Approach to Member Induction 2015

```
                    Training
                     needs

    Core                          Support
  Program      Member
  me for All    Induction

                    Tools
```
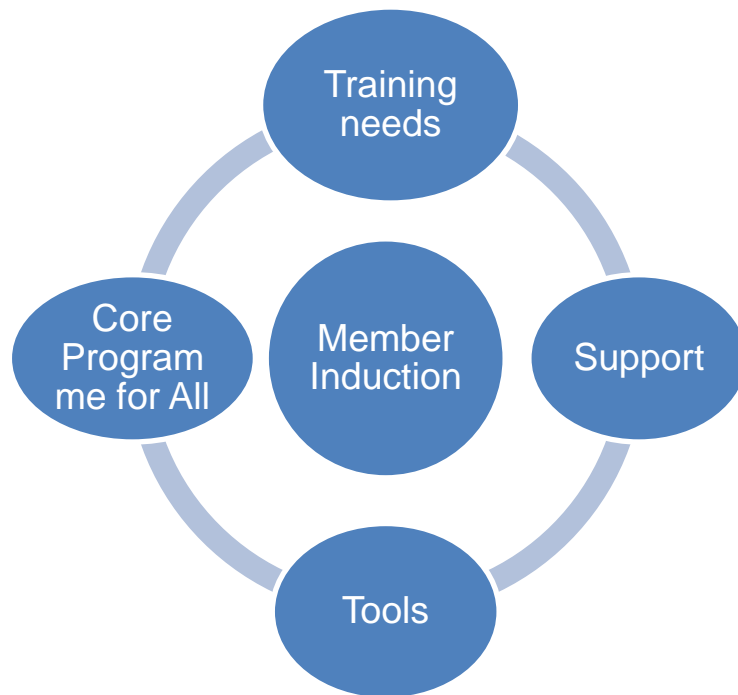
Aims and Objectives

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

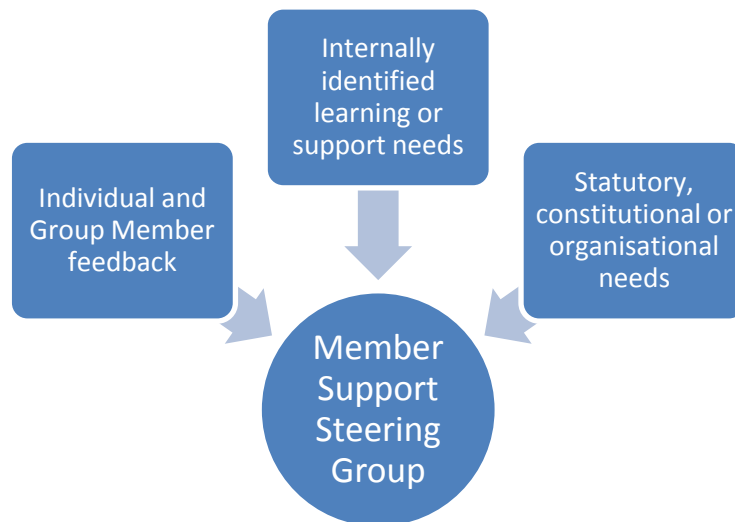**Local Government Association (LGA) Review – Member Behaviour**

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 behavourial 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
•Corporate Role of Members •Statutory Role of Officers •Community leadership •Behaviour and Standards •Decision Making and Scrutiny •How the Council works •Knowing People	•People network (inc mentors) •Facilities •Equipment (ICT) •Information Provision	•training course •'Membersphere' •experiencial learning/opportunities •Members' Newsletter	•Mandatory learning •Essential or key learning •Reviewed annually

These strands are brought together as illustrated:

Internally identified learning or support needs

Individual and Group Member feedback

Statutory, constitutional or organisational needs

Member Support Steering Group

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.

Corporate Role (Equalities)
- *mandatory training session for all Members on Equalities & Diversity - David McGrath
- incorporate into 'community leader' role (MB)
- provision of information on ward demographics/profiles - 'Membersphere'
- review job description of corporate role - post in 'Membersphere'

Corporate Role (Safeguarding & Corporate Parenting)
- review job description of corporate role - post in 'Membersphere'
- *in-house training sessions?
- incorporate into 'community leader' role (MB)

Community Leadership
- learning the 'patch', experience good 'community leaders in action and understanding and working with effective ward teams
- Neighbourhood Working Model
- Modern Councillor Advocacy role - Development Day David McGrath

