
Report To: Policy and Resources Committee **Date:** 14 August 2012
Report By: Corporate Director
Environment, Regeneration and Resources **Report No:** PR067/12/AF/APr
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**Subject: UPDATE ON AUDIT SCOTLAND REPORT – ROLES AND WORKING
RELATIONSHIPS: ARE YOU GETTING IT RIGHT?**

1.0 PURPOSE

- 1.1 To update members on how the Council has used the findings of the Audit Scotland report, "Roles and Working Relationships: Are You Getting It Right?" to assess our own existing practices and identify where improvements could be made.

2.0 SUMMARY

- 2.1 The Audit Scotland report examined the processes, arrangements and levels of understanding that need to be in place to ensure effective working relationships between elected members and officers and demonstrates how this can help to achieve best value in Councils.
- 2.2 The report recognised the demanding and complex role that elected members undertake in terms of representing their constituents, providing strategic direction and leadership, scrutinising performance and operating within a political environment. It also highlighted recent and emerging factors including the introduction of multi-member wards, changes to the political landscape and the significant constraint on public sector funding and confirmed that these pressures placed additional responsibilities and constraints on councillors.
- 2.3 The report contained a series of self-assessment checklists for elected members and officers. Councils were encouraged to use these to self assess their own performance and identify any opportunities for further improvement to strengthen existing practices.
- 2.4 The Council has now reviewed the key actions contained in the report alongside the elected members training and development programme for 2012/13 and can confirm that the Council's arrangements for training and development are considered adequate in meeting the requirements of the report but require to be monitored over time to ensure arrangements are effective.

**Appendix
1 and 2**

3.0 RECOMMENDATIONS

- 3.1 It is recommended that members note the report and that a further update report will be provided in August 2013.

4.0 CONSULTATION

- 4.1 The Members Services Manager has been consulted in relation to the Training and Development Programme for members for 2012/13.

5.0 IMPLICATIONS

- 5.1 Legal – none
- Finance – none
- Personnel - none

ELECTED MEMBER INDUCTION 2012

Date & Time	Topic	Facilitator
10am	<p>*Induction 1 – Tuesday 8th May 2012</p> <p>Welcome to Inverclyde Council</p> <ul style="list-style-type: none"> • Role of Elected Member • Role of Officers • Provide an opportunity for members to meet some key officers of Inverclyde Council 	John Mundell, Chief Executive (Corporate Directors in attendance)
11am	*Introduction to Councillors' Code of Conduct and Register of Interests	Elaine Paterson, Head of Legal & Democratic Services
12 noon	Lunch and opportunity to informally meet Chief Executive and Corporate Directors	
1pm	*Governance Arrangements/Committee Structures	John Mundell, Chief Executive/Elaine Paterson, Head of Legal & Democratic Services
2pm	*Acceptable use and Mobile Phone Policies	Robert Stoakes, ICT Service Delivery Manager
3pm	<p>Photographs taken to receive ID badge/formal Corporate Communications photographs for publicity purposes</p> <p>Opportunity to meet Members' Services Staff</p>	
10am	<p>*Induction 2 – Friday 11th May 2012</p> <p>*Looking Forward to the Challenges in Local Government</p>	Colin Mair, Chief Executive, Improvement Service
11am	*Introduction to the Council's Finances	Alan Puckrin, Chief Financial Officer
12 noon	Lunch	
1pm	*The Council's Committee Procedures	Gerard Malone, Business Manager
2pm	* FOI and Data Protection	Maureen Falconer, Senior Policy Officer, Information Commissioner's Office

*Denotes compulsory training

Date & Time	Topic	Facilitator
Monday 14 May 2012 at 2.30pm	* Appointments to Outside Bodies <ul style="list-style-type: none"> • Rules of conduct • Personal responsibilities • Conflict of interest 	Fraser Jarvie, Legal Services Manager
Monday 21 May 2012 at 2pm	* Introduction to Corporate Communications	Elaine Dyer, Corporate Communications Manager
Wednesday 23 May 2012 at 10am	*Planning Board (all members appointed to this board are required to attend this training)	Nick McLaren, Development and Building Standards Manager
Tuesday 28 May 2012 at 2.30pm	*The Effective Audit Committee Member & the role of External Audit	Gary Devlin, Grant Thornton
Wednesday 30 May 2012 at 9.30am	*Local Review Body training (all members appointed to this board are required to attend this training)	TPS Planning
Friday 1 June 2012 at 10am	*Licensing Board training (all members appointed to this board are required to attend this training)	Alcohol Focus Scotland
Tuesday 26 June 2012 at 1pm	*HR Board training (all members appointed to this board are required to attend this training)	Frances Ross, Senior Associate, MacRoberts
Tuesday 7 August 2012 at 2pm	*Councillors' Code of Conduct	Standards Commission Scotland
Tuesday 21 August 2012 at 2 pm	*Introduction to Audit and Risk Management	Andi Priestman, Chief Internal Auditor
Wednesday 22 August 2012 at 2pm	*An introduction to Treasury Management	Alan Puckrin, Chief Financial Officer
Wednesday 22 August 2012 at 3.30 pm	*Council's Budgeting Process	Alan Puckrin, Chief Financial Officer
September 2012 (Date to be advised)	RCH Housing Allocations Policy	Riverclyde Homes
October 2012 (Date to be advised)	*Corporate Procurement	Alan Puckrin, Chief Financial Officer
October 2012 (Date to be advised)	*Best Value	John Mundell, Chief Executive

