility, identifying any shortfall in the number of colleagues and/or the pool of skills knowledge, understanding and experience.
4. Identify and review the options for addressing any identified shortfalls and decide on the best option(s) to follow.
5. Consult with others to produce or update job descriptions and person specifications where there is a clear need to recruit.
6. Consult with others to discuss and agree stages in the recruitment and selection process for identified vacancies, the methods that will be used, the associated timings and who is going to be involved.
7. Ensure that any information on vacancies is fair, clear and accurate before it goes to potential applicants.
8. Seek and make use of specialist expertise in relation to recruiting, selecting and keeping colleagues.
9. Participate in the recruitment and selection process, as agreed, making sure that the process is fair, consistent and effective.
10. Make sure that applicants who are offered positions are likely to be able to perform effectively and work with their new colleagues.
11. Judge whether the recruitment and selection process has been successful in relation to recent appointments in your area and identify any areas for improvements.

Behaviours which underpin effective performance

1. You recognise the opportunities presented by the diversity of people.
2. You work to turn unexpected events into opportunities rather than threats.
3. You try out new ways of working.
4. You identify people's information needs.
5. You seek to understand people's needs and motivations.
6. You comply with, and ensure others comply with, legal requirements, industry regulations, organisational policies and professional codes
7. You take and implement difficult and/or unpopular decisions, if necessary.
8. You act within the limits of your authority.
9. You show integrity, fairness and consistency in decision making.

Knowledge and understanding

You need to know and understand the following:

General knowledge and understanding

1. Why it is important to identify and understand why colleagues are leaving and how to do so constructively and sensitively
2. The types of reasons colleagues might give for leaving
3. How to measure staff turnover
4. The causes and effects of high **and** low staff turnover
5. Measures which can be undertaken to address staff turnover problems
6. How to review the workload in your area in order to identify shortfalls in the number of colleagues and/or the pool of skills, knowledge, understanding and experience
7. Different options for addressing identified shortfalls and their associated advantages and disadvantages
8. What job descriptions and person specifications should cover and why it is important to consult with others in producing or updating them
9. Different stages in the recruitment and selection process and why it is important to consult with others on the stages, recruitment and selection methods to be used, associated timings and who is going to be involved
10. Different recruitment and selection methods and their associated advantages and disadvantages
11. Why it is important to give fair, clear and accurate information on vacancies to potential applicants
12. How to judge whether applicants meet the stated requirements of the vacancy
13. Sources of specialist expertise in relation to recruitment, selection and retention
14. How to take account of equality and diversity issues, including legislation and any relevant codes of practice, when recruiting and selecting people and keeping colleagues
15. How to review the effectiveness of recruitment and selection in your area

Industry/sector specific knowledge and understanding

16. Turnover rates within similar organisation in the industry/sector
17. Recruitment, selection and retention issues and specific initiatives and arrangements within the industry/sector
18. Working culture and practices of the industry/sector

Context specific knowledge and understanding

19. Current people resources available to your area, including skills, knowledge, understanding and experience of colleagues
20. Work requirements in your area
21. Agreed operational plans and changes in your area
22. The staff turnover rate in your area
23. Job descriptions and person specifications for confirmed vacancies
24. Local employment market conditions

25. The organisation's structure, values and culture
26. Employment policies and practices within the organisation – including recruitment, selection, induction, development, promotion, retention, redundancy, dismissal, pay and other terms and conditions
27. Sources of specialist expertise in relation to recruitment, selection and retention used by your organisation

A42. Allocate and monitor the progress and quality of work in your area of responsibility

Unit Summary

What is the unit about?

This unit is about ensuring that the work required in your area of responsibility is effectively planned and fairly allocated to individuals and/or teams. It also involves monitoring the progress and quality of the work of individuals and/or teams to ensure that the required level or standard of performance is being met and reviewing and updating plans of work in the light of developments.

The 'area of responsibility' may be, for example, a branch or department or functional area or an operating site within an organisation.

Who is the unit for?

This unit is appropriate to the work of local government staff working, for example, in Committee Services, Democratic Services, Scrutiny or other departments that have an important role in assisting the local authority to achieve the most effective and appropriate democratic and decision making structures and procedures.

Links to other units

This unit is the same D6 from the Management Standards Centre NOS.

Scope of the unit

This unit has no scope

A42. Allocate and monitor the progress and quality of work in your area of responsibility

Outcomes of effective performance

You must be able to do the following:

1. Confirm the work required in your area of responsibility with your manager and seek clarification, where necessary, on any outstanding points and issues.
2. Plan how the work will be undertaken, seeking views from people in your area of responsibility, identifying any priorities or critical activities and making best use of the available resources.
3. Ensure that work is allocated to individuals and/or teams on a fair basis taking account of skills, knowledge and understanding, experience and workloads and the opportunity for development.
4. Ensure that individuals and/or teams are briefed on allocated work, showing how it fits with the vision and objectives for the area and the overall organisation, and the standard or level of expected performance.
5. Encourage individuals and/or team members to ask questions, make suggestions and seek clarification in relation to allocated work.
6. Monitor the progress and quality of the work of individuals and/or teams on a regular and fair basis against the standard or level of expected performance and provide prompt and constructive feedback.
7. Support individuals and/or teams in identifying and dealing with problems and unforeseen events.
8. Motivate individual and/or teams to complete the work they have been allocated and provide, where requested and where possible, any additional support and/or resources to help completion.
9. Monitor your area for conflict, identifying the cause(s) when it occurs and dealing with it promptly and effectively.
10. Identify unacceptable or poor performance, discuss the cause(s) and agree ways of improving performance with individuals and/or teams.
11. Recognise successful completion of significant pieces of work or work activities by individuals and/or teams.
12. Use information collected on the performance of individuals and/or teams in any formal appraisals of performance.
13. Review and update plans of work for your area, clearly communicating any changes to those affected.

Behaviours which underpin effective performance

1. You recognise changes in circumstances promptly and adjust plans and activities accordingly.
2. You prioritise objectives and plan work to make best use of time and resources.
3. You make time available to support others.
4. You take personal responsibility for making things happen.
5. You show an awareness of your own values, motivations and emotions.
6. You show integrity, fairness and consistency in decision-making.
7. You clearly agree what is expected of others and hold them to account.
8. You seek to understand people's needs and motivations.
9. You take pride in delivering high quality work.
10. You are vigilant for possible risks and hazards.
11. You encourage and support others to make the best use of their abilities.
12. You use a range of leadership styles appropriate to different people and situations.

Knowledge and understanding

You need to know and understand the following:

General knowledge and understanding

1. How to select and successfully apply different methods for communicating with people across an area of responsibility
2. The importance of confirming/clarifying the work required in your area of responsibility with your manager and how to do this effectively
3. How to identify and take due account of health and safety issues in the planning, allocation and monitoring of work
4. How to produce a plan of work for your area of responsibility, including how to identify any priorities or critical activities and the available resources
5. The importance of seeking views from people working in your area and how to take account of their views in producing the plan of work
6. Why it is important to allocate work to individuals and/or teams on a fair basis and how to do so effectively
7. Why it is important that individuals and/or teams are briefed on allocated work and the standard or level of expected performance and how to do so effectively
8. The importance of showing individuals and/or teams how their work fits with the vision and objectives of the area and those of the organisation
9. Ways of encouraging individuals and/or teams to ask questions and/or seek clarification in relation to the work which they have been allocated.
10. Effective ways of regularly and fairly monitoring the progress and quality of work of individuals and/or teams against the standards or level of expected performance
11. How to provide prompt and constructive feedback to individuals and/or teams
12. Why it is important to monitor your area for conflict and how to identify the cause(s) of conflict when it occurs and deal with it promptly and effectively
13. Why it is important to identify unacceptable or poor performance by individuals and/or teams and how to discuss the cause(s) and agree ways of improving performance with them
14. The type of problems and unforeseen events that may occur and how to support individuals and/or teams in dealing with them
15. The additional support and/or resources which individuals and/or teams might require to help them complete their work and how to assist in providing this

16. How to select and successfully apply different methods for encouraging, motivating and supporting individuals and/or teams to complete the work they have been allocated, improve their performance and for recognising their achievements
17. How to log information on the ongoing performance of individuals and/or teams and use this information for formal performance appraisal purposes
18. The importance of reviewing and updating plans of work for your area in the light of developments, how to reallocate work and resources and clearly communicate the changes to those affected

Industry/sector specific knowledge and understanding

19. Industry/sector requirements for the development or maintenance of knowledge, understanding and skills
20. Industry/sector specific legislation, regulations, guidelines, codes of practice relating to carrying out work

Context specific knowledge and understanding

21. The individuals and/or teams in your area of responsibility
22. The vision and objectives for your area of responsibility
23. The vision and objectives of the overall organisation
24. The work required in your area of responsibility
25. The available resources for undertaking the required work
26. The plan of work for your area of responsibility
27. The organisation's written health and safety policy statement and associated information and requirements
28. Your organisation's policy and procedures in terms of personal development
29. Organisational standards or level of expected performance
30. Organisational policies and procedures for dealing with poor performance
31. Organisational grievance and disciplinary policies and procedures
32. Organisational performance appraisal systems

A43. Provide learning opportunities for colleagues

Unit Summary

What is the unit about?

This unit is about supporting colleagues in identifying their learning needs and helping to provide opportunities to address these needs.

Encouraging colleagues to take responsibility for their own learning is an aspect of this unit as is your role in providing an 'environment', for example, in your team or area of responsibility, in which learning is valued.

For the purposes of this unit, 'colleagues' means those people for whom you have line management responsibility.

Who is the unit for?

This unit is appropriate to the work of local government staff working, for example, in Committee Services, Democratic Services, Scrutiny or other departments that have an important role in assisting the local authority to achieve the most effective and appropriate democratic and decision making structures and procedures.

Links with other units

This unit is the same as D7 in the Management Standards Centre NOS.

Scope of the unit

This unit has no scope

A43. Provide learning opportunities for colleagues

Outcomes of effective performance

You must be able to do the following:

1. Promote the benefits of learning to colleagues and make sure that their willingness and efforts to learn are recognised.
2. Give colleagues fair, regular and useful feedback on their work performance, discussing and agreeing how they can improve.
3. Work with colleagues to identify and prioritise learning needs based on any gaps between the requirements of their work-roles and their current knowledge, understanding and skills.
4. Help colleagues to identify the learning style(s) or combination of styles which works best for them and ensure that these are taken into account in identifying and undertaking learning activities.
5. Work with colleagues to identify and obtain information on a range of possible learning activities to address identified learning needs.
6. Discuss and agree, with each colleague, a development plan which includes learning activities to be undertaken, the learning objectives to be achieved, the required resources and timescales.
7. Work with colleagues to recognise and make use of un-planned learning opportunities.
8. Seek and make use of specialist expertise in relation to identifying and providing learning for colleagues.
9. Support colleagues in undertaking learning activities making sure any required resources are made available and making efforts to remove any obstacles to learning.
10. Evaluate, in discussion with each colleague, whether the learning activities they have undertaken have achieved the desired outcomes and provide positive feedback on the learning experience.
11. Work with colleagues to update their development plan in the light of performance, any learning activities undertaken and any wider changes.
12. Encourage colleagues to take responsibility for their own learning, including practising and reflecting on what they have learned.

