

Item No. 10.	Classification: Open	Date: 26 January 2023	Meeting Name: Audit, Governance and Standards Committee
Report title:		Member Induction Programme 2022	
Ward(s) or groups affected:		All	
From:		Director of Human Resources & Organisation Development	

RECOMMENDATIONS

1. That audit, governance and standards committee note:
 - a. The outcome and feedback from the Member Induction Learning Programme following the Local Elections in May 2022.
 - b. The benefit of bringing in a dedicated resource to help develop the programme and the Member Induction task and finish group.
 - c. The promotion of on-going member development at council meetings.

INTRODUCTION

2. Delivery of the Southwark Council Member Induction programme began on the 8 May, ending with the last session on the 20 October 2022 and focused on supporting Council Members in preparation for their roles within the new council. The overarching objective of the member induction programme was to provide elected members with an understanding of how to discharge their role as elected representatives of Southwark and provide a basic understanding of the governance framework of the council. It was also as equally important to support Councillors in preparation for their roles within the Council:
 - to effectively represent their communities
 - to maintain the highest standards of conduct and ethics
 - to contribute to the good governance of Southwark and actively encourage community participation and citizen involvement in decision-making
 - to deal with individual casework and act as an advocate for constituents in resolving particular concerns or grievances

BACKGROUND

3. As in 2018, a Director Level task and finish group was established to design the 2022 member induction programme to induct newly-elected and re-elected members into their roles in council business, decision-making, and how to be effective councillors when exercising their community leadership role. The overarching objective of member induction was to provide elected members with an understanding of how to discharge their role as elected representatives of Southwark and provide a basic understanding of the governance framework of the council.
4. The recommended task and finish group approach for the induction was agreed at the Corporate Governance Panel and the Audit, Governance and Standards Committee on 19 January 2022. The induction was implemented by a cross-council group of officers, and co-ordinated between Learning & Development and Scrutiny.

KEY ISSUES FOR CONSIDERATION

Implementation of the member induction programme to date

5. The member induction programme was designed and delivered using a blended learning approach, with a mixture of delivery by council officers, external specialist learning providers and core topic related e- learning modules.
6. The learning outcomes of the programme were developed to ensure that 26 newly-elected members:
 - had a robust understanding of local government and the processes involved in decision making and can discharge their responsibilities effectively.
 - had access to relevant local, departmental and thematic information in order to perform within their roles.
 - were provided with developmental opportunities to acquire and further the skills needed to fulfil their roles.
 - were provided with laptops and mobile phones
 - supported where needed in maximising the use of devices, including developing the necessary technological skills to manage their roles.
 - were introduced to chief, senior and other relevant officers and key partners.
 - were given key and consistent messages that promote effective member and officer relationships.
 - tackle all forms of discrimination, racism, inequalities and promote equality and inclusion empowering our communities.
7. The group whips and members, as well as prospective candidates for election were made aware of the planned member induction programme dates ahead of the start of the induction to promote and encourage new and returning members to attend events.
8. The following table sets out course details, attendance, method of delivery and whether the provider was internal staff or external specialists from 8 May to 20 October 2022.

