



**MEMBER INDUCTION, TRAINING AND DEVELOPMENT PROGRAMME: PROGRESS UPDATE**

**STANDARDS COMMITTEE**

**16 FEBRUARY 2015**

**CLASSIFICATION:**

**OPEN**

**WARD(S) AFFECTED**

**ALL**

**GIFTY EDILA, CORPORATE DIRECTOR OF LEGAL, HR AND REGULATORY SERVICES**

## **1. SUMMARY**

- 1.1 Following the London Local Government Elections in May 2014 the Council has sought to deliver an informative and effective Induction, Training and Development Programme for Members to support them in their elected role. The Programme aimed to deliver relevant training via a variety of delivery methods for both newly elected and experienced returning Members.
- 1.2 The core aim of the Programme is to develop and enable leadership skills for Members, and to provide specialist training on specific Committee or function responsibilities. The Programme aims to develop Members' capacity so that they deliver the best for the community and perform to the highest professional and ethical standards.
- 1.3 The Programme has contained both mandatory and optional activities for Members and was designed to ensure that Members were equipped with the necessary skills and information with which to perform their roles. Members of both Licensing Committee and Planning Sub Committee were required to complete relevant mandatory training on quasi-judicial decision making prior to sitting on Committee.
- 1.4 The Programme has provided over 20 'in house' training sessions for Members since the May 2014 elections. Most sessions have been open to all Members whilst some sessions have focussed on the needs of Members on specific Committees. Further details of the Member Induction, Training and Development Programme for 2014-15 can be found at Appendix A. (Details on what was covered at each session are included together with information on Members' attendance and evaluation feedback for most sessions).
- 1.5 Feedback from Members has regularly and routinely been sought and this is being incorporated into the development of the proposed Programme for 2015-16. Further details of proposed sessions are included in Appendix A.
- 1.6 Work is currently underway to request Members' views on training and development more generally. This month all Members will receive a survey for completion. Further details of the survey are included in Appendix A.
- 1.7 In response to a request from Standards Committee the Council has now also developed a range of e-learning courses for Members. This provides a flexible and convenient way for Members to develop their learning and knowledge on specific subject areas. Members can access a range of courses from any computer, either at work or at home, in their own time. It also has the advantage that Members can

also complete e-learning courses at their own individual pace. Nine courses have already been devised by Council officers and are ready for roll out to Members. The e-learning courses are listed in Appendix A.

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

- 2.1 Standards Committee is recommended to note the update on progress on the Council's Member Induction, Training and Development Programme.

## **3. RELATED DECISIONS**

- 3.1 Standards Committee considered the proposals for Member Induction at its meeting held on 22<sup>nd</sup> January 2014.

## **4. COMMENTS OF THE CORPORATE DIRECTOR OF FINANCE AND RESOURCES**

- 4.1 This report provides a progress update on the delivery of the Induction, Training and Development Programme that has been delivered for Members. All costs associated with this programme are funded from within existing budgets held by Directorates. As most sessions are provided in house, the main costs to the programme is officer time in developing and delivering sessions for Members.
- 4.2 A specific budget of £7k is also held by Legal, HR and Regulatory Services to support the running of in house sessions and the provision of externally provided courses for individual Members.
- 4.3 The proposed training and development activity for 2015-16 can be contained within existing budgets.

## **5. COMMENTS OF THE CORPORATE DIRECTOR OF LEGAL, HR AND REGULATORY SERVICES**

- 5.1 The Standards Committee is responsible for monitoring the Council's training programme for elected Members and voting co-opted members. The Member Induction, Training and Development Programme was designed to provide comprehensive support for the training needs of Members following the London Local Government Elections in May 2014.

5.2 Cabinet Members, Committee Chairs and Senior Officers were consulted on the draft Programme and were directly involved in the delivery of sessions within the Programme.

