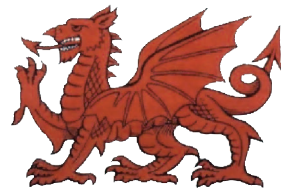


The Essential Clerk

An introduction to
the role and work
of community and
town councils

A National Training Advisory Group,
Wales booklet



This booklet was funded by the Welsh Assembly and is one of the several projects approved by the National Training Advisory Group to support new clerks, managed by the Society of Local Council Clerks (SLCC).

The contents were written by the University of Gloucestershire, with help from many colleagues, and printed by the SLCC.

Now why not make use of the training, advice and networks provided? There is no silly query - if in doubt ask. Soon you will be able to share with others the answers to those simple questions!

A parting comment - it was Confucius who said:
“To be fond of learning is near to wisdom.”

The Essential Clerk



Where community and town council clerks meet they network, a scene at a Summer Seminar, University of Gloucestershire

Foreword

In 1999 I moved to South Wales and a year later saw the post of Clerk to Chepstow Town Council advertised locally. With children at school this seemed an ideal part-time job enabling me to balance work and family life. I had 16 years experience of London local government before taking a career break, but little knowledge of the work of community, parish or town councils. I prepared for my interview with Chepstow Town Council by reading past minutes and found by chance a reference to a new distance learning training course for council clerks “Working For Your Council” (the forerunner to “Working With Your Council”) written by the University of Gloucestershire. I quickly acquired the new training package as a “retired member” of the Society of Local Council Clerks!

I was not sure what to expect. It had been years since I had undertaken formal training and felt

daunted by the thought of study. My fears were unfounded. The course was well laid out and written in an easy style. I powered through the course and was appointed Clerk to Chepstow Town Council. I was assigned a mentor and introduced to the Gloucestershire branch of SLCC. I then discovered that further training was available from the University of Gloucestershire and again with trepidation I enrolled on the Local Policy course. The rest is history.....The excellent support and networking opportunities provided by the University and SLCC have enabled me to go from strength to strength.

Today we have many branches of the SLCC in Wales; we have our own Co-ordinating Officer, a specialist Advisor for Wales and Regional Training Officer. We have a Welsh Version of “Working with Your Council” and the Welsh “CiLCA” qualification for Clerks, plus the opportunity to study with our English colleagues at the University of Gloucestershire. And as a new clerk you have this introductory guide “The Essential Clerk”. I hope you enjoy it and find it a helpful starting point. Perhaps it will inspire you to pursue further training – ours is a challenging and constantly changing role which can be tremendously rewarding. Good luck!

Sandra Bushell PILCM
County Support Officer
January 2009

Acknowledgements

- Elisabeth Skinner (Principal Lecturer, Department of Natural and Social Sciences, University of Gloucestershire) has played a major part in the writing of this booklet. The six core topics are based on the SLCC's course written by Elisabeth and her colleagues at the University. This course, *Working With Your Council*, might be your next step once you have read this booklet and have settled into your job.
- Joy Sheppard and the Essex Association of Local Councils provided additional ideas taken from their welcome pack for new clerks.
- Clerks and the SLCC's advisory team contributed material and Sandra Bushell, the County Support Officer for South East Wales provided the Welsh perspective.
- The original guide was supported by the National Training Strategy for England. The Welsh Assembly Government provided funding for the Welsh version which is part of a project to support new clerks as they set out in the job.



Elisabeth Skinner (University of Gloucestershire) with retired colleague Laurie Howes on winning the SLCC's mentoring cup

Contents

1	Introducing 'The Essential Clerk'	5/6
2	Roles & Responsibilities	7/11
	The council	
	The clerk	
	Councillors	
	The chairman	
	Working with your employer	
	Interacting with press and public	
	Working with other authorities	
3	Law	11/14
	Powers (optional)	
	Duties (must do)	
	Delegating powers	
	Clerk as legal advisor	
4	Procedures	15/19
	Lawful decision-making	
	Agendas	
	Meetings	
	Standing Orders	
	Minutes	
	Committees	
	Councillors	
	The ethical framework	
5	Finance	20/23
	Public money	
	Budgets and policies	
	Keeping accounts	
	Year-end and audits	
	Financial procedures (or regulations)	
6	Planning	24/26
	Planning	
	Development control	
	Making observations	
	Managing planning	
	The development plan	
	Community views	

7 Community Action	27/28
Being active	
Listening	
Quality Councils	
8 Where Next?	29/32
Sources of advice	
Training	
Information sources	
Progressing gently	
9 A final word from clerks	33/34
Local knowledge	
Some tips for the early days	
10 Index	

1 INTRODUCING 'THE ESSENTIAL CLERK'

A good clerk is an essential asset to every council. Over time you will discover the variety of activities that contribute to your work as a clerk. You will build up knowledge and develop a range of skills of value to your council and its local community. This booklet is just a taster, a brief introduction to the work of the council including roles and responsibilities, law, procedures, finance, planning and community action.

Clerks in the SLCC's e-groups were asked to reflect on their early days in the role to provide a flavour of the work and any extra information that they felt you might *really* need to know. So in boxes throughout the booklet and in Section 9, the clerks' profession speaks directly to you.

Although this booklet will provide you with guidance, as you progress you will probably ask more questions about your work. The booklet points you in the right direction in your search for answers.

As a new clerk you are not alone. There are several organisations whose job is to assist. Your council should be a member of One Voice Wales to benefit from its advice and updating information. One Voice Wales is the first port of call for advice on matters of concern to the council as a corporate body. Contact One Voice Wales via their web site www.onevoicewales.org.uk or by telephone, 1269 595400.

The Society of Local Council Clerks (SLCC) represents clerks and other officers. It offers support through county branches and e-mail forums; and it provides information and advice in a variety of ways including the *Clerks' Manual* and *The Clerk* magazine, a website (www.slcc.co.uk) and a team of specialist and regional advisors. Fellow clerks in the SLCC will be around to help you from the outset. Your county's support officer (CSO) will get in touch (or you can make contact). You can always talk in confidence to your CSO about your role and the work of a clerk. Your CSO will be your first point of contact and will help you to find out who is the best source of information, help or support.

We hope you enjoy reading this booklet. It is worth remembering, as you read about law, procedure, planning and financial management, that the health and well-being of the local community is at the heart of everything you do. You serve as an officer of the council but the council serves the community, taking action in the best interests of everyone who lives and works on its patch. It is your job to offer the council advice and support as they go about their business. Perhaps this is the beginning of a lasting relationship.

From the SLCC's Mentoring Officer

Welcome to the very rewarding job of clerking a local council! You will find that, as you grow into your post and learn how to deal with issues, the work becomes more and more interesting. True there will be challenges and times of frustration but you will never be bored. We hope that the following suggestions will give you a flying start!

