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Gareth Owens LL.B Barrister/Bargyfreithiwr
Chief Officer (Governance)
Prif Swyddog (Llywodraethu)

To: Cllr Robin Guest (Chair)

Councillors: Alex Aldridge, Glyn Banks,
Haydn Bateman, Chris Bithell, Clive Carver,
David Cox, Glenys Diskin, Ian Dunbar,
Veronica Gay, George Hardcastle, Dave Mackie,
Tim Newhouse, Neville Phillips, Paul Shotton,
Ian Smith, Nigel Steele-Mortimer, Owen Thomas,
David Williams, David Wisinger and
Arnold Woolley

CS/NG

9 October 2014

Maureen Potter 01352 702322
maureen.potter@flintshire.gov.uk

Dear Sir / Madam

A meeting of the **DEMOCRATIC SERVICES COMMITTEE** will be held in the **DELYN COMMITTEE ROOM** on **WEDNESDAY, 15TH OCTOBER, 2014** at **3.30 PM** to consider the following items.

Please note that the meeting will commence at 3.30pm or on the rising of the Constitution Committee, whichever is the latest.

Yours faithfully

Democracy & Governance Manager

A G E N D A

1   **APOLOGIES**

2   **DECLARATIONS OF INTEREST (INCLUDING WHIPPING DECLARATIONS)**

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The Council welcomes correspondence in Welsh or English
Mae'r Cyngor yn croesawu gohebiaeth yn y Cymraeg neu'r Saesneg

3   **<u>MINUTES</u>** (Pages 1 - 4)

To confirm as a correct record the minutes of the last meeting.

4   **<u>NATIONAL MEMBER DEVELOPMENT STRATEGY 2014-17</u>** (Pages 5 - 22)

Report of Member Engagement Manager

DEMOCRATIC SERVICES COMMITTEE
9 JULY 2014

Minutes of the meeting of the Democratic Services Committee of Flintshire County Council held in County Hall, Mold on Wednesday, 9 July 2014

PRESENT: Councillor Neville Phillips (Vice-Chair in the Chair)
Councillors: Glyn Banks, Haydn Bateman, Clive Carver, David Cox, Ian Dunbar, Veronica Gay, George Hardcastle, Dave Mackie, Tim Newhouse, Paul Shotton, Nigel Steele-Mortimer, David Williams, David Wisinger, and Arnold Woolley

APOLOGIES: Councillors Glenys Diskin, Robin Guest, Ian Smith and Owen Thomas

SUBSTITUTIONS: Councillors Christine Jones for Chris Bithell and Vicky Perfect for Alex Aldridge

IN ATTENDANCE:
Democracy and Governance Manager, Member Engagement Manager, and Committee Officer

1. **APPOINTMENT OF VICE-CHAIR**

    The Democracy and Governance Manager sought nominations for a Vice-Chairman for the Committee.

    Councillor Clive Carver nominated Councillor Nigel Steele-Mortimer as Vice-Chair of the Committee and this was seconded.

    Councillor Ian Dunbar nominated Councillor Neville Phillips as Vice-Chair of the Committee and this was seconded.

    Members were asked to vote on the nominations and when put to the vote Councillor Neville Phillips was appointed Vice-Chair of the Committee.

    In the absence of the Chairman, the Vice-Chair took the Chair for the remainder of the meeting.

    RESOLVED:

    That Councillor Neville Phillips be appointed Vice-Chair of the Committee.

2. **DECLARATIONS OF INTEREST**

    There were no declarations of interest.

    The Chair took the opportunity to welcome the new Member for Flint Trelawny, Councillor Vicky Perfect to the meeting.

3.   **MINUTES**

The minutes of the meeting of the Committee held on 26 March 2014, were submitted.

Trial of Remote Attendance and Webcasting

Councillor George Hardcastle referred to his comments on page 2 around the cost of the trial and the financial implications for future provision for remote attendance and webcasting of meetings. In his response the Democracy and Governance Manager advised that a communication had recently been received from the WLGA which referred to the experiences of other authorities who had used alternative providers. Following a suggestion subsequently made to the Group Leaders it had been decided that the Democracy and Governance Manager would pursue further information from the WLGA before submitting a report to the next meeting of the Constitution Committee scheduled to be held in October 2014. The Democracy and Governance Manager agreed to send to the Committee details of the cost of the trial and other associated costs to implement it.

