



**Notice of a public meeting of
Member Support Steering Group**

- To:** Councillors Runciman (Chair), Douglas (Vice-Chair),
Boyce and Looker
- Date:** Thursday, 12 March 2015
- Time:** 4.30 pm
- Venue:** The King John Room (GO59) - West Offices

AGENDA

1. Declarations of Interest

At this point in the meeting, Members are asked to declare:

- any personal interests not included on the Register of Interests
- any prejudicial interests or
- any disclosable pecuniary interests

which they may have in respect of business on this agenda.

2. Minutes

(Pages 1 - 2)

To approve and sign the minutes of the last meeting held on 29th January 2015.

3. Public Participation

At this pointing the meeting, members of the public who have registered their wish to speak regarding an item on the agenda or an issue within the Committee's remit can do so. The deadline for registering is **5:00pm on Wednesday 11th March 2015.**

Filming or Recording Meetings

Residents are welcome to photograph, film or record Councillors and Officers at all meetings open to the press and public. This includes the use of social media reporting, i.e. tweeting. Anyone wishing to film, record or take photos at any public meeting should contact the Democracy Officer (whose contact details are at the foot of this agenda) in advance of the meeting.

The Council's protocol on Webcasting, Filming & Recording of Meetings ensures that these practices are carried out in a manner both respectful to the conduct of the meeting and all those present. It can be viewed at

http://www.york.gov.uk/downloads/download/3130/protocol_for_webcasting_filming_and_recording_of_council_meetings

4. Resident Case Tracking.

Members will receive a verbal update on the new system being installed to log and track customer cases and to seek Members views on their requirements when logging cases on their constituents behalf.

5. Induction Strategy and Programme. (Pages 3 - 26)

This report sets out the final draft induction strategy and programme for newly elected Members during 2015/16.

6. Urgent Business

Any other business which the Chair considers urgent under the Local Government Act 1972

Democracy Officer:

Laura Bootland

Tel:01904 552062

Email: laura.bootland@york.gov.uk

For more information about any of the following please contact the Democratic Services Officer responsible for servicing this meeting:

- Registering to speak
- Business of the meeting
- Any special arrangements
- Copies of reports and
- For receiving reports in other formats

Contact details are set out above.

This information can be provided in your own language.

我們也用您們的語言提供這個信息 (Cantonese)

এই তথ্য আপনার নিজের ভাষায় দেয়া যেতে পারে। (Bengali)

Ta informacja może być dostarczona w twoim własnym języku. (Polish)

Bu bilgiyi kendi dilinizde almanız mümkündür. (Turkish)

یہ معلومات آپ کی اپنی زبان (بولی) میں بھی مہیا کی جاسکتی ہیں۔ (Urdu)

 (01904) 551550

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City of York Council

Committee Minutes

Meeting	Member Support Steering Group
Date	29 January 2015
Present	Councillors Runciman (Chair), Douglas (Vice-Chair) and Looker
Apologies	Councillor Boyce

42. Declarations of Interest

Members were asked to declare any personal interests not included on the Register of Interests, any prejudicial interests or any disclosable pecuniary interests which they may have in respect of business on the agenda. None were declared.

43. Minutes

Resolved: That the minutes of the meeting held on 27 November 2014 be approved and signed as a correct record.

44. Public Participation

It was reported that there had been no registrations to speak at the meeting under the Council's Public Participation Scheme.

45. Update on Membersphere - a Website for Members

Members considered a report which provided a contextual update on the proposals for a "Membersphere" website. ICT officers gave a presentation on the latest version, including the functions that would be in place to improve communication and to ensure that information was more readily accessible.

An opportunity was given for Members to provide feedback and ask questions.

Members' views were sought on the current format of "Membersphere", which had been redeveloped in the light of Government changes to the Public Sector Network (PSN). Generally, Members were pleased with the revised format, devised as a web app, but requested that consideration be

given to a feature which would enable Members to make reminders to self. They agreed that it would be a very useful tool, particularly for newly appointed Members. For this reason they were keen to ensure that the app was tested by the same group of Members involved in testing previously, with a view to it being launched from May 2015.

Officers were thanked for their presentation and for their ongoing work in the development of “Membersphere”.

- Resolved: (i) That the update on the development of the “Membersphere” site be noted.
- (ii) That “Membersphere” continue to be developed in its current format in preparation for its launch in May 2015.