Course Name	Session Start Date/Time	No. of Attendees	Delivery	Training Provider
A Brief Overview of the Exchequer Service 2022	27/06, 06/07	12	Virtual	Internal
Casework & Advocacy 2022	11/07, 13/06	14	Virtual	Internal
Climate Change 2022	21/06, 30/06	8	Virtual	Internal
Code of Conduct and Standards training for members 2022	19/05, 12/07	24	Virtual	External
Corporate Parenting 2022	15/09	4	Virtual	Internal
Effective Public Speaking as a Councillor 2022	07/06, 14/06	8	F2F	External
Effective Ward Councillor & Caseworker 2022	17/05	9	Virtual	External
Health and Social Care Bill 2022	13/09	10	Virtual	Internal
Housing Overview 2022	20/10, 07/07- Cancelled	5	F2F & Virtual	Internal
How the Council Works / Decision Making at Southwark Council 2022	06/06	15	Virtual	Internal
Introduction to Empowering Communities Programme (ECP) 2022	14/07	2	Virtual	Internal
Licensing Committee Training 2022	24/05, 13/06	5	F2F & Virtual	Internal
Local Government Finance 2022	28/06, 21/09	14	F2F & Virtual	External
Meet the Officers 2022	18/05, 05/10, 29/06- Cancelled	15	Virtual	Internal
Member/Officer Relationships 2022	11/10	3	F2F	External
Members and Social Media 2022	06/07 , 20/09	5	F2F & Virtual	External
Members' Enquiries Portal 2022	26/05/,16/06 & 23/06-Cancelled	12	Virtual	Internal
Microsoft Team Training	10/05	0	Virtual	Internal
Microsoft Team Training	12/05	0	Virtual	Internal
Microsoft Team Training	26/05	1	Virtual	Internal
Personal Safety 2022	18/07-Cancelled, 08/09	9	Virtual	External
Personal Safety for Women 2022	05/10	3	Virtual	External
Planning Committee Training for councillors 2022	23/05, 28/06	11	F2F	External
Procurement & Governance 2022	06/10	3	Virtual	Internal

Course Name	Session Start Date/Time	No. of Attendees	Delivery	Training Provider
Safeguarding 2022	22/06, 04/07,14/09	23	Virtual	Internal
Scrutiny Essentials & Introduction to Questioning 2022	08/06, 15/06	22	F2F	External
The Health of the Borough 2022	16/06, 23/06, 05/07	11	Virtual	Internal
Welcome session and signing of declaration of office 2022	09,10,11,12 /05	63	F2F	Internal
Windows 10 Laptop Training 2022	09/05	0	Virtual	Internal
Windows 10 Laptop Training 2022	11/05	0	Virtual	Internal
Your Leadership in delivering Equality, Diversity & Inclusion 2022	25/05, 19 July & 22/09- Cancelled 12/10/2022	28	F2F	External

9. The cancellations shown within the table above, were due to low numbers of members booking onto the sessions, as well as extreme weather within the summer months of 2022.

IT and digital training

10. The council's Digital Learning Partners ran face to face and virtual sessions, which covered the following;
- Drop in sessions which covered laptop orientation, mobile devices and Microsoft apps
 - Windows 10 training
 - Microsoft Teams training
 - One Two One sessions for members with technical issues
11. The Digital Learning Partners continue to provide direct support to members. Learning & Development colleagues have worked collaboratively together with IT and the Digital Learning Partners to ensure that members have the necessary equipment, understand the Southwark IT infrastructure as well as being supported with any digital skills training that they may require.

Issues that arose during the induction period and the resolutions

12. The Met office announced a heatwave warning for the 18 & 19 July which led to a cancellation of the face to face training session; Your Leadership In Delivering Equality, Diversity & Inclusion Policy to Practice. Due to previous low numbers, the decision was made to cancel the session rather than reschedule.
13. Despite the detailed planning and the engagement with members around the

design of the programme, an overarching concern is that the programme remains very intense for members, as reflected in some of the programme evaluation feedback we received from members. It is important to note that our members have work, ward member and personal commitments which are challenging, and in addition, people can only absorb so much information.

14. Following the recommendations from the 2018 evaluation of the member induction programme, the current training programme was extended until October, to allow further flexibility in the phasing of learning. The sessions on equalities and local government finance, (which may not have the same time imperative as courses on personal safety and planning for example), were scheduled to take place later in the induction.

Feedback from members about the induction programme to date

15. A short online evaluation questionnaire was sent out to all Members to obtain insight into how Members found the induction programme overall. Further information on the responses are detailed below.

