

UPDATE ON MEMBERS TRAINING AND DEVELOPMENT PROGRAMME**STANDARDS COMMITTEE****21 JANUARY 2016****CLASSIFICATION:****Open****WARD(S) AFFECTED****All Wards****CORPORATE DIRECTOR****Gifty Edila, Corporate Director of Legal, HR and Regulatory Services**

1. SUMMARY

- 1.1 This report provides an update on the progress with the Members' Training and Development Programme for 2015-2016. The aim of the programme is to provide a bespoke training programme to Members, to enable them to reach their full potential in their role as Councillors.
- 1.2 Member Services conducted a survey in February 2015, to obtain views from Members about their training and development, to deliver and meet their expectations.
- 1.3 The survey asked Members what specific areas of training they would like to have and what should be prioritised. The survey asked Members to reflect and provide feedback on the Programme that has been delivered in 2014-15. The survey referred 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 being - Local Leadership; Partnership working; Communication skills; Political understanding; Scrutiny and Challenge; and Regulating and monitoring.
- 1.4 The survey asked what core skills Members thought were the most important, and also what skills they considered to be their strengths and any developmental areas. The survey asked Members for their views on e-learning courses that are being developed and what their preferred method of learning would be. The survey also queried whether Members would be interested in having an individual Personal Development Plan.
- 1.5 The survey results indicated that Members were interested in attaining training on following:
 - Safeguarding for children and adults
 - Continuing education
 - Community engagement
 - Understanding budget
 - Communication skills including public speaking and social media
 - Welfare and benefit
 - Information on handling casework
 - Effective Scrutiny

In addition, feedback from previous training sessions co-ordinated in 2014-2015, suggested that Members were also interested in tours and site visits of relevant places such as schools and Town Centres, to understand about new developments and opportunities in the borough. There was not much interest generated to progress with the individual Personal Development Plans.

- 1.6 The Training and Development Programme for 2015-2016 included 11 'in house' training sessions for Members since the start of this municipal year in

May 2015. The programme 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 effectively. Most sessions were open to all Members except for the Planning Sub Committee Training, which was specific to committee Members and Substitute Members only.

1.7 The Training and Development Programme for 2014-2015, included over 20 'in house' training sessions that were co-ordinated to enable Members to understand how the Council works. The Training and Development Programme for 2015-2016 was to enhance further from the previous year's programme and it comprised of the following sessions:

- Communication Skills – Social Media
- School Admission and Workshop
- Shoreditch Town Centre Tour
- Safeguarding for Children Training
- Code of Conduct (Refresher Training)
- Planning Sub Committee Training
- Community Safety Training
- Public Health Training
- Welfare and Benefits Training
- Education in Hackney Training
- Public Speaking Training

Further details of the Members' Training and Development Programme for 2015-16 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).

1.8 Some Members also requested to attend training sessions that were facilitated by external organisations. These training sessions were aimed at the development of skills and knowledge in specific areas for Members, to help them in their respective roles. (Details of the external training sessions can be found in Appendix A).

1.9 Members were also offered a range of e-learning courses that were rolled out to enable them to complete them at their own pace and to help them develop their knowledge on specific subject areas. Individual e-learning courses are also being promoted via the Members Update, which is a Council newsletter specifically rolled out for Members. (Details of e-learning courses are included in Appendix A).

2. RECOMMENDATION(S)

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

3. RELATED DECISIONS

- 3.1 Standards Committee noted the progress update on Member Induction, Training and Development Programme 2014-15 at its meeting held on 16th February 2015.

4. COMMENTS OF THE CORPORATE DIRECTOR OF FINANCE AND RESOURCES

- 4.1 This report provides a progress update on the delivery of the Training and Development Programme that has been delivered for Members. All costs associated with this programme are funded from within existing budgets held by the 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 £13K 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.

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 Training and Development Programme was designed to provide comprehensive support for the training needs of Members to enable them in their roles.

- 5.2 Cabinet Members 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 of Legal, HR and Regulatory Services

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S.100D Local Government Act 1972 (as amended)

List of Appendices

None

Background documents

No documents which require listing have been relied upon in the preparation of this report.

Appendix A

Members' Training and Development Programme May 2015 to April 2016

The programme delivered training sessions that were aimed at developing an advancing understanding of the organisation and also provide opportunities for personal development for Members.

Communications Skills – Social Media – Monday, 22nd June 2015

The training session was facilitated by Maxine Moar from the Local Government Information Unit. The session looked at the most popular methods of social media, which are best for personal needs and the needs of the organisation as well as the risks and the solutions.