Behaviours which underpin effective performance

1. You recognise the opportunities presented by the diversity of people.
2. You find practical ways to overcome barriers.
3. You make time available to support others.
4. You seek to understand individuals' needs, feelings and motivations and take an active interest in their concerns.
5. You encourage and support others to make the best use of their abilities.
6. You recognise the achievements and the success of others.
7. You inspire others with the excitement of learning.
8. You confront performance issues and sort them out directly with the people involved.
9. You say no to unreasonable requests.
10. You show integrity, fairness and consistency in decision making.

Knowledge and understanding

You need to know and understand the following:

General knowledge and understanding

1. The benefits of learning for individuals and organisations and how to promote these to colleagues
2. Ways in which you can develop an 'environment' in which learning is valued and willingness and efforts to learn are recognised
3. Why it is important to encourage colleagues to take responsibility for their own learning
4. How to provide fair, regular and useful feedback to colleagues on their work performance
5. How to identify learning needs based on identified gaps between the requirements of colleagues' work-roles and their current knowledge, understanding and skills
6. How to prioritise learning needs of colleagues, including taking account of organisational needs and priorities and the personal and career development needs of colleagues
7. The range of different learning styles and how to support colleagues in identifying the particular learning style(s) or combination of learning styles which works best for them
8. Different types of learning activities, their advantages and disadvantages and the required resources (for example, time, fees, substitute staff)
9. How/where to identify and obtain information on different learning activities
10. Why it is important for colleagues to have a written development plan and what it should contain (for example, identified learning needs, learning activities to be undertaken and the learning objectives to be achieved, timescales and required resources)
11. How to set learning objectives which are SMART (Specific, Measurable, Achievable, Realistic and Time-Bound)
12. Sources of specialist expertise in relation to identifying and providing learning for colleagues
13. What type of support colleagues might need to undertake learning activities, the resources needed and the types of obstacles they may face and how they can be resolved
14. How to evaluate whether a learning activity has achieved the desired learning objectives
15. The importance of regularly reviewing and updating written development plans in the light of performance, any learning activities undertaken and any wider changes
16. How to take account of equality legislation, any relevant codes of practice and general diversity issues in providing learning opportunities for colleagues

Industry/sector specific knowledge and understanding

17. Industry/sector requirements for the development or maintenance of knowledge, skills and understanding and professional development
18. Learning issues and specific initiatives and arrangements that apply within the industry/sector
19. Working culture and practices of the industry/sector

Context specific knowledge and understanding

20. Relevant information on the purpose, objectives and plans of your team or area of responsibility or the wider organisation
21. The work roles of colleagues, including the limits of their responsibilities and their personal work objectives
22. The current knowledge, understanding and skills of colleagues
23. Identified gaps in the knowledge, understanding and skills of colleagues
24. Identified learning needs of colleagues
25. Learning style(s) or combinations of styles preferred by colleagues
26. The written development plans of colleagues
27. Sources of specialist expertise available in/to your organisation in relation to identifying and providing learning for colleagues
28. Learning activities and resources available in/to your organisation
29. Your organisation's policies in relation to equality and diversity
30. Your organisation's policies and procedures in relation to learning
31. Your organisation's performance appraisal systems

A51. Take effective decisions

Unit Summary

What is the unit about?

This unit is about taking sound decisions based upon a valid analysis of the best available information. Managers at all levels need to take decisions within their area of responsibility and authority. This unit provides a structure for taking decisions that meet defined objectives and are consistent with a broader framework of values, policies and guidelines.

Who is the unit for?

This unit is appropriate to the work of local government staff working, for example, in Committee Services, Democratic Services, Scrutiny or other departments that have an important role in assisting the local authority to achieve the most effective and appropriate democratic and decision making structures and procedures.

Links with other units

This unit is the same as E10 from the Management Standards Centre NOS.

Scope of the unit

This unit has no scope.

A51. Take effective decisions

Outcomes of effective performance

You must ensure the following:

1. Identify those who may be affected by the decision and their interests.
2. Involve, where possible, those who are able to contribute to the decision making process or will be affected by the decision.
3. Establish the objectives of the decision to be taken – clarify what you are really trying to achieve by taking the decision and uncover any hidden agendas.
4. Identify the information you need to take the decision and the sources of this information.
5. Obtain sufficient relevant information to allow you to take the decision and verify its accuracy and reliability.
6. Take timely action to remedy inadequate, unreliable, contradictory or ambiguous information.
7. Analyse the information to identify facts, patterns and trends that may impact on your decision.
8. Identify and evaluate the range of options open to you.
9. Draw conclusions supported by reasoned arguments and reliable information, clearly stating any assumptions you have made and risks that may be involved.
10. Take decisions
 - in line with your objectives
 - within the scope of your authority
 - consistent with values, policies and guidelines
 - in time for necessary action to be taken.
11. Obtain help and advice if
 - you do not have adequate information
 - the decision is outside your area of responsibility or scope of authority
 - your decisions are likely to conflict with values, policies and guidelines.
12. Communicate your decision clearly to those who are affected.

Behaviours which underpin effective performance

You must show that you work in the following way:

1. You act within the limits of your authority.
2. You show integrity, fairness and consistency in decision-making.
3. You check the validity and reliability of information.
4. You push for concrete information in an ambiguous situation.
5. You identify patterns or meaning from events and data that are not obviously related.
6. You build a total and valid picture from restricted or incomplete data.
7. You articulate the assumptions made and risks involved in understanding a situation.
8. You take timely decisions that are realistic for the situation.
9. You take decisions in uncertain situations or based on incomplete information when necessary.
10. You take and implement difficult and/or unpopular decisions, if necessary.

Knowledge and understanding

You need to know and understand the following:

General knowledge and understanding

1. The importance of involving those who are able to contribute or may be affected in the decision-making process, and how to do so.
2. The importance of setting objectives for the decision, and how to make it clear what the decision must achieve and what is outside the scope of the decision.
3. How to identify the information you need to take the decision.
4. How to judge whether you have sufficient, accurate, reliable and relevant information to allow you to take the decision.
5. How to identify if information is inadequate, unreliable, contradictory or ambiguous, and how to remedy this in a timely way.
6. How to analyse information to identify relevant facts, patterns and trends.
7. The range of options open to you and how to evaluate the options.
8. How to justify your conclusions.
9. The importance of ensuring your decisions are in line with your organisation's values, policies and guidelines.
10. The importance of showing any assumptions you have made and risks that may be involved, and how to do so.
11. The importance of taking decisions in time for necessary action to be taken.
12. How to communicate your decision clearly and concisely.

Industry/sector specific knowledge and understanding

13. Industry/sector requirements for using information to take decisions.

Context specific knowledge and understanding

14. People who are able to contribute to the decision-making process or will be affected by the decision.
15. Facts, patterns and trends that may impact on your decision.
16. Your organisation's policies, values and guidelines.
17. The scope of your authority for taking decisions and when you need to refer to someone else.
18. Whom to go to for advice if you do not have adequate information, the decision is outside your area of responsibility, or your decisions conflict with policies, values and guidelines.

A52. Manage consultations to support democratic and decision making processes

Unit Summary

What is the unit about?

Local authorities have a statutory responsibility to consult with the public on a wide range of issues. There may also be other situations in which local authorities decide to carry out public consultations on their own initiative. In either case, local authority officers need to be competent in managing or contributing to this process. This unit covers contributing to public consultations, but not assuming overall responsibility for them.

Who is the unit for?

This unit is appropriate to the work of staff in local government working, for example, in Committee Services, Democratic Services or other departments that have an important role in assisting the local authority to consult with the public and other key external stakeholders on issues of interest to them.

Links with other units

This unit links to A51, C11, C22 and C32.

Scope of the unit

This unit covers the following types of **consultations**:

- involving public meetings
- involving surveys
- involving web-based methods
- involving focus groups
- involving media

A52. Manage consultations to support democratic and decision making processes

Outcomes of effective performance

You must ensure the following:

1. Your plans for consultation cover:
 - those to be consulted
 - the methods to be used
 - agreed timescales and costs
 - monitoring methods
 - critical success factors
 - possible contingencies and ways of dealing with these
2. Your chosen consultation methods:
 - are consistent with the aims, objectives and processes of your organisation
 - are consistent with the reasons for consultation
 - represent the most effective methods of consultation within available resources
 - meet the needs of the people with whom you need to consult
 - respect requirements for openness and transparency
3. You have the support of the accountable body for your consultation plans
4. Those taking part in the consultation receive appropriate support
5. There is a clear and effective analysis of all consultation responses
6. The accountable body receives:
 - a summary of the consultation processes and outcomes
 - clear conclusions and options for action, supported by appropriate evidence
 - support to enable them to reach appropriate decisions
7. You evaluate the consultation process and share lessons for future practice

Behaviours which underpin effective performance

You must show that you work in the following way:

1. You demonstrate political neutrality
2. You recognise changes in circumstances promptly and adjust plans and activities accordingly
3. You constantly seek to improve performance

4. You generate and recognise imaginative and innovative solutions
5. You identify people's information needs
6. You identify people's preferred communication media and styles and adopt media and styles appropriate to different people and situations
7. You present information clearly, concisely, accurately and in ways that promote understanding
8. You prioritise objectives and plan work to make the best use of time and resources
9. You accurately calculate risks, and make provision so that unexpected events do not impede the achievement of objectives
10. You monitor the quality of work and progress against plans and take appropriate corrective action, where necessary
11. You check the validity and reliability of information, with sensitivity to possible bias and ensuring balance
12. You analyse and structure information to develop knowledge that can be shared
13. You show sensitivity to internal and external politics that impact on your area of work
14. You show sensitivity to stakeholders' needs and interests and manage these effectively

Knowledge and understanding

You need to know and understand the following:

1. The importance of effective communication and consultation in a democratic context
2. The range of processes and methods available for communication and consultation
3. The strengths and weaknesses of these processes and methods according to different situations and different groups
4. How these processes and methods can be used effectively in a democratic context
5. The importance of openness, confidentiality, political independence and sensitivity when carrying out consultation exercises
6. The established methods of communicating and consulting in a democratic context and their strengths and weaknesses
7. Individuals and groups that should be communicated and consulted with according to the requirements of the accountable body
8. House styles and local requirements for report writing
9. How to identify communication and consultation processes that are appropriate to your needs
10. The importance of devising methods of communication and consultation that meet the needs of all the stakeholders involved and how to do so
11. Why you should take account of other communication and consultation processes
12. Why you should plan and document your communication and consultation process
13. Why you should consult with others on your plans
14. Why it is important to identify and plan for possible contingencies
15. How to organise data in a way that will help analysis
16. Why it is important to be objective in your analysis
17. What factors may tend to make you less than objective
18. How to set out a report in a clear and logical manner
19. The importance of continuous improvement in communication and consultation processes

A61. Continuously improve local government structures, systems and services

Unit Summary

What is the unit about?