2 ROLES & RESPONSIBILITIES

The council

You have joined a team whose job is to represent the interests of the community. The chairman, councillors, the clerk and other staff are individual members of the council team, each equally valued and working together as a unit.

The clerk

As clerk, you make a significant contribution to the team. You are a professional officer employed by the council to provide administrative assistance and professional advice. You support the council before, during and after meetings, preparing councillors for their decision making role and putting their decisions into practice. As chief officer, you protect the council as a corporate body. Many clerks enjoy their work because it is endlessly varied. Check your job description, but your work might include:

- writing letters, reports, memos;
- organising meetings and events;
- advising on making lawful decisions and policy;
- researching topics of concern to the council;
- keeping up to date;
- managing projects, sites, facilities and finance;
- managing records, teams and staff;
- negotiating, marketing and public relations;
- purchasing equipment.

The clerk is normally the 'proper officer'. This is a legal term meaning the appropriate officer for a particular function. The council must appoint the officers it needs to discharge its functions. The council must also appoint a Responsible Financial Officer (RFO) to manage its finances. Usually, but not always, the RFO and the clerk are the same person. If you are not the RFO, as clerk you will need to have an overview of the council's finances.

Councillors

Other members of the team are the councillors and their elected chairman. Each individual will interpret their role in different ways and you will need to get to know them all. In general, councillors contribute to the work of the whole council by

- suggesting ideas;
- engaging in constructive debate;
- responding to the needs and views of the community;
- representing their constituents;
- behaving in an ethical way and being open about interests;
- commenting on proposals to ensure the best outcome;
- voting – to enable the council to make decisions.

An individual councillor (including the chairman) cannot make a decision on behalf of the council. It helps to remember that you are answerable to the council as a whole and not to any individual councillor, not even the chairman.

The chairman

Your most important working relationship is with the chairman. You are partners in guiding the council. You should be able to talk openly to each other and should recognise each other's strengths and understand your roles.

For example, it is best practice to discuss the agenda with the chairman before it is sent to councillors. Together you can agree its format and ensure that it will not lead to unlawful decisions. But note, the clerk must sign the agenda and therefore can have the final say on its style and content.

The council *must* have a chairman, responsible for ensuring that proper decisions are taken at council meetings. Note that the election of the chairman must be the first item of business on the agenda of the Annual Meeting of the Council held in May each year. This also applies at any meeting where the chairman and vice chairman are absent. This item comes before the apologies.

The chairman manages discussion, summarises debate and uses the agenda to help the meeting to run smoothly and on time. To make sure that decisions are taken, the chairman has a second vote, known as a casting vote, if a vote is tied. The chairman can choose whether or not to use the casting vote but in the election of a chairman the casting vote must

be used. Some councils have a leader as well as a chairman; the leader is head of the main political party represented on the council and is not appointed at a council meeting. A leader has no greater responsibility than any other councillor.

The chairman is often the public face of the council, representing the council in a civic capacity and sometimes speaking on behalf of the council.

Advice for chairmen is explained in the booklet *Standing Orders and Chairmanship* published by the National Association of Local Councils and available from One Voice Wales. Training for chairmen is available through One Voice Wales using a national training package in chairmanship skills.

Working with your employer

You are employed by the council as a body and not by each individual councillor. However, as clerk you are the line manager of any other staff employed by the council. In time you need to find out about how employment law affects your council.

- Staff have the right to expect the council to discuss matters related to employment in a confidential session, after a resolution to exclude press and public.
- The responsibilities of all employees should be clearly laid out in a job description attached to a proper contract of employment.

- The clerk's contract should make sure that the council complies with the agreement on 'terms and conditions' drawn up by the National Association of Local Councils, One Voice Wales and the Society of Local Council Clerks. A contract and payment of at least the minimum wage are legal requirements for all employees.
- The council must have formal disciplinary and grievance procedures in case anything goes wrong between staff and employer. There are model contracts and procedures available from SLCC and One Voice Wales.
- The law protects you from discrimination, bullying and harassment and from threats to your health and safety.
- If staff problems arise One Voice Wales will advise the council and the SLCC advisory team will advise the clerk, provided that both memberships are in place.
- It is good practice to ask for a review meeting after six months and then annually. This is an opportunity to reflect on expectations (yours and the council's), your achievements, your training needs and changes to working conditions. The council should be fully committed to your training and development.
- Your line manager is the council and therefore they can appoint two or three members to undertake this appraisal.

You are of particular value to the team because you are the professional officer, an independent and objective servant of the council acting only on the instructions of the council as a whole. This means that the council can delegate to you the power to make decisions on its behalf, especially in an urgent situation. Remember, you are not then acting personally but as a representative of the council as a corporate body.

Interacting with press and public

You are often responsible for the way in which the council is presented to the broader community and therefore the way you express yourself in public tends to reflect on the council. It helps if all communications are smart and well designed. Information technology (IT) will help the council to present a modern impression.

If you are speaking on behalf of the council, you will find it easier if you keep to the facts, and express only the council's view without discussing your own opinions. In time you can develop a good relationship with local media – radio, newspapers and TV – so that they help to promote the council. If you are struggling to respond to questions from the press try not to say "no comment"; it is better to say that you will respond to them later when you have fuller information.

The community benefits if you (or your staff) are accessible to the public. If you work from an office, you can provide clear opening

times. If you work from home, then consider a regular surgery at a public location, an answer-phone, website and an e-mail system.

Working with other authorities

You will work in partnership with many other organisations, but especially other authorities in local government and the Welsh Assembly Government. The 735 community or town councils form the tier of local government nearest to the people they serve. Usually at a greater distance, there are 22 Welsh unitary authorities which are variously titled county, county borough and city councils. These tiers of local government are independent of each other although they do seek to work in partnership. Principal authorities have many services that they must provide by law (such as schools and social services). Community councils have greater freedom to choose which services (if any) they wish to provide. Your local network will make it clear to you how the principal authority or authorities and regional government are organised in your area.

What clerks said

Many clerks are surprised to find that they are expected to do much more than simple preparation of agendas and taking minutes.

We cannot stress enough the importance a written contract of employment for both full and part-time clerks. Your contract must identify your duties as well as a list of the conditions under which you are employed. These include your starting salary, pension or gratuity, sick pay provisions, annual leave, discipline and grievance procedures and the process of appeals against decisions affecting your work. If you do not have a contract you can obtain a copy of a model contract from the SLCC or One Voice Wales. Complete a copy of this contract and ask your council to agree and approve it or amend it by agreement.