Behaviour & Standards
- *in house session on Code of Conduct etc
- core values on 'membersphere'
- Key essential kills - part of Development Day David McGrath

Decision Making & Scrutiny
- key skills, including questioning & listening as part of Development Day - David McGrath
- clear links within Membersphere, including constitutional

How the Council Works
- core information in Membersphere
- role of Customer Services Team -drop in days (inc how residents concerns are reported)
- role of Statutory Officers

Knowing People
- Who's who - Assistant Directors + Directors (biographies on Membersphere)
- 121s with DSG
- political assistants

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

People Network
- Setting up Group and/or Officer mentors
- Democratic Services key contact
- Senior Officer biographies in 'Membersphere'

Facilities
- Induction of West Offices/Guildhall
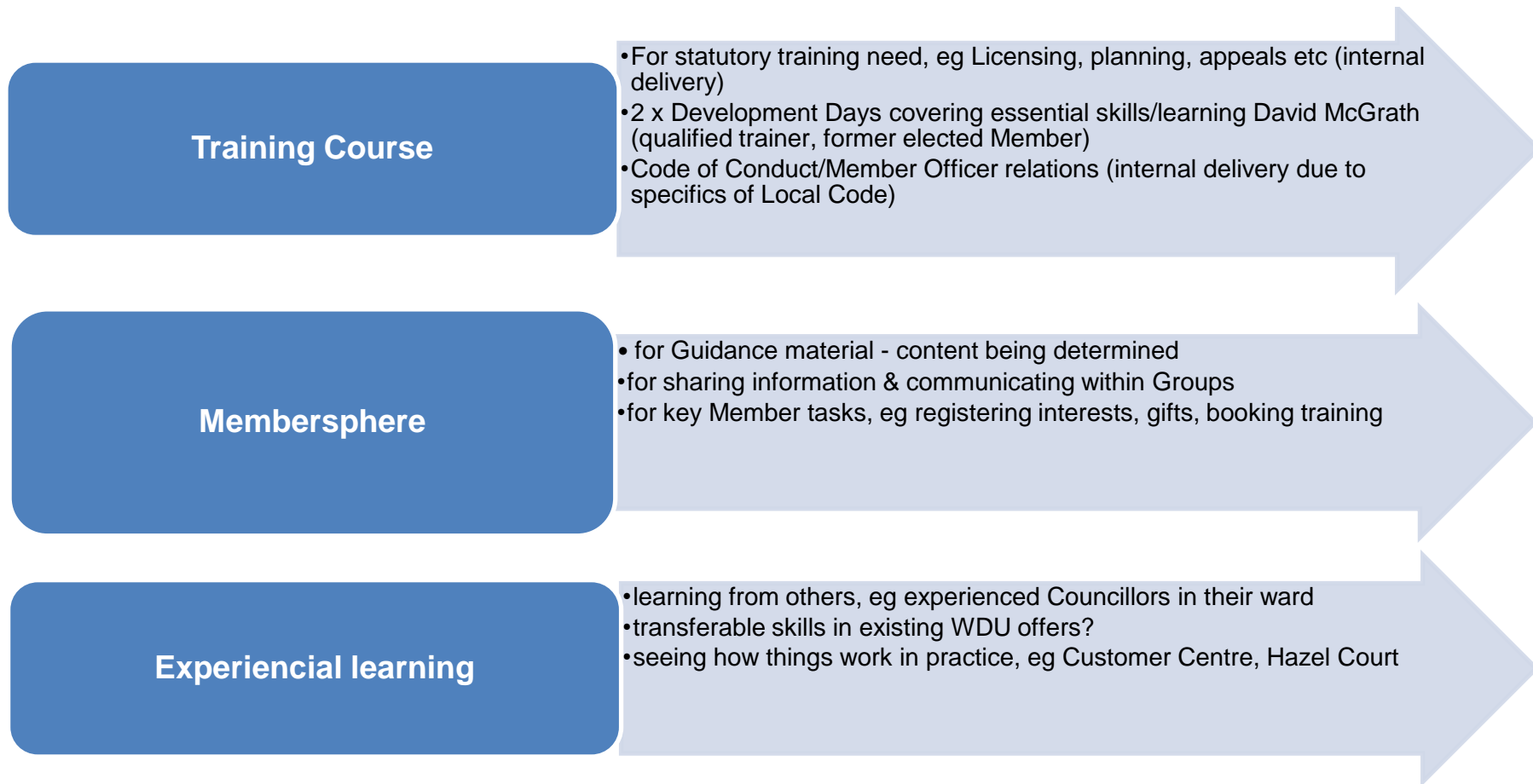- security swipe entrance cards
- Use of secure lockers

