



## GOVERNANCE COMMITTEE

7 March 2018

**Subject Heading:**

Member Induction Programme 2018 and the Member Learning & Development Framework

**SLT Lead:**

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**Policy context:**

Following the local elections in May 2018 there is a requirement to run an induction programme to brief and train members on a variety of topics.

**Financial summary:**

There will be a series of costs, estimated at £10k, associated with the provision of training which will be contained within the Member training & development budget

**The subject matter of this report deals with the following Council Objectives**

Communities making Havering  
Places making Havering  
Opportunities making Havering  
Connections making Havering

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### SUMMARY

With the forthcoming local elections taking place in May 2018 there is a requirement to deliver a range of training and information sessions to new and re-elected members, commonly known as the Member Induction Programme.

The Induction Programme compliments the Member Learning & Development Framework aims to promote learning and development opportunities for all Members, and which ensures that they are engaged with the learning and development process.

Following approval of the induction programme and the learning and development framework by the Member Development Group, it was agreed that both matters be reported to the Governance Committee for noting.

<b>RECOMMENDATIONS</b>
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- 1 That the Committee notes the enclosed programme of information and training sessions for new and re-elected members following the local elections in May 2018.

<b>REPORT DETAIL</b>
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**1. Member Induction 2018**

- 1.1 Following previous local elections a variety of training and information sessions have been held to assist new and re-elected Members in the conduct of their duties.
- 1.2 These sessions have included both mandatory and optional activities and have been designed to ensure that Members are equipped with the necessary skills and information with which to perform their roles.
- 1.3 Working with the Member Development Group, a review was undertaken of what sessions had been delivered in the past, with feedback received from Members on the efficacy of previous and existing programmes.
- 1.4 For 2018, the Induction Programme will comprise two post-election event days, followed by a series of mandatory training and information sessions delivered in the weeks thereafter (see Appendix A). The mandatory sessions will be particularly relevant for those Members who will be required to attend as part of a constitutional requirement concerning their appointments to committees such as Regulatory Services, Licensing and Pensions.
- 1.5 New and existing Members will receive additional support in the form of a handbook. In 2014 a Member handbook was introduced, primarily for newly-elected Members, which set out basic information such as support services for Members, access to IT and the Members' Code of Conduct amongst other things.
- 1.6 The 2018 version of the handbook will be expanded to cover basic introductions such as the organisational structure of the Council, how the Constitution works, the Council's governance model, the planning and licensing regimes, the data protection regime, and local government finance.
- 1.7 The handbook will supplement mandatory sessions which are to be delivered to Members in the weeks following the election. As well as being

produced in hard copy form the handbook will also be available to view on the Members' intranet pages.

- 1.8 Individual Member development plans are to be developed in the weeks and months following the election. Members will identify their own individual and priorities regarding their training and development needs, with progress reviewed on a six-monthly basis. Personal development plans are covered elsewhere in this report as part of the Member Learning & Development Framework.

## **2. Member Learning & Development Framework**

- 2.1 Havering has faced significant challenges in a constantly changing local government environment, with a continuing focus on modernising how local government operates. It is important to recognise that Members have a key role in taking forward the Council's aims and objectives and their continuous development is an important activity in contributing to that. It is essential that Members have the skills, knowledge and expertise to deliver the needs and expectations of communities.
- 2.2 In 2014, Havering experienced a near 50% turnover of Members. The influx of new Members with no previous local government experience tested the efficacy of the induction programme and the programme of ongoing Member training and development, as mentioned elsewhere in this report.
- 2.3 Discussions with the Member Development Group identified the need for a continuous programme of training and development which built upon that delivered in the first few weeks / months after the election. Members need the opportunity to learn and develop in their own time and in their own way. Essentially, a more co-ordinated approach was required.
- 2.4 The Member Development Group has therefore devised a Member Learning and Development Framework (attached at Appendix B) which aims to promote learning and development opportunities for all Members, and which ensures that they are engaged with the learning and development process.
- 2.4 The Local Government Association has, for a number of years, been working with regional employers' organisations to establish and support the Charter for Member Development. The Charter provides a robust and structured framework to:
- encourage councils to develop an effective strategy or approach to member development
  - recognise those councils that have developed an effective approach
  - encourage councils to continue that development and share their experiences and learning.
- 2.5 The framework is based upon the principles of the Charter: It should focus on:

- Developing Elected Members as effective community leaders and assisting in the delivery of the Council's ambitions.
- Adopting a Member lead strategic approach to Member development.
- Having a Member Development plan in place that clearly identifies the difference development activities can make.
- Ensuring that learning and development is effective in building capacity.

2.6 The framework identifies, amongst other things, the support and resources available to Members in achieving those objectives. Members create their own individual development plan with identified objectives and timescales for delivery, utilising a syllabus of training opportunities from which they can pick and choose in order to meet those objectives. A set of sessions will be identified as mandatory for all Members to attend and which feature as part of the induction programme.

2.7 The framework will identify delivery methods which will give Members the freedom to achieve development plan objectives according to their own needs and preferences. These include but are not limited to:

- Core programme courses
- E-learning packages
- Member briefings
- External conferences and seminars
- Sharing knowledge with other elected members
- Written learning materials

## **IMPLICATIONS AND RISKS**

### **Financial implications and risks:**

There will be a series of costs, estimated at £10k, associated with the delivery of the Member Induction Programme which will be contained within the Member Training and Development Budget.

### **Legal implications and risks:**

Members are required to receive a range of training around equalities and diversity, standards, expenses, register of interests, planning, licensing and safeguarding for example. Failure to undertake these sessions would put Members and the reputation of the Council at risk.

### **Human Resources implications and risks:**

Overseeing the delivery of the Member Induction Programme and Learning and Development Framework will be met by existing resources in Democratic and Member Services. Individual service areas will assume responsibility for the delivery of training activities specific to their areas of expertise, again by utilising existing resources.

**Equalities implications and risks:**

It is a requirement for Members to undertake Equalities and Diversity training, particularly with the legal duties now placed on Members. Failure to undertake these sessions would put Members and the reputation of the Council at risk.

<b>BACKGROUND PAPERS</b>
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None