Reason: To enable arrangements for “Membersphere” to be introduced as part of the induction of newly elected Members for the 2015/16 municipal year.

46. Work Plan

Consideration was given to the work plan for the Member Support Steering Group for the remainder of the 2014/15 municipal year.

Members were invited to put forward suggestions for inclusion on the work plan.

Resolved: That, subject to the inclusion of the following items on the agenda for the meeting on 12 March 2015, the work plan be approved:

- Update on development of Membersphere
- Update on Induction Programme for Newly Elected Members (to include training programme)

Reason: To provide the Steering Group with a planned programme of work.

Councillor Runciman, Chair
[The meeting started at 4.30 pm and finished at 5.25 pm].



Member Support Steering Group**12th March 2015**

Report of the Assistant Director Governance & ICT

Update - Induction Strategy & Programme 2015/2016**Summary**

1. This report sets out the final draft induction strategy and programme for newly elected and returning Members during 2015/16.

Background

2. At the Member Support Steering Group meeting of November 2014, Members were presented with a draft induction strategy and Programme for comment. Attached at Annex A is a draft final induction strategy for further comment ahead of it being considered by Council Management Team and Group Leaders.. Attached at Annex B is an update on the content of the induction programme which is informed by the strategy.

Induction Strategy/Programme 2015/2016

3. The overriding aim of this induction strategy must be to provide the core essential knowledge to newly elected Members as quickly and as cost effectively as possible in an informative but enjoyable way. Providing the right support to new Members at this time will undoubtedly ease their induction into their role and into the authority.
4. It is intended that the Programme for newly elected Members will be complemented by the Core Annual Programme of Training/Development for 2015/16 which will provide a way of refreshing the learning of returned Members. Further details of the Core Programme which will follow at a future meeting. In the meantime, re-elected Members will be encouraged to participate in some of the induction events offered. These will, of course, include the statutory training on planning, licensing and appeals and refreshers on the Code of Conduct, Member Officer Relations Protocol and elements of the programme which are in response to

the Local Government Association (LGA) recommendations on Member behaviour in York. Council Management Team and Group Leaders, alike, are keen to ensure that the Induction and Core Programme for the coming year provide opportunities to help Members, new and returning, to develop the knowledge, skills and experience to improve overall behavioural standards and address some of the findings of the LGA review.

Support & Facilities

5. Induction is not only concerned with training but ensuring newly elected Councillors have the right support and facilities to allow them to carry out their new role effectively. For instance, information on their roles, allowances, entitlements and the way the Council works , as well as any specific individual support needs.

It is suggested that early work commences with election candidates to identify any specific support needs, as soon as candidates are formally declared in April 2015. This approach was taken in 2011, extremely successfully, allowing new Councillors with very specific needs to settle in more effectively.

6. The Steering Group will be aware of previous proposals to introduce a new 'Membersphere' to provide Members with a single site from which to access and communicate key information quickly. The latest phase of Membersphere will shortly be available for testing by Members and the Steering Group will be approached in the first instance to be involved in any trials. Democratic Services Officers are currently being trained on how to add content. Cross reference to Members induction will appear on the 'sphere'. So, Members will be able to find key information quickly on the 'sphere' under the guidance tab.
7. Throughout the induction strategy process it has been identified that the Council is lacking a way in which to capture specific learning needs identified by new Members individually, now that the Council has discontinued its former practice of Personal Development Plans for Members. The Steering Group is being asked to consider whether it would endorse the use of a 'coaching' form, as presented at a meeting in 2014, as a means in which Officers can record and progress anymore specific individual training and development requests. A pro-forma PDP form will be tabled at the meeting for consideration.

Consultation

12. Consultation will take place on the final draft induction strategy with Group Leaders and Council Management Team on the delivery of the induction programme, and comments from this Steering Group have also been taken into account. Consultation is also underway with both the Workforce Development and Neighbourhoods Services Teams to combine resources and deliver a targeted and effective induction package.

Options

- 13.(a) to endorse Annex A as the final draft induction strategy and Annex B as the programme for newly elected Members post the District Elections in May 2015;
- (b) to suggest any revisions to the draft final Induction Strategy and Programme, prior to implementation.

Council Plan

14. Having well informed and trained Members will continue to help the Council deliver its key priorities set out within its current and any new Council Plan for the ensuing four years after the District Elections.