You will find a lot of published advice on the duties of a clerk. A key point to remember is that you must ensure that the council (and not individual councillors) decides only that which it has a legal power to do. (Now you will begin to see the importance of training and other sources of advice!)

3 LAW



An example of using a legal power to plant a community orchard

Powers (optional)

Community councils are creatures of statute. This means that they are set up and controlled by Acts of Parliament. Knowledge of law empowers the council. Law determines what the council *must* do (its duties), what it can *choose* to do (its powers), and what it *cannot* do.

Community councils can choose from a wide range of functions or powers. So for example, a community council can spend its money on:

- A public clock
- Bulbs for the roadside verges
- A boating lake
- A community hall
- A village band
- Litter bins
- A swimming pool
- Traffic calming
- A community bus
- The war memorial
- A bus shelter
- Sports coaching
- A theatre
- CCTV
- A cricket pitch

- A festival
- A camp site
- Footpaths
- Cycle racks
- Cemeteries or burial grounds
- Footpaths
- Markets
- An arts centre
- A museum
- The village green
- Allotments

In time, you will find out which statute gives the community council the power to act on these and many other issues. Take a look at *The Good Councillor's Guide*, which finishes with a table of many powers. Remember that community councils can do only what they have been given a specific power to do by statute.

Most importantly community councils have the power to raise money through the council tax (the precept) to spend on their activities. A council can raise as much money as it needs through the precept but it should have regard for the impact on the council tax paid by the people who live in the community.

There is a specific piece of legislation known as section 137 (s137) of the Local Government Act 1972. This power allows the council to spend money on anything that benefits all or some of its inhabitants (or all or part of the area) provided that there is no other specific power for that activity. For example, there is no statute giving a community council the power to spend on health matters but the

council can fund a chiropodist or an air ambulance, for example, by using s137. The money spent under s137 must be in proportion to the benefit gained.

There is a limit to the amount of money the council can spend under this power in any one year. This restriction means that you must keep an account of all s137 expenditure, normally using a column in your accounts for this purpose. The Welsh Assembly Government writes to all community councils each year to update them on the s137 limit. If you are unsure, ask your CSO or your Development Officer at One Voice Wales to advise you of the current limit.

S111 of the Local Government Act 1972 is also very useful. It allows the council to undertake activities that help it to carry out other specific functions. The expenditure permitted under this power is not limited. So s111 gives the council the power to spend on reference books, conferences and training.

Duties (must do)

The council also has some duties; these indicate what it must do, it has no choice. There are a few duties related to services that the council might provide. The council must *consider* providing allotments if at least six electors ask for them. It must have a very good reason for turning the electors down! Similarly it must consider adopting a churchyard closed by the Parochial

Church Council if asked by them to do so; the community council *can* say no, in which case the principal authority must take it on.

The council also has a duty to consider the impact on crime and disorder of any of the activities it undertakes. It must comply with statutes designed to protect individual people, such as equal opportunities legislation, employment law and the rules for data protection and freedom of information.

However, most of the council's duties are procedural or financial rules such as these that follow. You will gradually get to know the rules over time.

The council must hold an Annual Meeting of the Council in May. On rare occasions after elections the Annual Meeting of the Council might not be held in May. Local contacts will help you to check this out.

- The council must elect a chairman. Remember this is the first item on the annual council meeting agenda. The council is advised to have a vice-chairman but this is not a legal requirement.
- Meetings cannot be held on licensed premises unless no other suitable venue is available.
- At least three clear days beforehand a public notice of the time and place of a meeting must be displayed and a summons to attend must be issued to members of the council.

- One third of the members (but no fewer than three) must be present to provide a quorum for transacting the business of the council.
- Voting is by show of hands, with rare exceptions. Councillors can ask for the votes to be recorded.
- The council has a duty to keep a record of its meetings known as the minutes.
- The council must appoint an independent and competent internal auditor.
- At least two councillors must sign all cheques.

Delegating powers (or functions)

The council is responsible as a body for all its decisions but it *can* allow another party to make a decision on its behalf. This is a legal issue written into the Local Government Act 1972 (section 101). A committee, a sub-committee, an officer or another local authority can be given the power to make a decision on behalf of the council. On the other hand, a single councillor, the chairman, a working party or a group of councillors *cannot*.

Notice that an officer (usually the clerk as proper officer) is the only individual who can act on behalf of the council. This is because you are independent, objective and professional.

There are exceptions to delegation. The council cannot delegate its decisions about the

precept (how much council tax to raise); this must be agreed by the full council. Nor can it delegate confirmation of the annual return, a document created as part of the annual audit.

Delegation must be agreed formally by the council. Temporary delegation is recorded in minutes. If delegation is routine, it is authorised in the council's standing orders (see the Procedures section). Most clerks have the power to act in an emergency written into standing orders.

Clerk as legal advisor

Part of your work is to advise the council on matters of law. It is important to find out what the legislation means and to use your different sources of training and advice to make sure that you develop a good awareness of legal issues.

The statutes and related guidance do keep on changing. Keep up-to-date by reading *The Clerk* from the SLCC and *The Voice* from One Voice Wales. It also helps to follow the SLCC's e-forum. For advice on legal matters, your directory of useful contacts should include the SLCC's Legal Advisor and your Development Officer at One Voice Wales. The Monitoring Officer at your principal authority is your first port of call for issues related to ethical issues and the Code of Conduct. Useful reference books are listed in Section 7.

What clerks said

You get help with the law if you are a member of SLCC and if your council is a member of One Voice Wales. In time you will become familiar with *Local Council Administration* by Arnold-Baker, the SLCC Clerks' Manual and NALC's Standing Orders and Chairmanship. A good list of powers can be found in *The Good Councillor's Guide*. Most relevant acts of parliament and statutory instruments can be found at www.statutelaw.gov.uk/, www.opsi.gov.uk or www.wales.gov.uk.

4 PROCEDURES

Somewhere Community Council

COMMUNITY COUNCIL MEETING

The next meeting will be at 7.30pm
on Tuesday APRIL 14th 2009
in the Village Hall

An agenda will appear here on
or before the 9th April.

Signed Albert Battleaxe (Clerk to the Council)
2 The Cribbins, High Street Somewhere
Tel 01234 567890

An example of a notice of meeting

Lawful decision-making

Community councils have powers to act in a variety of different ways and these actions involve decision-making. Many decisions involve spending public money, which must be protected. The law provides a range of procedures for ensuring that decisions are properly made. Decisions must be transparent and inspire confidence. It is part of the clerk's job to advise the council on matters of procedure. Some procedures are good practice without being set in stone by law. Proper procedures protect the council from legal challenges and help clerks to remain impartial and professional. Procedures provide the rules of the game and, as in sport, the team works best when everyone understands the rules.