The principles of continuous improvement underpin modern local authority activity, including the democratic and decision making structures and systems, and the services provided to elected members and other key stakeholders.

Local authority staff with responsibility for these structures, systems and services must ensure that they are as effective and efficient as possible in achieving legislative requirements and the local authority's own aims and objectives.

Who is the unit for?

This unit is appropriate to the work of staff in local government working, for example, in Committee Services, Democratic Services or other departments that have an important role in assisting the local authority to achieve the most effective and appropriate democratic and decision making structures and procedures.

Links with other units

This unit links to A51, C11, C22 and C32.

Scope of the unit

This unit covers the following aspects to be improved:

- democratic and decision making structures
- democratic and decision making procedures and systems
- services provided to elected members and other stakeholders

A61. Continuously improve local government structures, systems and services

Outcomes of effective performance

You must ensure the following:

1. Your evaluation of current structures, systems and services has a clear purpose, scope and timescales
2. You develop evaluation measures that:
 - are consistent with the purpose and scope
 - are specific and cost effective
 - make best use of existing sources of data and means of collecting data
 - can provide the information you need in required timescales
3. Your evaluation methods are appropriate and effective
4. Your evaluation plans are:
 - realistic,
 - achievable *and*
 - agreed with key stakeholders
5. Your analysis of data and information is thorough and accurate
6. Your conclusions are evidence-based
7. Your recommendations for improvement are consistent with:
 - your organisation's aims, objectives and values
 - external requirements on your organisation
 - resource constraints
8. You present your report in a way that is likely to gain the support of key decision makers
9. You negotiate any required changes to your recommendations

Behaviours which underpin effective performance

You must show that you work in the following way:

1. You reflect regularly on your own and others' experiences and use these to inform future action
2. You prioritise objectives and plan work to make the best use of time and resources
3. You monitor the quality of work and progress against plans and take appropriate corrective action, where necessary
4. You push for concrete information in an ambiguous situation
5. You constantly seek to improve performance
6. You constructively challenge the status quo and seek better alternatives
7. You generate and recognise imaginative and innovative solutions
8. You present information clearly, concisely, accurately and in ways that promote understanding
9. You take personal responsibility for making things happen
10. You focus personal attention on specific details that are critical to achieving successful results
11. You analyse and structure information to develop knowledge that can be shared
12. You identify clearly the benefits to people of a proposed course of action
13. You present ideas and arguments convincingly and in ways that strike a chord with people
14. You develop plans to meet the requirements of policy makers
15. You reinforce the links between specific objectives, areas of work and strategic goals

Knowledge and understanding

You need to know and understand the following:

1. The importance of identifying the purpose, scope and timescales of the evaluation in advance of planning
2. How to develop measures and criteria that are consistent with the evaluation of structures, systems and services
3. The political dimension to reviewing decision making structures and processes
4. The range of evaluation methods that are available and appropriate and how to select ones that are 'fit for purpose'
5. The principles and methods associated with good practice in project planning
6. The importance of consultation and negotiation at the planning stage
7. How to collect and collate data and information to aid analysis
8. Methods of quantitative and qualitative analysis
9. How to identify patterns and trends that suggest certain conclusions
10. The importance of providing evidence for your conclusions
11. The importance of consultation and negotiation
12. The importance of confidentiality when carrying out evaluations
13. How to develop and present recommendations in a way that is likely to gain the support of decision makers
14. House styles and other requirements for reports
15. How to negotiate with decision makers

Unit 313 Organise and coordinate events

Unit Summary

Organise events and coordinate resources and arrangements during events.

Skills

You will apply the following skills:

- Negotiating
- Planning
- Organising
- Communicating
- Checking
- Interpersonal skills
- Problem solving
- Monitoring
- Managing time
- Managing resources
- Evaluating

Performance indicators

You will:

Before the event

1. Agree the event brief and budget
2. Identify and cost suitable venues
3. Prepare and send out invitations to delegates
4. Identify and coordinate resources and the production of event materials
5. Coordinate delegate responses
6. Confirm venue and event requirements
7. Agree contracts if required
8. Provide delegates with joining instructions and event materials

At the event

9. Prepare the venue
10. Coordinate activities and resources during the event
11. Help delegates to feel welcome
12. Respond to delegates' needs throughout the event
13. Resolve problems

After the event

14. Clear and vacate the venue
15. Coordinate the event evaluation and identify action points for the future
16. If necessary, prepare and circulate papers
17. Reconcile accounts to budget

Knowledge

You will know:

1. Why it is important to plan and manage events effectively and efficiently
2. The role of an event organiser
3. The types of events and their main features
4. Why it is important to agree a brief and budget for the event
5. The types of information that delegates will need
6. How to identify suitable venues for different types of events
7. The types of resources that will be needed for different types of events
8. The special requirements that delegates may have and how to meet these
9. Health, safety and security requirements when organising events
10. The legal and organisational requirements for contracts
11. The types of activities and resources that may need to be coordinated during an event
12. The types of problems that may occur during events and how to solve them
13. What points to observe when clearing and vacating an event
14. Why it is important to evaluate an event and the methods you can use
15. The types of papers that may need to be circulated after an event
16. Budgetary responsibilities and procedures

B12. Prepare for democratic and decision making meetings

Unit Summary

What is the unit about?

Meetings are a vital part of the democratic and decision making processes in local government. For local democracy to be effective, it is vital that meetings are prepared for efficiently and effectively so that discussions can be focused and relevant, and decisions taken in a timely and informed way. This unit covers both the executive and scrutiny functions of local authorities, where they apply, as well as more traditional committee structures, advisory bodies, partnership groups etc.

Who is the unit for?

This unit is appropriate to the work of local government staff working, for example, in Committee Services, Democratic Services, Scrutiny or other departments that have an important role in assisting the local authority to achieve the most effective and appropriate democratic and decision making processes.

Links with other units

This unit links to units B22, C15, C21, C31 and B13.

Scope of the unit

This unit covers the following types of **meetings**:

- executive meetings
- overview and scrutiny committees
- partnership bodies
- NHS or Community Safety Scrutiny Committees
- Decision making committees
- Consultative or advisory bodies

B12. Prepare for democratic and decision making meetings

Outcomes of effective performance

You must ensure the following:

1. All relevant people:
 - receive advance notice of the meeting as required
 - have the opportunity to contribute to the preparation of papers and agenda
 - receive final version papers and agenda within specified deadlines
2. Final versions of the papers and agenda:
 - are accurate, complete and available within specified deadlines
 - conform to legal and local authority requirements
 - meet the requirements of exempt and confidential information

Behaviours which underpin effective performance

You must show that you work in the following way:

1. You demonstrate political neutrality
2. You identify and build relationships with people essential to your work
3. You work to develop an atmosphere of professionalism and mutual support
4. You prioritise objectives and plan work to make best use of time and resources
5. You use effective and efficient means to gather, store and retrieve information
6. You present information clearly, concisely, accurately and in ways that promote understanding
7. You monitor the quality of work and progress against plans
8. You take pride in delivering high quality work
9. You focus attention on specific details that are essential to success

Knowledge and understanding

You need to know and understand the following:

1. The purpose and nature of the meeting and how it fits into decision making processes
2. Relevant people who have an interest in the meeting and how to involve them in preparations
3. The purpose of an agenda and how it should be drafted
4. The information you need in order to produce an agenda and how to access such information
5. The people who should receive the agenda and papers, both members of the committee and others with a legitimate interest
6. The essential information that should be contained in the agenda and the notice of the meeting
7. Meetings for which advanced notice may have to be given
8. The purpose of pre-meetings and why they are important
9. Who you should meet with in advance of the meeting, according to the type of meeting and the issues to be discussed
10. Actions that may have to be taken as a result of a pre-meeting
11. The purpose of checking papers and agendas in advance of the meeting and what to check for
12. Who should receive papers and agendas according to the type of meeting and the issues being discussed

B13. Support, record and follow up democratic and decision making meetings

Unit Summary

What is the unit about?

Meetings are a vital part of the democratic and decision making processes in local government. For local democracy to be effective, it is vital that meetings are recorded accurately and that elected representatives and other decision makers receive advice on important issues such as standing orders. This unit covers the executive and scrutiny functions of local authorities, where they apply, as well as more traditional committee structures, advisory bodies, partnership groups etc.

Who is the unit for?

This unit is appropriate to the work of local government staff working, for example, in Committee Services, Democratic Services, Scrutiny or other departments that have an important role in assisting the local authority to achieve the most effective and appropriate democratic and decision making processes.

Links with other units

This unit links to units B22, C15, C21, C31 and B12.

Scope of the unit

This unit covers the following types of **meetings**:

- executive meetings
- overview and scrutiny committees
- partnership bodies
- NHS or community safety scrutiny committees
- decision making committees
- consultative or advisory bodies

B13. Support, record and follow up democratic and decision making meetings

Outcomes of effective performance

You must ensure the following:

1. Your support for the meeting:
 - is consistent with your responsibilities
 - follows the conventions of your organisation
 - provides accurate information and advice
 - enables all those present to contribute if they wish
 - facilitates democratic decision making
 - presents a positive image of yourself and your organisation
2. Minutes of the previous meeting are agreed and verified
3. Confidential and exempt items are dealt with correctly
4. Your minutes of the meeting:
 - cover all those aspects required by law and your organisation
 - are clear, accurate and in the agreed style
 - record the decisions taken
 - are agreed by relevant people
5. Relevant people receive a reminder of actions agreed at the meeting in good time for them to take these actions

Behaviours which underpin effective performance

You must show that you work in the following way:

1. You demonstrate political neutrality
2. You display a good understanding of how different factors in the work context relate to each other
3. You work to develop an atmosphere of professionalism and mutual support
4. You use effective and efficient means to gather, store and retrieve information
5. You present information clearly, concisely, accurately and in ways that promote understanding
6. You take pride in delivering high quality work
7. You focus attention on specific details that are essential to success
8. You do things without being asked or forced to by events

9. You keep confidential information secure
10. You check the validity and reliability of information

Knowledge and understanding

You need to know and understand the following:

1. The purpose and nature of the meeting and how it fits into decision making processes
2. Protocols for the broad range of meetings in which you are involved
3. The people who are allowed to be present and contribute to certain discussions
4. Your role and responsibilities in regard to the meeting
5. The importance of ensuring that the minutes of the previous meeting are agreed and verified
6. The range of information you may be called upon to provide
7. Situations in which people – for example, elected representatives or members of the public – may need support
8. The type of support they may need and how to provide it
9. Voting procedures for the types of meetings in which you are involved and your role in regard to votes
10. The various purposes which minutes need to serve
11. The requirements for taking notes at meetings: both legal and local authority
12. How to produce minutes of meetings: legal and local authority requirements
13. The importance of verifying your minutes and how to do so
14. The importance of action sheets and the information that should be contained within them
15. The importance of seeking advice when you are unsure about actions or who should take them
16. The importance of carrying out actions within agreed timescales
17. How to monitor actions delegated to others whilst maintaining effective working relationships

B15. Manage the work of democratic and decision making meetings

Unit Summary

What is the unit about?