Implications

15. The following implications have been considered:
 - **Financial** – during the budget process for 2015/16, the Council agreed to top up the existing core budget for Member training by an additional £5k for 2015/16. That means that, for the coming year alone, a total of £10k is available for Member induction and core programme. To date, approximately £6,400 has been committed on external training to provide the skills necessary to develop Members who are both caring, confident decision makers and advocates and leaders of their communities. Where possible, internal staff expertise is still being used to deliver statutory and local practical learning and guidance, keeping costs to a minimum.
 - **Human Resources (HR)** – Any HR issues arising from the programme relate to trainers & staff support for events, as well as the preparation and delivery of the induction package

- **Equalities** - There are no equality implications associated with the recommendations in this report other than the need to induct new Members on their corporate equalities responsibilities and to reflect the mandatory requirement for all Members to receive and engage in equalities and diversity training. In pursuance of this, the Chair of this Group has met with Councillor Fitzpatrick, who has specifically been asked to champion these important areas.. An external trainer has been engaged to deliver training to all Members on equalities and diversity as part of a full development day on essential core skills, which the Council has commissioned. See Annex B attached.
- **Legal** – There are no known legal implications associated with this report.
- **Crime and Disorder** – There are no known crime and disorder implications associated with this report.
- **Information Technology (IT)** – Any IT implications associated with this report relate to the provision of IT training to new Members. Details are set out in Annex B to this report.
- **Property** – There are no known property implications associated with this report
- **Other** – There are no other implications associated with this report.

Risk Management

16. If Members do not adopt an effective induction strategy and provide a robust induction package for newly elected Members, there is a risk that those newly elected Members will not be given the appropriate ‘tools’ and skills to represent their communities successfully and will not participate, effectively, in good decision making on behalf of the Council.

Recommendation

17. It is recommended that the final draft Induction strategy and package for 2015/16, be approved and Members provide any comments for consideration and development ahead of its implementation.

Reason

18. To enable arrangements for the delivery of a planned induction programme for 2015/2016 to continue.

Contact Details

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**Chief Officer Responsible for the
report:**

Andrew Docherty
Assistant Director, Legal & Governance

**Report
Approved**



Date 5/03/2015

Specialist Implications Officer(s) None

Wards Affected: All



For further information please contact the author of the report

Background Papers: None.

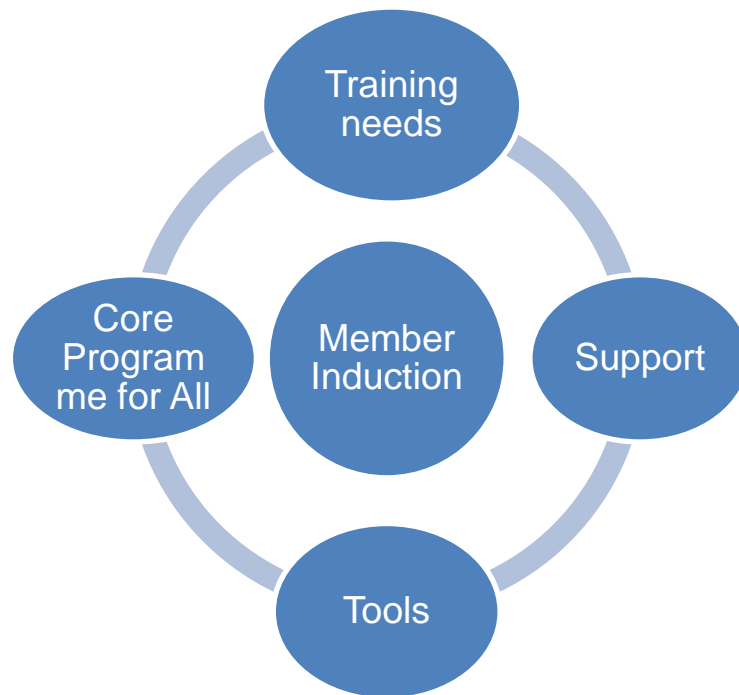
Annexes:

Annex A – Induction Strategy

Annex B – Induction Programme

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Approach to Member Induction 2015



Aims and Objectives

To provide newly elected and returning Members with the skills, knowledge, tools and experience they need to become successful modern Councillors, able to be effective decision takers and scrutineers and respected advocates for their communities;

To engender a collaborative culture between Members and Officers, working together respectfully; questioning and listening to achieve clear decision making for the Council, its services and the communities it serves.