* Denotes compulsory training

Date & Time	Topic	Facilitator
November 2012 (Date to be advised)	Winter Service Policy & Operational Plan	Ian Moffat, Head of Environmental and Commercial Services
November 2012 (Date to be advised)	*Council Tax and Non-Domestic Rates	Alan Puckrin, Chief Financial Officer
January 2013 (Date to be advised)	Personal Safety in the Community	Organisational Development, HR and Performance
February 2013 (Date to be advised)	Race and Equalities Issues	Organisational Development, HR and Performance
March 2013 (Date to be advised)	Role of Community Councils	TBC
April 2013 (Date to be advised)	Civil Contingencies	TBC

* Denotes compulsory training

Key Action	Training and Development Need
<p>Supporting Good Working Relationships Councils must: – regularly assess how well councillors and officers work together and identify any areas for improvement – consider introducing mechanisms to encourage greater communication between councillors and officers, and strengthen working relationships.</p>	<p>Covered by Induction Training:</p> <ul style="list-style-type: none"> • Role of Elected Member • Role of Officers • The Council’s Committee Procedures • Looking Forward to the Challenges in Local Government • Member/Officer Protocol • Strategic Leadership Forum
<p>Improving Awareness and Understanding about Roles and Responsibilities Councils must: — ensure all newly elected councillors are provided with training and support to help them understand their roles and responsibilities – work with councillors to increase their awareness, understanding and use of governance procedures; and explain the purpose of key documents in supporting working practices.</p>	<p>Covered by Induction Training:</p> <ul style="list-style-type: none"> • Role of Elected Member • Role of Officers • The Council’s Committee Procedures • Introduction to the Council’s Finances • Introduction to Councillors’ Code of Conduct and Register of Interests • FOI and Data Protection • Acceptable use and Mobile Phone Policies • Member/Officer Protocol • General Briefings on Policy Issues <p>Specific Training:</p> <ul style="list-style-type: none"> • Planning Board • Local Review Body training • Licensing Board training • HR Board training • RCH Housing Allocations Policy • Role of Community Councils • Corporate Procurement • Budgeting Process • Winter Service Policy & Operational Plan • Civil Contingencies • Corporate Communications • Race and Equality Issues • Council tax and non-domestic rates • Personal safety in the community • Best Value

<p>Ensuring governance arrangements are fit for purpose and up to date</p> <p>Councils must: – review governance arrangements, including standing orders and schemes of delegation on a regular basis, to ensure these documents are relevant and fit for purpose; and communicate any changes to councillors and officers – review schemes of delegation to ensure they clearly establish and explain statutory officers’ roles – consider developing a local councillor-officer protocol and multi-member ward protocol to support working practices – prepare an annual governance statement to increase transparency about governance arrangements, and to identify and communicate areas for improvement.</p> <p>Councillors must: – ensure they are aware of expected behaviour and conduct set out in the <i>Councillors’ Code of Conduct</i> and make themselves familiar with the revised code when it is published later in 2010 – satisfy themselves that the chief financial officer has the necessary access and influence to fully discharge the statutory responsibilities of the role.</p>	<p>Covered by Induction Training:</p> <ul style="list-style-type: none"> • Governance Arrangements/ Committee Structures • Introduction to the Council’s Finances • The Council’s Committee Procedures <p>Specific Training:</p> <ul style="list-style-type: none"> • Code of Conduct • An introduction to Treasury Management • Introduction to Audit and Risk Management <p>Protocols for councillor/ employee relations</p> <p>Protocol for member/member relations</p> <p>Protocols for member/officer working in multi-member wards</p>
<p>Keeping up to date with a councillor’s complex and evolving role</p> <p>Councils must: – provide guidance, training and advice to councillors serving on external boards and highlight the specific responsibilities attached to these roles – provide regular training and support to councillors to help them fulfill their roles – review induction training and consider introducing practical guidance to provide new councillors with a more detailed understanding of what their roles and responsibilities mean on a day-to-day basis.</p> <p>Councillors must: – communicate with officers and explain their training and development needs; and provide feedback on training courses to help ensure these meet their needs – make better use of training and development opportunities to help them fulfill their role.</p>	<p>Covered by Induction Training</p> <p>Specific training on:</p> <p>Appointments to Outside Bodies</p> <ul style="list-style-type: none"> • Rules of conduct • Personal responsibilities • Conflict of interest <p>Personal Development Plans</p>