**Gifty Edila**  
**Corporate Director**  
**Legal, HR and Regulatory Services**

**APPENDIX A:** Details of Member Induction, Training and Development Programme for 2014-15; Member Training and Development Programme from May 2015; Members Training and Development Survey – February 2015; and E-Learning for Members

**BACKGROUND PAPERS**

In accordance with Section 100D of the Local Government Act, 1972 - Access to Information a list of Background Papers used in the preparation of reports is required.

Description of document	Location	Date
None		

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## APPENDIX A

### **Member Induction, Training and Development Programme May 2014 to April 2015**

The Programme delivered since the Local Government elections in May 2014 has delivered a variety of training and development opportunities for newly elected and returning Members. The Programme has sought to balance the needs of the organisation as a whole with the needs that Members individually have.

#### **1) Introduction to the Council – Monday 2<sup>nd</sup> June 2014**

The introductory session was jointly led by Tim Shields (Chief Executive) and Jules Pipe (Directly Elected Mayor).

The Chief Executive and Mayor covered the following:

- The authority's 'One Council' approach to service delivery and planning
- The Council Vision and Mayor's Priorities
- The Council's senior management and directorate structure – including a brief introduction to Directors and key staff
- Hackney's progress over the previous 10 years – 'Hackney's Journey'
- The headline results of the Residents Survey conducted by IPSOS Mori in March 2013
- The financial challenges that need to be met by Hackney Council going forward
- The other challenges that need to be met including welfare reform, housing, universal credit, the widening gap between residents, employment and health
- The role of Members in meeting the challenges and being successful in their role
- The roles of the Directly Elected Mayor and the Chief Executive
- Questions and Answers

37 Members attended the session. This included 15 of the 21 newly elected Members and 22 of the 36 returning Members.

#### **2) Member Code of Conduct – Monday 9<sup>th</sup> June 2014 (Repeated on Monday 4<sup>th</sup> August 2014)**

The training session was introduced by Cllr Sophie Linden and the session presented by Gifty Edila (Corporate Director of Legal, HR and Regulatory Services Directorate). Gifty Edila also has the statutory role as the Council's 'Monitoring Officer'. Polly Cziok (Head of the Council's Communications and Consultation Service) covered the Council's protocols for communicating with residents, journalists and wider stakeholders.

The session covered:

- How the Council works – functions of the Council; legal framework; and decision making
- Members Code of Conduct
  - History of ethical framework;
  - Legal obligations on the Council;
  - Legal obligations on Members;
  - Application of the Code;
  - The duty to promote and maintain high standards of conduct – 7 Nolan Principles;
  - Predetermination;
  - The Register of Interests for Members;
  - Disclosable Pecuniary Interests;
  - Sensitive Interests;
  - Other Interests;
  - Granting Dispensations;
  - Participation in meetings;
- The role of the Independent Person for Standards
- The role of the Council's Standards Committee
- Sitting on Outside Bodies
- Process for handling alleged breaches of the Code
- Media handling and reputation management; use of social media; working with the Council's Communications Service

22 Members attended the session held on 9<sup>th</sup> June. 3 Members and 3 co-opted members attended the repeat session held on 4<sup>th</sup> August. This included 19 of the 21 newly elected Members and 6 of the 36 returning Members.

It was suggested that a recap session be held for Members in early 2015 as many Members new to the role could then reflect on their experience.

### **3) Ward Work, Partnership and Community Leadership – Tuesday 10<sup>th</sup> June 2014**

The training session was jointly led by Joanna Sumner (Assistant Chief Executive for Programmes, Projects and Performance) and Ian Lewis (Assistant Chief Executive for Policy and Partnerships).

The session covered:

How Members can get things done in their ward

- This focussed on how Members could identify aims and set objectives for achievement in their ward
- The support available to help Members achieve their aims

The session also gave further background and sought to get ideas about further improvements that Members wish to make in their ward.

18 Members attended the session. This included 12 newly elected Members and 6 returning Members.

It was suggested that a recap session be held for Members in 2015 as many Members new to the role could then reflect on their experience.