Meetings are a vital part of the democratic and decision making processes in local government. For local democracy to be effective, it is vital that meetings are prepared for efficiently and effectively so that discussions can be focused and relevant and decisions taken in a timely and informed way. It is also crucial that the meetings are fully supported and accurately recorded and that decisions are actioned as required. This unit covers both the executive and scrutiny functions of local authorities where they apply as well as more traditional committee structures, advisory bodies, partnership groups etc.

Who is the unit for?

This unit is appropriate to the work of local government staff working, for example, in Committee Services, Democratic Services, Scrutiny or other departments who have a leading role in assisting the local authority to achieve the most effective and appropriate democratic and decision making processes.

Links with other units

This unit links to A51, C11, C22 and C32.

Scope of the unit

This unit covers the following types of **meetings**:

- executive meetings
- overview and scrutiny committees
- partnership bodies
- NHS or Community Safety Scrutiny Committees
- Decision making committees
- Consultative or advisory bodies

B15. Manage the work of democratic and decision making meetings

Outcomes of effective performance

You must ensure the following:

1. Your draft agenda for the meeting is based on:
 - records of previous meetings
 - other relevant papers
 - forward agenda plans
 - legal and internal requirements
 - liaising with relevant people
2. People responsible for providing papers for agenda items receive timely reminders and briefing
3. Any papers you are required to produce are available in good time
4. Relevant people have the opportunity to provide amendments to agenda and papers
5. Final versions of the papers and agenda:
 - are accurate, complete and available within specified deadlines
 - conform to legal and local authority requirements
 - meet the requirements of exempt and confidential information
 - are dispatched to the relevant people
6. The meeting meets local authority and legal requirements, *or* you intervene to provide guidance and support
7. Your contribution to the meeting:
 - is in accordance with your role and responsibilities
 - follows the conventions of your local authority
 - is relevant, clear, accurate and succinct
8. People who require support receive it with tact and diplomacy
9. Staff for whom you are responsible receive adequate briefing, supervision and support
10. Your record of the meeting:
 - is clear, accurate and in a style that is appropriate to its purpose
 - meets legal and local authority requirements
 - has the agreement of relevant people
11. You follow the correct procedures for action to be taken by yourself and others as a result of the meeting

Behaviours which underpin effective performance

You must show that you work in the following way:

1. You demonstrate political neutrality
2. You identify and build relationships with people essential to your work
3. You identify people's preferred communication media and styles and adopt media and styles appropriate to different people and situations
4. You work to develop an atmosphere of professionalism and mutual support
5. You show integrity, fairness and consistency in decision making
6. You prioritise objectives and plan work to make best use of time and resources
7. You use effective and efficient means to gather, store and retrieve information
8. You present information clearly, concisely, accurately and in ways that promote understanding
9. You monitor the quality of work and progress against plans
10. You take pride in delivering high quality work
11. You focus attention on specific details that are essential to success
12. You keep confidential information secure
13. You present ideas and arguments convincingly and in ways that strike a chord with people
14. You show sensitivity to internal and external politics that impact on your area of work
15. You act to understand and influence the climate and culture of the organisation/partnership
16. You consider the impact of your own actions on others

B15. Manage the work of democratic and decision making meetings

Knowledge and understanding

You need to know and understand the following:

1. The purpose and nature of the meeting and how it fits into decision making processes
2. The purpose of an agenda and how it should be drafted
3. The information you need in order to produce an agenda and how to access such information
4. Situations in which you may need to produce papers yourself
5. The principles and methods of report writing
6. Meetings for which advanced notice may have to be given
7. The purpose of pre-meetings and why they are important
8. Who you should meet with in advance of the meeting, according to the type of meeting and the issues to be discussed
9. The scope and depth of the briefing that should take place
10. Actions that may have to be taken as a result of a pre-meeting
11. The purpose of checking papers and agendas in advance of the meeting and what to check for
12. Who should receive papers and agendas according to the type of meeting and the issues being discussed
13. Protocols for the broad range of meetings in which the candidate is involved
14. The candidate's roles and responsibilities in regard to the meeting
15. The range of information and advice the candidate may be called upon to provide
16. Situations in which people – for example, elected members or members of the public – may need support
17. The type of support they may need and how to provide it
18. Voting procedures for the types of meetings in which the candidate is involved and their role in regard to votes
19. The requirements for taking notes at meetings: both legal and local authority
20. Effective writing skills
21. How to produce minutes of meetings: legal and local authority requirements
22. The importance of verifying your minutes and how to do so
23. The importance of action sheets and the information that should be contained within them
24. The importance of seeking advice when you are unsure about actions or who should take them
25. Distribution methods and how to use them
26. The importance of carrying out the actions required of you
27. The importance of carrying out actions within agreed timescales
28. How to recognise situations in which you may need to seek advice from others
29. Situations in which you may need to seek advice and support and who could help you
30. How to monitor actions delegated to others whilst maintaining effective working relationships
31. The importance of recording what you and others have done

Unit 310 Research, analyse and report information

Unit Summary

Research, analyse and report information.

Skills

You will apply the following skills:

- Planning
- Researching
- Analysing
- Organising
- Decision-making
- Reading
- Writing
- Using number
- Problem solving
- Communicating
- Using technology
- Presenting information

Performance indicators

You will:

Research information

1. Agree aims and objectives and deadlines for the information search
2. Identify relevant sources of information
3. Search for and obtain information to meet deadlines
4. Record the information
5. Maintain a record of sources used

Analyse and report information

6. Organise the information in a way that will help you analyse it
7. Examine, interpret and extract the information required
8. If necessary, get feedback on what you have found
9. Present information in the most appropriate format, accurately and on time

Knowledge

You will know:

1. Why it is important to research information efficiently and accurately
2. The types of information you are required to obtain and analyse
3. Why it is important to agree aims, objectives and deadlines
4. Relevant information sources and search methods
5. Why you should maintain a record of sources you have used and how to do so
6. How to organise information in a way that will help you analyse it
7. The different formats that may be required when reporting information

B23. Manage and publish information relating to democratic and decision making processes

Unit Summary

What is the unit about?

Information is a key component of the work of all staff in Democratic Services – Committee Administration, Member Support and Scrutiny. This information must be stored and maintained so that it is secure and can be easily retrieved when needed. This unit covers the responsibility of staff for maintaining and developing an information system – filing system, library or electronic equivalent. It also covers making this information available to the public when required, for example, via a website or by printed means.

Who is the unit for?

This unit is appropriate to the work of local government staff working, for example, in Committee Services, Democratic Services, Scrutiny or other departments that have an important role in assisting the local authority to achieve the most effective and appropriate democratic and decision making processes.

Links with other units

This unit links to B22, C15, C21, C31.

Scope of the unit

This unit covers the following types of **information**:

- stored and made available in printed format
- stored and made available in electronic format

B23. Manage and publish information relating to democratic and decision making processes

Outcomes of effective performance

You must ensure the following:

1. Your information system is well structured and maintained
2. The information you require for your job responsibilities is:
 - stored in the correct location
 - accurate and up-to-date
 - easily accessible by yourself and other authorised colleagues
 - in the agreed format
 - secure from accidental loss and unauthorised access
3. You follow agreed procedures for:
 - maintaining confidentiality
 - archiving material not immediately required
4. Information available to the public:
 - meets requirements for Freedom of Information, Access to Information and Data Protection
 - is authorised for wider publication
 - is readily available to the intended audience, following agreed procedures
 - is available within agreed an agreed timeframe
 - is accurate and up-to-date
 - is in a clear and agreed format
 - provides opportunities for follow-up queries and comment

Behaviours which underpin effective performance

You must show that you work in the following way:

1. You use effective and efficient means to gather, store and retrieve information
2. You check the validity and reliability of information
3. You identify people's information needs
4. You identify people's preferred communication media and styles and adopt media and styles appropriate to different people and situations
5. You present information clearly, concisely, accurately and in ways that promote

understanding

6. You analyse and structure information to develop knowledge that can be shared
7. You show sensitivity to internal and external politics that impact on your area of work
8. You identify the implications or consequences of a situation to achieve successful results

Knowledge and understanding

You need to know and understand the following:

1. The types of information stored and regularly used by you and members of your team and the importance of this information
2. Why it is important that this information is safely and securely stored in a way that allows users to locate it quickly and efficiently
3. Relevant procedures for using and maintaining your information system
4. Why it is important to follow agreed procedures for the storage of materials and check that others are doing the same
5. Why it is important to check storage conditions and the conditions of materials: what types of conditions you should report and who you should report to
6. Your organisation's policies are for the disposal and archiving of materials, why they are important and the procedures to follow
7. The importance of confidentiality and security and how to maintain these
8. Why it is important to review your information system and to improve it on a regular basis
9. Legislation covering the confidentiality of information and freedom of information as relevant to your job role
10. How to ensure that information is 'cleared' for wider publication
11. The methods used by your organisation to make information available to the public
12. Colleagues in your organisation with whom you liaise on the publication of information, your respective responsibilities and how to work effectively with them
13. The format(s) in which information should be made available to the public and how to present information in these formats
14. How to provide opportunities for members of public to make follow-up queries and comments and how to respond to these

Unit 318 Design and produce documents

Unit Summary

Design and produce high quality, attractive documents to agreed specifications.

