

DUMFRIES AND GALLOWAY COUNCIL AREA WORKING AND LOCAL COMMUNITY ENGAGEMENT ARRANGEMENTS

1. Purpose of Report

To consider the future remit, frequency and membership of Area Committees; and the wider issues of local community engagement.

2. Recommendations

Members are asked to:-

- 2.1 consider the proposed remit for Area Committees (paragraph 3.14 and **Appendix 2**);
- 2.2 note the example calendar of Area Committee meetings (**Appendix 3**);
- 2.3 consider the options for the membership and boundaries of Area Committees (paragraph 3.21 and **Appendix 4**);
- 2.4 consider the proposals for improving the Council's arrangements for community participation and engagement at local level as presented in paragraphs 3.28-3.40; and
- 2.5 agree next steps as set out in paragraph 3.42.

3. Considerations

Introduction

3.1 The challenge for the Council during the last few years has been to ensure there is a clear and meaningful purpose for Area Committees whilst, at the same time, acknowledging that inviting the public to an evening Area Committee is not necessarily the most innovative way to involve communities in discussions on the issues that matter most at a local level.

3.2 It is the purpose of this report to address the consensus view that in their current format Area Committees are not operating effectively. In particular, the report will consider five key issues:-

- (1) the remit of Area Committees and providing Members with the opportunity to fulfil their scrutiny role in relation to the performance of Council services;
- (2) supporting Area Committees to operate along broadly similar lines to other Council Committees;
- (3) providing flexible arrangements for Ward Members to undertake their responsibility for maintaining contact with local groups and organisations; developing a knowledge of local issues; and encouraging community involvement in the work of the Council;
- (4) the requirement for the Council to have in place robust performance information to assess the effectiveness of our engagement with local people; and
- (5) how we can support Elected Members and communities to more directly shape and influence vital and popular local services.

Background

3.3 In 1996 Dumfries and Galloway Council was established as the Unitary Authority merging four District Councils and the Regional Council. There were 70 Elected Members representing 70 single Member Wards. It was identified that there was a need to make the Council locally accessible. Seven Area Community Committees were therefore established and eligibility was determined by Ward membership, rather than proportionality, and that principle has been maintained ever since.

3.4 In 2007 the arrangements for Local Government Elections changed from 'First Past the Post' single Member Wards to Proportional Representation and Multi-Member Wards. This saw the establishment of 13 Wards, 47 Elected Members for Dumfries and Galloway and four Area Committees. The model of daytime Business and evening Community meetings for Area Committees was also introduced at this time.

3.5 The current position for Dumfries and Galloway Council is 43 Elected Members in 12 Multi-Member Wards and four Area Committees. The Area Committee Business Committees meet during the day and take business decisions, whereas the Area Committee Community Committees tend to meet in the evening and fulfil the remit of community and stakeholder engagement on aspects of local performance.

3.6 At its meeting on 2 March 2016, this Sub Committee was presented with a report that contained feedback from the four Area Committees on the future arrangements. The Sub Committee:-

- NOTED the remit for Area Committees and Ward Forums agreed by the Sub Committee on 2 September 2016; and
- AGREED to leave consideration of the arrangements for Area Committees to the Council following the Local Government Elections.

3.7 At its meeting on 23 May 2017, Dumfries and Galloway Council agreed the establishment of four Area Committees 'in the meantime' and that a report be submitted to the next available meeting of this Sub Committee on the membership, frequency and timing of Area Committees, as well as options on addressing the wider issues of locality and community engagement, with a view to an early report being received by Dumfries and Galloway Council.

Policy Context

3.8 As part of the Reshape of the Council it was acknowledged that there was a need to improve the Council's arrangements for community engagement and this was agreed as a corporate function for the newly established Communities Directorate. The vision of the Directorate Business Plan is: 'to support local people and communities take increased responsibility for the prioritisation, management and ownership of services and community assets.'

3.9 The Community Empowerment (Scotland) Act 2015 also focussed attention on community engagement, particularly for public bodies, and our Council has responded positively to this in a number of ways, demonstrated in **Appendix 1**. These approaches underpin the development of our approach to engagement at local level.

3.10 In addition, our Council has recently agreed its Equality Outcomes for 2017-2020 and they include: 'Participation and Decision Making: ensure young people are more actively engaged in local decision making; and encourage participation and engagement of people with Protected Characteristics.'