RESOLVED:

That the minutes be received, approved and signed by the Chairman as a correct record.

4.   **ATTENDANCE AT MEMBER TRAINING**

The Democracy and Governance Manager introduced a report to provide feedback on the results of the Member questionnaire on attendance at Member development events. He advised that following the concerns expressed at the previous meeting of the Committee on the low attendance level at some Member development events, a questionnaire had been sent to all Members to seek the reasons for this. A copy of the questionnaire and the responses to it were appended to the report. He explained that the responses had been mixed, however, the points detailed in paragraph 3.03 of the report were put forward for consideration to improve Member attendance at development events.

During discussion the Democracy and Governance Manager responded to the comments and queries raised by Members around whether more training should be made mandatory. He explained that Members who served on the Planning Committee, Licensing Committee, Audit Committee or Pensions Committee were required to attend training relating to the work of such committees. In answer to the further questions raised concerning failure to attend the training the Democracy and Governance Manager advised that it was only through Group Leaders removing a Member from a committee that any mandatory training could be enforced.

The Democracy and Governance Manager advised that at a meeting of the Group Leaders held on 3 July 2014, a further two suggestions had been

made which were to provide shorter training sessions immediately before a scheduled meeting, and to explore the provision of training by electronic means.

Councillor Nigel Steele-Mortimer proposed that the 3 suggestions outlined in paragraph 3.03 of the report together with the 2 further suggestions made at the meeting of the Group Leaders on 3 July 2014, be implemented. The proposal was seconded by Councillor Ian Dunbar.

RESOLVED:

That the 3 suggestions detailed in paragraph 3.03 of the report together with the 2 further suggestions made at the meeting of the Group Leaders on 3 July 2014, be implemented.

5.   **MEMBER DEVELOPMENT PROGRAMME FOR 2014/15**

The Democracy and Governance Manager introduced a report to seek agreement on the Member Development Programme for 2014/15. He advised that Group Leaders and all Members had been consulted to give the opportunity of raising possible topics for inclusion in this year's programme. Appended to the report was a draft Member development programme for 2014/15 for consideration.

Members agreed that the item on Planning topics as determined by the Planning Strategy Group, and the item on Equalities and Welsh Language remain on the programme for 2014/15.

Councillor Ian Dunbar suggested that the item on Planning Training for Non Committee Members be referred to the Planning Strategy Group for consideration. Councillor Clive Carver suggested that training on the role of the Planning Officer and information on the planning file would enhance knowledge and understanding of Planning procedures. The Democracy and Governance Manager agreed this would also be referred to Planning Strategy Group for its consideration.

Referring to the item on Finance the Democracy and Governance Manager asked Members what aspects of Finance they wished training to be provided on. Councillor Nigel Steele Mortimer requested that training be provided on budget preparation.

Concerning the topic on Contact Officers/Management Structures it was agreed that this was best provided to Members by email.

Regarding the item on Value for Money, the Member Engagement Manager explained that the Corporate Resources Overview and Scrutiny Committee considered regular reports on the Value For Money projects and suggested that it would be helpful if a workshop was held for Members on this item.

Councillor Veronica Gay suggested that the topic on the Use of Facebook, Twitter and other forms of electronic communication be expanded to include training for Members around newsletters.

RESOLVED:

That the Member Development Programme for 2014/15 be agreed subject to the above amendments.

6.   **FEEDBACK ON MEMBER DEVELOPMENT EVENTS**

The Democracy and Governance Manager introduced a report to provide feedback on Member development events since last reported to the Committee. Appended to the report was analysis of the feedback on the development events held during March, April, and May 2014.   The Democracy and Governance Manager reported that the feedback had been positive and he invited Members to comment on their experience of events they had attended or make suggestions for improvements for future training.

Councillor Paul Shotton said he had attended training on the Local Development Plan and the Introduction to Unconventional Gas Extraction which which had been helpful and informative.

Councillor Christine Jones commended the in-house training which was provided by the Authority's Officers. She said the level of knowledge and detailed information provided was excellent.

RESOLVED:

That the feedback on member development events since last reported to the Committee be noted.

7.   **PRESS IN ATTENDANCE**

There was one member of the press and no members of the public in attendance.

8.   **DURATION OF MEETING**

The meeting commenced at 3.30 pm and finished at 4.20 pm.

