
NORTH AYRSHIRE COUNCIL

10 September 2019

Audit and Scrutiny Committee

Title: Councillor Development

Purpose: To provide information and seek views on the development sessions provided to Councillors over the 18 months to 30 June 2019, and on future planned development sessions

Recommendation: The Committee is recommended to note the report and to provide feedback a) on the Member Development sessions held in the period January 2018 to June 2019, b) on means to support Member attendance c) on how future programmes might be improved and d) to suggest additional topics for the next year.

1. Executive Summary

- 1.1 This report provides information on development support provided to Councillors over the last 18 months, on attendance rates, feedback from current activities and on future planned development.

2. Background

- 2.1 The Audit and Scrutiny Committee of 13 February 2017 agreed to submission of an annual report providing details on the Council's learning events programme for Councillors, and individual Councillor attendance figures. The March 2018 Committee meeting considered information for 2017. This report provides further information for the 18-month period 1 January 2018 to 30 June 2019.
- 2.2 The background to the original report was the Audit Commission report on "Roles and Working Relationships - Are you still getting it right?" That report emphasised that Councillors need the skills and tools to carry out their role. It noted that evidence from Best Value Audits indicates that Councillors' take-up of training is at best variable and sometimes they have poor perceptions of the training they receive. It also noted the need to receive training in relation to ALEO responsibilities, as well as scrutiny, audit and financial decision making. Finally, it noted that training and development should be an ongoing process, not a one-off induction.

- 2.3 Recent Best Value audit reports from Audit Scotland have continued to stress the importance of Member training. For example, the most recent report on Midlothian Council issued on 4 July 2019, included a recommendation that “Elected Members need to exercise appropriate scrutiny at all times, take ownership for personal development plans and take up relevant training opportunities”. This was a specific issue for Midlothian Council as two thirds of their councillors were newly elected in 2017. Nevertheless, it is likely this will also be scrutinised as part of our Best Value audit in 2020.
- 2.4 Following a very extensive welcome training programme in 2017, following the Council election, North Ayrshire Council has continued to offer a very full training programme for Members. The number of development sessions provided during the current Council and average Member attendance thereat is: -
- **2017** (post-election) - 41 sessions, of which 19 formed part of the Welcome Sessions following the election. Average attendance at the Welcome Sessions was 16.5 and attendance at the remaining sessions in 2017 was 9.5
 - **2018** - 43 sessions, average attendance of 10 Members
 - **2019** (Jan to June) – 8 sessions, average attendance of 12 Members.
- 2.5 Appendix 1 contains details of 41 of the 2018 sessions, excluding Appeals training which is covered later in this report. The best attended sessions were those on the Local Development Plan and the Citizen’s Basic Income, which 21 Members attended.
- 2.6 Appendix 2 contains details of the eight development sessions between January and June 2019, again excluding Appeals training. The best attended was the session on Hunterston by the Office of Nuclear Regulation which 20 Members attended.
- 2.7 On average each Member attended 16 development sessions during this 18-month period. This equates to approximately 23.4 hours of CPD per annum, albeit the true figure will be higher as a result of on-line training and individual Members attendance at external events and conferences. Individual Member attendance from January 2018 to June 2019 varied between attendance at 43 sessions to attendance at two. If there is a trend, it is again that Members who have other employment find it more difficult to attend these sessions. This might be because of other commitments, general time constraints, the timing of development sessions or because the development was not suited to their needs. Following feedback last year, attempts were made to schedule sessions on days when there are no other committees i.e. Mon / Fri and to schedule 2 sessions per day to make best use of Members time/ travel to Cunninghame House. One of the ASP sessions in January 2018 was in the evening, to try to accommodate working members and those with childcare, although this was only attended by one Member. Further views from the Committee would be helpful.
- 2.7 Overall there were 425 separate Member attendances at development sessions in 2018 and 106 in the first half of 2019. These figures include those at Appeals Committee training.