Skills

You will apply the following skills:

- Listening
- Questioning
- Negotiating
- Reading
- Researching
- Organising
- Designing
- Writing
- Using technology
- Checking
- Managing time

Performance indicators

You will:

1. Agree the purpose, content, style, quality standards and deadlines for the document
2. Identify and prepare the resources you need
3. Research and organise the content you need
4. Make efficient use of the technology available
5. Design and produce the document in the agreed style
6. Integrate non-text objects in the agreed layout
7. Check for accuracy, editing and correcting as necessary
8. Store the document safely and securely in an approved location
9. Present the document in the required format within agreed deadlines and quality standards

Knowledge

You will know:

1. Why it is important to produce high quality and attractive documents
2. The different types of documents that you may be asked to design and produce and the document styles you should use
3. The different formats in which the text may be presented
4. Why it is important to agree the purpose, content, style, quality standards and deadlines for the document
5. The different types of technology available for inputting, formatting and editing text and their main features
6. The types of resources you need to produce high quality and attractive documents
7. How to research and organise the content you need for the document
8. How to integrate and lay out text and non-text
9. How to check for accuracy and correctness – including spelling and grammar – and why this is important
10. Why it is important to store the document safely and securely and how to do so
11. The importance of confidentiality and data protection
12. Why it is important to meet quality standards and deadlines

B35. Support elected members' case work

Unit Summary

What is the unit about?

In local democracy, elected members have an important role to play in taking up and dealing with constituency problems. Local authority staff can have a key role to play in supporting the elected member in this important area of responsibility.

Who is the unit for?

This unit is appropriate to the work of local government staff who have an important role to play in assisting elected members to secure effective services for their constituents.

Links with other units

This unit links to B22, C15, C21, C31

Scope of the unit

This unit covers the following types of **case work issues**:

- complaints about services
- failure to meet agreed standards
- unmet needs for services
- requests for information about services and service providers
- Community Calls for Action

B35. Support elected members' case work

Outcomes of effective performance

You must ensure the following:

1. You have relevant information about constituency and case work issues
2. You make this information available to the elected member as appropriate and advise on suitable action
3. Information is as up-to-date and accurate as possible
4. If required you obtain information and prepare a possible response on behalf of the elected member
5. Where necessary, you monitor progress in dealing with constituency and case work issues
6. Where necessary, members of the public and elected members receive reports on progress
7. Elected members, colleagues and members of the public are satisfied with the service you have provided

Behaviours which underpin effective performance

You must show that you work in the following way:

1. You address multiple demands without losing focus or energy
2. You respond quickly to crises and problems with a proposed course of action
3. You constantly seek to improve performance
4. You find practical ways to overcome barriers
5. You listen actively, ask questions, clarify points and rephrase other's statements to check mutual understanding
6. You keep people informed of plans and developments
7. You show empathy with others' needs, feelings and motivations and take an active interest in their concerns
8. You make time available to support others
9. You demonstrate a clear understanding of different customers and their real and perceived needs
10. You take personal responsibility for resolving customer problems
11. You advocate customers' interests within your organisation

12. You give people opportunities to provide feedback and you respond appropriately
13. You push for concrete information in an ambiguous situation
14. You show sensitivity to internal and external politics that impact on your own area of work

Knowledge and understanding

You need to know and understand the following:

1. The importance of collecting available information and the type of information to collect
2. How to deal with members of the public who are angry or distressed
3. The limits of your own role and competence when it comes to solving problems on behalf of the public
4. The importance of providing 'customer care' when dealing with members of the public
5. Your organisation's complaints procedures
6. Contact details for other organisations who may be more appropriate to deal with the constituency and case work issues
7. Contacts in other departments or organisations who can provide help and support when dealing with constituency and case work issues
8. The importance of agreeing and monitoring progress in dealing with a constituency or case work issue

B36. Scope, plan and manage a scrutiny work programme

Unit Summary

What is the unit about?

The scrutiny function provides the opportunity for greater transparency in decision making, policy review and development. Scrutiny may involve services provided by the local authority and/or those provided by external organisations. However, it is important that scrutiny is seen to add value and that resources are not wasted. Scrutiny programmes should genuinely reflect the legitimate needs and concerns of elected members and the communities they represent and demonstrate best value. With that in mind scrutiny programmes should be thoroughly scoped, carefully planned and efficiently managed.

The term 'stakeholders' in this unit refers primarily to elected members but may also include for example other council departments, members of the community and external partner bodies.

Who is the unit for?

This unit is appropriate for senior officers working on scrutiny activities in local government.

Links with other units

This unit links to A51, C11, C22, C32

Scope of the unit

This unit covers the following types of **scrutiny activity**:

- review
- budget scrutiny
- performance management
- specialist areas (for example, diversity)
- call-in
- pre-decision scrutiny
- where others have the duty to consult
- external scrutiny

B36. Scope, plan and manage a scrutiny work programme

Outcomes of effective performance

You must ensure the following:

1. There is a thorough review of all relevant plans, reports and emerging issues
2. Key stakeholders receive support in the process for identifying scrutiny issues
3. Key stakeholders agree:
 - issues that require scrutiny and their priorities
 - the benefits, aims and added value of scrutiny activities
 - the feasibility of scrutiny activities, in terms of stakeholder commitment, risk assessments and available resources
4. You have a work programme which identifies each scrutiny activity including:
 - its aims, objectives and expected outcomes
 - its schedule of work
 - its budget and other resources
 - stakeholder involvement
 - communications
 - those responsible and the limits of their authority
 - links with other related activities
5. The work programme is realistic in terms of time and resources
6. The work programme is 'signed off' according to your organisation's procedures
7. Everyone involved in the work programme receives adequate briefing and support prior to and during its implementation
8. There is careful monitoring of the work programme's implementation
9. Key stakeholders and staff receive timely and clear updates on progress
10. You adapt plans and manage risks in response to changing circumstances
11. The work programme achieves agreed outcomes within schedule and to budget
12. There is a thorough evaluation of the work programme which identifies lessons for the future

Behaviours which underpin effective performance

You must show that you work in the following way:

1. You show sensitivity to internal and external politics that impact on your area of work
2. You reinforce the links between specific objectives, areas of work and strategic goals
3. You use cost-effective, time-effective and ethical means to gather, store and retrieve information
4. You show empathy with others' needs, feelings and motivations and take an active interest in their concerns
5. You act to understand and influence the climate and culture of the organisation/partnership
6. You balance agendas and build consensus
7. You constructively challenge the status quo and seek better alternatives
8. You address multiple demands without losing focus or energy
9. You present information clearly, concisely, accurately and in ways that promote understanding
10. You balance risks against the benefits of taking risks
11. You focus personal attention on specific details that are critical to achieving successful results
12. You create a sense of common purpose
13. You model behaviour that shows respect, helpfulness and cooperation
14. You employ a range of leadership styles appropriate to different situations
15. You take timely decisions that are realistic for the situation
16. You show integrity, fairness and consistency in decision making
17. You encourage and support others to take decisions autonomously
18. You constantly seek to improve performance

Knowledge and understanding

You need to know and understand the following:

1. The role of scrutiny in the democratic process
2. Legislation, regulations, guidelines and codes of practice relevant to the scrutiny process
3. Best practice planning and managing scrutiny programmes
4. The importance of facilitation in the scrutiny officer's role
5. The importance of building relationships with key stakeholders, building trust and involvement and 'leading upwards'
6. How to enable challenge constructively
7. The roles and key responsibilities of a scrutiny programme manager
8. Principles, processes, tools and techniques for managing scrutiny programmes
9. The types of plans, reports and emerging issues that you should take account of when scoping plans for scrutiny and how to review these
10. How to manage, motivate, plan, monitor, and assess people
11. How to manage change within projects and programmes
12. Risks and contingencies common to scrutiny programmes and processes and how to assess and manage these
13. Key stakeholders – the individuals or groups who have an interest in the success of the scrutiny programme, including external stakeholders
14. General organisational policies, practices and activities that may affect the scrutiny programme plan
15. The agreed key objectives and scope of the programme and the available resources
16. Procedures in your organisation for managing finance
17. Procedures in your organisation for commissioning services

B37. Scope and plan a scrutiny activity

Unit Summary

What is the unit about?

The scrutiny function provides the opportunity for greater transparency in decision making, policy review and development. Scrutiny may involve services provided by the local authority and/or those provided by external organisations. For scrutiny to be effective, all key stakeholders – for example elected members, external partners and other departments – should be actively involved in scoping and developing plans for the scrutiny activity. These plans should have clear objectives and outcomes which are of benefit to the decision making process, be cost- and time-effective and have a realistic prospect of achieving the desired outcomes.

The term 'stakeholders' in this unit refers primarily to elected members but may also include for example other council departments, members of the community and external partner bodies.

Who is the unit for?

This unit is appropriate for officers working on scrutiny activities in local government.

Links with other units

This unit links to A51, C11, C22 and C32.

Scope of the unit

This unit covers the following types of **scrutiny activities**:

- review
- budget scrutiny
- performance management
- specialist areas (for example, diversity)
- call-in
- pre-decision scrutiny
- where others have the duty to consult
- external scrutiny

B37. Scope and plan a scrutiny activity

Outcomes of effective performance

You must ensure the following:

1. There is agreement with key stakeholders on:
 - the scope of the scrutiny
 - its expected benefits and outcomes
 - its feasibility in terms of stakeholder commitment, risk assessments and available resources
 - how the scrutiny relates to organisational goals
2. There is a scrutiny plan that includes:
 - aims, objectives and expected outcomes
 - methodology and schedule
 - budget and other resources
 - communications
 - accountability and control
 - links and dependencies
 - risks associated with the scrutiny and methods of managing these
 - reporting methods
 - monitoring and evaluation processes
3. The plan is realistic in terms of time and resources and takes any links with related activities into account
4. The plan integrates any new approaches with tried and tested methods
5. The plan engages the interest, involvement and commitment of key stakeholders
6. The schedule integrates with your organisation's decision making processes
7. All those involved in the project receive an adequate briefing on the scope and plans for the scrutiny

Behaviours which underpin effective performance

You must show that you work in the following way:

1. You show sensitivity to internal and external politics that impact on your area of work
2. You identify clearly the value and benefits to people of a proposed course of action
3. You show sensitivity to stakeholders' needs and interests and manage these effectively
4. You constructively challenge the status quo and seek better alternatives
5. You display a curiosity to learn and try out new things
6. You keep people informed of plans and developments
7. You present information clearly, concisely, accurately and in ways that promote understanding
8. You balance risks against the benefits of taking risks
9. You focus personal attention on specific details that are critical to achieving successful results
10. You take personal responsibility for making things happen

Knowledge and understanding

You need to know and understand the following:

1. The role of scrutiny in the democratic process and how it relates to other parts of the organisation and/or organisations
2. Relevant decision making structures and processes inside and outside your organisation
3. Legislation, regulations, guidelines and codes of practice relevant to the scrutiny process
4. Best practice planning and managing scrutiny processes
5. The importance of facilitation in your role
6. The importance of building relationships with key stakeholders, building trust and involvement and 'leading upwards'
7. How to enable constructive challenge
8. The different roles and responsibilities of the relevant people involved in planning and preparing a scrutiny activity
9. Principles, processes, tools and techniques for scoping and planning scrutiny processes
10. The types of issues and developments you should take into account when scoping a scrutiny activity
11. How to assess and manage risk
12. Risks and contingencies common to scrutiny activities
13. Key stakeholders – the individuals or groups who have an interest in the success of the scrutiny activity, including external stakeholders
14. General organisational policies, practices and activities that may affect the scrutiny activity
15. The overall vision, objectives and plans of the organisation and any other relevant programmes of work or processes being undertaken

B38. Implement, report on and evaluate a scrutiny activity

Unit Summary

What is the unit about?