Decision-Making Requirements of Area Committee Business Meetings

3.11 At its meeting on 23 May 2017, Dumfries and Galloway Council agreed the Scheme of Delegation which includes provision for four Area Committees.

3.12 There are a number of decisions that require to be made by Area Committees, including the allocation of Discretionary Grants; appointments to local outside bodies; scrutiny of Council Directorate and partners' local performance; Road Traffic Orders; consultation on Community Asset Transfers; and oversight of Common Good Sub Committees. These are business decisions of a similar nature to other Council Committees and, as part of the consultation process, Committee reports will have been informed by stakeholder views and public engagement as appropriate.

3.13 At the meeting of Dumfries and Galloway Council on 17 December 2015, it was agreed that the Scheme of Delegation includes for provision of a Public Forum at Business meetings of Area Committees either at the start or end of the meeting, with the proviso that written questions are submitted by the public in advance of the meeting to allow for preparation of answers. The question needs to be submitted on an item of business on the agenda for that meeting, with the question to be answered at that point in the meeting. It is at the discretion of the Chairman as to whether or not supplementary questions are permitted. To date there have been no questions submitted which would tend to suggest this arrangement has not generated much public interest. Similar to other Council Committees, limited numbers of the public attend Area Committee Business meetings.

3.14 The current remit for Area Committees is therefore generally appropriate, with only minor adjustments required to reflect the community engagement developments detailed in **Appendix 1**. This provides continuity for the Scheme of Delegation. The proposed remit is set out in **Appendix 2**.

Decision-Making Requirements of Area Committee Community Committees

3.15 The purpose of Area Committee Community Committees has been fulfilling the remit for community and stakeholder engagement around aspects of Council Services' performance.

3.16 During the last two years there has been a reduction in the frequency of Area Committee Community Committee meetings. The consultation with Area Committees in autumn 2016 identified general consensus about the need to discontinue this approach to allow Elected Members to engage with their local communities on wider, current issues, rather than retrospective Council performance; having a more flexible approach to the format, location and style of these events; and taking into account more recent developments in our engagement activity as summarised in **Appendix 1** of this report.

Frequency and Timing of Area Committees

3.17 The principles that determine the frequency of meetings are set by Full Council at its first meeting. The scheduling of dates and timings of meetings is delegated to the Proper Officer, reflecting those agreed principles. Area Committees currently meet on a monthly basis, however, an analysis of reports and the consultation with the Area Committees in autumn 2016 indicates that four Area Committee meetings each year would be sufficient to fulfil their remit.

3.18 As these are decision-making, the timing would be during normal daytime business hours which is consistent with service Committees. **Appendix 3** demonstrates how this approach could operate in practice, particularly in relation to performance monitoring reports.

Membership and Boundaries of Area Committees

3.19 As identified in the background section of this report there have been changes to the number of Elected Members and Wards over the last 21 years, and the most recent changes have also seen some redrawing of Ward boundaries.

3.20 At its meeting of 23 May 2017 Dumfries and Galloway Council agreed the Area Committee boundaries for the time being should be as follows:-

- Wards 1 and 2 – Wigtown Area Committee
- Wards 3, 4 and 5 – Stewartry Area Committee
- Wards 5,6,7,8 and 9 – Nithsdale Area Committee
- Wards 10,11 and 12 – Annandale and Eskdale Area Committee

3.21 **Appendix 4** provides detailed information about Electorate sizes and options for future arrangements for consideration and discussion.

Improving Community Participation and Engagement

3.22 The Community Empowerment (Scotland) Act 2015 and our Council's Priority to be an Inclusive Council are significant developments over the last two years about improving our engagement with communities.

3.23 In addition, the research undertaken as part of the Enabling Community Empowerment Service Review indicates that communities have an appetite for greater engagement with their Elected Members and at the most local level possible.

3.24 Our communities also want to discuss topical issues that affect the lives of the people who live there.

3.25 There is also an opportunity to introduce new methodologies to have engagement with all the communities of interest – especially those who are not able to come along to public meetings. The geography of our region means that physical engagement is not always possible and so, for example, using new technology would ensure a greater number of people can participate.

