

Elected Members' Development Framework 2018 – 2019

Topic	Description/ Update	Comments
IT	<p>Basic users will be offered 1-2-1s to improve their confidence in using Outlook, Word and Excel.</p> <p>Intermediate users can book on to the corporately offered IT training courses on Word, Excel and Projects. Dates and a full description of these courses can be found on the Council's Eventbrite website which will be shared with all Elected Members.</p> <p>Expected to attend: Self-selection</p>	
Bond Training	<p>Expected to attend: Strongly recommended for all Councillors</p> <p>Bond training:</p> <ul style="list-style-type: none"> • Raises awareness of the implications of the Bond and credit rating on how the Council operates • Highlights the consequences of breaches of market abuse regulations in terms of fines/imprisonment • Reminds all Councillors that they are on Permanent Insider List and will have to sign a letter indicating that they understand the implications of being on insider list 	Delivered by Legal Services
Capital Training	<p>Expected to attend: Strongly recommended for Group Leaders and highly recommended for all Councillors</p> <p>As part of an initiative to enhance the quality of how capital projects are managed and delivered at ACC, the political group leaders have agreed that all elected members are offered capital project training to support their understanding of the capital programme and its governance. The objectives of this workshop are to provide:</p> <ul style="list-style-type: none"> • An overview of the governance mechanisms and processes of the Capital Programme • Understanding of the member and key officer roles • An overview of project and programme methodologies in use at ACC • Guidance on the most appropriate and beneficial channels of communication 	Delivered by Senior Programme Manager
Chairing Skills	<p>This session has been designed to explore how to effectively chair meetings. The learning outcomes of the session are:</p>	Democratic Services

	<ul style="list-style-type: none"> • To reflect on the components of an efficiently chaired meeting. • To refresh knowledge on the role, function and purpose of the Convener in council and committee meetings and specific knowledge required. • To clarify the role boundaries for Councillors' differing tasks and supports available. • Application of standing orders • To highlight further input needed to ensure that participants feel confident to carry out the role. <p>Expected to attend: Convenors and Vice-convenors</p>	
Corporate Parenting	<p>Expected to attend: Recommended for all Councillors to attend</p> <p>The aim of the training is to increase awareness of Corporate Parenting; what our legal responsibilities are and how we can deliver on these. The training will be provided by Who Cares? Scotland an organisation that champions for care experienced young people. They have been given funding from the Scottish Government to deliver Corporate Parenting training. Please note the training will also be opened up to other corporate parents chief officers/senior managers.</p> <p>The purpose of Corporate Parenting training is to provide an overview on our Corporate Parenting responsibilities under Part 9 of the Children and Young People (Scotland) Act 2014. Corporate Parenting refers to the collective responsibility of the Council, its community partners and other public bodies to provide good parenting for our care experienced young people.</p> <p>The Statutory Guidance on Corporate Parenting defines it as: "An organisation's performance of actions necessary to uphold the rights and safeguard the wellbeing of a looked after child or care leaver, and through which physical, emotional, spiritual, social and educational development is promoted." By ensuring that the needs of our care experienced young people are being met they are more likely to achieve positive outcomes irrespective of their care experience.</p>	Integrated Children's Services
Committee Training	<p>Councillors who sit on specific Committees will require training, the Clerk and Executive Lead are responsible for the Committees will at times require copies of Councillor training records to ensure they are appropriately trained, if not they will advise the training coordinator what training needs to be arranged and when. It will be the responsibility of the Executive Lead and Clerks to provide the training coordinator with a blurb for the training and a key contact should individual 1-2-1's need to be arranged.</p>	Committee Services