#### **4) Managing Casework – Monday 16<sup>th</sup> June 2014**

The training session was introduced by Councillor Sophie Linden (Deputy Mayor) and facilitated by Kay Brown (Assistant Director Revenues and Benefits) together with staff from Members' Services and Business and Complaints Team.

The session covered:

- How the Service Centre works for the public – Kay Brown, Assistant Director - Revenues and Benefits
- Managing Members' casework – Explanation of the processes of Members Enquiry and Correspondence by Members Services and Business Analysis and Complaints Team
- Members' experience of managing casework – Councillor Muir

22 Members attended the session. This included 14 newly elected Members and 8 returning Members.

It was suggested by some Members that role play exercises and scenarios for future similar sessions would be helpful. Some Members also thought that IT training on the Council's casework management would also be useful. It was also put forward that this session should receive priority in future election years because Members have to start working on casework very soon after being elected.

#### **5) Planning Sub Committee – Wednesday 18<sup>th</sup> June 2014**

The training session was jointly led by Femi Nwanze (Head of the Council's Development Management Service) and Yinka Owa (Assistant Director of Legal and Democratic Services).

The session covered:

- A welcome and introduction by Councillor Vincent Stops, Chair of Planning Sub Committee
- A brief introduction to the work of Planning and Regulatory Services
- The law and procedure relating to Planning applications including Localism Act 2011, the Community Infrastructure Levy (CIL), Section 106 agreements, new planning legislation – Growth and Infrastructure Act 2013
- Development management – including the work and role of Planning Sub Committee, and management of the applications process

- Planning Enforcement
- The Planning Code of Practice and the role of the Members on the Planning Sub-Committee
- The role of Members in the planning process
  - Predetermination or bias
  - Disclosable pecuniary interest
  - Decision making
  - Pre-application Sub Committee
  - Officer recommendations: not agreeing or amending recommendations
  - Councillor Representations
  - Site visits
  - Development tours

This session was compulsory for Planning Sub-Committee Members. 16 Members attended the session. This included 12 newly elected Members and 4 returning Members.

Some Members suggested a recap of the training in 2015.

## **6) Overview and Scrutiny – Thursday 19<sup>th</sup> June 2014**

The training session was led by Tracey Anderson (Head of Overview and Scrutiny Service) and took the form of a bus tour around the borough to visit partners who were engaged with scrutiny this year, to hear about the benefits and challenges of engaging in a scrutiny review.

The tour included:

- A visit to Urswick Secondary School to highlight the ‘scrutiny in a day’ approach. The scrutiny review that had been previously undertaken focussed on the community use of school facilities.
- A visit to Homerton Hospital GP ‘out of hours’ service. The visit highlighted how scrutiny non review work featured prominently in the scrutiny programme. Scrutiny had been particularly focussed on the procurement issues related to the new ‘out of hours’ service.
- A visit to the Leaside Trust in Springfield Park to highlight how scrutiny could engage with the community in an innovative way. A previous review on ‘Barriers to taking up cycling’ had involved scrutiny members participating in a cycling session for older members

The tour also gave Members an opportunity to talk to the scrutiny team about how the Council’s Overview and Scrutiny function operates.

A total of 10 Members attended. This included 6 newly elected Members and 4 returning Members.

Members thought that the tour was very interesting and well organised and that there was the right amount of site visits and variety.



## **7) Aggression Awareness – Monday 23<sup>rd</sup> June 2014**

The training session was delivered AEGIS Protective Services an external training provider.

The main objectives of the training were to enable staff/Members to:

- Understand what violence at work is and how it impacts on the workplace
- Relevant legal rights of both staff and clients
- Risk control measures and how they work
- Decision making - calling for support - staying/leaving
- Manage their own anxiety when faced with a difficult situation
- Implement practical strategies and safe systems of work to avoid/reduce risk

2 Members attended the training session that was primarily run for Council staff. Officers are now working with the training provider to deliver bespoke Aggression Awareness training for Members in early 2015.