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Chairman

FLINTSHIRE COUNTY COUNCIL

REPORT TO: DEMOCRATIC SERVICES COMMITTEE

DATE: WEDNESDAY, 15 OCTOBER 2014

REPORT BY: MEMBER ENGAGEMENT MANAGER

SUBJECT: NATIONAL MEMBER DEVELOPMENT STRATEGY 2014-17

1.00   PURPOSE OF REPORT

1.01   To enable the Members of the Democratic Services Committee to comment on the Welsh Local Government Association National Member Development Strategy for 2014 -17

2.00   BACKGROUND

2.01   Members will be aware that since it's inception in 2012, the Committee has had responsibility for Member development, having taken on the role of the former Member Development Working Group in leading on Member development issues.

2.01   The Welsh Local Government Association (WLGA) has worked extensively with Flintshire, the other 21 councils, the Fire & Rescue Authorities and the National Park authorities to provide comprehensive Member development opportunities over the last fourteen years. To ensure that what they offer is as focussed on both organisational and individual member need as possible, the WLGA consult periodically on what they are offering. Thus, this report enables Members to comment on and contribute to the emerging strategy.

3.00   CONSIDERATIONS

3.01   The WLGA draft Member Development Strategy for 2014 -17 is attached as Appendix 1. Appendix 2 is the WLGA first draft of their Continuing Professional Development for Councillors competency framework.

3.02   The WLGA have asked that Authorities bring these documents to the attention of their respective Democratic Services Committees, because the feedback from those for whom the development opportunities are intended is vital to ensure that it retains its appropriate focus.

3.03   Therefore Members are invited to consider the attached documents and make comments which can then be fed back to the WLGA.

4.00   RECOMMENDATIONS

4.01   That the Committee have regard to the   draft National Member Development Strategy for 2014 – 17 and the first draft of the Continuing Professional Development for Councillors competency framework and comment on their suitability, making suggested additions where considered appropriate.

5.00   FINANCIAL IMPLICATIONS

5.01   WLGA training is covered by the Council's subscription to that body.

6.00   ANTI POVERTY IMPACT

6.01   None as a result of this report

7.00   ENVIRONMENTAL IMPACT

7.01   None as a result of this report

8.00   EQUALITIES IMPACT

8.01   As an element of the training deals with 'Equalities and Respect in the Council', this should heighten awareness of this issue.

9.00   PERSONNEL IMPLICATIONS

9.01   None as a result of this report

10.00   CONSULTATION REQUIRED

10.01   Publication of this report constitutes consultation

11.00   CONSULTATION UNDERTAKEN

11.01   None

12.00   APPENDICES

1.   National Member Development Strategy 2014 – 17
2.   Local Government (Access to Information) Act 1985

**LOCAL GOVERNMENT (ACCESS TO INFORMATION ACT) 1985
BACKGROUND DOCUMENTS**

None

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National Member Development Strategy 2014-17

The WLGA aims to work with all the Authorities in Wales to enable councillors in all positions to understand and perform their roles to the best of their abilities.

In support of this aim, the WLGA is working with authorities to develop a nationally co-ordinated approach to and programme for councillor support and development which recognises the individual and collective needs of members in Wales and seeks to develop the knowledge skills and behaviours required by members to be effective.

This strategy covers the period from 2014 until the anticipated local elections in 2017 and includes on-going support and development work with existing members and plans for support for newly elected members in 2017.

During this period, the WLGA, working with officers and members of all the Unitary and National Park and Fire and Rescue Authorities in Wales will concentrate its efforts on refreshing and clarifying its current offer to authorities in support of members and planning for the induction and development of new members post election.

The anticipated activities for the next three years will be delivered within the following themes which will also be used as descriptors to clarify the support available.

New Members	Skills for effective Scrutiny	Connected Councillors
The Ethical Councillor	Councillors in the Spotlight	Councillors in the Community
Thinking of Becoming a Councillor?	Political Leadership	Councillor Self Development
Wales Charter for Councillor Support and Development	Good Practice in Member Support and Development	Officers Supporting Members

In preparation for the work:

1. The development needs of councillors will be identified through a reassessment of the skills required by members and the creation of a revised skills framework, with members for members.

2. Role descriptions will be reviewed and updated

3. A training needs analysis will be undertaken with members and officers across Wales based on the outcomes of individual members personal development reviews.