The scrutiny function provides the opportunity for greater transparency in decision making, policy review and development. Scrutiny may involve services provided by the local authority and/or those provided by external organisations. For scrutiny to be effective, all key stakeholders should be actively involved in identifying witnesses and other evidence, exploring evidence and reaching conclusions. The scrutiny officer has a key role in enabling the scrutiny process, particularly by supporting key stakeholders at every stage in the scrutiny, in particular by facilitating consensus and helping those involved to reach evidence-based conclusions.

The term 'stakeholders' in this unit refers primarily to elected members but may also include for example other council departments, members of the community and external partner bodies.

Who is the unit for?

This unit is appropriate for officers working on scrutiny activities in local government.

Links with other units

This unit links to A51, C11, C22 and C32.

Scope of the unit

This unit covers the following types of **scrutiny activities**:

- review
- budget scrutiny
- performance management
- specialist areas (for example, diversity)
- call-in
- pre-decision scrutiny
- where others have the duty to consult
- external scrutiny

B38. Implement, report on and evaluate a scrutiny activity

Outcomes of effective performance

You must ensure the following:

1. Your support for key stakeholders helps them:
 - identify which issues to explore
 - identify the type of evidence needed
 - commission internal and external research
 - agree the witnesses to give evidence
2. The choice of evidence, research and witnesses shows imagination, innovation and good use of existing contacts and other resources
3. Your support for witnesses is thorough, fair and consistent
4. Your support for key stakeholders helps them:
 - agree the outcomes they require from each meeting
 - treat witnesses fairly and with respect
 - make best use of the time and evidence available
 - interpret the evidence provided
 - reach defensible conclusions based on the evidence provided
 - reach consensus
 - achieve the outcomes agreed for the scrutiny to schedule and within budget
5. There is a full and accurate record of meetings according to organisational and legal requirements
6. Your report:
 - is articulate and well-structured
 - is written in an agreed style
 - provides clear conclusions and recommendations with supporting evidence
 - is 'signed-off' by all key stakeholders and recommendations are directed to the appropriate decision makers
 - is communicated and disseminated to relevant stakeholders and the public
7. There is an evaluation of the scrutiny project against agreed outcomes and plans which identifies lessons for the future
8. You evaluate the longer-term impact of the scrutiny and its recommendations

Behaviours which underpin effective performance

You must show that you work in the following way:

1. You address multiple demands without losing focus and energy
2. You recognise changes in circumstances promptly and adjust plans and activities accordingly
3. You generate and recognise imaginative and innovative solutions
4. You show patience and perseverance
5. You make time available to support others
6. You encourage and support others to take decisions autonomously
7. You identify clearly the value and benefits to people of a proposed course of action
8. You show sensitivity to stakeholders' needs and interests and manage these effectively
9. You identify people's information needs
10. You identify and adopt media and styles appropriate to different people and situations
11. You present information clearly, concisely, accurately and in ways that promote understanding
12. You focus personal attention on specific details that are critical to achieving successful results
13. You take personal responsibility for making things happen
14. You show integrity, fairness and consistency
15. You model behaviour that shows respect, helpfulness and cooperation
16. You encourage and welcome feedback from others and use this feedback constructively
17. You reflect regularly on your own and others' experiences and use these to inform future action

Knowledge and understanding

You need to know and understand the following:

1. The role of scrutiny in the democratic process (as B37)
2. Legislation, regulations, guidelines and codes of practice relevant to the scrutiny process
3. Best practice in managing scrutiny activities
4. The importance of facilitation in your role
5. The importance of building relationships with key stakeholders, building trust and involvement and 'leading upwards'
6. How to enable constructive challenge
7. Your roles and key responsibilities when managing a scrutiny process
8. Principles, processes, tools and techniques for managing scrutiny processes
9. The types and quality of evidence required for effective scrutiny
10. How to commission internal and external research
11. The processes and procedures for identifying and involving witnesses in the scrutiny activity
12. How to work effectively with stakeholders during the scrutiny activity to help them achieve agreed outcomes
13. How to produce scrutiny reports
14. Procedures for disseminating scrutiny reports
15. How to evaluate scrutiny processes and learn lessons for the future
16. General organisational policies, practices and activities that may affect the scrutiny process

B39. Assist the development of elected members

Unit Summary

What is the unit about?

The success of local democracy depends greatly on the knowledge and skills of elected members. Elected members' roles and responsibilities are changing now, and are likely to continue to change in the future. New systems and techniques – such as information technology – are also impinging on the work of councillors. All of this places a responsibility on local authorities to assist elected members to continue to develop in their increasingly demanding roles.

Who is the unit for?

This unit is appropriate to the work of local government staff working, for example, in Committee Services, Democratic Services, Scrutiny or other departments that have an important role in assisting the local authority to achieve the most effective and appropriate democratic and decision making processes.

Links with other units

This unit links to B22, C15, C21, C31

Scope of the unit

This unit covers the following types of **elected members' development needs**:

- induction to the role
- to prepare for a new role in the council
- to increase knowledge in a particular area of responsibility
- to use new technology
- to use new procedures and systems

B39. Assist the development of elected members

Outcomes of effective performance

You must ensure the following:

1. You have a clear brief on:
 - elected members' development needs
 - the information, guidance and support they require
 - the way in which you should provide information, guidance and support
 - the times and places that you can provide information, guidance and support
2. The information, guidance and support you provide:
 - meets their requirements
 - is accurate and up-to-date
 - is presented in a style appropriate to them and at an appropriate time and place
3. You check elected members' understanding of the information, guidance and support you have provided and clarify any necessary points, where necessary varying the style and materials you have used
4. You support elected members' work and provide any further information, guidance, or reinforcement they may require
5. You collect feedback from elected members on the information, guidance and support you have provided and use this feedback to improve your future practice

Behaviours which underpin effective performance

You must show that you work in the following way:

1. You demonstrate political neutrality
2. You model behaviour that shows respect, helpfulness and co-operation
3. You identify people's preferred communication media and styles and adopt media and styles appropriate to different people and situations
4. You present information clearly, concisely, accurately and in ways that promote understanding
5. You analyse and structure information to develop knowledge that can be shared
6. You show sensitivity to internal and external politics that impact on your area of work
7. You encourage and support others to make the best of their abilities
8. You give feedback to others to help them improve their performance

Knowledge and understanding

You need to know and understand the following:

1. The differing roles and responsibilities of elected members, for example: committee members, cabinet and executive members, overview and scrutiny members, chairs and other roles
2. Why it is important to understand individual learning styles
3. The importance of treating elected members on an individual basis
4. Methods of collecting information on members' development needs and learning styles
5. How to identify and access existing development resources that may be appropriate to members' development needs
6. The different ways in which development resources can be presented and how to select ones that are appropriate to your elected members
7. How to evaluate the effectiveness of the information, guidance and support and why this is important
8. How to design and deliver development activities for elected members
9. How to assess the kind of style to adopt when providing development opportunities for members
10. The importance of giving learners the opportunity to practise the skills they have learned and consider how they can put them into practice during their work
11. Why it is important for learners to reflect on what they have learned
12. The importance of evaluating your own development activities and improving future practice

B41. Support the development of elected members

Unit Summary

What is the unit about?

The success of local democracy depends greatly on the knowledge and skills of elected members. Elected members' roles and responsibilities are changing now, and are likely to continue to change in the future. New systems and techniques – such as information technology – are also impinging on the work of councillors. All of this places a responsibility on local authorities to assist elected members to continue to develop in their increasingly demanding roles.

Who is the unit for?

This unit is appropriate to the work of local government staff working, for example, in Committee Services, Democratic Services, Scrutiny or other departments that have an important role in assisting elected members in their development.

Links with other units

This unit links to A51, C11, C22 and C32.

Scope of the unit

This unit covers the following types of **elected members' development needs**:

- induction to the role
- to perform an existing role
- to prepare for a new role in the council
- to increase knowledge in a particular area of responsibility
- to use new technology
- to use new procedures and systems

B41. Support the development of elected members

Outcomes of effective performance

You must ensure the following:

1. You have up-to-date information on the current and future roles and responsibilities of elected members
2. Elected members receive the support they need to identify their development needs
3. There is agreement with elected members on their development needs, priorities and preferred learning styles
4. There is an agreed development programme that:
 - addresses the individual and collective needs of elected members
 - contains learning activities and resources that are appropriate to elected members
 - provides opportunities for elected members to apply what they have learned to their roles and responsibilities
5. Those involved in implementing the development programme:
 - have the skills and knowledge needed to deliver the programme
 - receive adequate briefing and ongoing support to deliver the programme
6. There is ongoing monitoring and evaluation of the development programme
7. You collect feedback from elected members on the information, guidance and support you have provided and use this feedback to improve your future practice

Behaviours which underpin effective performance

You must show that you work in the following way:

1. You demonstrate political neutrality
2. You model behaviour that shows respect, helpfulness and co-operation
3. You identify people's preferred communication media and styles and adopt media and styles appropriate to different people and situations
4. You present information clearly, concisely, accurately and in ways that promote understanding
5. You analyse and structure information to develop knowledge that can be shared
6. You show sensitivity to internal and external politics that impact on your area of work
7. You encourage and support others to make the best of their abilities

8. You give feedback to others to help them improve their performance

Knowledge and understanding

You need to know and understand the following:

1. The differing roles and responsibilities of elected members, for example: committee members, cabinet and executive members, overview and scrutiny members, chairs and other roles
2. Why it is important to understand individual learning styles
3. The importance of treating elected members on an individual basis
4. Methods of collecting information on members' development needs and learning styles
5. How to identify and access existing development resources that may be appropriate to members' development needs
6. The different ways in which development resources can be presented and how to select ones that are appropriate to your elected members
7. How to evaluate the effectiveness of the information, guidance and support and why this is important
8. How to design and deliver development programmes for elected members
9. How to select people and other resources to deliver a member development programme
10. How to assess the kind of style to adopt when providing development opportunities for members
11. The importance of giving learners the opportunity to practise the skills they have learned and consider how they can put them into practice during their work
12. Why it is important for learners to reflect on what they have learned
13. The importance of evaluating your own development activities and improving future practice

C11. Manage your own resources and professional development

Unit Summary

What is the unit about?