Agendas

All meetings must be properly convened. This means that the clerk must, by law, send a signed summons to each councillor at least three clear days before the meeting. A summons (rather than an invitation) reminds councillors of their duty to attend.

The summons must specify the business to be discussed and therefore the council *cannot* make a decision on any matter that hasn't been specified. In law, "*three clear days*" does not include the day of the meeting and the day on which the summons is sent out. It is good practice also to exclude bank holidays and weekends but this is not required by law. The clerk signs the agenda (remember that this *is* a legal requirement) and therefore takes responsibility for its format and content even though it is best practice to discuss it with the chairman first.

The clerk also puts a public notice in a conspicuous place advertising the time and place of the meeting. Again, this must be done at least three clear days beforehand. It is good practice to make the agenda public.

There are many acceptable variations of style and content for agendas, which you can design to suit your council. You are advised to study agendas produced by others and take up offers of training in order to find out what makes for best practice. For example, we suggest you consider the following:

- Use distinctive headed notepaper and provide contact details.
- Include a standard item near the beginning to remind councillors to declare an interest in an item to be discussed.
- Express items so that councillors know what they are expected to do, e.g. to accept, confirm, discuss, agree. And tell

councillors as precisely as possible what they need to consider.

Meetings

A good clear agenda, with clear supporting documentation, helps the chairman to conduct an effective meeting that is no longer than it should be. The main purpose of a meeting is to decide on council action and it is the chairman's job to see that decisions are properly made. Councillors also like to use meetings to share information but this should be managed carefully, not least because long drawn out reports can be extremely dull!

A quorum must be present to make a legal meeting. The quorum is at least a third of the total number of members, or three, whichever is greater.

The public can be encouraged to ask questions or make points but this is not usually part of the meeting. It can occur before the meeting starts or later when the meeting is adjourned to allow the public to speak. Principal authority officers, the local police officer, technical experts and the clerk, can be invited to speak during the meeting. The public and press must be welcome at all council meetings but some items, such as staff details or tenders should not be discussed in public. The council then resolves to exclude the public and press just for those items. But take care, your council must not exclude the press and public just because an item is controversial.

In some circumstances a chairman or any two members can call an extraordinary meeting.

An Annual Community Meeting is a meeting of the electorate. In England it is compulsory to hold this meeting between March 1st and June 1st but it is *not* compulsory in Wales. It is not a council meeting although the council chairman can call the meeting and chair it if he/she is present. There is no prescribed format for this meeting but ideas include a presentation of the council's annual report, discussions of ideas for future action, public comment and questions on council performance or a celebration of village organisations

Standing Orders

A community council devises its own rule book for the routine conduct of its business. These rules, called standing orders, include procedures required by law. The National Association of Local Councils suggests appropriate standing orders (many of which can be adapted) in their booklet, *Standing Orders and Chairmanship*, available from One Voice Wales.

Standing orders represent agreement among councillors and help the chairman to manage the meeting. For example they can establish:

- regular agenda items;
- the order of business;
- the length of time a councillor can speak on an issue;

- terms of reference and delegated powers for committees ;
- the delegation of powers to the clerk;
- the length of a meeting or its finishing time.

Minutes

The community council has a legal duty to keep records of its meetings, which can then be used as evidence in a court of law. Minutes become legal when they are signed by the chairman as an accurate record. Signing normally occurs at the next meeting. Loose leaf minutes should be numbered consecutively and initialled by the chairman on every page. Minutes need a clear numbering system for easy reference. Most councils use a system related to the council year. Minutes should be kept secure for ever, retained by the council or sent to the county archive.

The record of decisions must be absolutely clear. You are required to record a councillor's vote only if specifically requested to do so. It is good practice to use the following phrase and to write it in bold.

It was resolved

Minutes should be as concise as possible but there is little agreement on the appropriate style for minutes! As a minimum the minutes must record the resolution or the decision but can also include a short summary of important points where this adds value. A detailed account of who said what is neither necessary nor advisable.

It is good practice for the clerk to make the minutes available for public inspection as soon as possible after the meeting. Prior to signing they can be labelled 'draft minutes'. The availability of the minutes should be explained in the council's publication scheme drawn up according to the Freedom of Information Act 2000. This Act ensures that documentation for which the council is responsible is accessible.

Committees

You might be asked to advise on committee structures. A council can arrange for a committee to make decisions or spend money on its behalf except when setting the precept, approving the annual return or agreeing to take out a loan. Alternatively the council can retain the decision-making role, in this case the committees or sub-committees simply advise. A committee can appoint a sub-committee for specific tasks. Councils frequently set up temporary working parties to investigate or work on special topics; these are advisory groups only.

Standing orders should set out the terms of reference for committees. The chairman of a committee is elected at the first meeting of the committee and must be a councillor. People who are not councillors can be co-opted onto other committees in an advisory capacity but are not normally permitted to vote. A finance committee must consist of councillors only.

The public must be given notice and have access to committee meetings in the same way as for council meetings.

Councillors

There are rules about who can become a councillor, holding elections and what happens if there is a vacant seat on the council. The best source of advice is the Elections Officer or Returning Officer at the principal authority.

The whole community council is put up for election every four years. An election can be contested (more candidates than seats) or uncontested. If the seats are contested then a poll must be held. If there are not enough candidates for seats then, after the date of the elections, the council can co-opt people to fill the vacant seats within a specific time.

In between elections councillors may leave for a variety of reasons. If a councillor decides to resign, they must write to the chairman while the chairman resigns by writing to the council. This creates a 'casual vacancy'. You should contact the Returning Officer for guidance. First you follow proper procedures to find out if the electors want to offer a candidate for election (which may be contested or uncontested). If not, after the proper time has elapsed, the seat can be filled by co-option (provided that the four-year elections are more than six months away). Gaps between the legal process can be filled by a council's co-option procedure.

When councillors take their seat for the first time they make a formal declaration accepting the office of councillor. They also undertake to observe the council's Code of Conduct. A special form for the purpose is available from One Voice Wales or the Monitoring Officer.

Councillors are disqualified from office if they do not attend at least one meeting of the council during a period of six consecutive months; all meetings count, including working parties, site meetings or meetings representing the council. As the end of the six months approaches, a councillor can ask the council to approve a reason (such as illness) for not attending. If the council approves, then the period of non-attendance can be extended. Councillors give apologies if they can't attend a meeting so that a proper attendance record can be kept.