4. The WLGA will also consult with the Welsh Government, CFPS and WAO as necessary.

5. An agreement on mandatory training will be sought

Delivery

Delivery options must include a range that will encompass the following:
1. Regional events external facilitators and the WLGA including Leadership Academy programme
2. In authority events, with shared centrally produced content facilitators from WLGA and partners procured by WLGA to fix costs.
3. Events delivered through the Webcasting infrastructure
4. e learning
5. Member information and briefing materials available through a members' portal to WLGA website.
6. coaching (by external facilitators procured by WLGA) mentoring (by trained members)

To make the offer of support more transparent to councillors and officers the WLGA website will be upgraded to reflect the 12 areas of support and development. The table below shows the themes and offers within each one.

New Members	The Effective Scrutineer	Connected Councillors
National Induction programme - materials for the sessions and WLGA commissioned delivery in authorities .	Scrutiny skills workshops in: chairing, questioning, using info and handling data, in support of CFPS Scrutiny function support programme.	Webcasting guidance Social media guidance Workshops in: Community engagement, Social media. Advanced Social Media
E learning packages Role Descriptions Councillor Skills Framework	Links to CFPS website Link to Scrutiny Direct website	Links to legislation on Webcasting and Remote attendance.
Councillor Handbook Councillor Workbooks	Link to Characteristics of effective Scrutiny	E learning Workbooks
Links to LA resources	Link to revised scrutiny role descriptions	Links to LA resources
The Ethical Councillor Links to code of conduct guidance	**Councillors in the Spotlight**	**Councillors in the Community**

Model code of conduct Ombudsman's website Workshops for Councils in: Equalities, Respect in the council, Workbooks legislation	Workshops for councils on: Working with the media, Presentation skills, Public speaking, Webcasting, Chairing for Webcasting, Chairing skills, Civic Leadership, Chairing full council meetings. Link to social media guidance Workbooks e learning modules	Workshops in: Community engagement, Community leadership, Casework, Managing information and the "home office", Leading Communities in Change - managing expectations and difficult conversations. E learning materials Workbooks guidance
Thinking of Becoming a Councillor? Candidates guide Links to WG recruitment campaign Information for employers/businesses Link to LG campaigns WLGA contribution to on Balance work	**Political Leadership** Young councillors (summer school, fund places) Female councillors network, if required Bespoke Cabinet development Leadership Mentoring and Coaching Effective opposition Local leadership Academies National Leadership Academy Leading in Austerity Guidance for senior members on undertaking appraisals with chief execs Leading mergers workshops (Subject to Williams)	**Councillor Self Development** Link to all workbooks Link to all e learning Publications Councillors Guide Service/Policy/Portfolio briefings Councillor skills framework Member 360

Wales Charter for Councillor Support and Development	Good Practice in Member Support and Development	Officers Supporting Members
		Policy and legislation
Background	GP and I awards	Support for candidates survey and issues emerging
Criteria	Link to Good Practice Wales	
Charter councils	Mentoring Guidance	Exit surveys work with Data unit to collate and distribute results
Good Practice	PDR Guidance	
		Networks, MSO/MSO and champions/ champions and chairs, webcasting RA
		Officer Development

Evaluation

The work of the WLGA and authorities in this area will be evaluated according to the quality of input and the quality of outcome as follows:

1. feedback from members and officers at development events (input and understanding)
2. feedback from members at their PDRs (understanding, skills, behaviours)
3. observation from officers (skills and behaviours)
4. external evaluation of WLGA offer in this area as recently conducted with authorities and members (input)

The achievement of Charter status by authorities will also be seen as a measure of success

WLGA Continuing Professional Development for Councillors 2014/15

Competency Framework

This competency framework describes the range of skills and knowledge required by members and a set of associated effective behaviours. It has been developed by the WLGA working with members and officers across Wales and is intended to be used by members when considering their need for professional development or reviewing their performance. It also provides a "curriculum" for authorities when developing local strategies for member development. The Framework includes a range of generic competencies required by all members and separate sections for specific roles on the council.