Preferred Delivery Method	4 out 12 councillors preferred face to face and 5 out of 12 members preferred virtual sessions. 3 members had no preference
Topics that members felt should have been included within the induction	<ul style="list-style-type: none"> • Sessions on the various grants available for community groups. I think this would make a good training/information session • Anti-Semitism training and Islamophobia training, more detailed council service training. • I think fewer higher quality sessions and more spaced out would have been better. • Though public speaking was covered, I felt the session could have been more practical and less theoretical, and given members more chance to practice public speaking, given it is a core part of the role. • Mental health support for councillors. Session run by each cabinet member about their portfolio and the key issues within it 1 on 1 in person meeting with each new councillors with the training team to check they needed help with anything, that they had settled in ok, their future training needs • Departmental specific overviews and key upcoming topics were generally missing • Something on how to get things done as a Councillor. Longstanding Councillors have built up contact networks of Officers over many years and are able to expedite resolution of issues this way, where new Councillors have to rely on Members' Enquiries. The Meet the Officers event was most

	useful as it helped to bring to life who is responsible for which area of the Council, and who members can contact to escalate particular issues, but more information in the handbook or in a dedicate session on how the Council is structured and on who does what would be beneficial.
Induction sessions that members found most informative	<ul style="list-style-type: none"> • Your Leadership in delivering Equality, Diversity & Inclusion 2022 • Meet the Officers 2022 • Safeguarding 2022 • Effective Public Speaking as a Councillor 2022 • A Brief Overview of the Exchequer Service 2022 • How the Council Works / Decision Making at Southwark Council 2022 • Local Government Finance 2022 • Code of Conduct and Standards training for members 2022

16. The feedback received has been positive. Generally, the inductions have been received well and a sense that Members have been given an overview of council business and an understanding of their role as an elected Councillor of Southwark has been gained. Examples of comments received e.g. 'Very helpful and relevant', 'Excellent', 'Needed to be longer or provide a follow up' and 'Helpful in understanding the member role'.
17. Other feedback received however indicated that the programme is very intense, with essential or role-specific inductions running 3 to 4 evenings a week from May to July, making it difficult to maintain a work-life balance.
18. Several Members have indicated that having an online booking system, which adds the induction to their calendar, has been helpful and convenient, along with the Member e-handbook which has been a valuable resource.
19. Out of 63 members, we have only received 12 responses, despite the Chief Whips encouraging all members to complete the feedback questionnaire. For future inductions, the importance of evaluations should continue to be highlighted and offered through individual course evaluations, an end of programme evaluation and perhaps one to one feedback meetings with a number of members. Feedback from facilitators, trainers and Chief Whips should also be included as this should provide a more holistic and well-rounded understanding of the impact and recommendations for improvement of the Member Induction Programme.

Feedback from Facilitators and Trainers

20. Beth Evans -Standards, Social Media, and Effective Speaking
I really enjoyed working with Southwark officers, both in the preparation of the programme and the delivery of the sessions. Engagement with the members

who attended the sessions was excellent and feedback afterwards was very good.

I was impressed with the wide range of topics offered in the Southwark induction programme as well as the Member's Handbook, which is one of the best examples of this type of publication I have seen.

The challenges I would highlight was Member attendance at the sessions. The two face-to-face sessions in Southwark were both poorly attended (6 and 2 attendees respectively).

Although feedback was very good from those members attending, low numbers do mean less interaction and, in my opinion, a poorer experience for delegates, as well as having a cost impact for the council. I know member attendance has been an issue for all councils in terms of their induction programme.

David Weaver – Your Leadership in delivering Equality, Diversity & Inclusion 2022

There was a clear appreciation amongst members of the increasing importance of EDI in the political space and the need for more than a rudimentary understanding of the term. Much of the interest centred on questions about the Southwark context both in terms of the Southwark Stands Together (policy framework) and the main issues they feel are critical to their leadership as members. There was a lot of interest on their 'political leadership; style and approach' and the role that 'lived experience' plays. The issue of race was the most prominent EDI issue raised with many members feeling that more focused attention was required on this theme as political leaders.