This unit is about managing your personal resources (particularly knowledge, understanding, skills, experience and time) and your professional development in order to achieve your work objectives and your career and personal goals.

You need to understand your work role and how it fits into the overall vision and objectives of the organisation whilst also understanding what is driving you in terms of your values and your career and wider personal aspirations.

Identifying and addressing gaps in your skills and knowledge and understanding is an essential aspect of this unit.

Who is the unit for?

This unit is appropriate to the work of local government staff working, for example, in Committee Services, Democratic Services, Scrutiny or other departments that have an important role in assisting the local authority to achieve the most effective and appropriate democratic and decision making structures and procedures.

Links with other units

This unit is the same as A2 from the Management Standards Centre NOS.

Scope of the unit

This unit has no scope

C11. Manage your own resources and professional development

Outcomes of effective performance

You must be able to do the following:

1. Evaluate, at appropriate intervals, the current and future requirements of your work-role taking account of the vision and objectives of your organisation.
2. Consider your values and your career and personal goals and identify information which is relevant to your work role and professional development.
3. Discuss and agree personal work objectives with those you report to and how you will measure progress.
4. Identify the learning styles which work best for you and ensure that you take these into account in identifying and undertaking development activities.
5. Identify any gaps between the current and future requirements of your work-role and your current knowledge, understanding and skills.
6. Discuss and agree, with those you report to, a development plan to address any identified gaps in your current knowledge, understanding and skills and support your own career and personal goals.
7. Undertake the activities identified in your development plan and evaluate their contribution to your performance.
8. Review and update your personal work objectives and development plan in the light of performance, any development activities undertaken and any wider changes.
9. Get regular and useful feedback on your performance from those who are in a good position to judge it and provide objective and valid feedback.
10. Ensure that your performance consistently meets or goes beyond agreed requirements.

Behaviours which underpin effective performance

1. You address multiple demands without losing focus or energy.
2. You recognise changes in circumstances promptly and adjust plans and activities accordingly.
3. You prioritise objectives and plan work to make best use of time and resources.
4. You take personal responsibility for making things happen.
5. You take pride in delivering high quality work.
6. You show an awareness of your own values, motivations and emotions.
7. You agree achievable objectives for yourself and give a consistent and reliable performance.
8. You recognise your own strengths and limitations, play to your strengths and use alternative strategies to minimise the impact of your limitations.
9. You make best use of available resources and proactively seek new sources of support when necessary.
10. You reflect regularly on your own experiences and use these to inform future action.

Knowledge and understanding

You need to know and understand the following:

General knowledge and understanding

1. The principles which underpin professional development
2. The importance of considering your values and career and personal goals and how to relate them to your job role and professional development
3. How to evaluate the current requirements of a work role and how the requirements may evolve in the future
4. How to set objectives which are SMART (Specific, Measurable, Achievable, Realistic and Time-bound)
5. How to identify development needs to address any identified gaps between the requirements of your work-role and your current knowledge, understanding and skills
6. What an effective development plan should contain and the length of time that it should cover.
7. The range of different learning style(s) and how to identify the style(s) which work(s) best for you
8. The type of development activities which can be undertaken to address identified gaps in your knowledge, understanding and skills
9. How to identify whether/how development activities have contributed to your performance
10. How to update work objectives and development plans in the light of performance, feedback received, any development activities undertaken and any wider changes
11. Monitoring the quality of your work and your progress against requirements and plans
12. How to evaluate your performance against the requirements of your work-role
13. How to identify and use good sources of feedback on your performance

Industry/Sector specific knowledge and understanding

14. Industry/sector requirements for the development or maintenance of knowledge, skills and understanding and continuing professional development

Context specific knowledge and understanding

15. The requirements of your work-role including the limits of your responsibilities
16. The vision and objectives of your organisation
17. Your own values and career and personal goals
18. Your personal work objectives
19. Your preferred learning style(s)
20. Your current knowledge, understanding and skills
21. Identified gaps in your current knowledge, understanding and skills
22. Your personal development plan
23. Available development opportunities and resources in your organisation
24. Your organisation's policy and procedures in terms of personal development
25. Reporting lines in your organisation
26. Possible sources of feedback in your organisation

Unit 201 Carry out your responsibilities at work

Unit Summary

Communicate effectively, accept responsibility for own work and its delivery, improve own performance and behave in a way that encourages effective working.

Skills

You will apply the following skills:

- Communicating
- Planning
- Managing time
- Solving problems
- Evaluating
- Team working

Performance indicators

You will:

Communicate information

1. Actively focus on information that other people are communicating, questioning any points you are unsure about
2. Provide accurate, clear and structured information confidently to other people and in a way that meets their needs
3. Make useful contributions to discussions
4. Confirm and read written material that contains information that you need
5. Extract the main points you need from written material
6. Provide written information to other people accurately and clearly

Plan and be accountable for your work

7. Agree realistic targets and an achievable timescale for your work
8. Plan how you will make best use of your time and the other resources you need
9. Confirm effective working methods
10. Identify and report problems when they arise, using the support of other people when necessary
11. Keep other people informed of your progress
12. Meet your deadlines or renegotiate timescales and plans in good time
13. Take responsibility for your own work and accept responsibility for any mistakes you make
14. Follow agreed guidelines, procedures and, where appropriate, codes of practice

Improve your own performance

15. Encourage and accept feedback from other people
16. Use feedback to agree ways to improve your own work and put improvements into practice
17. Agree where further learning and development could improve your performance
18. Follow through a learning plan that meets your own needs
19. Review your progress and update your learning plan

Behave in a way that supports effective working

20. Set high standards for your work and show commitment in achieving these standards
21. Understand your own needs and rights
22. Show a willingness to take on new challenges
23. Adapt readily to change
24. Treat other people with honesty, respect and consideration
25. Help and support other people

Knowledge

You will know:

1. Why effective communication is important
2. How to focus actively on what others are communicating
3. Why it is important to question things you are not sure about
4. How to structure and present information clearly and accurately
5. Why it is important to adapt the way you communicate to meet the needs of other people
6. Why it is important to seem confident when communicating with others
7. How non-verbal communication affects the impact you have on other people
8. How to contribute positively to discussions
9. Where to find written information that you need as for work
10. How to pick out the main points you need from written information
11. How to provide written information in a way that meets other people's needs
12. Why it is important to plan your work and be accountable to others
13. How to agree realistic targets for your work and why this is important
14. How to plan your work
15. The types of problems that may occur during your work and how to report them
16. Why it is important to keep other people informed about progress
17. Why you should give other people sufficient notice if you need to revise your plans
18. Why it is important to acknowledge and learn from your mistakes
19. Guidelines, procedures and codes of practice that are relevant to your work
20. Why it is important to try to continuously improve your work
21. Why it is important to encourage and accept feedback from others
22. How learning and development can help you to improve your work and further your career
23. The main career progression routes available to you
24. Learning and development opportunities that are available to you
25. Why the way you behave in the workplace is important
26. Why it is important to set high standards for your work and how to set these standards
27. Why it is important to be ready to take on new challenges and adapt to change
28. Why it is important to treat others with honesty, respect and consideration
29. The types of behaviour that show you are honest, respectful and considerate and the types of behaviour that show you are not
30. How to help and support others and why this is important

C21. Establish and maintain effective working relationships in local government

Unit Summary

What is the unit about?

Effective working relationships are key to the success of all organisations. In local government, the demands for professional relationships are even more important due to the political dimension in which staff work and the role they play in representing the council to the local community.

Who is the unit for?

This unit is appropriate to the work of local government staff working, for example, in Committee Services, Democratic Services, Member Services, Scrutiny or other departments that have limited responsibilities for ensuring compliance with internal and external requirements and providing information.

Links with other units

This unit links to B22, C15, C31

Scope of the unit

This unit covers relationships with the following **types of people**:

- elected representatives
- colleagues inside your organisation
- colleagues from other organisations
- members of the public

C21. Establish and maintain effective working relationships in local government

Outcomes of effective performance

You must ensure the following:

1. You provide support to elected representatives, colleagues and members of the public in their role in the democratic process, within the limits of your responsibility
2. You fulfil requirements for openness and confidentiality
3. You treat elected representatives, colleagues and members of the public in a fair and equitable way, with due regard for diversity
4. You follow agreed codes of conduct when there are attempts by elected representatives or colleagues to influence the democratic process unfairly or abuse their position
5. You communicate agreed policies, not personal or political standpoints
6. You deal with conflict situations in calm and constructive manner and follow agreed procedures

Behaviours which underpin effective performance

You must show that you work in the following way:

1. You show sensitivity to internal and external politics that impact on your area of work
2. You model behaviour that shows respect, helpfulness and co-operation
3. You show sensitivity to stakeholders' needs and interests and manage these effectively
4. You make time available to support others
5. You demonstrate a clear understanding of different 'customers' and their real and perceived needs
6. You comply with, and ensure others comply with, legal requirements, regulations, organisational policies and professional codes
7. You act to uphold individuals' rights
8. You identify and raise ethical concerns
9. You make appropriate information and knowledge available promptly to those who need it and have a right to it

Knowledge and understanding

You need to know and understand the following:

1. The different roles played by elected representatives, colleagues and members of the public in the democratic process
2. Why it is important not to show your own political affiliations and to ensure your own political views do not influence your relationship with elected representatives, colleagues and members of the public
3. The types of support that elected representatives, colleagues and members of the public may need to fulfil their role in the democratic process
4. Legislation covering Freedom of Information and Data Protection and the implications for your job role
5. Your organisation's policies on equality and diversity and how to put these into practice in a political context
6. Situations in which political sensitivity may be important and how to demonstrate this
7. Standards of confidentiality when dealing with elected representatives and members of the public
8. Ways in which you can present a positive image of your organisation
9. Communication issues you may encounter when dealing with elected representatives and members of the public and how to address these
10. Issues of confidentiality and openness when dealing with members of the public – situations in which information must be given and situations in which information should be restricted
11. Codes of conduct that are relevant to elected representatives and colleagues and the implications for your work

C22. Maintain and develop effective working relationships in local government

Unit Summary

What is the unit about?

Effective working relationships are key to the success of all organisations. In local government, the demands for professional relationships are even more important due to the political dimension in which staff work and the role they play in representing the council to the local community.

Who is the unit for?

This unit is appropriate to the work of local government staff working, for example, in Committee Services, Democratic Services, Member Services, Scrutiny or other departments who have a leading role in working closely with elected members and members of the local community.