The ethical framework

There are rules to ensure that councillors maintain high standards of behaviour in public life. They come from the Local Government Act 2000 and Codes of Conduct for England or for Wales. For example, councillors must avoid bringing the council into disrepute, and mustn't use their position to secure advantage or disadvantage. They must promote equality and treat people (including staff) with respect. There are sanctions if councillors break the Code of Conduct.

Councillors must also declare their interest in a matter to be

discussed at a meeting as soon as they are aware they have an interest. This is why an agenda heading giving councillors the opportunity to declare early in the meeting is so useful. The declaration is then minuted. They may be unable to speak or vote on the matter and may have to leave the room, depending on how serious the interest is. No-one can tell a councillor to declare an interest or leave the room. This is for the councillor with the potential interest to decide.

Your CSO will help you to find training on this issue usually provided by your principal authority's Monitoring Officer. As with any legislation relevant to local councils, your council will need to keep up to date with any changes.

What clerks said

A good detailed agenda typed on a computer can easily be used as the basis of the minutes but don't be tempted to write the agenda as if it were the minutes!

It's very important to get the procedures correct, especially as many of them are based in law. The agenda and minutes (your responsibility) demonstrate that decisions are lawfully made. You should be able to find examples of both agendas and minutes on the files when you take up the post. Remember some documents have to be kept for specific minimum periods while minutes are kept forever, either by the clerk or in archives.

Initially you will follow the same style as your predecessor but if you find changes are needed introduce them tactfully and at the right pace for your council. No council likes to know that it has been getting it wrong but will soon learn to take note of a tactful and well informed clerk. Further training will help you make improvements where they are required.



Chepstow Town Council worked with volunteers and local community groups in a community litter pick of local woodlands.

4 FINANCE

Public money

The council's money is public money and the council is responsible for it but the management of its finances might be a vital part of your work. If you are the Responsible Financial Officer (RFO) as well as the clerk, you should check that your job description includes your work as the RFO.

The community council aims to give value for money as it raises and spends money for the benefit of the local community. Electors should be confident that their money is being properly managed. They have a right to expect that the council will minimise risk, especially avoiding bad debts and loss through fraud.

The council must be confident that whenever it spends any money it has legal power (it is not acting beyond its powers);

- it follows lawful procedures;
- it does not take unnecessary risks;
- transactions are transparent;
- councillors conform to standards in public decision making.

Sound financial management is so important that it is governed by Acts of Parliament and statutory regulations. These regulations provide a detailed framework that councils must follow. You find them in the Accounts and Audit Regulations 2003 and amendments that came into force on 1 April 2006.

The regulations say that the council is responsible for appointing an appropriate officer to manage its finances;

- following lawful and proper financial procedures;
- deciding how much precept to ask for from the council tax;
- establishing sound internal control and audit systems;
- setting up its own financial regulations in standing orders;
- formally accepting the end-of-year accounts;
- submitting what is required to the external auditor;
- publishing the accounts and the results of audit.

The council is also responsible for setting a budget and regularly monitoring the council's income and spending against the budget. Financial management must be completely transparent to both councillors and members of the public.

You will find it useful to have the latest edition of the *Practitioners' Guide (Wales)* with details on financial management, jointly produced by the Wales Audit Office, One Voice Wales, the Welsh Assembly Government, external audit suppliers and the SLCC - its full title is *Governance and Accountability: A Practitioners' Guide 2008 (Wales)*. It is available from the One Voice Wales website www.onevoicewales.org.uk and the Wales Audit Office website www.wao.gov.uk

Budgets and policies

The budget shows how council policies for providing services and responding to local needs are financed. It includes an agreed plan of income and expenditure for the financial year from April 1st to March 31st. You will need to be very familiar with the budget.

The precept is part of the budget; it fills the gap between planned expenditure and planned income. The precept is the council tax which the principal authority collects on behalf of the community council. Note that the precept is not often a council's only source of income; there are lots of other ways of raising money for use in the local community.

You may need further advice on how to draw up a budget for presenting to the council for their discussion and ultimate approval. These discussions usually take place in the autumn.

The agreed budget then provides a guide to activity throughout the year. The council should monitor income and spending against the plan so it is useful if you present the council with a statement of the situation either monthly or quarterly as appropriate.

Keeping accounts

The rules are slightly different depending on the amount of money passing through the council's books. For example, (and you need to investigate this further) the biggest councils (with over £1,000,000) are required prepare their accounts in accordance with

the practices found in the CIPFA/LASAAC Statement of Recommended Practice (SORP) and will employ a professional accountant to handle their complex needs. Councils with a budget over £100,000 must, as a minimum, keep income and expenditure accounts, but may elect to keep their accounts in accordance with SORP rules, however, owing to the complexity and additional expense of the SORP arrangements the vast majority keep income and expenditure accounts. Councils with smaller budgets can choose to keep simple receipts and payments account through the year.

A receipts and payment account records the movement of money in and out of the council's coffers at the moment when it moves, whereas an income and expenditure account records a transaction on the date to which it relates. Entries in the account are made under headings for analysis including separate headings for VAT and s137. The account will be balanced regularly, say once a month. So each column and line is totalled and the totals balance. You will also check the balanced account against the bank statement when it comes in; this is called a bank reconciliation.

All transactions, whether money is coming in or going out, must be recorded including invoices and cheque stubs. It should be possible to track all aspects of a transaction through the paperwork. You should have someone who is responsible for checking the trail from time to time.

Year-end and audits

The system includes internal audit (organised by the council) and external audit (organised by an auditor appointed by the Wales Audit Office). Your council's internal auditor must be independent of the council and competent to do the job.

After March 31st, you (if you are the RFO) draw up and balance the end-of-year accounts and prepare for audit. You need to find out which documents are needed for your size of council budget. You also need to know whether your council requires a basic, intermediate or full audit. Naturally the paperwork and the audit becomes more complicated the bigger the council's budget.

Most councils (with budgets of less than £1 million) must complete an annual return for sending to the Wales Audit Office's representative – the external auditor. Instructions on the annual return form make it very clear what you and the council need to do. So, once you have drawn up the end-of-year documents, you complete the statements on the annual return as required and get them approved and signed. The independent internal auditor carries out required checks, making sure that the council has proper procedures in place for managing its finances. This is not necessarily a check of your maths! The independent internal auditor completes and signs the report that is required as part of the annual return.

The accounts must be available for electors to examine if they wish. There are rules governing time limits for advertising and arranging inspection opportunities that must be followed. The annual return must also be put on public display. The council will hope that the external auditor responds by giving 'a limited assurance'; this means that nothing has given cause for concern.

Financial procedures (or financial regulations)

The community council must have its own tailor-made standing orders for financial management. For example, two councillors must sign all cheques and orders for payment, but provided this minimum is met, variations can be used.