Guiding Principles

Underlying this Induction Strategy are some fundamental guiding principles in relation to developing Members as role models and advocates for the city, as well as leaders of their communities.

Through training, mentoring and the sharing of information and experiences, this induction aims to establish:

- Impeccable standards of behaviour from Members in their public life;
- Clear understanding and application of CYC 'excellence' standards in relation to equalities and diversity;
- Good working relations between Members and Officers with clear role boundaries;
- a basis for developing effective modern community leaders in a modern and changing world;
- a platform for ongoing learning for every Member;
- Provide an understanding of the constraints upon service delivery in current economic and social climates

A Model For Successful Induction

There are 4 strands to inducting new Members successfully and ensuring their development is continuous:

1. Identifying the right training needs;
2. Providing ongoing support;
3. Using appropriate tools to provide that training and support; and
4. Providing a rolling Core Programme of mandatory or essential training for all Members

Local Government Association (LGA) Review – Member Behaviour

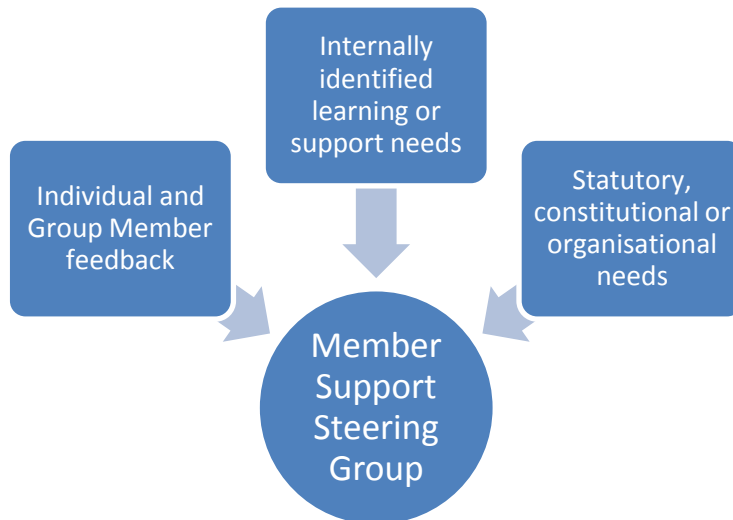
The Council recently invited the Local Government Association (LGA) to review Member behavioural issues further to a motion agreed by Full Council in October 2014. Audit & Governance Committee is monitoring progress against an action plan put together in response to a number of LGA recommendations following their review. It is essential that this Induction Strategy covers appropriate key recommendations to ensure

newly elected and returning Members play their part in developing an improved behavioural culture. Those recommendations which can be achieved through training or induction are identified in the training needs strand below.

Induction Strands

Training Needs	Support	Tools	Core Programme
<ul style="list-style-type: none"> •Corporate Role of Members •Statutory Role of Officers •Community leadership •Behaviour and Standards •Decision Making and Scrutiny •How the Council works •Knowing People 	<ul style="list-style-type: none"> •People network (inc mentors) •Facilities •Equipment (ICT) •Information Provision 	<ul style="list-style-type: none"> •training course •'Membersphere' •experiential learning/opportunities •Members' Newsletter 	<ul style="list-style-type: none"> •Mandatory learning •Essential or key learning •Reviewed annually

These strands are brought together as illustrated:



The role of Members on the Member Support Steering Group being pivotal to developing an induction which is developed for and with the involvement of Members themselves, taking into account their learning styles, time constraints and specific needs.