## **8) Licensing – Monday 30<sup>th</sup> June 2014**

The session was led by Gifty Edila (Corporate Director of Legal and Democratic Services Services), Butta Singh (Senior Lawyer for Licensing) and David Tuit (Licensing Service Team Leader) and was divided into two sessions:

The first part of the session was a general session that was open to all Members. It was to provide a brief introduction to the Licensing Service and areas of responsibility that it covers; and an overview of its core area of business i.e. the Licensing Act 2003.

- The Licensing Committees' business
- Background to the Licensing Act 2003
- Responsibilities of the Council
- Key Provisions of the Licensing Act 2003
- Licensing hours
- Saturation Policies (the Council's Special Policy Areas)
- Future Changes to the regime

The second part of the session was compulsory for Licensing Committee Members and covered the role of the Licensing Committee and its sub-committees in its decision making role.

- Licensing Hearings and the Licensing Act 2003
- The role of the Licensing Committee and its Sub Committees
- Matters to be taken in to account and set aside

- Decision making process for Licensing Sub Committees

In total 13 Members attended the session. This included 7 newly elected Members and 6 returning Members.

Members suggested having further training on licensing enforcement and the policy framework. Training using case study scenarios was also suggested and techniques for questioning representations.

### **9) Introduction to Hackney Homes – Tuesday 8<sup>th</sup> July 2014**

The training session was led by Charlotte Graves (Chief Executive of Hackney Homes and the Council's Director of Housing) and Councillor Philip Glanville (Cabinet Member for Housing).

The session covered various aspects about Hackney Homes:

- Who we are
- What we do
- Housing in Hackney
- The bigger picture

9 Members attended the training session. This included 7 newly elected Members and 2 returning Members.

Some Members advised that they would like a follow up session.

### **10) Borough Bus Tour – Thursday 10<sup>th</sup> July 2014**

The Borough Bus Tour was led by Andrew Sissons (Head of the Council's Regeneration Delivery Service). The tour focussed on development and regeneration issues in Hackney and was for newly elected Members.

The tour covered the following areas:

- Hackney Community College / Box Park / Tampery
- Dalston Junction
- Stoke Newington Town Hall
- Woodberry Down
- Millfields Waste Depot
- Hackney Marshes

8 newly elected Members attended the tour.

Members thought that the tour was well thought out and well executed. Members indicated that it would be helpful to have future tours. It was suggested to host a tour of schools and academies, Council housing estates and the other main Council services.

### **11) Planning for the Public – Tuesday 29<sup>th</sup> July 2014**

The training session was facilitated by the Cllr Guy Nicholson (Cabinet Member for Regeneration), John Allen (Assistant Director for Planning and Regulatory Services) and Randall McDonald (Head of the Council's Spatial Planning Service). The training session focussed on Introduction to Planning for Public followed by a presentation on Spatial Planning covering:

- The Local Development Framework
- Area Action Plans
- Supplementary Planning Guidance
- Community Infrastructure Levy

10 Members attended the training session. This included 6 newly elected Members and 4 returning Members.

Members suggested having a future session covering planning enforcement. Separately some Members thought a session on wider regeneration matters would be helpful to provide context. Some Members indicated that they would like a review session to cover some issues identified with existing Area Action Plans.

### **12) Introduction to Children and Young People's Service – Thursday 11<sup>th</sup> September 2014**

The training session was facilitated by Alan Wood (Corporate Director of the Council's Children and Young People's Services Directorate) and covered the following:

- Who we are and what we do
  - Education
  - Children's Social Care
  - Young Hackney

13 Members attended the training. This included 11 newly elected Members and 2 returning Members.

Members requested further information on the Council's future strategy for children's services in view of the pressures faced by the service. Some Members also thought that regular updates on high level performance information would be useful – both reports from Ofsted and reports from the service directly.

### **13) Statement of Accounts – Wednesday 17<sup>th</sup> September 2014**

The training was specifically held for Corporate Committee and was led by Michael Honeysett (Assistant Director of Financial Management). The training was delivered immediately prior to the Corporate Committee meeting. Ian

Williams (Corporate Director of Finance and Resources) was also present to respond to Members questions.

