

Item No. 11.	Classification: Open	Date: 21 November 2018	Meeting Name: Audit, Governance and Standards Committee
Report title:		Member Induction Learning Programme 2018	
Ward(s) or groups affected:		All	
From:		Director of Law & Democracy	

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 2018.
 - b. the successful implementation of the livestreaming of council meetings.
 - c. the progress made in the reduction of printing costs following the implementation of electronic summonses.

BACKGROUND

2. On 19 February 2018 the audit, governance and standards committee received a report entitled 'Southwark Members Induction Programme 2018'. The committee noted and agreed the draft member induction programme, and received an update on the progress made in the rolling out of mobile technology to members and the use of electronic summonses. This report now provides the committee with an update in respect of the Member Induction Programme following the local elections in May 2018.
3. A director-level task and finish group was established to design the 2018 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 task and finish group recommended approach for the induction was agreed at corporate governance panel and the audit, governance and standards committee in February 2018. The induction was implemented by a cross-council group of officers, and co-ordinated between Organisation Transformation (Learning & Development) and Scrutiny.
5. The following core principles were agreed and applied to the Member Induction Programme:
 - a. **Digital by default**; where possible, training and induction was delivered through on-line courses which could be completed at a time convenient to members, using 'The Learning Pool' application.

- b. **Self-managing by councillors;** induction was based on a clear framework; members were encouraged to take a proactive approach to their induction designed by them that works for them based on their lifestyle, day to day pressures and own learning styles.
 - c. **Prioritised and phased;** there was clarity on what members absolutely must do and achieving excellence in this but recognising what is nice to have and so prioritising effort accordingly. This was about recognising that bombarding members with information and training in the days and weeks after the election may have the opposite effect to effective induction. Instead, the induction process sought to phase activity prioritising the must-dos and important training early on, leaving nice to have to later phases and making the transition to 'business as usual'.
 - d. **High quality;** the quality of content of the induction must to be high in addition to the IT equipment to support the training, significant improvements have been made in IT following the move to the shared service.
 - e. **Feedback and evaluation;** throughout the induction members were asked for constant feedback and more formally build in an evaluation point in delivery to help learn lessons for future programmes.
6. The programme was also designed to ensure that members signed the necessary documentation, were added to Payroll and issued with email addresses, iPads and iPhones. This report does not cover this activity, but focuses on the learning offer, unless there is an overlap between these areas.

KEY ISSUES FOR CONSIDERATION

Implementation of the member induction programme to date

7. The member induction programme was designed with a mixture of delivery by council officers, external specialist learning providers and e-learning. A new introduction to the programme was a written overview of each division across the council with a short description of the role of the division and contact names for officers. This received a large amount of positive feedback.
8. The learning outcomes of the programme were to ensure that 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 their roles.
 - were provided with developmental opportunities to acquire and further the skills needed to fulfil their roles.
 - were provided with iPhones and iPads and are supported where needed in maximising the use of these 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.
9. The 2014-2018 group whips and members, as well as prospective candidates for election, were provided with early information of the planned dates for the induction to help to ensure both the correct structure for the induction and an appropriate turnout at events. Following the election, the whips were very helpful in promoting attendance at the sessions.

10. The following table sets out attendance to 23 October 2018.

Induction	Dates	Total no. attendees
Welcome Sessions x 4	8, 9, 10, 11 May	48
How the Council Works x 3	15/05, 04/06	10
Mobile Device Training x 3	16/05, 07/06	3
Ward Member 101 x 3	17/05, 13/06, 02/07	12
Complaints Handling x 3	17/05, 13/06, 02/07	12
Code of Conduct x 5	23/05, 11/06, 18/06 26/06, 04/7	27
Planning Committee x 3	24/05, 31/05, 05/06	21
Community Council - what, where, when, why x 1	06/06/18	5
Community Council training for Chairs and Vice Chairs x1	06/06/18	3
Licensing x 3	11/06, (02/07 cancelled), 18/06, 20/09	12
Health & Wellbeing	09/06/2018	3
Personal Safety x 2	19/06, 03/07	5
Safeguarding x 2	19/06, 25/06	20
Being an effective Scrutiny member x 1	20/06/18	8
Overview of planning x 2	21/06, 26/09, 24/10	31
Cllr as an effective community leader x 1	26/06/18	9
Directors & Members Meet & Greet	27/06/18	26
Equalities x 2	28/06, 23/7	17
Local Government Finance x 1	1-2-1 meetings	4
Responding to the impact of government welfare reform x 1	1-2-1 meetings	4
Corporate Parent Training x 1	09/07/18	2
No recourse to public funds	27/09, 01/10	29
Housing Solutions	04/10, 16/10	6

11. It was unfortunately necessary to cancel an additional Licensing Overview session on 2 July. The session is currently being rescheduled. Additional Overview of Planning sessions have been booked for 22 November and 10 December.