Southwark officers – Overall feedback was positive and members engaged in the sessions but low numbers did affect discussions and interaction.

Next steps

21. The Head of the Chief Executive's Office and the Head of the Cabinet Office are implementing the Cabinet Member induction following the changes to Cabinet, with support from Scrutiny and Learning & Development as required. There will also be continuing training for members undertaking specific roles.
22. Member Development will be supported by Learning & Development following the induction programme in the usual way. The development programme is designed in discussion with Scrutiny and an officer in each of the political offices, who co-ordinate requirements with the Whips. This approach proved very successful in the 2017/18 year.

Community impact statement

23. This report details the implementation of the Member Induction programme following the Local Elections in May 2022. It also provides an analysis of the programme and feedback from Members. An Induction programme for newly and re-elected Members is important to ensure good governance and high standards of behaviour are maintained by elected members.

Consultation and engagement

24. The group whips, senior officers and the member induction board have all been consulted on the Induction Programme. Feedback from newly and re-elected members who undertook the Induction Programme have been included in this report.

Resource Implications

25. The cost of the Member Induction Programme has been met from the Member development budget.

Legal implications

26. The Monitoring Officer has a legal responsibility to ensure good governance and that members adhere to high standards of conduct in discharging their duties as elected representatives of their community. The Member Induction programme and the other work streams detailed in this report will support the council and the Monitoring Officer in ensuring that this duty is discharged.

Financial implications

Whilst this report does not contain any specific financial implications, the costs related to the 2022 member induction programme are set out below:

Expenditure	21/22	22/23	Total	Funding Source
Member Induction Programme Training costs	0	12,080	12,080	Revenue (Member Development) Reserves (Corporate)
Dedicated Member Induction Resource (Staffing Costs)	29,442	18,800	48,242	
Total	29,442	30,880	60,322	

All revenue costs were contained within existing business unit resources. Staffing costs were charged to corporate reserves in 21/22 with the expectation that precedent will be followed in 22/23.

The 2022 programme is now concluded, so aside from ad-hoc training costs, no further expenditure is expected in relation to this.

There are no capital implications contained in this report.

Concurrent:

Strategic Director of Finance and Governance (Ref CE22/057)

- The strategic director of finance and governance notes that there are no new immediate financial implications arising from this report and notes that all future revenue costs will be contained within existing business unit resources.

SUPPLEMENTARY ADVICE FROM OFFICERS

Director of Law and Governance

27. Article 10.3 of the Constitution provides that the Monitoring Officer will contribute to the promotion and maintenance of high standards of conduct through the provision of support to the audit, governance and standards committee. The role of the committee is to provide independent assurance of the adequacy of the council's governance arrangements.
28. The Member Induction Programme delivered provided support and good governance in decision making and ensured members are able to undertake their community representative role in a more efficient way.

Director of HR & OD

29. The Director of Human Resources & Organisation Development has and continues to allocate resource within the division across HR and Organisation Development to support members with effective tools and development opportunities to carry out their roles. Additional resource is provided at appropriate points. During the 2022 Member Induction, a dedicated resource to support the development of the programme.

BACKGROUND DOCUMENTS

Background Papers	Held at	Contact
None		

APPENDICES

No.	Title
None	

AUDIT TRAIL

Lead Officer	Ben Plant, Director of Human Resources and Organisation Development	
Report Author	Stephanie Bryan, Strategic Learning & Development Business Partner	
Version	Final	
Version Date	12 January 2023	
Key Decision?	No	
CONSULTATION WITH OTHER OFFICERS / DIRECTORATES / CABINET MEMBER		
Officer Title	Comments Sought	Comments Included
Strategic Director of Finance & Governance	No	No
Cabinet Member	No	No
Final Report Sent to Constitutional Team		12 January 2023