Licensing Board refresher	<p>Committee to arrange</p> <p>Expected to attend: Mandatory for all Board Members</p>	Committee Services
Local Review Body (LRB) Training	<p>This session will be delivered jointly with Aberdeenshire Council. There has been a delay in arranging this from Aberdeenshire's side. As it is not crucial to arrange immediately we are going to wait for Aberdeenshire to be ready as opposed to delivering it ourselves.</p> <p>Expected to attend: Any Councillors who are interested in sitting on the LRB who have not already been trained plus those who have who are looking for a refresher</p>	Members to confirm that they are interested in sitting on the LRB. Training would then be arranged.
CPD Launch	<p>All Councillors are encouraged to complete a Continuous Professional Development (CPD) Profile this year. Information on the CPD profile will be made available via an A4 brief and at a face-to-face session which will cover:</p> <ul style="list-style-type: none"> • The background of the CPD Profile • What behaviours are assessed as part of the profile • How it is administered, and • What development materials Elected Members can access once they sign up to the profile <p>To be delivered by Improvement Services.</p> <p>Date: June 2018</p> <p>Expected to attend: Although not mandatory all Councillors are recommended to attend / participate in CPD</p>	Improvement Service
PDP Development	<p>All Elected Members will be offered a 1-2-1 to create a PDP following completion of their CPD Profile.</p> <p>Expected to attend: Although not mandatory all Councillors are recommended to participate in PDP</p>	Members Support
Media Training	<p>As elected members and nominated spokespeople for the Council, media duties are regular and varied. It is highly recommended that you attend this media training session. It will be delivered in-house by the communications team, designed to give an overview of the role of councillors in proactive and reactive situations as well as advice and guidance in the following areas:</p> <ul style="list-style-type: none"> • Preparing for media interviews; 	Internal Comms

	<ul style="list-style-type: none"> • The importance of clear messaging; • Interview tips and techniques; • The Council's approach to incident response communications and the role of members; <p>The half-day group session will also provide practical interview exercises for each participant in proactive and reactive scenarios. A short follow-up session will be conducted on an individual basis to provide feedback and consider any further training requirements.</p> <p>Expected to attend: Group Leaders / Vice Conveners / Conveners</p>	
Planning	<p>This session is an opportunity for Councillors to gain knowledge essential to make planning decisions or for those who wish to refresh their knowledge</p> <p>This session will provide guidance to you on the planning system. The session will focus on:</p> <ul style="list-style-type: none"> • Making decisions on planning applications • How Councillors interact with development plans • What to expect at the Local Review Body • Code of conduct in relation to planning issues • Legal challenges against planning decisions <p>This session will provide an opportunity for you to gain further insight into your role in the planning process.</p> <p>Expected to attend: Committee members</p>	Planning and Committee to arrange
ALEO	<p>This training session aims to break down the myths about ALEOs and provides an overview of the legal requirements in respect of this area. The session will also explore the Councillors duties as board members, directors or advisors of ALEOS.</p> <p>Expected to attend: This refresher training session is strongly recommended for all Councillors.</p>	Committee Services
Code of Conduct update	<p>Councillors function within a statutory framework that describes the standards required and the parameters for action and interaction with Officers. Presentations with Q&A on all aspects of the Code of Conduct, including:</p>	Democratic Services

	<ul style="list-style-type: none"> • the Code of Conduct document • the parameters that govern their role • the parameters for interaction with Officers (including Member Officer Protocol) • Nolan Principles of Public Life • general conduct (including potential litigious comment) • registration of interests • declaration of interests • lobbying • taking decisions on individual applications • Standing Orders of the Council • the Bribery Act 2010 <p>By the end of the session Councillors will understand their statutory responsibilities with particular reference to the Code of Conduct.</p> <p>Expected to attend: This training is strongly recommended for all new and re-elected Councillors to ensure that they are aware of their responsibilities in relation to the Code of Conduct.</p>	
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Elected Members' Development Framework

1. Introduction

As an Elected Member, you operate in a highly complex and political environment with many different demands being made of you. You are expected to:

- Represent the interests of your constituents,
- Develop, make and scrutinise council decisions and policy,
- Support Aberdeen City Council to improve,
- Provide leadership and direction,
- Ensure best value is delivered within the council, and
- Hold Aberdeen City Council to account.

This report sets out a proposed Elected Members Development Framework designed to ensure you have the vital skills and knowledge necessary for you to carry out these complex roles.

2. Development Framework Principles

The Aberdeen City Council Development Framework will be based on the following principles:

1. The programme will be tailored to the needs of each Member depending on their level of skill and experience,
2. The programme will be delivered in partnership between Members and officers and will be based on the IS National Strategy – while officers will commit to the organisation and delivery of the programme there will be an equal expectation that Members will engage with the opportunities offered,
3. To cater for the different learning styles of Members, and to ensure development is provided in a time and cost efficient manner, the programme will be delivered using a range of different approaches, and
4. A Members' Development Steering Group will be established to allow Members to engage more directly with their own development and the development of the programme.