The session covered:

- Statutory Requirements on producing the Council's Statement of Accounts
- Public Inspection of Accounts
- Auditor's ISA260 Report
- The Accounting Statements
- Movement in Reserves Statement
- Comprehensive Income and Expenditure Account
- Balance Sheet
- Housing Revenue Account
- Collection Fund
- Notes to the Accounts
- Pension Fund Accounts
- The Annual Governance Statement
- Future Developments – consultation on earlier closure of accounts and CIPFA consultation on streamlining of accounts

#### **14) Introduction to Health and Community Services – Thursday 18<sup>th</sup> September 2014**

The training session was led by Councillor Jonathan McShane (Cabinet Member for Health, Social Care and Culture) and Councillor Feryal Demirci (Cabinet Member for Neighbourhoods) and Kim Wright (Corporate Director of the Council's Health and Community Services Directorate).

The session outlined the range of services covered by the directorate, such as:

- Adult Social Care and Commissioning
- Public Realm, including refuse, recycling, parking, markets and Streetscene
- Public Health
- Leisure and Green Spaces
- Libraries, heritage and culture

10 Members attended the training session. Thus included 7 newly elected Members and 3 returning Members.

Some Members indicated that they would like further information on Waste and Recycling Services whilst others requested that they be kept up to date with new initiatives that the Council takes forward in the services covered by the Directorate. Further information on adult social care was also requested together with Council's vision for ward plans in various wards.

## **15) Introduction to Finance and Resources – Monday 27<sup>th</sup> October 2014**

The training session was led by Ian Williams (Corporate Director of the Council's Finance and Resources Directorate) and focussed on the front line aspects of the Directorate as well as some of the support services and covered the following aspects:

- Revenues and Benefits
  - Council Tax
  - Business Rates
  - Housing Needs
  - Housing Benefits
  - Customer Services / Contact Centre / Front of House
  - Property Services
    - Corporate Estate
    - Commercial Estate
  - ICT
  - Procurement
  - Finance & Audit Overview

11 Members attended this training session. This included 9 newly elected Members and 2 returning Members.

## **16) Planning Viability – Wednesday 29<sup>th</sup> October 2014**

The training session was specifically held for Planning Sub Committee Members and was led by Chris Pritchard (Assistant Director of Strategic Property Services), Peter Edwards (Head of Property Strategy and Projects) and Linda Raynor (Senior Asset Management Surveyor).

The session covered:

- Affordable Housing Delivery in Hackney
- The changing operational environment in Hackney due to increase in residential property values
- The Council's approach to assessing viability via:
  - Royal Institute of Chartered Surveyors (RICS) (2010) Financial Viability in Planning
  - Local Housing Delivery Group (2012) Viability Testing Local Plans
  - GLA Development Appraisal Toolkit (2014)
  - National Planning Policy Framework (2012)
  - Planning Appeal Case Law
- Financial Models; Assessment of Profit Margins; and Residual Development Appraisals
- Issues and challenges to achieving planning viability
- Case Study Examples
- S106 Review Mechanism

The session was attended by 7 Members. This included 3 newly elected Members and 4 returning Members.

Members welcomed the training and found it to be informative and helpful. Though consideration of planning viability is covered on a case by case basis the real life case study example was helpful to Members in working through all aspects of the process involved.

### **17) Regeneration Delivery – Monday 3<sup>rd</sup> November 2014**

The training session was led by Andrew Sissons (Head of the Council's Regeneration Delivery Service) and was a follow up session to the Borough Bus Tour held on 10<sup>th</sup> July.

This session looked at the strategic regeneration plans for the borough, focussing on the growth areas and town centres. It also looked at the cross cutting partnerships and initiatives that are connecting local economic growth with urban and social regeneration in the borough.

