



GRAMPIAN JOINT POLICE BOARD

**COMMITTEE:** GRAMPIAN JOINT POLICE BOARD  
**DATE:** 12<sup>th</sup> November 2010  
**TITLE OF REPORT:** On-going Development of Board and Members

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## **1. PURPOSE OF REPORT**

The purpose of this report is to set out proposed initiatives which aim to develop both Members and the efficient workings of the Board.

## **2. RECOMMENDATION(S)**

Members are invited to consider the following recommendations:-

- (1) that paper copies of agendas be issued to Board Members and the Force executive only and that all other interested parties be alerted by email to the availability of the Board's papers via email;
- (2) that members consider the specific role descriptions set out at Appendix 1 and provide feedback to the Depute Clerk;
- (3) that Members instruct the depute Clerk to commence work on a training needs analysis and thereafter prepare development plans and a training programme for agreement by the Board;
- (4) that Members instruct the Depute Clerk to arrange training /briefing sessions to take place at the conclusion of alternate Board meetings and to ensure that an early session covers financial planning and dealing with the impact of the current budget constraints;
- (5) that Members instruct the Depute Clerk to develop a Handbook for Board Members; and
- (6) that Members agree to the establishment of a Working Group to oversee and inform the on-going development work and appoint representatives to the Working Group.

## **3. FINANCIAL IMPLICATIONS**

There are no specific financial implications arising from the content of the Report, however the introduction of the initiatives set out should assist the Board in planning and monitoring budgets going forward.

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#### **4. SERVICE & COMMUNITY IMPACT**

There are no specific impacts, however the development work proposed should increase the accessibility of the Board and Members, as well as reinforce the already strong community links in existence.

#### **5. OTHER IMPLICATIONS**

The Report will have resource implications insofar as it requires additional work to be carried out by the Clerk's office,

#### **6. REPORT**

- 6.1 Members will be aware that there has been significant development work undertaken over the last year e.g. the revision of Standing Orders and the review of the sub-Committee structure and remits, development of the website and electronic production of agendas etc. It is important that this work progress, so that the Board continues to improve in terms of its governance and scrutiny role. It is also important that Members are given opportunities to further develop their knowledge and skills in relation to the duties and responsibilities of the Board.
- 6.2 Prior to the introduction of the Board's website and use of e-technology for the production of Agendas, the Clerks office issued paper copies of Agendas to all Members and substitutes and the Force Executive, along with the Chief Executive of each constituent authority and HMICS. In addition, copies of the restricted papers were issued to the Press, trade unions, the Federation and other interested bodies. This exercise was costly and time consuming, not to mention environmentally unsound. Given that the Board papers are now produced electronically and can be accessed via the Board's website, it is proposed that the Board no longer issues paper copies of Agendas other than to Members and the Force Executive. All other interested parties will receive an email alert to advise that the papers are available on the website. This will reduce the administrative burden on the Clerk's office, reduce paper and printing costs and help the Board discharge its sustainability obligations. For the same reasons It is also proposed that colour copies of attachments e.g. the Quarterly Report will be made available on-line and paper copies will only be issued to Members upon request.
- 6.3 Scottish Government guidance sets out the various roles and responsibilities of the Board and Members containing both a description of some of the statutory provisions relating to police boards, and a number of suggestions on good practice. The guidance also provides a general framework for the role of police authorities. In order to assist Members in discharging their role and to demonstrate an overarching philosophy of continuous improvement of the Board draft specific role descriptions have been prepared for the roles of Convener, Vice Convener and a generic Member role. These are attached as Appendix 1 to this Report and are submitted for Members comment.
- 6.4 If the role descriptions set out at 6.3 above are approved, then it is envisaged that work will then focus on identifying the training needs of Members. It is

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proposed that a training needs analysis be undertaken. This will comprise a short questionnaire for completion by Members. In addition, the Clerk's office will contact constituent authorities for details of training already undertaken and which is relevant to the role as a Member of the Board. The training needs analysis will then be used, firstly to prepare individual personal development plans and, secondly, to create a training programme for Members based on the role descriptions.

- 6.5 Following discussion at the Board meeting on 10<sup>th</sup> September 2010, the Depute Clerk is currently developing plans for Members training sessions. It is envisaged that a training or briefing session will be arranged to take place at the conclusion of alternate Board meetings. This will provide an opportunity for specific topics of importance or interest to be tackled in manageable sessions. There will also be an opportunity for Members to highlight areas or issues in respect of which they wish to receive training or a factual briefing. The programme will be flexible enough to allow issues to be scheduled as they arise. It is envisaged that an early session will look at financial planning, the impacts of the current budget constraints and how best to manage those impacts. A draft programme and further details will be presented to members early in the new year.
- 6.6 In order to compliment the initiatives set out above, work is commencing on the development of a new Members Handbook. This will contain all relevant information both in formal documents and also systematic guidance e.g. the Handbook will include a copy of the Standing Orders and will include a series of step-by-step guidance notes to assist Members in understanding and utilising the Standing Orders for matters such as submission of a motion or question etc. The handbook will also contain copies of the Board's key policies, job descriptions and other guidance intended to assist Members in functioning as an effective and informed Member of the Board.
- 6.7 It is important that the work set out above is developed and implemented to help support current Members. In addition, the Clerk's office is keen to develop the knowledge and experience of current Members as part of preparations towards the 2012 local government elections, in order that appropriate training and information materials can be produced in good time and can take account of the experience of current Members. As such, it is vital Members are fully engaged in the development of the work set out above. In order to ensure this it is proposed that a working group of members be established to work with the Depute Clerk in the development of a training programme and Handbook. This will ensure that Members are engaged in identifying training needs and will enable the Depute Clerk to take account of Member's views and experience in identifying areas of future support and development.