IT and digital training

12. The council's Digital Learning partner has run face to face sessions produced an e-handbook and video guides to common tasks when using iPads or iPhones. The Learning Partner has provided direct support to 15 of the 63 members to date. IT and digital services, Scrutiny and Learning & Development colleagues have worked together to make sure that members have the equipment that they need, that they understand the Southwark IT infrastructure and how to navigate that as well as being supported with any digital skills training that they may require.

13. During the induction, it became clear that supplementary guidance on the following would be helpful, and this was subsequently added to the member section of mylearningsource as follows:

- Logging a call with IT (when logged in/outside the Southwark system).
 - Remote working.
 - The different passwords required.
 - Modern.Gov app.
 - The differences between the use of Citrix on Wyse boxes and accessing Citrix through and using mobile devices.
 - How to add a shortcut to MLS on mobile devices.
14. In addition, detailed discussions with members and officers have established that it would be helpful to present the best ways to use Southwark systems (where there is specific configuration) in a handy guide. This is underway.

Issues that arose during the induction period and the resolutions

15. The most significant element which impacted on the member induction learning programme was the unavoidable delay to the elections in the London Bridge and West Bermondsey ward. This meant that attendance on the earlier courses during the induction was low by Liberal Democrat councillors who were involved with the ward election. This was overcome by close liaison with the Liberal Democrat office and the rescheduling of some courses.
16. In addition, the three Liberal Democrat members who were elected on 15 June had missed some of the induction programme. One to one meetings were held with each of them to go through the programme and additional sessions were run. It is fair to reflect that these members themselves felt pressure in catching up with the programme. The timing of the member meet and greet session was very helpful in giving them an overview of the programme and the council.
17. New sessions within the induction were requested by some members to cover housing and homelessness. The Head of Housing Solutions has been very helpful in accommodating this request for training.
18. 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. The programme was designed as requested and agreed, but having just delivered the majority of the programme, the co-ordinating team feel that 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. There are three suggestions which were discussed by the Director-level task and finish group, which will improve future activity:
- a. The programme will be structured in a way which highlights the different elements of the induction, so that it is easier for members to navigate e.g. Ward Member duties; Committee roles; Cabinet roles and Digital skills.
 - b. In order to understand the pressure on new members, officers from Learning & Development and Scrutiny met with a new member from each party to ask them about their experience, this feedback is detailed below. A further feedback session will take place at the end of November.
 - c. The current training programme was designed to run until mid-July. It is recommended that future induction programmes extend until the end of July to allow further flexibility in the phasing of learning, and that 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), should be later in the induction.

Feedback from members about the induction programme to date

19. 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'.
20. Other feedback received 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.
21. 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 e-handbook which has been a valuable source.

Next steps

22. The Director-level task and finish group who met to design the induction programme provided a report to Corporate Governance Panel in July 2018 to update them on the feedback following the Induction Programme.
23. 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.
24. 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.

WORK STREAM PROGRESS

Live streaming for committees and other meetings

25. Following consultation with members, it was agreed that the council would livestream meetings of council assembly, cabinet, planning committee and the health and wellbeing board from July 2018 onwards. The chair of the newly created Southwark Brexit Panel also requested that these meetings be livestreamed.
26. OSC and the scrutiny commissions continue to be livestreamed or recorded where livestreaming is not technically possible.
27. The council first livestreamed the planning committee of 3 July 2018. This meeting was selected as it contained the Elephant & Castle shopping centre planning application, which had a large amount of public interest. The previous meeting, at which this item was listed, in February 2018, had a notably high number of local residents in attendance; and by offering an alternative option to allow residents access

to the committee, the council was able to support a large number of interested parties in engaging with the decision making.