Principle 1 – A tailored programme

Whether you are a new Elected Member, you have been in the role for a while or you are a longstanding Councillor, the framework aims to meet your needs. Your length of service will indicate the level of induction you will receive and the number of recommended training sessions you should attend. See table below:

New to the role:

- Full induction - allowing you to easily navigate the Council
- Mix of mandatory and highly recommended development opportunities

Been in the role 2+ years:

- Induction materials available for reference
- Mandatory committee specific sessions
- Kept up to date on local and national developments e.g. upcoming bills
- ACC Hot topic sessions for organisation specific developments

Longstanding members:

- Refresher skills sessions
- Committee specific training
- Kept up to date on local and national developments e.g. upcoming bills
- ACC Hot topic sessions for organisation specific developments

Principle 2 – Partnership working

The role of the Improvement Service

In consultation with Councils and other key stakeholders, the IS developed a National Elected Member Development Strategy specifically for Scottish Local Government. Through the 'Supporting Elected Member' programme IS currently provide:

- Induction materials for all newly elected and returning Elected Members,
- Induction materials for all newly elected and returning Elected Members on the planning system in Scotland [_](#)
- Continuous Professional Development (CPD) Framework for Elected Members in Scottish local government,
- Elected Member Briefing Series [_](#)

The CPD Framework is a particularly valuable tool which provides Members with professional and personal development opportunities and generates comprehensive, constructive feedback on how you perform against fourteen key political skills, which are as follows:

Political Cluster	Political Skill
Promoting change and improvement	1. Promoting and leading change
	2. Providing and improving services
Political understanding	3. Political awareness
	4. Representation
	5. Personal integrity and values
Working collaboratively	6. Working with stakeholders
Effective communicator	7. Effective partnership working
Effective decision maker	8. Effective communication
	9. Negotiation and diplomacy
	10. Decision making
Effective leader	11. Analysis and innovative problem solving
	12. Corporate focus and direction
Personal effectiveness	13. Providing leadership and direction
	14. Personal effectiveness

The CPD Framework offers the unique option of a confidential, 360 degree feedback tool which allows you to gain an understanding of how your behaviours are perceived by others. It also provides access to a range of learning and development materials, including online learning.

The CPD Framework enables Elected Members to:

- Access enhanced, more focused and more structured support as you lead local government through a period of considerable change,
- Develop in your existing role, preparing you for greater responsibilities, helping you become more creative in tackling new challenges and providing you with transferable skills,
- Fulfil governance roles more effectively, thereby improving local governance and accountability of public services to local communities, and
- Access the online Development Programme 24 hours a day, 7 days a week with the learning resources being available for 'just in case, just in time' occasions.

It is proposed that the Aberdeen City Council Development Framework utilises the comprehensive and well established support framework created by IS. Specifically the ACC programme recommends that all Elected Members:

- Undertake the CPD profile (either via self-assessment or 360 degree review),
- Create a Personal Development Plan (PDP) based on the outcomes of your profile either individually or in conjunction with a member of the Organisational Development team,
- Become familiar with the wealth of online resources available through IS designed specifically for Scottish Councillors such as case studies, eLearning, briefing notes and reading materials - these are only available to those who sign up to the CPD Profile, and
- Engage with the various development opportunities offered, which will be mapped to the fourteen political skills mentioned above.