The session covered:

- Regeneration Delivery objectives in creating jobs; embedding employment and skills; improving economic prosperity; improving the physical look and feel of the borough; promoting business and success; and providing support or challenge to the market
- Place Shaping – creating prosperous, creative and sustainable communities
- Growth – supporting local growth sectors and encouraging new and existing business to flourish
- Opportunity – creating opportunities for residents so that everyone can benefit from growth
- Priorities – Hackney Central, Tech City/Digital, Dalston, Stoke Newington, Chatsworth Road and Olympic Legacy
- Growth Boroughs and convergence agenda
- London Stansted Cambridge Consortium
- Council approach to Property Development
- Work to develop and support the Visitor Economy
- Work to support Retail Opportunities
- Artisan Production and Manufacturing
- Evaluating Regeneration Delivery

The training session was attended by 9 Members. This included 5 newly elected Members and 4 returning Members.

Some Member requested further information on issues local to north Hackney.

## **18) Skills, Employment and Business Support – 17<sup>th</sup> November 2014**

The training session was led by Zoe Collins (Economic Development Manager) from the Council's Regeneration Delivery Service.

The session covered:

- The Council's work on job creation, skills and employment
- The notable progress the borough has made on employment over the last decade
- The Council's 'Ways into Work' programme that has provided pre-employment support for than 8000 residents, nearly 5000 jobs and more than 700 apprenticeships
- The upcoming employment opportunities in the borough - in hospitality; in the creative/tech industries; in the Hackney Central fashion hub; and construction opportunities in Hackney
- Employer engagement work on major regeneration sites; growth sectors; Social Value Act; and the Business Pledge
- Hackney 100 Programme where 100 year 11 and 12 students work 4 hours a week with a local employer in a paid capacity to obtain work experience and develop career prospects
- The purpose of the Growth Borough Partnership
- Measures taken to attract Inward Investment
- The Council's efforts to support new businesses and SMEs

The session was attended by 11 Members. This included 7 newly elected Members and 4 returning Members.

Members requested further updates on future opportunities for skills, employment and business that become available in the borough. Further information on the relationship between 'Ways into Work', Job Centre and Sure Start was also requested. Some Members suggested that leaflets be provided for businesses to refer to re the Council's approach to skills and employment. Some Members acknowledged that the Council was completing some good work but that there was further work to do.

## **19) Community Infrastructure Levy (CIL) – Wednesday 7<sup>th</sup> January 2015 (Also to be repeated on Tuesday 17<sup>th</sup> February 2015)**

The training session was led by Randall McDonald (Head of Spatial Planning) from the Council's Planning and Regulatory Service and was supported by Ngaire Thomson (Senior Policy Officer for CIL) from the same service. Councillor Guy Nicholson, Cabinet Member for Regeneration was also present.

The session covered:

- An explanation of how CIL contributes to the funding of infrastructure to serve the residents and occupiers of both new and existing developments since its introduction in April 2010
- An explanation of how CIL, which is a tariff-based approach with locally determined charging rates is fairer, faster and clearer than seeking planning contributions from 'S106' of the Town and Country Planning Act 1990
- An explanation of how Hackney has developed its charges in readiness for adoption by full Council

The session was attended by 6 Members. This included 3 newly elected Members and 3 returning Members.

## **20) Risk Management – Wednesday 21<sup>st</sup> January 2015**

The training was specifically held for Corporate Committee and was led by Matt Powell (Corporate Risk Advisor) from the Council's Audit and Anti-Fraud Service. The training was delivered immediately prior to the Corporate Committee meeting. Ian Williams (Corporate Director of Finance and Resources), Tracy Barnett (Assistant Director of Audit and Anti-Fraud Service) and Michael Honeysett (Assistant Director of Financial Management) were also present to respond to Members questions.

The session covered:

- Hackney's risk management approach and the benefits of risk management
- Clarification on how risk management will be reported to Corporate Committee
- Components of risk – hazard; uncertain outcomes and opportunity
- The legal framework for managing risk and best practice
- Risk identification
- Risk Measurement
- Corporate Committee's role in the risk management process

## **21) Community Engagement – Using Ward Forums – Monday 26<sup>th</sup> January 2015**

The training was led by an external facilitator from Steve Skinner Associates and was supported by Joanna Sumner (Assistant Chief Executive of Programmes, Projects and Performance) and Tracey Anderson (Head of Scrutiny and Ward Forums).