Remember, the council must not agree to spend money on the spur of the moment (they need three clear days' notice) and individual councillors must never commit the council to spending money on the council's behalf. Remember that officers and some committees can be given delegated powers to spend, usually up to an agreed limit.

VAT is a complex area for community councils who can charge VAT, pay VAT and then reclaim it. The council must also be properly insured and conform to rules on PAYE and national Insurance. You are almost certain to need further advice.

You are advised to seek specialist help on financial matters from (say) your principal authority finance officer, a VAT officer, income tax officer, your council's insurance advisor, your independent internal auditor, the SLCC's financial advisor and Development Officer at One Voice Wales.

What clerks said

As the Responsible Financial Officer you will be responsible for the book-keeping, the budget, the preparation of the accounts for audit and for paying wages. If you are not accustomed to book-keeping and budget setting this can be a daunting task but there are plenty of people that you can ask for help.

6 PLANNING



Pupils of Bynea Primary School, Llanelli introduce their design for playground improvements to be funded through a s106 (planning gain) agreement

Planning sometimes turns out to be the liveliest aspect of the council's work. The planning system helps protect and create communities and environments for the twenty first century. The council does need to understand the planning system if its views are to be heard and councillors will benefit from your advice and support. The system is constantly changing (and at different rates in different places) so you will need to keep track of what is happening in your area.

A community council can't grant or refuse planning permission (usually), but it can offer its opinion and try to influence specific decisions and planning policy. Its strength lies in local knowledge. The real decision makers are generally found at your principal authority.

Development control

Development is defined in legislation and involves changes (including change of use) on, over

or under land. Sometimes it isn't easy to decide what is 'development'.

Planning and development control is subject to law and government guidance. The council needs to show that it has a grasp of the basics of law even though the detail of the law is not always clear.

Planning authorities control development by responding to applications for permission to carry out development. Some developments (like small extensions) are automatically permitted while even tiny changes to other buildings have extra protection. Specially protected buildings are known as listed buildings; if you have some in your area, you need to find out what rules apply. Sometimes whole areas are protected by special status such as Conservation Areas, Green Belts, Areas of Outstanding Natural Beauty and National Parks. If these affect your area, you will need to find out more.

Most planning applications are dealt with by the planning authority's planning officers as required by the Government. Some are decided by a committee of the planning authority's councillors and occasionally the Welsh Assembly Government calls in an application and sets up a public inquiry. Sometimes a developer appeals against a decision and if developers don't comply with planning decisions then the enforcement process can be used to sort it out.

Making observations

You will help the community council to comment on planning applications as part of its regular work. You need to be able to advise the council on what makes an acceptable comment on a planning application. The council's comments must relate to planning issues, rules and policies. Permission will usually be granted if the development complies with the policies of the Welsh Assembly Government and your principal authority. Observations should not refer to characteristics of the applicant or the value of property, for example.

These examples of planning matters could be material to an application therefore the parish council can object on any of these grounds.

- The site's planning history and the development plan/framework
- The size of the development
- The development envelope of the settlement
- Landscape adjoining the site
- Infrastructure (services, utilities, roads, parking)
- Traffic impact
- The accessibility of the site
- Rights of way

Managing planning

You will benefit from getting to know the planning officers at your planning authority who are working on planning applications or planning policies for your patch.

Planning authorities require quick replies, so the community council must decide how to make decisions in the time available. The best way is for a small committee with the power to decide to meet once a fortnight.

All printed planning applications should be filed in an accessible place with a note of the community council's recommendation and the planning authority's decision. More and more applications are being archived online by the planning authority.

The development plan

The planning authority's policies for development are crucial to decisions about planning applications. Relevant local policies are put together to provide a 'local development plan' (LDP). The LDP must comply with planning legislation and Welsh Assembly Government strategic guidance and will include the principal authority's own development plan.

Your council should try to influence the development plan especially where it relates to your own specific area. This is extremely important. Your community plan or design statement (see below) may come in useful here. If an area is designated for a purpose under the LDP, it will be impossible to change it later when the council wants to object to a planning application.

Any Sustainable Community Strategy, drawn up by the area's Local Strategic Partnership (LSP),

will also influence the development plan. Ideally, this strategy for the social, environmental and economic well-being of an area will draw on your parish or town plan.

Community views

Community council involvement always works best if it is based on a proper understanding of local views and needs. There are lots of ideas for finding out what people think but surveys, workshops and modelling activities can inform your council's planning policies. Active community councils will take the lead in producing a community plan or design statement containing proposals for the long term future of the parish – although these work best if they are seen to be led by a wider range of local people.

Community plans and design statements will carry extra weight if they are adopted by the planning authority as part of their planning policy. It's sensible to involve the planning authority in the process of devising these documents.

A community plan covers the whole range of social, environmental, economic and cultural issues. A design statement relates much more closely to the use of space in the community. It is a guide to physical characteristics that make the locality distinctive and new developments can then be designed to blend in with these features. Developers like to use a design statement; it means they know where they stand. You can obtain information on developing a

Community Plan from your principal authority.

Your best source of information on planning is your planning authority itself. One Voice Wales might also arrange training sessions on this popular topic. Further guidance can also be found in the booklet *A Community and Town Councillors Handbook: The Land Use Planning System in Wales* produced by the Welsh Assembly Government, One Voice Wales and Planning Aid Wales available from Planning Aid Wales: www.planning-aid-wales.org. Note that the booklet does *not* cover community plans or design statements.

What clerks said

Many of us didn't know that a council can only delegate planning to the clerk, a committee or sub committee. We didn't realise that you couldn't pass round an envelope containing plans or leave decisions to the chairman.

In the early days it would have helped enormously to understand the concept that a planning authority was obliged to produce, agree and work to its own development plan.

6 COMMUNITY ACTION



A long awaited new community hall for the village of Furnace funded by Llanelli Rural Council will provide a new meeting place for the local community plus a woodworkers studio and computer suite

Being active

Community councils come in all shapes and forms. Many are very active while others keep a low profile. Some busily deliver services while others monitor actions taken by others. All councils work hard to represent local interests but do this in a wide range of different ways. You should know, even before you apply for your post, what sort of council you might be working for.

Your job is to advise the council on the activities it might undertake and to help the council to implement its decisions. You might encourage the council to be active, even if it doesn't have a great deal of money. The council can be very effective if it helps *other* organisations to achieve their goals by, for example, providing support in kind, pump-priming grants or low cost facilities.

The council will need your help if it works in partnership with others.

The community will benefit if the council pools resources and shares activities with community groups, voluntary organisations, business interests and government agencies. A council might even consider joining forces with other community councils in the area so that they can all make the best of the resources available. Most importantly, the council should be working closely with its principal authority. Some principal authorities have drawn up charter agreements with their community councils. You need to find out if there is a charter in your area.