3.26 Improving community engagement supports Elected Members in fulfilling a number of aspects of their Role Description – particularly Item 2 (Represent their Local Ward, making sure its needs are taken into account in planning services and allocating resources) and Item 3 (Maintain contact with local groups and organisations; develop knowledge of local issues; and encourage community involvement in the work of the Council). The Role Description is set out in **Appendix 5** with further information about the role of local government and the person specification contained in the Elected Members Induction Pack.

3.27 Improvements in our community participation and engagement are being implemented across the Council – corporate and specific Service issues will continue to have a programme of appropriate engagement for their subject matter, e.g. Council Budget, Local Development Plan etc. The Centre of Excellence in Community Participation and Engagement is developing a programme of engagement which will ensure co-ordination across the Council and partners in order to avoid consultation fatigue, particularly for minority communities.

Implementing Local Engagement

3.28 Council Electoral Wards offer a suitable basis for community engagement as they are sufficiently local and are the foundation for local democracy. There is a clear link between the electorate and their Elected Representatives the development of Ward Profiles (presented to Members at the Ward Orientation Sessions) is a new innovation for our Council and they illustrate the potential to provide key community, socio-economic data at Ward level. The content contained of the Ward Profiles is being developed, taking into account the suggestions and requirements of Elected Members and local partners.

3.29 This Sub Committee, at its meeting on 2 March 2017, noted the potential for the introduction of Ward Forums, with a remit including: consideration of current key issues for the relevant local area; engaging local people and organisations in dialogue with local Elected Members and each other in line with the Council Community Participation and Engagement Strategy; providing views and ideas for action in relation to the issues discussed.

3.30 Members may wish to consider whether the establishment of Ward Forums is both flexible and sufficiently ambitious enough to meet their policy aspirations in relation to community engagement and community involvement in our work.

3.31 In considering this matter, Members may wish to identify more responsive and participative approaches than can be accommodated within the Council's Scheme of Delegation and Standing Orders. This approach would have the clear advantage of Elected Members at Ward level being in a position to determine the community engagement arrangements most suitable for their communities, and would demonstrate the Council's recognition of the unique and distinctive nature of communities throughout Dumfries and Galloway.

3.32 Flexibility in the format, timing and venue appropriate to the topic that is the focus of the community engagement will be essential. There could be site visits, workshops, presentations, 'question time' style panels, live Facebook messages during events etc.

3.33 The Ward visits, undertaken by the Director Communities in both 2015 and 2016, featured a wide range of community groups and sharing of good practice in volunteering and joint approaches to town and village improvements. The success of the honest and open conversations about Council and community capacity and capability that took place offer a potential model for some Ward events and could see some operational matters such as the opening hours of local facilities; grass cutting programmes; and street cleaning arrangements etc. being determined at Ward level.

3.34 As well as Ward Members bringing forward proposals, suggestions for event topics could be invited from communities. Any proposal would require to be clear about its purpose, benefit, invitees and format to ensure there was absolute clarity and a shared understanding between the Elected Members, officers and the community before it took place.

3.35 A range of communications methods would be used to promote the Ward events in advance and direct invitations could be issued. Local media (particularly social media) will be used to raise awareness of the events throughout the Ward.

3.36 Notes of the discussions will be taken in a style accessible to communities and, along with the satisfaction level of attendees at the Ward event, would be submitted on a six monthly basis to the Communities Committee. This would provide an opportunity for the Committee to highlight and discuss best practice and also to identify any systemic or shared issues across Wards or where resource would be needed to implement the identified improvement. This feedback report could also be shared with local communities and all Elected Members.

3.37 Ward Officers could meet with Ward Members with a programme of perhaps three Ward events each year and for these events to proceed, it is suggested that they would be approved by two out of three, or three out of four of the Ward Members. Clearly, consideration will need to be given to the resources available to support this work and so it would seem appropriate to give delegation to the Director Communities to determine the final arrangements in consultation with Ward Members. To provide clarity on these arrangements a Protocol for the operation of Ward events could be developed.

3.38 Ward Officers will support the Ward events with assistance from officers who have been trained in community engagement from all Council Directorates – the Directorate and Services involved will be determined in light of the topic or theme being considered.

Other Related Issues

3.39 Resources – Staff and Elected Member time for Area Committees and Ward events is limited, so focussed and effective arrangements are essential. A budget for the engagement events would be helpful to support, e.g., room hire, volunteers' expenses, refreshments. This could be a bid to the Change Fund as investment in our Council's improved engagement arrangements. An estimate could be prepared for consideration alongside the Protocol, once the approach is known.