The session covered:

- Information on how Members can harness and develop their leadership role with community groups and local leaders to facilitate community engagement



- An explanation of the six main roles that Members can play as community leaders and what this means in practice. The six main roles are (i) Enabling decision making; (ii) Enabling action; (iii) Identifying local priorities; (iv) Joint working; (v) Building bridges; and (vi) Building community strengths.
- Examples and methods for engaging communities including how to organise a meeting or event
- How to identify local priorities- including various methods that can be used; local surveys; working groups; speed surveying; speaker' corner; dragon's den proposals pitch; and pros and cons evaluation.
- How to enable local action and initiative

The session was attended by 13 Members. This included 7 newly elected Members and 6 returning Members.

### **22) First Aid Training for Members – Monday 2<sup>nd</sup> February 2015**

The training was delivered by a qualified trainer from St John's Ambulance and will be supported by Richa Kataria (Deputy Head of Members Services). The training was sourced in recognition that Members are routinely engaging with their community in undertaking their varied role and that it would be beneficial for them to have received first aid training so they can provide assistance in an emergency if needed.

The session will cover:

- Resuscitation and unconscious casualty
- Bleeding
- Burns and scalds
- Fainting
- Chest Pain

A total of 9 Members attended the course. This included 4 newly elected Members and 5 returning Members.

### **23) Safeguarding Adults Awareness – Monday 9<sup>th</sup> March 2015 (Also to be repeated on Monday 30<sup>th</sup> March 2015)**

The training will be held for all Members and the session will be led by an external facilitator Pippa Quinn an established trainer on this subject matter. Kim Wright (Corporate Director of Health and Community Services), Rob Blackstone (Assistant Director of Adult Social Care) and Neville Green (Head of Adult Safeguarding) will also be in attendance.

The session will cover:

- An explanation of why people become adults at risk of abuse and what their human rights are

- The role of the Council and Councillors in the process for safeguarding vulnerable adults at risk
- The 6 principles of Safeguarding from the Care Act 2014: (i) Empowerment; (ii) Prevention; (iii) Proportionality; (iv) Protection; (v) Partnership; and (vi) Accountability
- The way that Councillors can confidently and proportionately 'make safe, report, and record' any concerns that they may have in regard to vulnerable adults

## **24) Treasury Management – Monday 23<sup>rd</sup> March 2015**

The training will be held for Corporate Committee and will be led by Ian Williams (Corporate Director of Finance and Resources) and Michael Honeysett (Assistant Director of Financial Management). The training will take place immediately prior to the Corporate Committee meeting.

The session will cover:

- The Corporate Committee's role in approving the Treasury Management Strategy
- The setting and development of the Council's Treasury Management Strategy
- CIPFA and Prudential Code requirements for the Treasury Management Strategy
- The Council's arrangements for reporting Treasury Activity
- An explanation of how the Council manages and monitors its cash flows, borrowing, and interest on investments

## **Member Training and Development Programme from May 2015**

Members have provided formal and informal feedback on the Programme delivered to date and have suggested some subject areas for future training and development sessions. These are listed below for information. Overall Members rated sessions good to excellent and highly informative. In some areas they also wanted follow up training in 2015 to help them grasp some of the complex issues.

### **1) Public Health**

Responsibility for protecting and promoting the health of the general population moved back to local government in April 2013. Hackney Council is now delivering a range of public health services to tackle the big health challenges that residents face. The proposed session will provide Members with a detailed overview about Hackney's Public Health Team's role, the role and function of the Health and Wellbeing Board and the Council's work with health partners and agencies.