Links with other units

This unit links to A51, C11, C32

Scope of the unit

This unit covers relationships with the following **types of people**:

- elected representatives
- colleagues inside your organisation
- team members
- colleagues from other organisations
- members of the public

C22. Maintain and develop effective working relationships in local government

Outcomes of effective performance

You must ensure the following:

1. You show respect for the role that elected representatives, colleagues, team members and members of the public play in the democratic process
2. You provide support to elected representatives, colleagues, team members and members of the public in their role in the democratic process, within the limits of your responsibility
3. You fulfil requirements for openness and confidentiality
4. You treat elected representatives, colleagues, team members and members of the public in a fair and equitable way, with due regard for diversity
5. You follow agreed codes of conduct when there are attempts by elected representatives, team members or colleagues to influence the democratic process unfairly or abuse their position
6. You communicate agreed policies, not personal or political standpoints
7. You deal with conflict situations in calm and constructive manner and follow agreed procedures

Behaviours which underpin effective performance

You must show that you work in the following way:

1. You show sensitivity to internal and external politics that impact on your area of work
2. You model behaviour that shows respect, helpfulness and co-operation
3. You show sensitivity to stakeholders' needs and interests and manage these effectively
4. You make time available to support others
5. You demonstrate a clear understanding of different 'customers' and their real and perceived needs
6. You comply with, and ensure others comply with, legal requirements, regulations, organisational policies and professional codes
7. You act to uphold individuals' rights
8. You identify and raise ethical concerns
9. You acknowledge when your own interests are in conflict with common goals
10. You make appropriate information and knowledge available promptly to those who need it and have a right to it

Knowledge and understanding

You need to know and understand the following:

1. The role played by elected representatives, colleagues and members of the public in a democracy
2. The importance of keeping colleagues and team members informed about your work and other issues that may affect them and how to do so
3. The importance of effective team working with colleagues and team members and how to achieve this
4. Strengths and weaknesses of your colleagues and your own strengths and weaknesses and how to build on these in a team context
5. The importance of providing honest and helpful feedback to colleagues on their performance and how to do so constructively
6. How to identify and deal with conflict when it occurs
7. How to make opportunities to build your working relationship with colleagues and team members
8. The importance of keeping senior managers up-to-date with what you are doing and about any important developments and how to do so
9. The importance of dealing assertively with senior managers when there are pressures that may compromise your role, responsibilities and organisational standards
10. How to behave assertively but appropriately when dealing with senior managers
11. The importance of the role played by elected members in local democracy and why it is important to show respect for the role and the individual
12. Why it is important not to show your own political affiliations and to prevent your own political views influencing your relationship with members
13. The types of political pressures that you may experience these and how to deal with them competently
14. Situations in which political sensitivity may be important and how to demonstrate this
15. Standards of confidentiality when dealing with elected members
16. How to make opportunities to build your working relationship with colleagues and team members
17. Ways in which you can present a positive image of the council through your own appearance and behaviour
18. The types of support and information that members of the local community may need when they wish to participate in local democratic activities
19. Different types of communication difficulties that you may encounter when dealing with members of the local community and how to overcome these
20. Issues of confidentiality and openness when dealing with the public and media – situations in which information must be given and situations in which information should be restricted
21. The limits of your own role and competence when it comes to solving problems on behalf of the public and press

C31. Contribute to the implementation of local government legislation, regulations and procedures

Unit Summary

What is the unit about?

Local government must work within clearly defined requirements. Some of these are external, for example, legislation and regulations. Others are specific to the local authority, for example standing orders and contract procedures. In both cases staff must ensure that the council works to these requirements. Staff must be able to review their own work to ensure compliance. They must also be able to provide information on these requirements to assist elected members and colleagues to make sound decisions. Health and safety is also an important area of legislation to be followed when working in your normal place of work and elsewhere.

Who is the unit for?

This unit is appropriate to the work of local government staff working, for example, in Committee Services, Democratic Services, Member Services, Scrutiny or other departments that have limited responsibilities for ensuring compliance with internal and external requirements and providing information.

Links with other units

This unit links to B22, C15, C21

Scope of the unit

This unit covers organising meetings and democratic processes for, and providing information to, the following **recipients**:

- people in your own organisation
- people from other organisations
- elected members
- members of the public

in the following situations:

- one-to-one discussions
- formal meetings
- informal meetings

C31. Contribute to the implementation of local government legislation, regulations and procedures

Outcomes of effective performance

You must ensure the following:

1. Relevant information on legislation, regulations and procedures is:
 - accessible to you, *and*
 - in a form that you can easily use
2. All areas of your work are compliant with relevant legislation, regulations and procedures
3. When people request information on legislation, regulations and procedures:
 - your response is prompt and courteous
 - there is agreement on the information they require
 - the information you provide is accurate, up-to-date and respects agreements on openness and confidentiality
 - the information you provide is consistent with your responsibilities and level of competence, *or* you pass the request to a more appropriate colleague
 - the person making the request is satisfied with the information and the process, *or* correct procedures are followed for complaints and further queries
4. Areas of work for which you are responsible satisfy health and safety requirements:
 - when working in your normal workplace
 - when working in other places

Behaviours which underpin effective performance

You must show that you work in the following way:

1. You use cost-effective, time-effective and other appropriate means to gather, store and retrieve information
2. You keep promises and honour commitments
3. You listen actively, ask questions, clarify points and rephrase others' statements to check mutual understanding
4. You identify people's preferred communication media and styles and adopt media and styles appropriate to different people and situations
5. You identify the implications or consequences of a situation
6. You present information clearly, concisely, accurately and in ways that promote

understanding

7. You give people opportunities to provide feedback and you respond appropriately
8. You take personal responsibility for resolving customer problems
9. You say no to unreasonable requests. Identify and deal with requests you deem unreasonable.
10. You keep confidential information secure
11. You exercise a duty of care to others

Knowledge and understanding

You need to know and understand the following:

1. The main areas of legislation, regulations, procedures and values that apply to your area of responsibility
2. Sources of information and guidance on the above
3. The importance of monitoring all aspects of work within your area of responsibility and how to do so
4. The importance of having a correct interpretation of the legislation, regulations, procedures and values
5. The importance of being sure that information is within the boundaries of your role, responsibilities and especially competence to provide
6. How to provide information appropriate to the recipients involved
7. Rules on confidentiality that apply to your areas of work
8. Who to approach when you are unable to provide the information requested
9. Complaints procedures and procedures to follow for additional queries
10. The types of hazards you are likely to encounter in your work place and other places that you may have to work
11. How to carry out basic risk assessments and how to respond to the risks you identify
12. Your duty of care in relation to colleagues and members of the public
13. Your responsibilities under Health and Safety at Work legislation
14. Your responsibilities under Freedom of Information and Data Protection legislation
15. Codes of conduct for officers and elected members and appropriate protocols

C32. Facilitate the implementation of local government legislation, regulations and procedures

Unit Summary

What is the unit about?

Local government must work within clearly defined requirements. Some of these are external, for example, legislation and regulations. Others are specific to the local authority, for example standing orders and contract procedures. In both cases staff must ensure that the council works to these requirements. Staff must be able to review their own work to ensure compliance. They must also be able to provide information on these requirements to assist elected members and colleagues to make sound decisions.

Who is the unit for?

This unit is appropriate to the work of local government staff working, for example, in Committee Services, Democratic Services, Member Services, Scrutiny or other departments who have a leading role in ensuring compliance with internal and external requirements and providing and facilitating advice and information.

Links with other units

This unit links to A51, C11, C22

Scope of the unit

This unit covers organising meetings and democratic processes for, and providing information to, the following **types of people**:

- people in your own organisation
- people from other organisations
- elected members
- members of the public

in the following situations:

- during meetings and discussions
- whilst reviewing own work
- whilst reviewing the work of others

C32. Facilitate the implementation of local government legislation, regulations and procedures

Outcomes of effective performance

You must ensure the following:

1. Relevant information on legislation, regulations and procedures is:
 - readily available to you, *and*
 - in a form that you can easily use
2. Your interpretation of relevant legislation, regulations and procedures is accurate, *or* you seek advice from a competent source
3. All areas of work within your area of responsibility are compliant with relevant legislation, regulations and procedures
4. When people request information on legislation, regulations and procedures:
 - your response is prompt and courteous
 - there is agreement on the information they require
 - the information you provide is accurate, up-to-date and respects agreements on openness and confidentiality
 - the information you provide is consistent with your responsibilities and level of competence, *or* you pass the request to a more appropriate colleague
 - solutions meet the needs of the people involved
 - the person making the request is satisfied with the information and the process, *or* correct procedures are followed for complaints and further queries
5. When you require expert advice from others:
 - the source you choose is competent and relevant to the issue
 - you follow organisational procedures when engaging their services
 - they receive all the information they need to provide advice
 - the people needing the advice receive it in good time and with any relevant information they may need to interpret the advice accurately

Behaviours which underpin effective performance

You must show that you work in the following way:

1. You use cost-effective, time-effective and ethical means to gather, store and retrieve information
2. You keep promises and honour commitments
3. You listen actively, ask questions, clarify points and rephrase others' statements to check mutual understanding
4. You identify people's preferred communication media and styles and adopt media and styles appropriate to different people and situations
5. You identify the implications or consequences of a situation
6. You present information clearly, concisely, accurately and in ways that promote understanding
7. You give people opportunities to provide feedback and you respond appropriately
8. You take personal responsibility for resolving customer problems
9. You say no to unreasonable requests
10. You keep confidential information secure
11. You generate and recognise imaginative and innovative solutions
12. You find practical ways to overcome barriers
13. You focus personal attention on specific details that are critical to achieving successful results
14. You work towards 'win-win' situations
15. You make best use of available resources and proactively seek new sources of support when necessary
16. You identify and work with people and organisations that can provide support for your work

Knowledge and understanding

You need to know and understand the following:

1. The main areas of legislation, regulations, procedures and values that apply to your area of responsibility
2. Sources of information and guidance on the above
3. The importance of monitoring all aspects of work within your area of responsibility and how to do so
4. The importance of having a correct interpretation of the legislation, regulations, procedures and values
5. The importance of being sure that information is within the boundaries of your role, responsibilities and especially competence to provide
6. How to provide information appropriate to the types of people involved
7. Rules on confidentiality that apply to your areas of work
8. Who to approach when you are unable to provide the information requested
9. Complaints procedures and procedures to follow for additional queries
10. The types of hazards you are likely to encounter in your work place and other places that you may have to work
11. How to carry out basic risk assessments and how to respond to the risks you identify
12. Your duty of care in relation to colleagues and members of the public
13. Your responsibilities under Health and Safety at Work legislation
14. Your responsibilities under Freedom of Information and Data Protection legislation
15. Sources of competent advice and information for the types of legislation, regulations, procedures and values in your area of responsibility
16. Organisational procedures for engaging external or internal help and why it is important to follow these
17. The importance of briefing expert sources fully
18. The different opportunities for people to receive the requested information and advice – either you providing it on their behalf or providing a forum in which they can receive the information and advice and explore it further
19. The importance of evaluating the quality of the information and advice received and how you could use this evaluation in future cases