3.40 Elected Members Surgeries – As part of the Role Description for Councillors, Elected Members have to 'make effective arrangements to enable constituents to seek advice and assistance'. Some Elected Members fulfil this through a monthly or six weekly Surgery or a regular advert in local newspapers about their availability. At the Dumfries and Galloway Council Meeting on 28 March 2017, a recommendation from the Scrutiny Review on Public Involvement was agreed which proposes an additional style of Members' Surgeries, holding them in, e.g., coffee shops/supermarkets/at events. Support for any interested Members is available from Ward Officers.

3.41 Monitoring improvement – Performance information is to be developed for our community engagement activity. At present there are two performance indicators in the Communities Directorate Business Plan: one is a national measure drawn from the Scottish Household Survey about having a voice in decisions that affect you; and the other is about satisfaction with getting your voice heard at Area Committee Community Committee meetings. The Community Participation and Engagement Strategy identifies the need to introduce other types of performance information including, e.g., personal testimonies and case studies so that Elected Members can assess the impact of this improved engagement on local people, as well as scrutinising statistical data. Proposals to enhance this performance information will be considered by the Communities Committee as part of their requirement to refresh the Communities Business Plan.

Next Steps

3.42 The intention is that following the discussion and guidance at this meeting, a further report will be brought to the meeting of this Sub Committee on 1 September 2017. This would include a draft Protocol for the operation of Ward events (as referred to in paragraph 3.3.7) and the results of the Impact Assessment. At that meeting recommendations would be developed for submission to Dumfries and Galloway Council on 26 September 2017.

4. Consultations

The Corporate Management Team, the Community Planning and Engagement Unit and partners in the Health and Social Care Partnership, Police Scotland and Scottish Fire and Rescue Service have been involved in the development of the proposals and are in agreement with the recommendations.

5. Impact assessment

A stakeholder Impact Assessment will be completed as part of the next steps.

Author

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Approved by

Name	Designation
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Appendices – five

- 1 – Examples of the Dumfries and Galloway Council response to the Community Empowerment (Scotland) Act 2015
- 2 – Proposed remit for Area Committees from 1 October 2017
- 3 – Outline Schedule of reports for Area Committee Meetings
- 4 – Options for Membership and Boundaries of Area Committee Business Committees
- 5 – Elected Member Role Description

Background papers

[Area Framework – Report to Dumfries and Galloway Council – 14 October 2013](#)

[Review of Schemes of Delegation – Report to Ad Hoc Review of Schemes Sub-Committee – 7 November 2013](#)

[Shape of the Council – Proposals and Change Programme – Report to Dumfries and Galloway Council – 18 December 2014](#)

[Embedding our Council's Priorities and Commitments in our Business Planning arrangements – Report to Dumfries and Galloway Council – 18 December 2014 \(Appendix 3\)](#)

[Shape of the Council Progress Report – Report to Dumfries and Galloway Council – 25 June 2015](#)

[Scheme of Administration and Delegation to Committees – Report to Review of Schemes Sub Committee – 4 December 2015](#)

[Review of Standing Orders and Schemes of Delegation – Report to Dumfries and Galloway Council – 17 December 2015](#)

[Shape of the Council Progress Report – Report to Dumfries and Galloway Council – 17 December 2015](#)

[Shape of the Council Progress Report – Report to Dumfries and Galloway Council – 24 March 2016](#)

[Community Planning and Engagement – Report to Community and Customer Services Committee – 8 March 2016](#)

[Scheme of Administration and Delegation to Committees – March 2016](#)

[Member and Officer Protocol](#)

[Area Arrangements – Report to Review of Standing Orders Sub Committee – 2 September 2016](#)

[Dumfries and Galloway Council Community Meetings and Ward Forum Arrangements – Wigtown Area Committee – 7 December 2016](#)

[Dumfries and Galloway Council Community Meetings and Ward Forum Arrangements – Nithsdale Area Committee – 7 December 2016](#)

[Dumfries and Galloway Council Community Meetings and Ward Forum Arrangements – Stewartry Committee – 14 December 2016](#)

[Dumfries and Galloway Council Community Meetings and Ward Forum Arrangements – Annandale and Eskdale Area Committee – 14 December 2016](#)

[Dumfries and Galloway Council Area arrangements – Review of Standing Orders Sub Committee – 2 March 2017](#)