### **2) Community Safety**

One of the key priorities in the Sustainable Communities Strategy is to make the Borough safe place for people to live, work and visit. The Community

Safety Team works closely with the police and other statutory and voluntary partners developing and undertaking activities which support this priority. Community Safety is a significant issue for Hackney and its residents. The proposed session highlights community safety issues and challenges in the borough. It will outline the role of Community Safety Team and the community links with the external agencies, which would be beneficial for Members in their roles.

### **3) Voluntary Sector**

Voluntary sector and community organisations have a key role in working with Community Care Services and enabling the Council to extend opportunity, tackle poverty and improve quality of life for its residents. A training session for Members can be co-ordinated focussing on Hackney's voluntary sector's role within the community.

### **4) Tours with Town Centre Managers**

Hackney Council is keen on supporting the local economy. One of the ways it does this is to support town centre management as they are a focus for local businesses and retailers who provide the community with products, services, and jobs.

The Town Centre Manager helps to organise the marketing of town centres, promotion events such as themed markets and street entertainment. In addition they help to represent the views of the partnership members to external organisations. Tours with the Town Centre Managers will help Members further develop their understanding of how partnerships work in supporting the physical and social regeneration for specific local area.

### **5) Tours of Council Housing Estates and Schools**

As a follow on from the successful borough tour and scrutiny tour Members have suggested that Council officers arrange tours of Council Housing Estates and Schools. The tours would help further develop Members general and practical knowledge of the matters that affect these distinct areas.

### **6) Aggression Awareness**

The main objectives of the session would be to enable Members to understand what potential violence is and how it impacts on their ward work. It will enable Members to know the relevant legal rights of relevant parties; risk control measures and how they work. It will also help Members with facilitating decision making - calling for support – staying or leaving and managing personal anxiety when faced with a difficult situation. The session will help Members to implement practical strategies and safe systems of work to avoid or reduce risk. There will be particular reference to Members' ward surgeries.

### **Members Training and Development Survey – February 2015**

A survey of Members is being conducted to ensure that the Members Training and Development Programme that is delivered meets Members' needs and expectations.

The survey asks Members what specific areas of training they would like to have and what should be prioritised. The survey asks Members to reflect and provide feedback on the Programme that has been delivered to date.

The survey also refers to the Local Government Association (LGA) publication 'the Political Skills Framework - a Councillor's toolkit' which lists 6 core skills that are relevant to all Members. The 6 core skills are as follows:

- Local leadership
- Partnership working
- Communication skills
- Political understanding
- Scrutiny and challenge
- Regulating and monitoring

The survey asks Members what training they would like on each area and also what skills they consider to be their strengths and weaknesses.

The survey asks Members for their views on e-learning courses that are being developed.

The survey also asks Members what is their preferred method of learning.

The survey also asks Members to advise what time they would prefer to have training sessions and whether they would like to have some training sessions on the weekend.

The survey also queries whether Members would be interested in having an individual Personal Development Plan (PDPs).

### **E-Learning for Members**

The Council has also developed a range of e-learning courses for Members. This provides a flexible and convenient way for Members to develop their learning and knowledge on specific subject areas. Members can access a range of courses from any computer, either at work or at home, in their own time. It also has the advantage that Members can also complete e-learning courses at their own pace.

Through the use of e-learning the Council has the ability to quickly create and communicate changes to Members in a fast and efficient way. It also helps ensure that all Members receive consistent information to assist them in their role. The use of e-learning also enables the trainer to refresh and update courses as required. It also helps reduce the need to hold formal training sessions at a fixed time in a fixed place. Moreover, it also provides an alternative method of learning away from paper based training or formal presentations.

Officers have already developed the e-learning courses below to support Members. Some of the courses have been piloted by selected Members to test usability and course content. Most courses listed will soon be in a position to be rolled out to Members.

- How the Council Works – Decision Making in Hackney
- Members Code of Conduct
- Standards and Member Complaints
- Member and Officer Relationships
- Members' Casework
- Outside Bodies
- Equality Act 2010
- Overview and Scrutiny (currently being developed)
- Licensing (currently being developed)