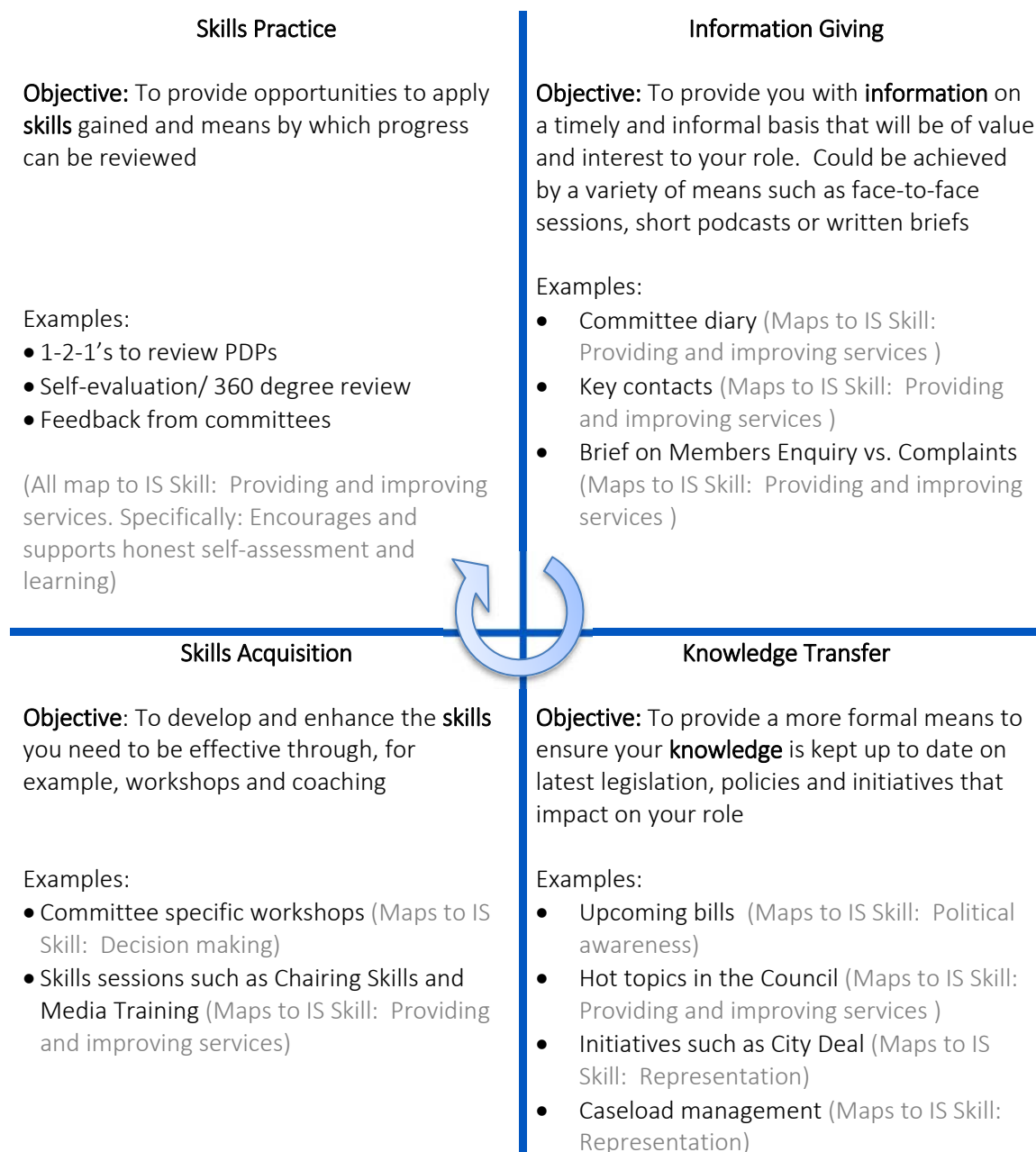
Officer and Member commitment

Officers will commit to arrange and, where appropriate, fund and deliver elements of the programme. In terms of **arranging** events we will ensure that information is given in a timely manner and would ask that Members commit to responding in an equally timely manner. We will ensure that dates do not clash with Council, committee or sub-committee meetings. And will also endeavour to vary the start time of sessions.

In terms of **delivery**, we will liaise with Services to ensure that clear outcomes and benefits of any officer led sessions are agreed and communicated to Members upfront so that you can more easily assess the relevance and value of any sessions.

Principle 3 – Framework approach

The following provides a logical structure for the proposed Development Framework. If approved it is assumed that from here on, when we deliver development opportunities, they will be categorised under one of the following quadrants.



The four quadrants ensure that there is a clear structure to your development and that we provide a balance in all four areas allowing for varying needs and learning styles. In the past the development programme may have placed too heavy an emphasis on information giving sessions. However, we recognise

that the acquisition and practice of skills is equally important and therefore key to delivering a more interactive and engaging programme.

Principle 4 – Members’ engagement

A Members’ Development Steering Group will be established to allow Members to engage more directly with their own development and the development of the programme. The purpose of this group will be to:

- Evaluate the training opportunities delivered,
- Ensure the proposed content for the next quarter is relevant,
- Report attendance figures back to group meetings, and
- Champion the Development Framework.