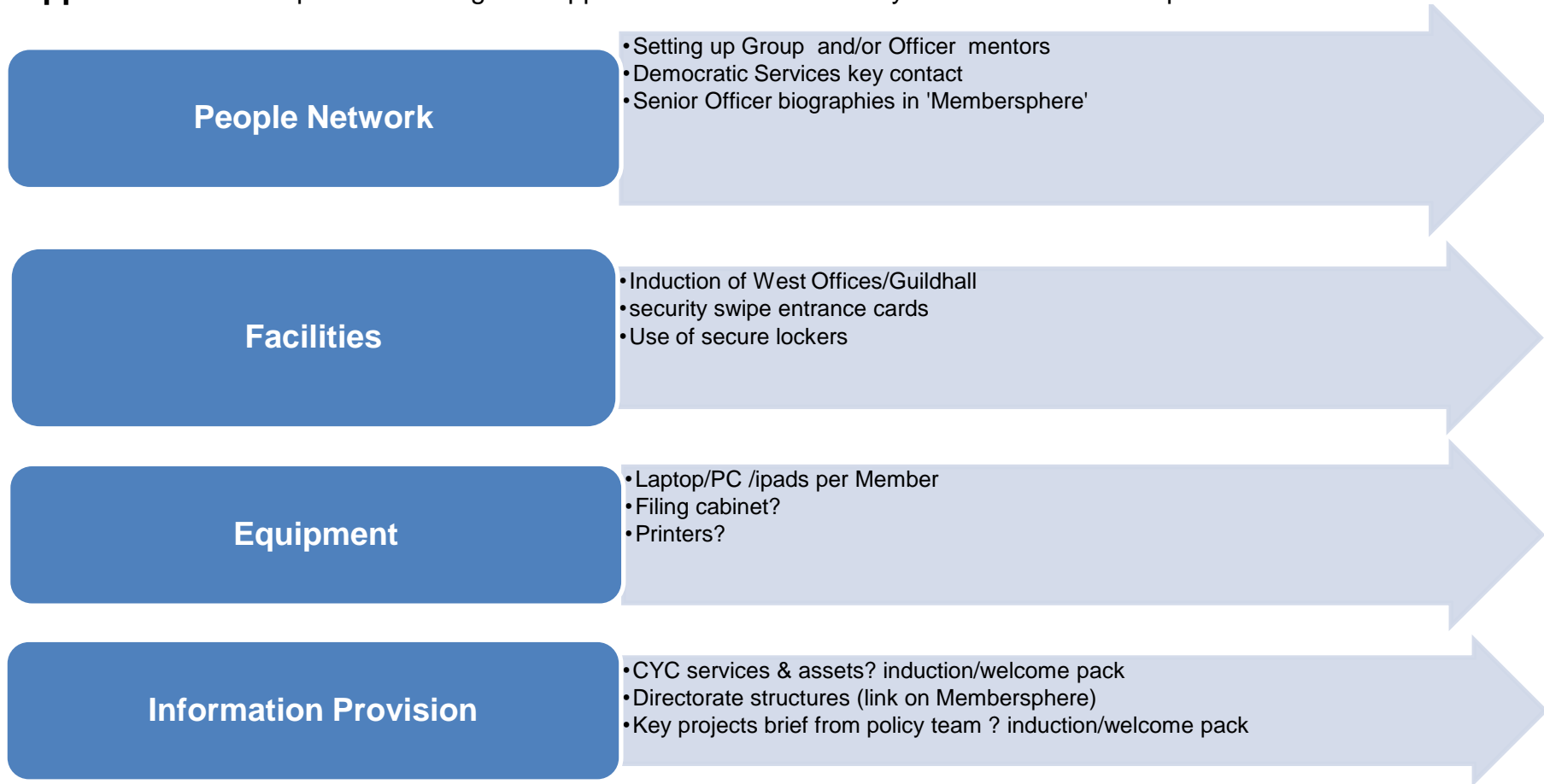
Delivering Induction for New Members

Lead by the Head of Civic & Democratic Services, a core team involving Communities & Neighbourhoods and Workforce Development has collaborated to put together proposals for delivering each of the 4 key elements of this induction, consulting the Member Support Steering Group as these emerged to ensure they remained suitable to Members' needs.