1. Fundamentals: A range of generic skills required by all members

Requirement	Knowledge and Skills	Effective Behaviours
Understanding of the role of councillor	The extent and limits of a councillor's individual responsibilities and powers and responsibilities in corporate governance. Corporate responsibilities such as corporate parenting and safeguarding children and vulnerable adults.	Undertakes their role effectively in the council, the community and with partner agencies. Understands when it is and is not appropriate to act parochially or in the interests of the area as a whole.
Understanding the role of the council	Understanding of the services delivered, both statutory and discretionary and the policies, procedures, plans and strategies which underpin them	Is able to describe the work of the council to the public and where these responsibilities lie with other agencies such as community councils or the Welsh Government. Contributes to the development of council plans and strategies and takes decisions in the light of these.
Balancing commitments	An understanding of time management principals including prioritisation and delegation	Maintains an effective work/life balance, managing the time available to concentrate on the issues with the most significant outcomes
Information management	Data protection Freedom of Information Understanding information and data.	Receives all meeting papers electronically Manages own information electronically Does not keep records about people without seeking their agreement
Using ICT and social media	Word processing, presentation, spreadsheets, email, tweeting, blogging, personal website maintenance.	Conducts all council business electronically Communicates with the community electronically and through social media where appropriate
Meeting participation	Standing orders Protocols and rules of debate Public speaking Debating	Contributes to positive meeting outcomes Effectively contributes to meetings making points clearly and succinctly Remains focussed on the business in hand Prepares well in advance Understands and applies meeting 'rules'
Working with the media	Interviews Engaging with the local press	Speaks confidently, authoritatively and appropriately to the media.
Self promotion	Developing a profile in the	Writes an annual report on

	community Reporting on activities	achievements and activities
Working with officers	Acting as a corporate employer. Appointments panels interviewing skills Understanding the role of officers	Maintains professional relationships with officers, recognising appropriate boundaries. Acts as an effective member of an appointment panel applying sound HR and equality and diversity principles to secure the best candidate
Health and safety	Health and safety legislation in the work of the council. Understand how to assess risks and ensure personal safety and that of others	Promotes and ensures the health and safety of everyone in the council. Ensures personal safety when working in the council and alone in the community
Equalities and respect	Equalities law relating to the work of the council Respectful behaviour towards others	Applies appropriate equalities legislation and demonstrate equalities values in personal behaviour and council decisions.
Continuing professional and personal development	Identification of development needs Participation in development activities	Undertakes regular personal development reviews, takes responsibility for developing personal skills and knowledge
Conduct	Ethical framework Code of conduct Role of the monitoring officer Emotional intelligence Relationship building	Always declares and defines interests Abides by the code of conduct at all times Seeks advice from the monitoring officer when appropriate Treats others with respect in all settings Demonstrates integrity Gets on with and values others Listens Stays calm in difficult situations
Financial capability	Understanding and contributing to the budget setting process. Personal financial capability Understanding the impact of welfare reform and the impact of the austerity agenda	Demonstrates numeracy Engages in the budget setting process
Interpersonal skills	Self-awareness, self management, "good manners" emotional intelligence, listening. Negotiation and mediation skills.	
Sustainable development	Understanding of issues that impact on future generations such as health and	Takes decisions based upon the needs of future generations as well as the current population

	wellbeing, financial security and the environment	

2. Local Leadership. A range of skills required by all councillors in their role as community leaders

Working with the community	Knowledge of community groups and leaders Understanding of community issues and concerns Ability to seek the views of all relevant parties	Understands the needs of the local community and secures action from the council on behalf of local people
Consultation and engagement	Understands the different levels of engagement ranging from communication to co-production set out in the national principals of engagement for Wales.	
Voluntary sector	Understand the role and responsibilities of the voluntary sector in their area.	Builds effective relationships with the voluntary sector and works with them when appropriate
Local issues	Understand the issues of importance to people locally	Works with the community to find solutions to local problems. Secures funding for local initiatives
Working with community and town councils	Understanding of the responsibilities of community councils and their forward work programmes	Works with community councils to deliver outcomes for the community

3. Casework

Being accessible to the public	Arrangement of surgeries Publicising availability Using social media to communicate and seek views	Makes themselves available through the most appropriate means to connect with the greatest number of people. Surgeries, street surgeries, informal settings, at home and through social media
Managing casework	Case management techniques and software	Promises only that which can be delivered Monitors progress of cases after they have been referred to

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		officers or other agencies. Uses the established referral schemes within the council
Signposting	Knowledge of sources of information and advice within the council	Makes links between members of the public and the appropriate source of help in the council

4. Political environment

Party Policy	Awareness of manifestos both nationally and locally	
Liaison with National Government WG and NAfW	Understanding of the functions of WG and means of engagement, petitions etc.	Liaises with local MPs and AMs Brings local issues to the attention of the WG when appropriate
Group membership	Rules and constituency group structure and policies	