The course covered:

- The importance of keeping the community engagement up-to-date
- How to create positive messages and the importance of informing communities
- The benefits of using social media
- The risks of using social media and how to make sure it is used wisely
- Examples of both good and bad social media use
- Looking at social media :
 - Twitter
 - Council/your website
 - Blogging
 - Facebook
 - Instagram and other popular methods

6 Members attended the training session and the feedback indicated that Members found the rate, format and the pace of training either good or very good. Some members specifically found the elements of risk assessment and impact of social media on engagements very useful.

Going forward, the suggestion was to have a better understanding of the Council's support on communications and to have some practical training on media.

School Admission Workshop – Monday, 20th July 2015

Marian Lavell, (Head of Section - Admissions, School Place Planning, Travellers' Education Team) facilitated the training. The session covered following areas:

- General introduction to admissions processes
 - An explanation of the admissions processes administered by the Admissions Team.
- Overview of the reception class admissions process

- An explanation of the co-ordinated process and how parents apply for a reception class place. Facts about how many applications forms are processed and school preference data.
- Overview of the secondary transfer process
 - An explanation of the co-ordinated process and how parents apply for a secondary transfer school place. Facts about how many application forms are processed and school preference data.
- Overview of the in-year admissions process
 - An explanation of how the process works
- Function of the admissions forum
 - An explanation of the admissions forum works and the group's function.
- Annual Report to the Schools Adjudicator
 - An explanation of the information included in the report
- School Admissions Code
 - A summary of the guidance contained in the Code

The session was attended by 8 Members and they evaluated the session to be good and advised that the most useful aspect for them was on details of secondary school admissions.

For future sessions, one of the suggestions was to provide information about exclusion policy.

Shoreditch Town Centre Tour – Friday, 31st July 2015

Duncan Ray, Shoreditch Town Centre Manager led the tour of Shoreditch Town Centre. The tour was for Members to further develop their understanding of how partnerships work in supporting the physical and social regeneration for specific local areas.

The tour covered the 'Shoreditch Triangle', which incorporates Shoreditch High Street, Great Eastern Street and the Eastern-most point of Old Street (and the general locality, extending across to Brick lane and virtually meeting the City on Bishopsgate). The tour also involved dropping into workspaces, event spaces and sites in development. The tour showcased the best of Shoreditch and Tech City.

4 Members attended the tour and the feedback received from some of the Members, rated it to be 'excellent'. Some of the other Members who could not attend the tour, expressed an interest in future tours and site visits, which will be incorporated in the training and development programme for the next municipal year.

Safeguarding for Children – Monday, 5th October 2015

The training session was facilitated by Sarah Wright (Head of Children and Young People Service). This training session was aimed to support Members in

understanding their role in safeguarding children; what to do if they have concerns; and to develop an understanding how Children's Social Care works in Hackney.

The training session covered:

- Children's Social Care in Hackney
- Members' role in safeguarding children
- Information on child protection
- How to make a referral
- Headline Grabbers
- The role of the Local Children's Safeguarding Board

8 Members attended the session. Feedback received was that Members found the information very useful, in particular the ways of referring concerns and how to make a referral.

It was suggested that future training sessions have detailed briefing about different scenarios, updates of changes in legislation and a further discussion on Safeguarding for Adults and Prevent strategy.

Code of Conduct Refresher Training – Monday, 19th October 2015

As part of the Training and Development Programme 2014-2015, Gifty Edila (Corporate Director, Legal, HR and Regulatory Services) led on the Code of Conduct Training, for which there was a very high take up. An offer was made to Members for a refresher training on Code of Conduct as part of the Training and Development Programme for 2015-2016, but there was not much interest due to Members' other commitments. Instead of refresher, she provided updated written guidance to Members instead, especially on case law.

Planning Sub Committee Training – Wednesday, 21st October 2015

The session was facilitated by Ian Rae (Head of Planning) and Yinka Owa (Assistant Director of Legal and Democratic Services) and Dr Paul Littlefair from BRE group (A world leading multi-disciplinary building science centre with a mission to improve the built environment through research and knowledge generation). The training was specific to the Planning Sub Committee Members.