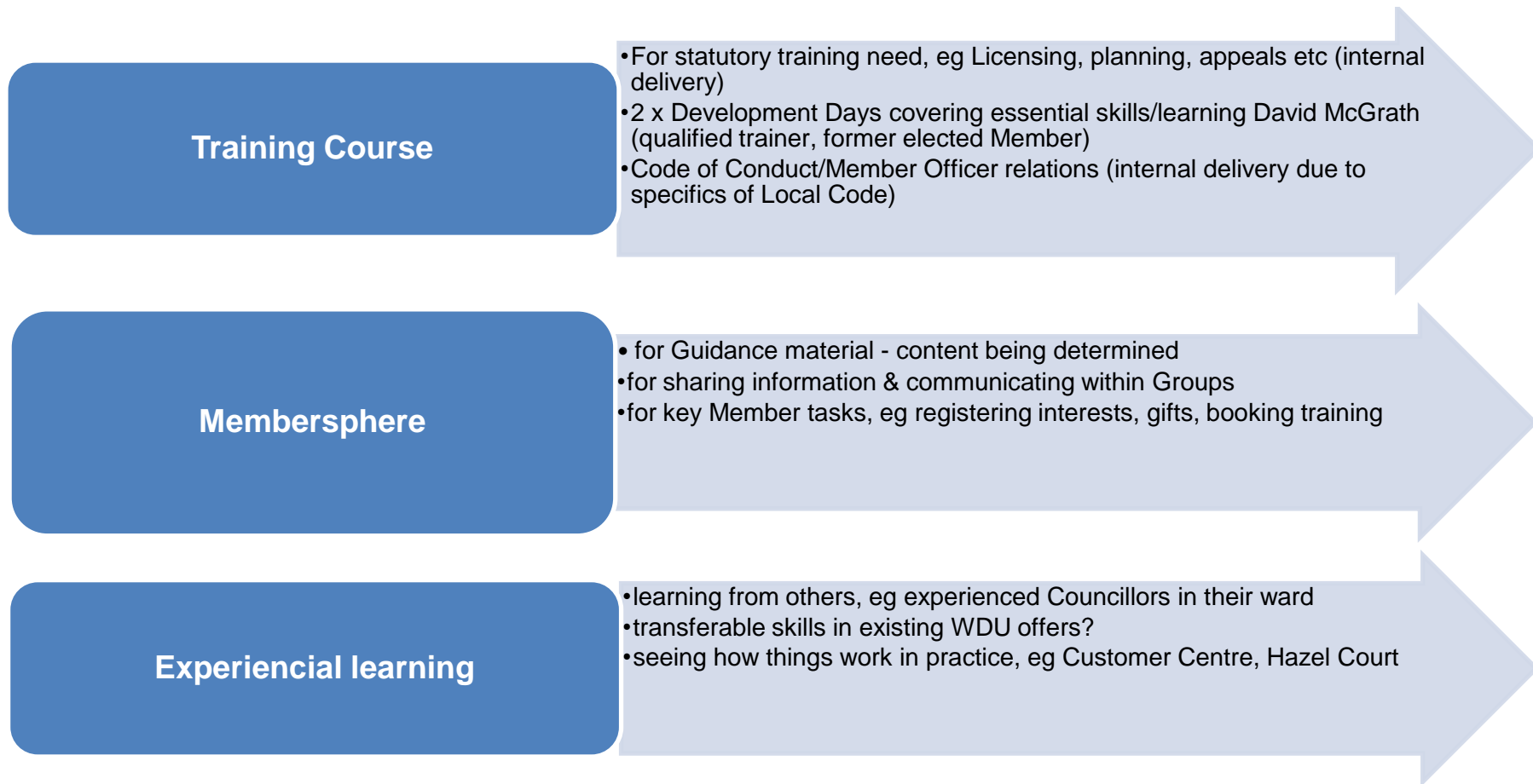
New Member Training Needs: This learning is specific to the needs of newly elected Members who may not be familiar with the various roles, relationships, standards of conduct required or the how the Council works or the services it provides. There is some cross-over with the need for returning and more experienced Councillors to be reminded of good practice or ways of working. For those reasons, it is recommended that some sessions/learning (marked *) form part of the Core Programme for Members and be made available to all.