28. The council has ensured that links to the livestreams are readily available to any interested parties via the council's social media accounts, and the planning department also sends notice of the streams via letter. This has helped ensure that the public is aware of the opportunity, and has helped increase viewership figures, which are high in comparison with other local councils who offer a similar service.
29. The statistics below from the council's YouTube channel demonstrate the viewership figures.

	Planning Committee	Cabinet	Council Assembly	Southwark Brexit Panel	Health & Wellbeing Board
Meetings	3	3	1	3	1
Views	2111	320	160	163	81
Watch time	19 days, 11 minutes	1 day, 9 hours	9 hours, 20 minutes	13 hours, 57 minutes	13 hours, 17 minutes
Average view duration	12:57	06:21	03:30	05:08	09:50
Likes	11	3	0	1	1
Dislikes	2	1	0	0	0
Shares	41	15	4	3	2
Average views per meeting	704*	107	160	54	81

* The planning committee of 3 July 2018 is the highest viewed meeting, at 1646 views, but even taking this into account, the average views per meeting of the other planning committees is 232.

30. The advantages of webcasting include the capacity to watch a meeting after the fact and check the details of a decision made in support of the clerk and legal officers' notes.
31. The council currently plans on continuing this service. Current issues which need to be considered include:
- The current setup, livestreaming to YouTube directly, does not allow for multiple streams. When two meetings run concurrently, it is not possible to livestream both.
 - The council's Wi-Fi supports a large number of users. At times, the bandwidth is limited, and can cause signal issues and for the stream to break off.
32. Officers are investigating solutions to these issues.

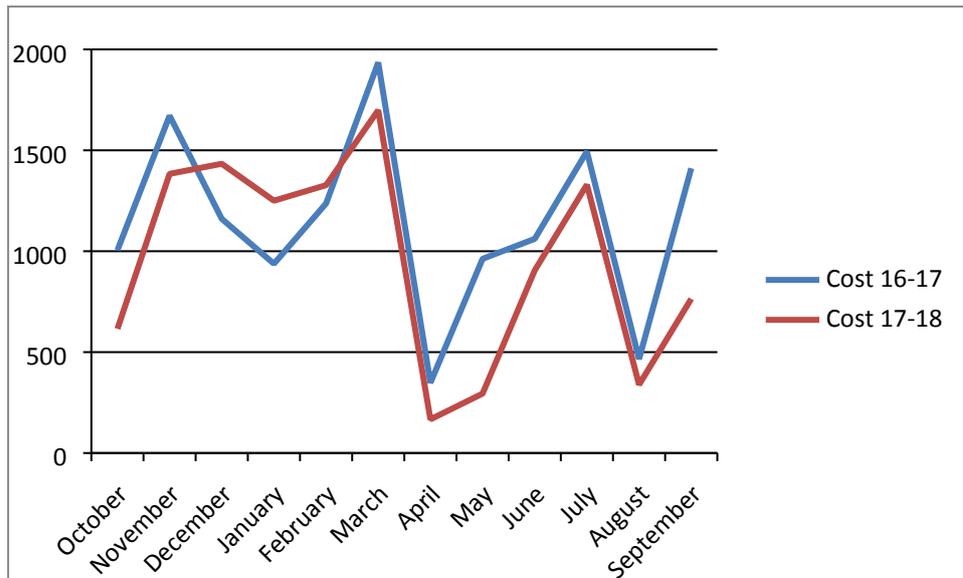
Reducing paper at council meetings

33. The Local Government (Electronic Communications) (England) Order 2015, which came into effect on 30 January 2015, provides that members may only receive summonses electronically, where they consent to them being transmitted by this method, and may at any time withdraw their consent.
34. In supporting the council's modernise and digital agenda, as well as looking at ways to

reduce printing costs, members were encouraged to sign up for electronic summons. Members were provided with iPhones and iPads and are supported where needed in maximising the use of these devices, including developing the necessary technological skills to manage their roles.

