

Elected Members' Development Framework 2018 – 2019

Topic	Description/ Update	Contact for Training
IT	<p>Expected to attend: Self-selection</p> <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>	
Bond Training	<p>Expected to attend: Mandatory for all Councillors</p> <p>Bond training is mandatory due to the:</p> <ul style="list-style-type: none"> • Bond is new - issue by ACC is first by Scottish Council • Implications of bond and credit rating on how Council operates • Highlights that breach of market abuse regulations can result in fines/imprisonment • All Councillors will be on Permanent Insider List and will have to sign a letter indicating that they understand the implications of being on insider list – training will provide this understanding 	
Capital Training	<p>Expected to attend: Strongly Recommended for Group leaders and 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>Expected to attend: Strongly recommended for Convenors and Vice-convenors</p> <p>This session has been designed to explore how to effectively chair meetings. The learning outcomes of the session are:</p> <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. 	Committee Clerk
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>	Operations

Committee Training	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.	Committee Services and Executive Lead
Licensing Board Training	Expected to attend: Councillors appointed to Licensing Board This session is for all Councillors who have been appointed as members of the Licensing Board. The training will be led by the Gambling Commission. This will give members the knowledge necessary to deal with gambling and	Legal Services
CPD Launch	Expected to attend: Although not mandatory all Councillors are recommended to attend / participate in CPD 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: <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 	Improvement Service
PDP Development	All Elected Members will be offered a 1-2-1 to create a PDP following completion of their CPD Profile. This will identify other topics to be delivered.	Members Support
Media Training	Expected to attend: Strongly recommended for Convenors and Vice-convenors In this practical, hands-on workshop Councillors will learn how to stay in control of media interviews – even under hostile questioning – by using the 3Ps: the planning that must be done beforehand; the process of managing an interview to avoid being driven by the questions; and the promotion of key messages. In a sentence: you will learn how to say what you want to say in response to journalists' questions without sounding slippery.	Communications

ALEO	<p>Expected to attend: Strongly recommended for Councillors appointed to an outside body, recommended for all Councillors</p> <p>This training is strongly recommended for all Councillors to ensure they have a clear understanding of the Council's relationship with ALEOs and the scrutiny arrangements in place in relation to ALEOs. This session will also advice of the duties and responsibilities placed on those appointed to an outside body.</p>	Governance Team
Code of Conduct	<p>Expected to attend: Strongly recommended for Councillors</p> <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> <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>	Committee/Legal Services
School Placings and Exclusions Appeal Committee Training	<p>Expected to attend: Strongly recommended for Councillors appointed to the Committee</p> <p>Councillors need to possess the knowledge necessary to participate fully in sittings of the School Placings and Exclusions Appeal Committee. The session will deal with:</p> <ul style="list-style-type: none"> • appeals against school placing process 	Committee Services

	<ul style="list-style-type: none"> • exclusion appeal process • pertinent legislation and policy • requirement of ethical standards and objectivity in decision making <p>By the end of the session Councillors will have the awareness of the process and underpinning legislation, policy and ethical standards needed to determine outcomes of appeals against school placing and exclusions</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 – 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.

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 Improvement Service (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
	3. Political awareness
Political understanding	4. Representation
	5. Personal integrity and values
	6. Working with stakeholders
Working collaboratively	7. Effective partnership working
Effective communicator	8. Effective communication
Effective decision maker	9. Negotiation and diplomacy
	10. Decision making
	11. Analysis and innovative problem solving
Effective leader	12. Corporate focus and direction
	13. Providing leadership and direction
Personal effectiveness	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 Members Support,
- 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