- 2.8 The Council also offers a training needs analysis as part of annual PDP discussions with Members, with or without a self-assessment and/or 360 Assessment. During 2018 11 Members opted to have a PPD discussion, 4 with self-assessment and 3 with a 360 Assessment. To date in 2019, 3 Members have opted to have a PPD discussion, all 3 with a self-assessment.
- 2.9 Council previously agreed that all Members who sit on the Appeals Committee should receive training before they sit on the Committee. Two externally facilitated sessions were held in 2018 and a further session in 2019. As a result, all Members of the Appeals Committee are trained and now sit on the Committee. This has also improved the gender balance on the Committee.
- 2.10 Members can provide feedback by electronic means on sessions attended. During 2018 the feedback response rate was 47% and in the first half of 2019 it was 37%. Feedback results for each session are available. Generally training is well received with Councillors confirming that their skills/knowledge has increased by attending the training. A sample of specific comments are included in Appendix 3.
- 2.11 In addition to this there is online learning available hosted both internally and externally by the Improvement Service (IS). Also provided by the IS are Briefing notes, masterclasses, newsletters and more recently webinars. On 12 November Greenwood was used as the venue for a Scotland-wide Improvement Service seminar on inclusive growth. Our intranet Connects site hosts information, such as the slides from learning events. Councillors also have the opportunity to attend learning events throughout the year that are hosted for staff as part of their continued leadership development (E.g. menopause, stalking, trauma-informed, employees of the future, breaking the silence.)
- 2.12 Members and Officers are consulted on future training topics and any views from the Committee are also welcome. The Elected Member Learning and Development Event Schedule for the remainder of 2019 is attached at Appendix 4.
- 2.13 For completeness, the work of the Policy Advisory Panel should also be mentioned. As well as enabling Members to have early input into proposals and policy, the detailed and early discussion of reports serves to brief Members on topics which might otherwise be covered in a development session. The Ayrshire Growth Deal is an obvious example.
- 2.14 In conclusion, the Council continues to offer an extensive development programme for Members. While attendance levels vary from one session to another and between individual councillors, on average Members attend a significant volume of development, particularly when on-line and external events are included. Nevertheless, it is important that the Committee has the opportunity to review the current development arrangements and suggest improvements.

3. Proposals

- 3.1 The Committee is recommended to note the report and to provide feedback a) on the Member Development sessions held in the period January 2018 to June 2019, b) on means to support Member attendance c) on how future programmes might be improved and d) to suggest additional topics for the next year.

4. Implications/Socio-economic Duty

Financial

- 4.1 Investment in development produces more informed decisions and better outcomes. both for officers or Members. As this supports good governance and better decision making, Member development is likely to be an area of focus in next year's Best Value audit of the Council.

Human Resources

- 4.2 Effective development is key to keeping North Ayrshire Council as a high performing Council.

Legal

- 4.3 Effective development is a key component of good governance, leading to better decisions.

Equality/Socio-economic

- 4.4 Effective equalities training is essential for Members, and Council previously agreed that Members should receive equalities training. All Members have now received such training. Training in the work of those Council services which impact on children and young persons helps inform Members to develop policies which most benefit children and young persons.

Environmental and Sustainability

- 4.5 No implications

Key Priorities

- 4.6 Effective developmental support for Members is essential if the Council is to fully maximise its potential and deliver on its new Council Plan priorities.

Community Benefits

- 4.7 There are no direct community benefits although trained and skilled Members will be better placed to support their communities.

5. Consultation

- 5.1 Organisational Development have been involved in the preparation of this report. All sessions have been evaluated.

Craig Hatton
Chief Executive

For further information please contact Andrew Fraser , **Head of Democratic Services**, on **01294 324125**.

Background Papers

Appendix 1 - Learning & Development Session Attendance 2018

[illegible]

Appendix 2 - Learning & Development Session Attendance 2019												
	ASP/ CPC Update 14.01.19 & 16.01.19	Scottish Attainment Challenge - 28.01.19	Largs Campus Visit - 11.02.19	Update on HSCP 25.02.19	Update on Expansion in Early Learning & Childcare - 11.03.19	Moorpark Design - 11.03.19	Consul Digital Platform 25.03.19	ONR 03.06.19				
Alan Hill								Y				1
Alex Gallagher	Y	Y			Y		Y	Y				5
Angela Stephen								Y				1
Anthea Dickson	Y	Y						Y				3
Anthony Gurney							Y					1
Christina Larsen	Y	Y	Y	Y	Y							5
Davina McTiernan	Y	Y		Y	Y		Y					5
Donald L Reid	Y	Y		Y	Y	Y	Y	Y				7
Donald Reid			Y	Y	Y		Y					4
Ellen McMaster		Y	Y	Y			Y					4
Ian Clarkson	Y			Y	Y		Y	Y				5
Ian Murdoch								Y				1
Jean McClung	Y	Y		Y	Y			Y				5
Jim Montgomerie								Y				1
Jimmy Miller	Y	Y			Y		Y					4
Joe Cullinane					Y			Y				2
John Bell	Y	Y										2
John Easdale	Y	Y					Y	Y				4
John Glover							Y	Y				2
John Sweeney	Y				Y		Y	Y				4
Joy Brahim												0
Louise McPhater								Y				1
Margaret George								Y				1
Marie Burns	Y	Y		Y								3
Robert Barr		Y	Y	Y	Y			Y				5
Robert Foster	Y			Y			Y					3
Ronnie McNicol	Y	Y	Y	Y				Y				5
Scott Davidson	Y	Y		Y								3
Scott Gallacher												0
Shaun Macaulay				Y	Y							2
Timothy Billings	Y		Y		Y			Y				4
Todd Ferguson	Y							Y				2
Tom Marshall		Y	Y	Y				Y				4
Totals	17	15	7	14	13	1	12	20	0	0	0	99
% Feedback rec'd	47%	47%		28%	38%		33%	35%				38%