The session covered:

- Role of Planning Sub Committee
- Members Code of Conduct
- Planning Code of Practice
- Decisions of the Planning Sub-Committee
- Lobbying
- Ward Applications
- Bias and Pre-determination
- Pre-Disposition

- What to do when Declared Interest
- Decisions against Officer Recommendations
- Implications of flawed Decision Making
- Site layout planning for daylight and sunlight: a guide to good practice
- Loss of daylight and sunlight to other buildings nearby and scoping
- Environmental impact assessment
- Planning Services and Positive Planning
- Key Officers
- Planning Policy
- Community Infrastructure Levy and S.106
- Determining Planning Applications
- Planning Enforcement
- The Role of Members in the Planning Process
- Emerging Planning Legislation

The session was facilitated to ensure that all Planning Sub Committee Members received an up to date compulsory training in line with the Members' code, to support good governance and for effective decision making.

11 Members attended the training and they found the topic about 'consideration of development where daylight, sunlight and overlooking developments are an issue', to be very useful.

There were no suggestions for future sessions about any related topics.

Community Safety Training – Monday, 26th October 2015

The session was facilitated by Steve Bending (Head of Safer Communities) and it involved an overview of the service including:

- Integrated Gangs Unit
 - An overview of gangs in Hackney and the work of the Integrated Gangs Unit
- CCTV and Emergency Planning
 - A summary of the CCTV service, how it operates and examples of how it impacts on crime and safety. An overview of Emergency Planning and the role of the Council in critical incidents
- The Warden Service
 - An overview of the structure of the service, the role and powers of a Council Warden
- Strategic Analysis
 - A summary of the teams work including how community safety partnership priorities are identified.
- ASB/Noise
 - An overview of the work of the Safer Communities team that is responsible to co-ordinating the response to anti-social behaviour and responding to noise. This provided members with a useful understanding of an area likely to be significant in terms of their

casework. This also included a brief overview of the principles for the current cross-cutting review of enforcement services within the Council.

- Prevent
 - An explanation of Prevent, one of the strands of the Counter-Terrorism Strategy and how Safer Communities leads on the Council's statutory obligation and works with communities and other agencies including the police.
- Domestic Violence and Abuse Team
 - A summary of the service, its role and that of partner organisations.

7 Members attended the training session and they particularly found the information about gangs, allegations and disputes very useful.

It was suggested to have a briefing about domestic violence and updates on trends and stabbing issues.

Public Health Training – Monday, 2nd November 2015

Kim Wright (Corporate Director, Health and Community Services), Dr Penny Bevan (Director of Public Health) and James Palmer (Head of Public Health), were to facilitate this training session on Public Health. The training session was to include:

- What public health is
- The services delivered by public health service
- New ward health profiles
- Council services that influence health
- How Councillors can promote healthy lifestyles
- Public health, the NHS and other local partners

The training had to be cancelled due to Members' availability, as there was another meeting scheduled that took priority, hence this session will have to be rescheduled.

Welfare and Benefits – 23rd November 2015

This training session was facilitated by Kay Brown (Assistant Director, Revenues and Benefits).

The aim of the session was to provide Members with an update on Welfare Reforms. The session covered following:

- Universal Credit – rollout to Job Seekers Allowance (JSA) - single households in London
 - Update on the roll out to tranche 1, 2 and tranche 4 authorities.
 - Update on the preliminary discussions on a communications strategy held with the local Job Centre Plus (JCP); with the intention to begin a targeted programme from early January.

- Update on how Officers are currently working up a range of Universal Credit success criteria for discussions with the local JCP, around local delivery and the Delivery Partnership Agreement.
- Operational issues identified.
- Update on Council's work with local JCP to provide back-up processes and allow local workarounds to be put in place where possible.
- Local funding discussions and updates.

- Benefit Processing

- New claims
- Change of circumstances
- Appeals
- Housing Benefit Overpayments

7 Members attended the training session. Feedback received was very good and Members particularly found information on Universal Credit to be very useful.

Most Members requested to have another briefing to update them on the roll out of the Universal credit.

Education in Hackney – 18th January 2016

The training session is to be facilitated by Alan Wood (Corporate Director of Children and Young People Service) and Anne Canning (Head of Learning Trust).

The aim of the session will be:

- To provide a briefing of the programme of 'continuing education' for all Councillors to enable them to abreast latest developments.

Public Speaking – 29th February 2016

The training would be led by a trainer from Civil Ceremonies Ltd. Training will cover an overview of public speaking and would include:

- How to make an impact with effective presentation
- How to deal with difficult questions.