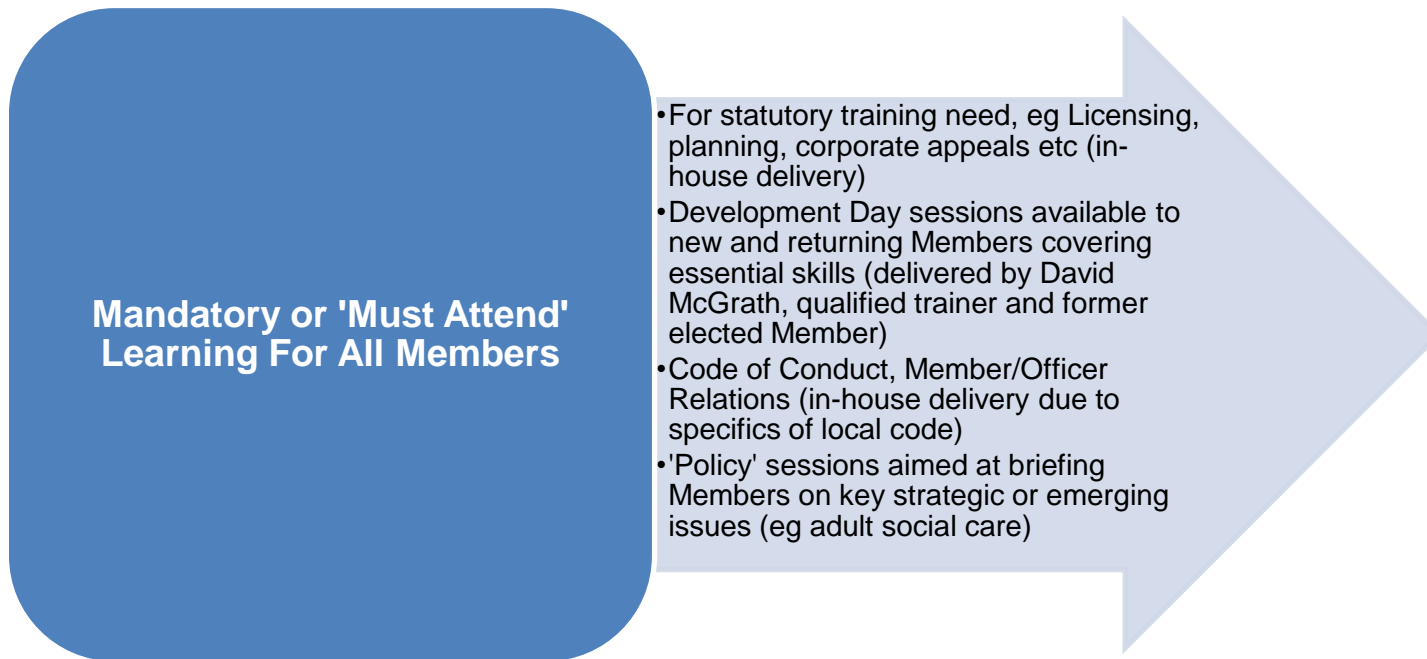
Support: The Council provides a range of support and facilities for newly elected Members as part of their induction:



Tools: This strategy envisages various 'tools' for inducting newly elected Members and helping them become familiar with their new roles:



Core Programme: To accompany the induction programme for newly elected Members, this strategy envisages a basic Core Programme of Learning aimed at all Members to ensure their knowledge and skills are refreshed and continue to grow:



What will Each Member Get?

Each newly elected Member will:

(1) Receive a brief welcome pack on election day, after signing their declaration of acceptance of office. This will include details of:

- welcome from the Chief Executive
- training sessions(mandatory or other);
- arrangements for an induction of West Offices;
- log on information to the CYC network;
- Group or Officer mentors;
- An appointment with Democratic Services to explain the full package of support available;
- Brief outline of Council services and key projects

(2) Attend a range of mandatory training sessions, covering statutory requirements and including 1 full Development Day, addressing 4 areas providing learning and skills essential to becoming an effective Councillor across the board:

- (i) Making a positive impact (including the use of social media and presentation skills)
- (ii) Effective questioning, listening & analysis (skills essential to good scrutiny and challenge but also to understanding and embracing strategic thinking and direction)
- (iii) Equalities & diversity; and
- (iv) Being a modern ward member – making a bigger difference through advocacy and engagement (The divisional member as a community champion and advocate)

All candidates will be given the dates for all mandatory training sessions in April 2015, to ensure they are available to attend sessions being held in June 2015.

(3) Training in the use of 'Membersphere', which will contain a range of valuable information and tools to help them understand their roles and undertake key tasks. It will also enable them to communicate seamlessly with others and form social groups.

'Membersphere' has been developed in conjunction with ICT but content will be administered and updated by Democratic Services. It will enable newly elected and returning Councillors to access

information more directly than previously. It will be a tool available as a shortcut on Members' desktop.

- (4) One to One with Head of Civic & Democratic Services to provide key information (eg how to make a travel/expense claim) and facilities (secure lockers for their mail) and identify any individual learning or other needs. Each newly elected Member will be given a contact within the team to assist in general enquiries in their first months on the Council.

Each returning elected Member will:

- (1) be required to attend mandatory training sessions in the induction and Core Programme, ie planning, licensing, appeals, equalities and diversity;
- (2) be trained in the use and application of 'Membersphere', helping them manage their tasks and time more effectively in accessing information;
- (3) be given the option of a One to One with the Head of Civic & Democratic Services to identify any new or individual learning needs they may have upon re-election.