Elected Member CPD Report Jan 2018 – June 2019

Session Feedback

Each event is evaluated, via surveymonkey. In 2018 there was a 47% response rate and in 2019 a 38% response rate.

The feedback is passed onto the presenter of each session and is used by the L&OD Team to influence and improve future sessions.

Overall the feedback is positive, below is a sample of the comments received:

Early Years (Jan)	Overall a very positive session highlighting the changes that will be introduced to early years provision. NA.
De-fib (Feb)	First class presenter from KA Leisure who knows her subject. Introduction by NAC Health Officer and all in all a good session with only 9 members in attendance.
Carer (Scotland) Act 2016 update (Mar)	Learning about Carer issues in North Ayrshire and where we sit in terms of the wider Scottish perspective. Also impressed by the voluntary role of the Carers Centre and the service they provide.
Equalities (Apr)	Over the years I have received training on equalities both in the work place and outside, several times over. The quality and extent of past training was actually a lot more relevant to my current role as a Councillor. However, this session did act as a reminder.
Health & Safety (May)	First class and very important lecture. Ensures that H&S issues are part of our ongoing agenda. Thanks.
CSGN (Jun)	I learned much information that I wasn't previously aware of which is good because I have an interest in environmental issues and linking up cycle routes.
Improving Children's Outcomes (Aug)	The seminar was very informative with good participation.
Update on HSCP (Sept)	Very worthwhile having such regular updates from Stephen Brown and his team keeping elected members in the loop with what is happening in NA.
MCR Pathways (Oct)	Truly inspirational. I now wish to volunteer as a mentor at Auchenharvie Academy.
Personal Safety / Lone Working (Nov)	Make it compulsory part of elected members introduction to council working.
Hour of Code (Dec)	Excellent having pupils in showing their skills and learning from them and how the use coding as a hobby as well as learning tool

Elected Member CPD Report Jan 2018 – June 2019

HSCP Update (Jan)	The costs of providing LDS. The asset-based approach being effectively applied to this sector to reduce unnecessary overspend and target spend more effectively with better outcomes for individuals' quality of life and living.
Consul Digital Platform (Mar)	This is a major change and addition to normal consultation processes and a widening of democracy. It will take some time to bed in and for the elected members and citizens to become acquaint. It was a very valuable input by both speakers, Audrey and Michelle.
Early Years – Moorpark (Mar)	Receiving key updates on progress. It was also very important to receive progress report towards the new Primary School in Kilbirnie on the GA site.
ONR (Jun)	It was good to get the opportunity to meet with key decision makers regarding the future of Hunterston and I think all members were of that view. Learning about the failure in the carbon bricks was helpful but reassured that it was not critical to the continuation of the station if safety issues can be fully met.

There are on occasions comments in relation to the visibility of the front two screens particularly when slides are busy, that they are difficult to read. Presenters are encouraged to keep their slides simple, clean and uncluttered.