An active council has plans and projects for the future. How does your council decide what it wants to do for the community? And does the council tell the electorate what it intends to do and what it has done? The council should do everything it can to raise its profile in the community.

Listening

Community councils are closest to the people they serve and should therefore be aware of local needs. How does your council find out what people think, what they need and what they will pay for? It might listen to the electorate in all kinds of ways. Your council needs to be well-informed if it is to represent local views.

Traditional ways of listening include public meetings, encouraging electors to ask questions in a public forum before a council meeting and conducting a community poll. However, there are

many other ways of reaching more people in the community, especially people who lack the confidence, skills or awareness of the system and are nervous about speaking out. You might be asked to advise on surveys leading to a community plan, focus groups, a community map, a citizen's panel, community conferences, Planning for Real®; these are all ways of engaging the community which you might explore in time.

The best councils recognise that people will often express a view if you chat to them one-to-one, but they remain unheard when the community is asked to speak out. The council needs to find ways of helping everyone, even the quiet ones, to influence decisions if they wish to do so. Nobody should feel disadvantaged or excluded from either the community or the political system.

If the council encourages people to get involved, then maybe they will truly understand that the council is theirs. They might even become interested in serving on the council in time. At the very least, people will feel a greater sense of belonging to the local community.

What clerks said

It's so helpful to have a list of community groups in those early days so you know who to contact. It saves a lot of time and effort!

7 WHAT NEXT?

Sources of advice

What clerks said

Whether or not you are working alone, you might feel quite isolated from time to time, but the clerks' network makes sure that there is no need to feel alone for long. It is highly recommended that you join the SLCC. A membership application form can be obtained from the office at Taunton (01823 253646) or from the website (www.slcc.co.uk). Membership will give you access to:

- The SLCC website with lots of good information
- The SLCC national e-mail forum
- Copies of *The Clerk* magazine
- A Toolkit of useful material on a CD
- Training
- Regional and national conferences
- The *Clerks' Manual*
- Access to experienced clerks and branch officers who will help you
- The advisory service providing advice on human resources and legal or financial issues over the phone
- A CSO who is a friendly clerk allocated to you by the SLCC
- Branch meetings and local 'get togethers'

Do contact other clerks in your area. Clerks are usually a friendly bunch and all too ready to help. There are many ways of finding out the contact details of the clerks in your locality. The SLCC or your principal authority will have a list.

Your Development Officer at One Voice Wales is an important source of advice for your council; see www.onevoicewales.org.uk.

Your CSO, supported by the local network, will help you find your way around by pointing out who can help and advise appropriate to the subject. For example, they will help you find the Elections Officer at the principal authority or the Monitoring Officer who is your first port of call for issues related to ethical issues and the Code of Conduct. You simply need to ask. Your CSO can also help especially if you need to discuss the intricacies of your job and will point you in the direction of training appropriate to your needs.

Training

You have a National Training Advisory Group made up of a variety of organisations (such as Once Voice Wales, the SLCC, the Welsh Assembly Government and principal authorities) working together to plan and implement a strategy for training and developing community councils in your area. Your CSO will help you to find out what training is available in your area.

Your next step might be the SLCC's home study course for new clerks called *Working with Your Council* written by the University of Gloucestershire with supplementary information for Wales provided by University of Wales Aberystwyth. This course can be supported locally by a mentor (one-to-one) or by a facilitator running a group. The SLCC also runs tutored e-discussion groups for this course,

one for England and another for Wales. Details can be obtained from the SLCC's Taunton office (01823 253646) or via the website www.slcc.co.uk.



A group of clerks being introduced to *Working With Your Council*

The *Certificate in Local Council Administration (CiLCA Wales)* is a qualification rather than a training course although training and guidance helping clerks compile their portfolios for assessment will be available when CiLCA Wales comes on stream.

The University of Gloucestershire has been working with the local council sector since the mid-1980s and provides a range of courses leading to advanced qualifications for clerks and others working for local councils. Once you have CiLCA Wales under your belt you might consider this next stage; it goes into more detail and builds greater confidence for working in the sector.

Meanwhile look out for publicity advertising a variety of courses, conferences and other events arranged in your area and at regional or even national locations that you might find useful.

What clerks said

There are many training opportunities available. Some clerks find their councils are supportive of training and others less so. Research what is available from the SLCC, One Voice Wales, your local authority and your local college – particularly useful for IT skills. It is good practice for your council to ensure that there is money in the budget to cover the costs of both your training and training for councillors.

Some clerks buy WWYC as a reference book for the first six months and only complete the responses when they have settled into the job. Some clerks join a training group organised by your branch of the SLCC to work through WWYC; some work one-to-one with a mentor. The course is flexible – designed to meet your needs.

Information sources

As legislation and guidance for community councils is frequently changing, it is essential to keep up to date by referring to your two key magazines, *The Clerk (SLCC)* and *The Voice* from One Voice Wales. See the SLCC's website and One Voice Wales, www.onevoicewales.org.uk for more details.

You will find it useful to have the latest edition of the *Practitioners' Guide (Wales)* with details on financial management, jointly produced by the Wales Audit Office, One Voice Wales, the Welsh

Assembly Government, external audit suppliers and the SLCC - its full title is *Governance and Accountability: A Practitioners' Guide 2008 (Wales)*.

The clerk's bible is *Local Council Administration* by Charles Arnold-Baker. Make sure your council has the latest edition. You can usually get a good deal on this book from the SLCC.

You also need the booklet *Standing Orders and Chairmanship* published by the National Association of Local Councils and available from One Voice Wales. It provides guidance for chairmen and contains the model (but adaptable) standing orders. A similar set of financial regulations (standing orders) for the council is also available.

The Good Councillor's Guide is a useful booklet written for councillors that provides another easy-to-read introduction to the work of a council. It includes a list of many of the powers available to local councils. Copies are available from One Voice Wales or the SLCC (see websites).

The Clerks' Manual published by the SLCC covers similar ground to *Local Council Administration* by Charles Arnold Baker but it is easier to use and is updated regularly.

SLCC Advice Notes are very useful and can be downloaded from the Society's web site. There are also model financial regulations, complaints procedures, clerks' contracts and more. There is no need to reinvent the wheel. If you need something, just ask.

Most reference books can be purchased from the SLCC bookshop.