35. Following the local elections in May 2018, members via the induction process, were asked if they wished to give consent to receive summons electronically. There has been an increase in the number of members consenting. The take-up of electronic summons at present is as follows:
 - 45 councillors receive all their summonses electronically (71%)
 - 18 councillors receive paper copies only (29%)
36. The council's new Shared IT Service are looking at the limitations of the council's current IT systems and Wi-Fi accessibility to improve the speed and access to the Modern.Gov app where the agendas are located.
37. The use of the mod.gov app to access papers and the constitution has been successful, with members and officers finding it accessible. A few issues with downloading the papers before meetings have been easily resolved.
38. Following feedback from Members on Planning and Licensing Committee it was agreed that in addition to an electronic summons, paper agendas would continue to be sent to Members. Planning and Licensing agendas often contain multiple pages, with complex plans which require members to annotate and flip between pages; undertaking these tasks on an iPad is difficult.
39. The move to more electronic summonses has so far started to reduce printing costs month on month, and will lead to further savings in future as the trend to use paper decreases.

Month	Cost 2016-17	Cost 2017-18
October	£1005.25	£615.51
November	£1671.4	£1383.44
December	£1160.55	£1433.33
January	£937.96	£1250.34
February	£1236.7	£1327.40
March	£1935.14	£1698.61
April	£347.79	£166.80
May	£962.37	£294.43
June	£1061.39	£905.37
July	£1494.34	£1329.54
August	£465.41	£338.45
September	£1410.98	£763.97
TOTAL	£13,689.28	£10,123.75



MY SOUTHWARK FOR MEMBERS

40. MySouthwark is the main way residents transact with the council online, with more than 200,000 account holders and 15,000 unique logins each month, it is among the most widely used resident accounts in local government.
41. The council is in negotiation with its current casework management system provider (iCasework) to update the system and move to a hosted service. The hosted service will provide a Members Portal where members can log on remotely and log and monitor their own casework. Moving to the hosted service will make integration with MySouthwark viable in the future.

Policy implications

42. The councils Digital Strategy was approved by Cabinet in February 2016. A Digital Transformation Programme has since been implemented by Modernise to deliver the objectives within the strategy and to compliment the other Modernise strategies for IT, Organisational Transformation, Human Resources and Facilities Management. All key projects across the council are either managed or tracked within the Digital Transformation Programme which is overseen by the Modernise Strategy Board. The recommendations and considerations in this report adhere closely to the Digital Strategy and match the digital changes being made to how officers carry out their work. Projects related to digital governance and engagement will be supported by officers who manage or are involved in the Digital Transformation Programme.

Community impact statement

43. This report details the implementation of the Member Induction programme following the Local Elections in May 2018. It also provides an analysis of the programme and feedback from Members. An Induction programme for newly elected Members is important to ensure good governance and high standards of behaviour are maintained by elected members. The livestreaming of council meetings offers an opportunity for the council and Members to engage in a more open and transparent way, particularly with the more hard to reach groups.

Consultation and engagement

44. The group whips, senior officers and the member induction board have all been consulted on the Induction Programme. Feedback from newly elected members who undertook the Induction Programme has been included in this report. Paragraph 29 details the viewing figures from the live streaming of council meetings.

Resource Implications

45. The cost of the Member Induction Programme has been met from the Member development budget. The cost of live streaming council meetings has been kept to a minimum by using YouTube and an iPhone.

Legal implications

46. 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

47. The Monitoring Officer has a legal responsibility to ensure good governance and that members adhere to. The report notes that the delivery of the Member Induction programme was delivered from within the Member Development budget. The live streaming of council meetings has been delivered through the use of free social media and an additional iPhone.

SUPPLEMENTARY ADVICE FROM OFFICERS

Director of Law and Democracy

48. 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.
49. The Member Induction Programme delivered provided support good governance in decision making and ensure members are able to undertake their community representative role in a more efficient way.

Director of Modernise

50. The Director of Modernise has and continues to allocate resource within the division across IT and Digital Services and Organisation Transformation to support members with effective tools and development opportunities to carry out their roles. Additional resource is provided at appropriate points. In the recent past, this has been around the iPhone/iPad roll out and member induction. In the foreseeable future, this is likely to be ongoing member development as required and the roll out of laptops. Resource for this work is built into the ongoing Modernise programme.

BACKGROUND DOCUMENTS

Background Papers	Held at	Contact
None		

APPENDICES

No.	Title
None	

AUDIT TRAIL

Lead Officer	Doreen Forrester-Brown, Director of Law and Democracy	
Report Author	Doreen Forrester-Brown, Director of Law and Democracy	
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Version Date	12 November 2018	
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 November 2018	