External training courses

The Positive Side of Prevent

This was facilitated by Local Government Information Unit and took place on 24th June and 28th September 2015. The course was aimed for the participants to gain:

- An understanding of the Prevent Strategy and its objective of cross cultural conversations.
- The role of the local authority, educational institutions and the voluntary sector
- An understanding of the importance of brokerage
- The value of interfaith dialogue
- Deciding what can be done online and through social networking
- The role of digital stories and social reporting
- Timely feedback and next steps

2 Members attended the above mentioned training.

Being an effective Councillor – Influencing Skills

This was facilitated by Local Government Information Unit, on 27th July 2015. The objective of the course was for the participants to learn:

- To define ethical influencing skills
- About the interplay between the use of power, persuasion and influencing skills
- To recognise underpinning elements intrinsic to the effective use of power and influence
- Of methods for enhancing positive personal influence

1 Member attended the training session.

E-learning courses

A range of e-Learning courses was rolled out at the Learning Hub, which is a pool of courses put together electronically in a central place. Officers designed these courses specifically for the elected Members, so they can remotely access them at their own convenience, to learn about topics that would help them in their role as a Councillor. These included:

Module on Equality Act 2010 Course

The aim of the module was to explain what the legislation means for service planning and delivery and included sections such as:

- An outline of the main provisions of the Equality Act 2010 and introduced some key concepts of discrimination
- Public sector equality duty and outlined the Council's responsibilities with regard to the duty
- Looked at how equality legislation has an impact on the services

Module on How the Council Works – decision making in Hackney

The module outlined the Council's governance and decision making structures and included:

- The Council's Constitution
- Full Council
- The Directly Elected Mayor and Cabinet
- Overview and Scrutiny
- Committees
- Standards Committee and Members' Code of Conduct
- Ward Forums
- Officer decision making

Module on Member and Officer Relationships

The Council has a protocol for Member/officer relationships in order to promote the highest standards in public life and this module was designed to promote effective working relationships and covered following:

- Underlying principles
- Relationships between Members and officers
- The role of members and officers
- Members in their ward role
- Complaints about officers and services
- General obligations of Members

Module on Members Casework

The aim of the course was to familiarise Members with the different forms of casework and the process for raising and resolving these. The module provided information on:

- How to raise issues
- What service to expect
- What happens in the process

Module on Members Code of Conduct

The aim of the course was to provide Members with the necessary information to assist them in carrying out their role as an elected Member in line with the Council's constitution and in accordance with the relevant legislation.

The course was made up of the following modules:

- Standards Committee – A brief outline of the functions of the Committee
- Members' code of conduct - This module set out the code and advised Members of the expected behaviours. The module also explained the complaints process and the role of the Monitoring Officer.
- Interests and register of interests – An explanation of disclosable pecuniary interests, non-disclosable pecuniary interests and other interests was provided and the module also highlighted the duty to complete a register of interests.

- Gifts and hospitality - Information on what is a gift or hospitality was provided and the process of how to declare receipt of such when received in the public capacity as a Member.
- Planning Code of Practice – Guidance was provided on how Members must conduct themselves on the Planning Sub-Committee when determining an application before them, both in the lead up to and at the meeting itself.
- Licensing Code of Practice - This module was designed to guide Members, as a Member of the Licensing Sub-Committee, on how they must conduct themselves when determining an application before them, both in the lead up to and at the sub-committee meeting itself.
- Complaints about Members – An outline of the process followed when a complaint is made against a Member or Co-opted Member was provided.
- Outside Bodies – The module provided a brief guidance for Members serving on Outside Bodies in relation to obligations and the potential for conflict.

Module on Outside Bodies

In addition to being a Member of the Council, Members could also be appointed to represent the Council on an external organisation (an outside body). These organisations include community organisations, charities, and housing associations and companies such as CREATE London, Greater London Enterprise, LGA General Assembly and London Youth Games.

The course was designed to provide guidance to assist Members when representing the Council on external organisations.

The module aimed to:

- Set out some of the most important issues Members should be aware of if they were appointed to represent the Council on an outside body.
- Explained how Members' existing responsibilities as a Council Member interplays with the responsibilities between both roles of being on the outside body.
- Helped Members understand their duties on an outside body.
- Helped Members recognise and handle any conflicts of interests that may arise.

Module on Standards and Member Complaints

The aim of this course was to provide Members with an outline of the Standards Committee and the process that is followed when a complaint about a Member is received.

These e-learning courses are regularly promoted through Members' update (a weekly newsletter specifically designed for Members).