Official

Elected Member Learning & Development Event Schedule July to December 2019

Date	Topic	Delivered by	Lead	Comments
July 2019				
n/a	n/a	n/a	n/a	n/a
August 2019 (from 19th onwards)				
Monday 19th 1pm – 2pm	Removal of the 4 weekly pay cycle briefing	Jackie Hamilton	Craig Hatton	<i>This session is to provide Elected Members with an overview of why the 4-weekly pay cycle is being removed, covering the rationale for change, impact on employees and Elected Members and timescale for the change.</i>
Friday 23rd 12:30 – 1:30pm	Hall Lets	Rhona Arthur	Audrey Sutton	<p><i>You will be aware that in February 2018, at the request of the North Ayrshire Federation of Community Organisations (NAFCO), Cabinet and the North Ayrshire Federation of Community Organisations (NAFCO) agreed to set up a short life working group to develop proposals for more effective ways of working in relation to community facilities, enabling the Council to achieve savings.</i></p> <p><i>As a result of the deliberations, the working group identified a range of themes and areas for discussion. These formed the basis for community engagement and review in relation to how we can best, together with communities, deliver local services, including libraries and community services, in ways which meet community need.</i></p> <p><i>Cabinet approved this engagement with our residents in January 2019 and an extensive programme of discussion took place between March and May this year. This included 14 face-to-face meetings across</i></p>

Elected Member Learning & Development Event Schedule July to December 2019

Date	Topic	Delivered by	Lead	Comments
				<p>North Ayrshire with 514 attending. Online discussion took place on Consul and community venues offered options for feedback, resulting in 1050 comments. Views and reflections have now been analysed and used to form options or recommendations for a public consultation.</p> <p>As discussed previously at Policy Advisory Panels earlier this year, the public consultation will take place from the week beginning 26th August until 27th September 2019.</p> <p>You are invited this session to hear more about the emerging options and the forthcoming public consultation.</p>
Monday 26th 11am – 12:30pm	British Sign Language Awareness	Andrew Hale, Roisin Scrimshire	Andrew Fraser	<p>Following the introduction of the British Sign Language (Scotland) Act 2015 and subsequent Scottish Government and Ayrshire British Sign Language (BSL) Plans, this interactive session will provide:</p> <ul style="list-style-type: none"> • An overview of deaf awareness and effective communication • An overview of BSL • How to finger spell in BSL • How to access BSL and Sensory Impairment Services • A brief overview of the Pan-Ayrshire BSL Plan
September 2019				
Monday 2nd	Update on HSCP - Thinking		Stephen Brown	<i>This session will take Elected Members round the</i>

Elected Member Learning & Development Event Schedule July to December 2019

Date	Topic	Delivered by	Lead	Comments
11am – 12:30pm	Differently, Doing Better Staff Experience *Location - 47 West Road, Irvine, KA12 8RE			<i>Thinking Different, Doing Better Staff Experience.</i>
Monday 9th 11am – 12:30pm	Risk Management	Paul Doak Alex Fitzharris	Fiona Walker	<p><i>North Ayrshire council recognises that effective Risk Management is an enabler which supports business processes and effective decision making. Risk Management is an essential part of corporate governance and forms part of the Councils internal controls.</i></p> <p><i>The Council requires to recognise the 'upside of risk' and a risk aware workforce is essential for the Council to successfully meet its objectives. This briefing will provide you with an overview of how we encourage staff to view risk, how risk management is an enabler, the principles of risk management and why it is important for the Council to manage relevant risk effectively. We will touch on risk psychology, risk controls and why some controls work better than others and where and how to apply good risk management.</i></p>
Friday 13th 11am – 12:30pm	The Coig - Update	n/a	Karen Yeomans	<i>This session will be to provide Members with an update following on from the briefing last November.</i>
October 2019 (recess from 14th – 18th)				

Elected Member Learning & Development Event Schedule July to December 2019

Date	Topic	Delivered by	Lead	Comments
Monday 7th 10:30am – 12noon	Climate Emergency Council	tbc	Yvonne Baulk	<i>A session has been arranged for elected members to learn more about the climate change agenda, following on from the recent Cabinet decision to declare a climate change emergency in North Ayrshire. Please come along to find out more about our work to date, the challenges ahead, and how you can encourage communities to become involved in shaping our response to the climate change.</i>
Monday 7th 1pm – 2pm	Private Housing Issues – Private landlords, Tenants, and Owner Occupiers	Emma Anderson	Yvonne Baulk	<i>This session will provide information about two new exciting services launched by the Housing Services Private Sector Team this year. Please come along to find out more about our 'Pre-Tenancy Support Service for landlords' and our "Missing Shares" Scheme. We will also provide an empty homes' update on the properties which have been brought back into use in North Ayrshire.</i>
Monday 21st 11am – 12:30pm	Disability Employment Gap	Greig Robson Linda Ford	Caitriona McAuley	<i>The Disability Employment Gap in Scotland sits at 37%. There is a consensus that this situation needs to change and national and local priority is being given to action to address this. North Ayrshire Council's Cabinet agreed in 2018, to make a new investment in Employability Services for disabled residents. This briefing is designed to:</i> <ul style="list-style-type: none"> <i>• Inform members of the challenges nationally and locally</i> <i>• Outline some of the barriers to securing employment for disabled people</i>