Equipment
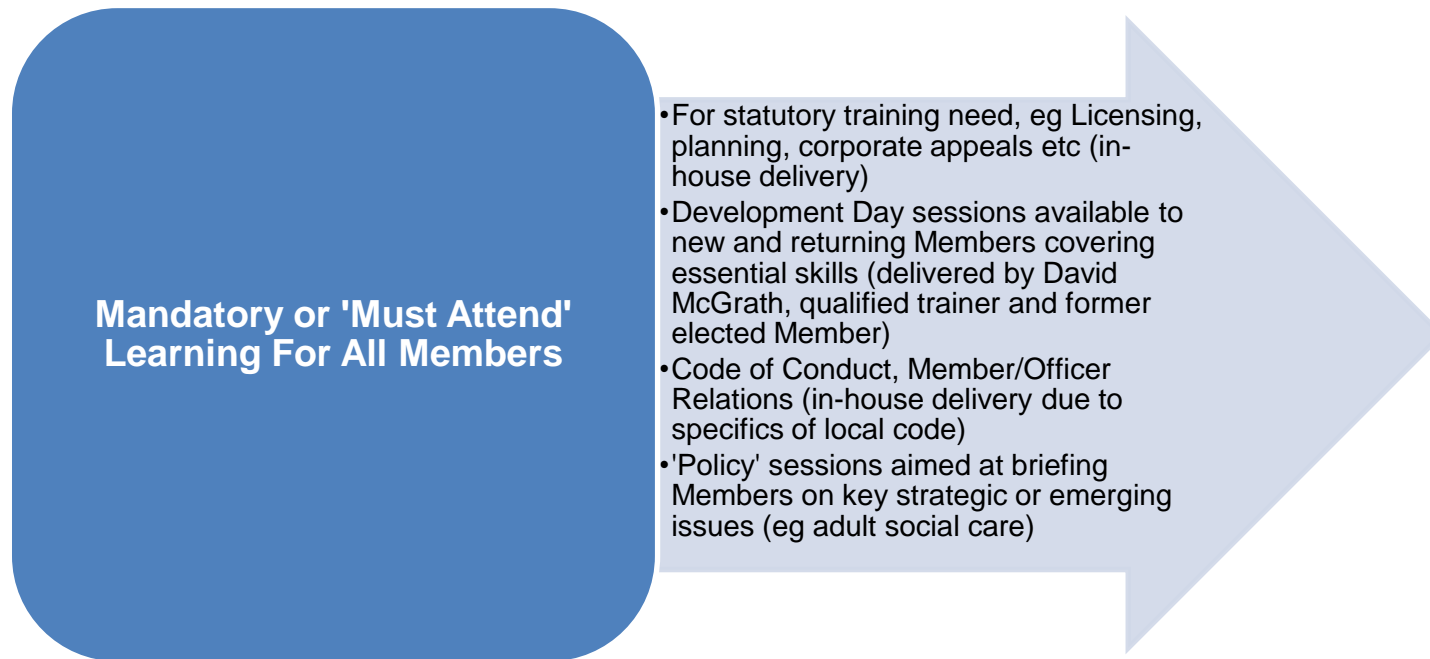- Laptop/PC /ipads per Member
- Filing cabinet?
- Printers?

Information Provision
- CYC services & assets? induction/welcome pack
- Directorate structures (link on Membersphere)
- Key projects brief from policy team ? induction/welcome pack

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

Training Course
- For statutory training need, eg Licensing, planning, appeals etc (internal delivery)
- 2 x Development Days covering essential skills/learning David McGrath (qualified trainer, former elected Member)
- Code of Conduct/Member Officer relations (internal delivery due to specifics of Local Code)

Membersphere
- for Guidance material - content being determined
- for sharing information & communicating within Groups
- for key Member tasks, eg registering interests, gifts, booking training

Experiencial learning
- learning from others, eg experienced Councillors in their ward
- transferable skills in existing WDU offers?
- seeing how things work in practice, eg Customer Centre, Hazel Court

7

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:

Mandatory or 'Must Attend' Learning For All Members

- For statutory training need, eg Licensing, planning, corporate appeals etc (in-house delivery)
- Development Day sessions available to new and returning Members covering essential skills (delivered by David McGrath, qualified trainer and former elected Member)
- Code of Conduct, Member/Officer Relations (in-house delivery due to specifics of local code)
- 'Policy' sessions aimed at briefing Members on key strategic or emerging issues (eg adult social care)

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