[Community Participation and Engagement Strategy – Communities Committee – 7 March 2017](#)

[Equality Act 2010 – Statutory Reports – Dumfries and Galloway Council – 28 March 2017](#)

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[Scheme of Administration and Delegation to Committees; committee size, proportionality and appointment to chairs, vice chairs and senior councillor; and calendar of meetings positions – Dumfries and Galloway Council – 23 May 2017](#)

Appendix 1**Examples of the Dumfries and Galloway response to the Community Empowerment (Scotland) Act 2015**

1. Implementing the recommendation of a Service Review on Community and Neighbourhood Services with the introduction of 'Streetscene' as a model for delivering play parks and open spaces; burials; and street cleansing activities to secure enhanced community engagement and participation. At the heart of 'Streetscene' is a determination to improve the arrangements for the maintenance of these vital and popular local services.
2. Implementing the recommendation of a Service Review on Enabling Community Empowerment to create of a team of 12 Ward Officers. The Officers' focus is to empower and support community groups in each Electoral Ward to help them prioritise, manage and own services and community assets. This approach illustrates the Council's commitment to community development.
3. Refocussing the Community Safety Team to ensure Community Safety Officers are aligned to Electoral Wards to provide a sharper focus on their core work to deter Anti-Social Behaviour through support to diversionary activities, including community based publicity campaigns to encourage behaviour change on priority areas such as domestic noise complaints, littering, dog fouling and fly-tipping.
4. Development of the Council's Food Growing Strategy. It is acknowledged that community food growing provides positive impacts on employment, tackling poverty, our environment, and the health and wellbeing of individuals who undertake this type of activity. The policy intention of the Strategy agreed by the Communities Committee in March 2017 is 'to increase the number and range of food growing opportunities across the region'.
5. Our Council's Community Participation and Engagement Strategy and Action Plan were agreed in March 2017, and this will ensure the Council follows the National Standards of Community Engagement. A key feature of this will be our Centre of Excellence to continue to improve the quality of our public involvement and engagement.
6. Our Council acknowledges that community management and ownership of land and buildings can make a major contribution towards strengthening and empowering community groups. For this reason, in March 2017, we agreed a Community Asset Transfer Strategy and Procedure to improve the efficiency of our processes and to maximise the benefit to local communities. Central to this approach is a community based model for the management and ownership of local assets to create thriving communities.

7. The Council's approach to Participation Requests (the requirement for public bodies to have a mechanism for communities to have a more proactive role in having their voices heard in how services are planned and delivered) is also now in development and the Communities Committee at its meeting on 13 June 2017 agreed the policy intent of the Strategy: 'to strengthen communities opportunities to influence and participate in our Council's Outcomes'.
8. Our Council is developing Participatory Budgeting (PB) with a view to allocating 1% of the Council's budget to this approach which will empower communities and enhance democratic decision making. It has been suggested to Area Committees that Discretionary Grants could be determined using one of the available PB techniques and discussions are taking place with the Poverty Reference Group about using PB for the allocation of the monies allocated to tackling poverty by Full Council in the Budget for 2017/18. A briefing/training session on Participatory Budgeting is part of the Member Induction Programme agreed by Dumfries and Galloway Council on 23 May 2017.

Appendix 2

PROPOSED REMIT OF AREA COMMITTEES FROM 1 OCTOBER 2017

(Numbers relate to the Scheme of Delegation to Committees)

- 5.8.1 Scrutinise and monitor the delivery of local services particularly in relation to joint working and Community Planning and including where relevant monitoring of Service performance at an area level through review of key performance indicators based on a twice yearly cycle.
- 5.8.2 Scrutinise the delivery of Health and Social Care Services Locality Plans against the planned outcomes established within the Integration Joint Board Strategic Plan.
- 5.8.3 Receive performance reports from Police Scotland and Scottish Fire and Rescue Service on a six monthly basis with attendance of officers from the respective services on specific events or locality issues.
- 5.8.4 Input to any major and local consultations, having regard to the Council's Community Participation and Engagement Strategy and Advocacy and Lobbying Strategy
- 5.8.5 Endorse and make recommendations for short term actions which have no policy or resource implications.
- 5.8.6 Recommend medium term actions which address failure in implementation of policy and which have policy or resource implications.
- 5.8.7 The monitoring of major local projects and the reporting of these to be incorporated into performance reports.
- 5.8.8 Consider applications to the Discretionary Grant Budget and Local Anti-Poverty Fund
- 5.8.9 Administration and oversight of common goods and trusts as appropriate.
- 5.8.11 In accordance with the provisions of the Local Authorities' Traffic Orders (Procedure) (Scotland) Regulations 1999 issued under the Road Traffic Regulation Act 1984, to determine Road Traffic Orders.
- 5.8.12 Consideration of community use and conditions of lease or sale in relation to the Community Asset Transfer Strategy and Procedure
- 5.8.12 Appointment of representatives to local Outside Bodies.