Progressing gently

As you learn more about the job, you may find that you need to make changes to council practices. We advise you to take it gently; you can't change everything at once and might make yourself unpopular. However, it is part of your role to ensure that the council acts lawfully, so a degree of assertiveness may be inevitable once you have discovered the top priorities. You may need more guidance on what is so important it should be changed before too long. We suggest you make a list of changes you think you might make and then check them with an expert such as your Development Officer at One Voice Wales or an advisor from the SLCC. Prioritise unlawful procedures and easy amendments first and then take a look at bad practice and the most difficult tasks. It helps if you have the chairman's support so once you are well-informed about what is needed you can talk it through together.

Meanwhile we are sure that you will find the job exceedingly interesting in its variety. Do always remember that you are not alone. There are many people ready and willing to help you. In the next section many clerks practising at the time we were writing this booklet, speak directly to you about their work. They suggest what *they* would like to have known when they were in your position, early in the journey as a local council clerk.



Welsh clerks network and enjoy an evening reception at the Society of Local Council Clerks annual National Conference

9 A FINAL WORD FROM CLERKS

Local knowledge

Your councillors will probably be happy to fill you in on the local knowledge but, if possible, make contact with the previous clerk. In particular ask for:

- A list of contacts at your principal authority and what they do, and other key contacts such as your internal auditor;
- A calendar of tasks and meetings (what to do and when to do it!);
- An explanation of how the filing system works;
- Pointers to the archives and storage of important documents;
- A note of particular local issues of which you should be aware.

Some tips for the early days

These thoughts might help you in the first few weeks:

- Read the minutes of the last few council meetings to get an idea of what has happened recently.
- Find and get a feel of the council's standing orders so that you can refer to them when the council needs them.
- Find out if the council has a strategy and read it.
- Don't be aggressive but do be assertive! You are the legal advisor and proper officer to the council and you have a duty to ensure that your council acts within the law. Again check with your Development Officer at One Voice Wales or CSO that you are on the right lines.

- Be amicable with councillors but keep things on a professional level. Treat all councillors equally.
- Ensure you have adequate storage room for all the paper that you will receive especially if you are working from home.
- Sometimes it is best to telephone a principal council officer or similar professional before sending a letter, this is to ease its path and maintain good relationships. This is especially true if the letter is expected to create difficulties e.g. one beginning "My council has resolved that I write to you...."
- An extra telephone line with an answering machine is useful. Even if your council thinks everything is urgent remember that most things will wait. You are not on duty 24 hours a day, seven days a week.
- This is a post where you can say you don't know everything. You continue to learn through your career. This makes the job of clerking so interesting!

Finally here are a few striking memories of amusing moments early in the job.

- Finding the burial books under a councillor's bed (no explanation here as to what the clerk was doing in the councillor's bedroom).
- Finding the Chardonnay after a difficult meeting.
- Finding the council's filing cabinet (maybe that's where the Chardonnay was).

- Feeling exasperated with the decisions of the meeting. (A quiet reflection on improvements you can introduce might help.)
- Finding that you have a truly understanding partner.

Whatever the ups and downs in store for you, do remember that you are not alone!

The SLCC's Mentoring Officer, with help and assistance from many clerks and the SLCC advisory team, has provided material for this booklet. The SLCC and its partners will always be available to offer support. Just ask.



The annual International Punch and Judy Festival supported and funded by Aberystwyth Town Council

10 INDEX

<i>Agendas</i>	14
<i>Annual Community Meeting</i>	16
<i>Annual Meeting of Council</i>	8
<i>Code of Conduct</i>	13, 18, 28
<i>Community Action –</i>	
<i>Design Statements</i>	24, 25
<i>Engaging the community</i>	25, 26
<i>Grants and partnerships</i>	26
<i>Community Plans</i>	24, 25
<i>Community Poll</i>	26
<i>Contents</i>	4, 5
<i>Delegation</i>	13
<i>E-forum (for clerks)</i>	13
<i>Employment issues</i>	
<i>Advice</i>	9
<i>Appraisal</i>	9
<i>Contract</i>	9
<i>Discipline and grievance</i>	9
<i>In confidence</i>	8
<i>The Ethical Framework -</i>	
<i>see code of conduct</i>	
<i>Job Description</i>	8
<i>Finance</i>	
<i>Budget</i>	20
<i>External Audit</i>	21, 22
<i>Grants</i>	26
<i>Internal Audit</i>	21, 22
<i>Internal Control</i>	20
<i>Limited Assurance</i>	22
<i>Precept</i>	11, 20
<i>Responsible</i>	
<i>Financial Officer (RFO)</i>	19
<i>Reference book</i>	
<i>– see Practitioner's Guide</i>	20
<i>Legalities Delegation</i>	
<i>– see (Discharge of functions)</i>	
<i>– Delegation above</i>	
<i>Duties (must do)</i>	11, 12, 13
<i>Free resource -</i>	
<i>(LGA 1972 s137)</i>	11, 12
<i>Powers (optional)</i>	11

<i>Meetings</i>	15	<i>Standing Orders and Chairmanship</i>	8, 14, 29
<i>Agenda – see agenda</i>		<i>Roles etc</i>	
<i>Annual Meetings</i>		Clerk	7
– see under annual		Council	7
<i>Committees</i>	17	Councillors	7, 17
<i>Notice</i>		Chairman	8
– see <i>Notice of meeting</i>	14	<i>Section 137 – see free resource</i>	
<i>Minutes</i>	16, 17	<i>SLCC – Society of Local Council Clerks</i>	6, 27
<i>Monitoring officer</i>	13, 28	<i>Advisory service</i>	13
<i>National Training Advisory Group</i>	28	<i>Training –</i>	
<i>Notice of meeting</i>	14	<i>The Certificate in Local Council Administration (CiLCA)</i>	28
<i>One Voice Wales</i>	5, 9	<i>University of Gloucestershire</i>	28
<i>Planning –</i>		<i>Working With Your Council</i>	28
<i>Conservation areas etc</i>	23		
<i>Community views, design statements and community plans</i>			
– see <i>community action</i>			
<i>Development Control</i>	23		
<i>Development</i>			
<i>Frameworks and plans</i>	24		
<i>Enforcement</i>	23		
<i>Material issues</i>	24		
<i>Community council role</i>	23		
<i>Public inquiry</i>	23		
<i>Powers – see under legalities</i>			
<i>Press and Public</i>	9, 25, 26		
<i>Principal Councils</i>	10		
<i>Reference books and magazines</i>			
<i>The Clerk</i>	6, 27, 29		
<i>The Clerk’s Manual</i>	6, 27, 29		
<i>The Voice</i>	13, 29, 31		
<i>The Good Councillor’s Guide</i>	11, 29		
<i>Local Council Administration (CAB)</i>	14, 29		
<i>Practitioners’ Guide (Governance and Accountability: A Practitioners’ Guide 2008 (Wales)</i>	20, 29		