## **7. REPORT AUTHOR DETAILS**

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## **8. BACKGROUND PAPERS**

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None

**Karen M Donnelly**  
**Depute Clerk**  
**4th November 2010**

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## **APPENDIX 1**

### **ROLE DESCRIPTION – BOARD MEMBER**

#### **Key Purpose/Role**

- To represent the views and interests of your Police Authority and to deal with all enquiries and representations fairly and without prejudice;
- To contribute actively, within the Board's decision making structures, to the formation and scrutiny of the Board's policies, budgets, and strategies, and to the scrutiny of the service delivery and financial performance of Grampian Police; and
- To promote the best interests of the Board and the community as they relate to the improvement of the quality of life, safety and wellbeing of the community and its citizens.

#### **Key Tasks/Accountabilities**

- To represent and act as an advocate for the interests of the Board;
- To be available to represent and deal effectively with enquiries and representations from members of the local community;
- To liaise and work with local organisations and representative groups to further the interests of the Board;
- To participate effectively and objectively as a Member of any Committee, Sub-Committee or Working Group to which appointed, including related responsibilities for the services and any resources falling within that body's terms of reference;
- To support the development of an effective working relationship with other Board Members and staff and with officers/staff of Grampian Police;
- To participate in the activities of any outside body or partnership forum to which appointed by the Board and to develop and maintain a working knowledge of the Board's policies and practices in relation to that body, and of the community's needs and aspirations in relation to that body's role and functions, e.g. Community Planning Partnerships;
- To fulfil the statutory code of conduct and standards for Elected Members;
- To observe and comply with the Board's Standing Orders Relating to the Conduct of Meetings and the Scheme of Delegation and Administration to Committees, Sub-Committees and officers;
- To undertake appropriate training and development; and
- To adhere to the principles of the Continuous Professional Development Framework for Elected Members in Scottish Local Government.

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## **ROLE DESCRIPTION – CONVENER OF GRAMPIAN JOINT POLICE BOARD**

In addition to the roles, tasks and responsibilities expected of Board Members, the following is expected of the Convener –

### **Key Purpose/Role**

- To represent the Board on public occasions;
- To provide leadership in relation to policy formulation, implementation and monitoring of the Board's policies, budgets and strategies, and scrutiny of service delivery and financial performance; and to contribute to the effective governance of the Board;
- To provide strategic leadership and clear direction and guidance to promote the best interests of the Board and the community and thereby to improve the quality of life, safety and wellbeing of the community and its citizens;
- To chair meetings of the full Board and allocated Sub-Committees and Working Groups and to ensure that they are undertaken in line with the Board's Standing Orders Relating to the Conduct of Meetings and Scheme of Reference and Delegation to Committees, Sub-Committees/Working Groups and Officers;
- To represent the Board on the Scottish Police Authorities Conveners' Forum and on COSLA's Community Safety Executive Group as appropriate; and
- To develop and maintain partnership working with other agencies and to ensure the maintenance of links between the Board and the Constituent Authorities' Community Planning Partnerships.

### **Key Tasks/Accountabilities**

- To ensure that decisions are taken properly, openly and, where appropriate, publicly;
- To liaise with the Chief Constable and the Clerk to the Board in discussions and negotiations with national bodies;
- To provide an external focus for the views of the Board in handling media and press enquiries;
- To ensure that Members of the Board are treated responsibly and responsively at all times;
- To maintain and promote the highest standards of conduct in the Board's affairs;
- To develop and maintain effective working relationships with Board Members and staff and with Officers/staff of Grampian Police;
- To have an overview of corporate and cross cutting risks/issues as they impact on the Board and the community; and
- To promote and support open and transparent government.

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## **ROLE DESCRIPTION – VICE-CONVENER OF GRAMPIAN JOINT POLICE BOARD**

In addition to the roles, tasks and responsibilities expected of Board Members, the following is expected of the Vice-Convenor –

### **Key Purpose/Role**

- To represent the Board on public occasions as required;
- To support the Convenor in providing leadership in relation to policy formulation, implementation and monitoring of the Board's policies, budgets and strategies, and scrutiny of service delivery and financial performance; and to contribute to the effective governance of the Board;
- To support the Convenor in providing strategic leadership and clear direction and guidance to promote the best interests of the Board and the community and thereby to improve the quality of life, safety and wellbeing of the community and its citizens;
- To chair meetings of the full Board, in the absence of the Convenor, and meetings of allocated Sub-Committees and Working Groups, and to ensure that they are undertaken in line with the Board's Standing Orders Relating to the Conduct of Meetings and Scheme of Reference and Delegation to Committees, Sub-Committees/Working Groups and Officers;
- To represent the Board on any external bodies to which appointed, e.g. Community Planning Partnership Performance Board, and to substitute for the Convenor on external bodies where appropriate; and
- To develop and maintain partnership working with other agencies.

### **Key Tasks/Accountabilities**

- To ensure that decisions are taken properly, openly and, where appropriate, publicly;
- To liaise with the Convenor, Chief Constable and Clerk to the Board in discussions and negotiations with national bodies;
- To support the Convenor in providing an external focus for the views of the Board in handling media and press enquiries;
- To ensure that Members of the Board are treated responsibly and responsively at all times;
- To maintain and promote the highest standards of conduct in the Board's affairs;
- To develop and maintain effective working relationships with Board Members and staff and with officers/staff of Grampian Police;
- To have an overview of corporate and cross cutting risks/issues as they impact on the Board and the community; and
- To promote and support open and transparent government