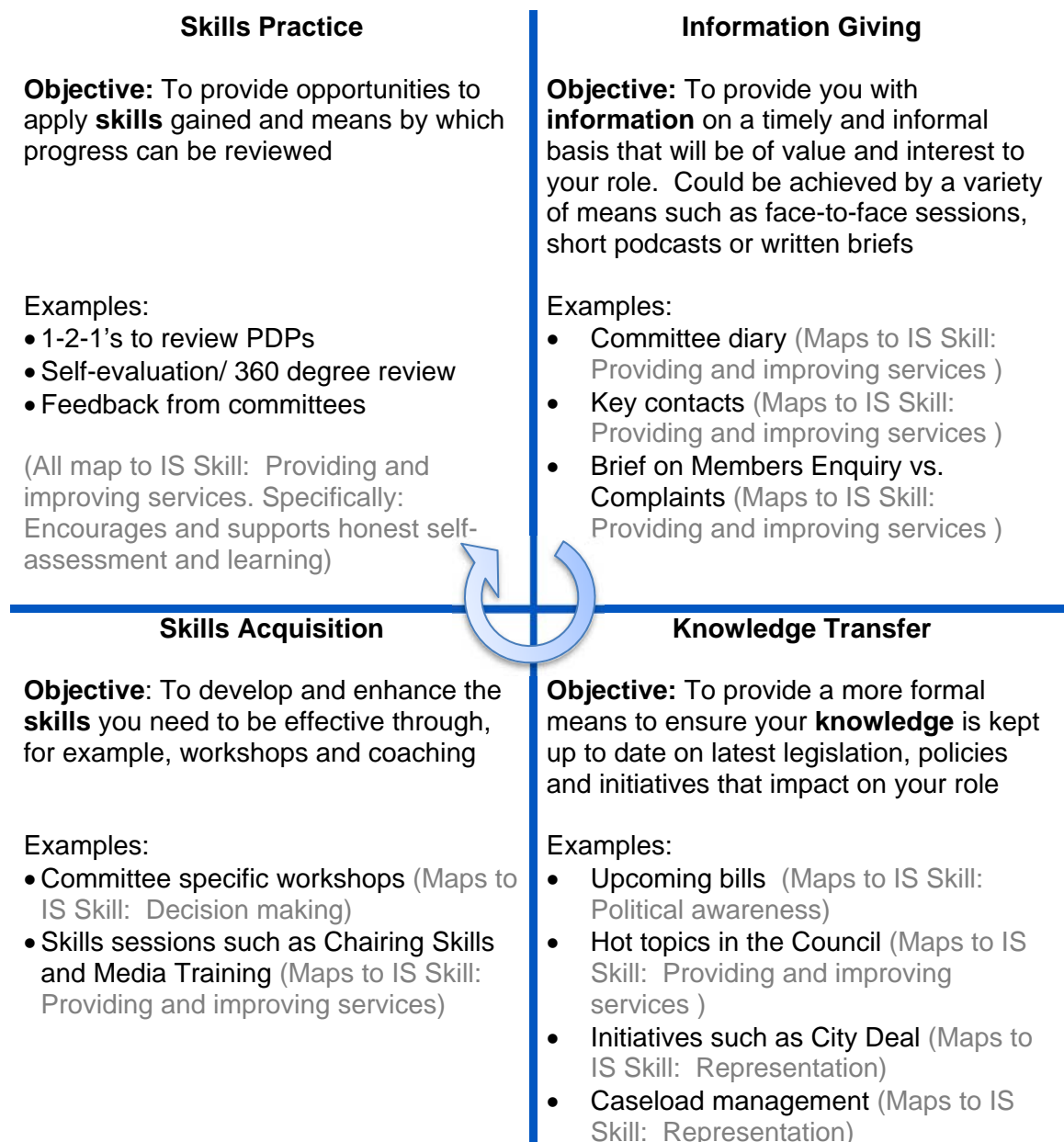
Officers will commit to arrange and, where appropriate, deliver elements of the programme. In terms of **arranging** events we will ensure that information is given in a timely manner and would ask that Members commit to responding in an equally timely manner. We will ensure that dates do not clash with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

Officers will email Group Leaders each Monday to advice of the training for the following week to highlight in Group meetings to remind of attendance.

Principle 3 – Framework approach

The following provides a logical structure for the proposed Development Framework. 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

Members will be asked to engage with officers around their own development and the development of the programme. The purpose of this 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 Programme.