Appendix 3**Outline Schedule for Area Committee Business Committee Meetings**

Month	
September	End of Year performance reports for Children, Young People and Lifelong Learning; and Health and Social Care
November	End of Year performance reports for Communities and Economy, Environment and Infrastructure; and six month reports for Police Scotland; Scottish Fire and Rescue Service;
March	Discretionary Grant and any Local Anti-Poverty Fund Monitoring Reports and awards; and six month performance reports for Children, Young People and Lifelong Learning; and Health and Social Care
May	Six month performance reports for Communities and Economy, Environment and Infrastructure; and End of Year reports for Police Scotland; Scottish Fire and Rescue Service

Note: The months December – February is the period for the development of the Council Budget and therefore Elected Members and communities are involved in engagement work for this specific issue.

Appendix 4

Ward Number: Ward Name (number of Ward Members)	<u>Option 1</u> 4 Area Committees (status quo)	<u>Option 2</u> 4 Area Committees	<u>Option 3</u> 5 Area Committees
1.Stranraer and the Rhins (4) Electorate:11,739	Electorate: 22,122 Members: 8	Electorate: 22,122 Members: 8	Electorate: 22,122 Members: 8
2:Mid Galloway (4) Electorate: 10,383			
3. Dee(3) Electorate: 7,855	Electorate: 23,359 Members: 9	Electorate: 23,359 Members: 9	Electorate: 23,389 Members:9
4. Castle Douglas and Crocketford (3) Electorate: 7,332			
5.Abbey (3) Electorate: 8,172			
5. Abbey (3) Electorate: 8,172	Electorate: 47,111 Members: 18	Electorate: 39,002 Members:15	Electorate: 18,009 Members: 7
6.North West Dumfries (4) Electorate:9,828			
7.Mid and Upper Nithsdale (3) Electorate: 8,181			
8.Lochar (4) Electorate: 10,528			
9.Nith (4) Electorate: 10,465			
10. Annandale South (4) Electorate: 10,757	Electorate: 30,799 Members:11	Electorate: 30,799 Members: 11	Electorate: 30,799 Members: 11
11.Annandale North (4) Electorate: 11,396			
12.Annandale East and Eskdale (3) Electorate: 8,646			

Appendix 5**Role Description for Elected Members****Introduction**

This document sets out some of the key aspects of the role of all Councillors, and those with specific responsibilities.

All Councillors Should:

1. Make effective arrangements to enable constituents to seek advice and assistance; develop a working knowledge of key Council services and contacts to assist in dealing with constituents' queries; and maintain appropriate systems for sending and following up correspondence.
 2. Represent their local ward, making sure its needs are taken into account in planning services and allocating resources.
 3. Maintain contact with local groups and organisations; develop knowledge of local issues; and encourage community involvement in the work of the Council.
 4. Prepare for, and participate constructively in, all meetings of the Council, committees, working groups etc., and develop a sound knowledge of standing orders.
 5. Understand the key processes within the Council, including the way services are planned and budgets are set, and the key policy and strategic issues facing the Council and the Region.
 6. Make decisions fairly and on the basis of the facts. In particular, maintain knowledge of the law and relevant policies in areas such as development control, licensing and personnel appeals, on which the Council acts in a quasi-judicial manner.
 7. Scrutinise the performance of the Council's Departments and ensure high standards of public service are maintained.
 8. Make a commitment to ongoing personal and professional development.
 9. Build appropriate relationships with, and show respect for, other members, partner organisations and the Council's staff.
 10. Demonstrate commitment to equality and seek to represent all individuals and groups equally and impartially.
 11. Demonstrate commitment to the principles of selflessness, honesty, integrity, objectivity, openness, accountability and respect for others. Always act in accordance with ethical standards and the code of conduct.
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