Evaluation and Review

To ensure the Strategy, Induction and Core Programmes meet the aims and the ongoing needs of Members, new and re-elected:

- each training session will be evaluated and analysis presented to the Member Support Steering Group;
- opportunities will be provided for individual Member feedback, including feedback forms, one to ones;
- feedback from trainers, where applicable, will be collated and presented to Member Support Steering Group for analysis

Periodic evaluation reports will then be submitted to the Steering Group, July and November 2015 initially to identify gaps and review what further provision needs to be made.

A Commitment to the Future

In 2010, the Council achieved Member Development Charter status. As part of that commitment, it established a Member Training and Development Policy, which the Council has retained and updated, annually, through the Member Support Steering Group. That policy is due for refreshing in the Autumn in light of this year's Induction and Core Programme. Renewing and refreshing that policy through the Steering Group, for approval by Full Council, demonstrates an ongoing commitment by the Council and its Members to develop together.

Head of Civic & Democratic Services
Member Support Steering Group

March 2015

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Induction Training

What's On?	Approx Date/Time	Facilitators
Week 1 W/C 11th May 2015 'Meet the Corporate Management Team and Statutory Officers'	12 th May 10am-12.30pm 13 th May 5pm-7.30pm (Provisional)	Chief Exec/Directors/Monitoring Officer
West Office induction (inc Swipe Card)	11 th May 10.30am 14 th May 2.30pm	Facilities Management
Customer Service Drop In Session	tba	Customer Services Team
**Code of Conduct & Member/Officer Relations Protocol/FOIs	1 Session, date TBC (to be repeated)	Monitoring Officer
One-to-Ones	Rooms reserved at WO every day of the week. 1 hour slots to be arranged to suit individual members throughout May 2015	Head of Civic & Democratic Services or nominee

Week 2 W/C 18th May 2015 West Offices Induction (inc swipe card)	18 th May 10.30am	Facilities Management
Understanding the Neighbourhood Working Model (inc Ward funding & budgets)	tba	Communities & Neighbourhoods
IT Drop in Sessions	Various dates and times tba throughout May/June	Democratic Services
Annual Council	21 st May	
***Planning Training (TBC)	End May	Planning Officers
Week 3 W/C 25th May 2015		
Corporate Parenting and Safeguarding Roles	In house sessions tba	Children's Services, Education & Skills

Mansion House & Council Chamber – brief tours (understanding HLF context, role of Lord Mayor, voting system)	tba	Civic & Democratic Services
Week 4 W/C 1st June 2015		
***Licensing & Gambling (statutory training)	3 rd June 2015 11am	Licensing Manager and Legal Services
**Code of Conduct, Member/Officer Relations/FOIs	tba	Monitoring Officer
Customer Service Drop In Session (inc	tba	Customer Services Team
Week 5 W/C 8th June		
**Development Day – 4 core sessions: Making a Positive Impact (inc Using Social Media); Effective listening, questioning & analysis;	Tuesday 9 June	External trainer, David McGrath, former elected Member, (Chartered Fellow of the Institute of Personnel Development) and has coached and trained elected members for over 20 years.

Equalities & diversity; The Modern Ward Member (acting as an advocate and leader for communities)		
Understanding Decision Making (inc new Council Procedure Rules)	tba	Monitoring Officer Head of Civic & Democratic Services
Week 6 W/C 15th June		
***Corporate appeals training (If no new Members appointed to these, will form part of Core Programme instead)	tba	Peter Cairns, Employment Solicitor
**Development Day – 4 core sessions:	Thursday 18 June	External trainer – David McGrath, former elected Member, (Chartered Fellow of the Institute of Personnel Development) and has coached and

<p>Making a Positive Impact (inc Using Social Media);</p> <p>Effective listening, questioning & analysis;</p> <p>Equalities & diversity;</p> <p>The Modern Ward Member (acting as an advocate and leader for communities)</p>		<p>trained elected members for over 20 years.</p>
<p>Understanding the Neighbourhood Working Model (inc Ward funding & budgets)</p>	<p>tba</p>	<p>Communities & Neighbourhoods</p>

Notes:

Whilst the full induction programme is mandatory for all new Member, in addition the following apply:

** These sessions are required to attend one of these sessions, on a mandatory basis

*** Any Member new or returning is required to attend these sessions due to their statutory role

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