5. Scrutiny

Understand the role and potential of scrutiny for driving improvement	Understanding of the characteristics of effective scrutiny (appended)	Contributes to the work programme Acts in a non-political and non-parochial manner Prioritises the areas of work where scrutiny can make a difference Promotes the work of scrutiny within the council
Policy development	Understanding of the area of service council function for which the committee is responsible	Makes evidence based recommendations
Performance monitoring	Ability to understand complex data, financial information and other information required for performance measurement	Identifies and challenges poor performance
Meeting skills	Understanding of the questioning strategy Able to listen and question	Listens actively and effectively Makes appropriate use of pre meetings to plan a questioning strategy Focuses on outcomes rather than process
Engaging with the public	Raising public awareness	Encourages the public to become

in scrutiny	of scrutiny and work programmes	involved in the policy and decision making process through scrutiny
Joint scrutiny	Understanding of the role, remit and powers of any joint scrutiny committee and the role of the individual member on that committee	

6. Chairing

Meeting management	Understanding of meeting protocols and the rules of debate. Ability to manage the agenda, contributions and time. Ability to engage with viewers in the case of webcast meetings	Chairs clearly and authoritatively enforcing the rules and encouraging fair participation. Manages the agenda by introducing items, summarising debate, focussing on outcomes and limiting contributions which do not contribute to the outcomes
Committee leadership	In depth understanding of the role of the committee and its scope. Ability to liaise with relevant officers, members and agencies.	Works with the committee outside of meetings to develop its effectiveness and that of participating individuals. Communicates with members and officers with an interest in committee proceedings
Work programme development and management	Understanding of the subjects within the scope of the committee and how these interact with council policies generally and the roles of other committees.	Works with officers and committee members to develop the work plan taking account of the fit with the work of other committees.
Resourcing	Ensuring that the committee has the staffing, information and finances to function effectively	Negotiates the support required by the committee

7. Statutory/Regulatory

Planning	Understanding of planning law generally Understanding of how to apply the code of conduct to planning issues**.** The declaration of interests as this relates to planning matters Understanding of the Local development plan Development	Objectivity Takes decisions according to planning considerations

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	Management Understanding of Sustainable development Environmental, welfare and design considerations.	
Audit	Ability to scrutinise financial performance. Risk management. Internal and external audit arrangements.	
Licencing	Licensing regulations Licensing policy Understanding of local policies which impact in this area such as the Community Plan	
Democratic services	Understanding of the legislative requirements for a DS committee. Understanding of the requirements for member support and development. Liaison with the Head of Democratic services and Lead member for member support and development. Promoting diversity in local government.	
Standards	Understanding of the law and constitution in relation to Conduct. Ability to advise and train members of principal and community councils in relation to the Code of Conduct	

8. Cabinet

Portfolio lead	Thorough knowledge of relevant service areas Ability to build relationships with relevant officers and scrutiny chairs	Actively seeks and values the input of scrutiny to policy development and performance monitoring. Works with officers to consider issues, priorities and take decisions. Provides political direction to officers in the portfolio area Is accountable for communication, policy and performance in the portfolio area

Collective responsibility	Ability to handle information and take decisions after full consultation and consideration of the issues. Ability to prioritise issues of most importance to the authority. Ability to work with other authorities and agencies to secure services for the Council	Takes responsibility as a cabinet member for strategic council decisions.
Taking decisions under delegated responsibilities		

9. Strategic Leadership

Manage the reputation of the council	Ability to act as an ambassador for the authority	
Leadership of area/region/place	Ability to develop a vision for the area/region/locality	
Develop, communicate and lead a vision for the council	Ability to develop a vision for the work of the council	
Maintain a successful relationship with the chief executive and Senior Management team		Meets and communicates openly and regularly Makes expectations clear and provides political leadership
Leadership of the Council	Promote and support good governance in the council Manage performance	

10. Partnership and representation

Work on outside bodies	Understanding of the role of the outside body Understanding of the role of the councillor on the outside body council representative, locality representative, or as an individual?	Reports to and from the council and outside body as appropriate
Joint committees		
School governors	Understanding of education policy and school organisation	Oversees the school performance Challenges the school management as a critical friend Takes part in governor training
Community or town councils	Understanding of the role of the community council and its limits	
Co-optees	Understanding of the role and limits of the role of co-optees on committees	

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