Elected Member Learning & Development Event Schedule July to December 2019

Date	Topic	Delivered by	Lead	Comments
				<ul style="list-style-type: none"> Detail what the new Disability Employment Service in North Ayrshire looks like – our ethos and service offer Provide some case study examples of the difference the service can make Inform and discuss with members how an “all council” approach to addressing this issue can be employed
Monday 21st 1:30pm – 3pm	Scottish Water	Ruaridh Macgregor	Russell McCutcheon	<i>This session has been arranged to provide members with an opportunity to get to know our Scottish Water contacts, understand what Scottish Water do in relation to their role in our local community and find out a bit more about their investment strategy.</i>
Monday 28th 11am – 12:30pm	Fairer Scotland Duty	Morna Rae	Andrew Fraser	<i>The Fairer Scotland Duty places a duty on certain public bodies in Scotland to consider how to reduce inequalities of outcome caused by socio-economic disadvantage. It means that, as an elected member, you have a role in ensuring that the decisions you take for our authority are informed by consideration of socio-economic disadvantage in our area and the inequalities of outcome experienced by those living in socio-economic disadvantage. Officers should be considering the Fairer Scotland Duty at the outset and all the way through the development of any strategic plans, budget savings etc. You, as a decision maker at the end of the process, should be paying due regard to the requirements of the duty when making those</i>

Elected Member Learning & Development Event Schedule July to December 2019

Date	Topic	Delivered by	Lead	Comments
				<i>decisions. This briefing will provide a summary of the key aspects of the duty and how North Ayrshire Council are approaching it.</i>
Monday 28th 2:30pm – 3:30pm	Rapid Rehousing Transition Plan	Janeine Barrett	Yvonne Baulk	<i>Members approved the North Ayrshire Rapid Rehousing Transition Plan in March 2019. This briefing will provide an update on the implementation of the inter-agency plan and the initial outcomes for vulnerable homeless people.</i>
Thursday 31st 2pm – 4pm	Our Digital Future	Brendan Quigley, Sheila Paisley & Andrew Fox	Fiona Walker	<i>Invite will be sent out once the topic content has been agreed.</i>
November 2019				
Monday 11th 11am – 1pm	Setting the Budget	David Forbes	Mark Boyd	<i>In order to support members during the development of the 2020/21 budget, this session will provide an introduction to the budget setting process covering sources of funding, expenditure requirements, budget pressures, savings and efficiencies.</i>
Monday 11th 2pm – 3:30pm	Education – Capital Projects Update	tbc	Caroline Amos	<i>The purpose of the briefing is to provide Elected Members on all current Capital Plan projects within Education and Youth Employment.</i>
Monday 25th 2pm – 3:30pm	Health & Safety Update	Paul Doak James Walls	Fiona Walker	<i>Invite will be sent out once the topic content has been agreed.</i>

Elected Member Learning & Development Event Schedule July to December 2019

Date	Topic	Delivered by	Lead	Comments
Thursday 27th (Full Day)	Clyde Valley Waste Contract <u>visit</u>		David Mackay	<i>Invite will be sent out on confirmation of the date.</i> <i>The day will start off with a morning visit to Viridor's new waste pre-treatment facility in Bargeddie, North Lanarkshire. Heading across to the Energy from Waste Facility at Dunbar, outside Edinburgh for lunch and then to view the Energy from Waste facility itself.</i> <i>Please note: this will be a full day trip, transport has been arranged and will be leaving Cunninghame House at approx. 08:45 (to be confirmed) returning back to Cunninghame House at approx. 5pm. Places are limited to 8 in total.</i>
December 2019				
Monday 9th 11am – 12:30pm	Update on HSCP	Michelle Sutherland	Stephen Brown	<i>This session will provide an update on the key areas covered within the Strategic Plan.</i>
Monday 9th 1:30pm – 3pm	Procurement Refresher	Anne Lyndon Suzanne Quinn	Mark Boyd	<i>Effective public procurement is essential to the delivery of high quality public services and securing value for money. In the last financial year, North Ayrshire Council spent just over £209m on supplies, services and works. This session will provide you with an outline of procurement within North Ayrshire, the rules which govern the procurement process and the benefits that can be driven through procurement for services and the residents of North Ayrshire.</i>