

**Manchester City Council
Report for Resolution**

Report to: Standards Committee – 14 June 2018
Subject: Member Development
Report of: Interim City Solicitor

Summary

To update the Standards Committee on the induction programme delivered to new Councillors in May 2018, the training provided to Councillors over the last 12 months and set out the proposed Member Development strategy for new and existing Councillors.

Recommendations

That the Committee note the report and suggest any improvements that could be made to the proposed strategy for Member Development

Wards Affected: All

Financial Consequences – Revenue

None

Financial Consequences – Capital

None

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Background documents (available for public inspection):

Standards Committee – 15 March 2018 – New Member Induction Programme

1.0 Introduction

- 1.1 The purpose of this report is to update Standards Committee on the 2018 induction programme for new members, specialist training provided for Licensing and Planning and Highways Committees, member training over the last 12 months and the proposed strategy for member development.

2.0 Background

- 2.1 The Committee report of March 2018 advised that the Members Development Working Group (MDWG) were setting up a small task and finish group to review member induction, with specific focus on spreading the induction over a longer period to prevent information overload and include a wider range of topics.
- 2.2 It also advised that consideration was being given about how best to adopt an 'Our Manchester' approach to member training.

3.0 New Members Induction Programme 2018

- 3.1 The task and finish group agreed that the 2018 programme should be divided into two sessions. The first session focused on legal and constitutional matters, including code of conduct for members, gifts and hospitality guidance, data protection, member / officer relations, access to information/need to know, use of Council resources guidance, Social Media guidance and governance and decision making. There was also an interactive session where members worked through a case study.
- 3.2 The second session, held three weeks later, focused on key information, including 'Our Manchester', listening in action events and an invitation to attend the 'Our Manchester Experience', Budget and key strategies, Equality, Health and Safety. Training for Councillors covered the Strengths and Development needs audit for Councillors (see below) and e-learning opportunities. There was also a presentation on casework. The first part was delivered by a neighbourhood team strategic leader focusing on their service and how they can support members. The second part was delivered by an experienced Councillor and focused on practical advice and tips.
- 3.3 There was 100% attendance at session 1 (legal and constitutional) and 12 out of 15 new members attended session 2 (key information). Both sessions were repeated to give new members greater choice about when to attend. Members were offered the choice of morning or early evening for session 2.
- 3.4 A full evaluation will now take place, including feedback from new members, to inform future induction events.
- 3.5 The induction of new members is an on going process and further training opportunities will be made available to support their specific development needs. All papers from both sessions will be circulated to all new members and posted on the member's intranet pages. Opportunities for mentoring of

new members are also being explored.

4.0 Specialist training for members of Licensing and Planning and Highways Committees.

- 4.1 Relevant training has been provided to members of the Licensing Committee. Although it was intended for new members it was also open to existing members who wanted a refresher. The training was delivered over two, 2 hour sessions with members given the opportunity to attend in the morning or afternoon.
- 4.2 The training covered background legislation for Licensing Act decisions, Taxi decisions and Gambling. It also focused on principles of a fair hearing, procedure at hearings and examples of member's interests which need to be declared. Attendance level for this training was 100%.
- 4.3 Relevant training has also been provided to new members of the Planning Committee. It involved a 10 minute briefing prior to a site visit and then followed up with a one and a half hour training session for all Committee members.
- 4.4 The training covered issues such as basics of the planning system, the planning protocol (specifically members' interests, bias/predetermination and speaking at committee). Also the types of matters typically brought to committee, the content/format of committee reports and material planning considerations. Attendance level for this training was 100% of new Committee members. 3 out of 8 existing members also attended.
- 4.5 Further sessions will be offered to all Committee members covering some of these areas in more detail.

5.0 Member training over the last 12 months

- 5.1 A record of member training delivered over the last 12 months, including attendance levels, can be found in appendix A below.

6.0 Member Development Strategy

- 6.1 Member Development is a key element in enabling members to effectively fulfil their roles and responsibilities. The MDWG plays an important role in championing and supporting member development. It is able to establish priorities, react to training needs as they occur, monitor feedback and attendance and review the training budget.
- 6.2 The MDWG plays an important role in championing and supporting member development. It is able to establish priorities, react to training needs as they occur, monitor feedback and attendance and review the training budget.
- 6.3 To help achieve this it is recommended that the group be expanded to include an additional Councillor, the Head of Business Support and Development

(legal services) and a representative from both HR/OD and Governance and Scrutiny Support Unit. It is also recommended that the group meets more regularly at four times per year.

- 6.4 Central to the strategy is the introduction of a 'Strengths and Development Needs Audit' for Councillors. This will be sent out to all Councillors to complete and the information collected will be used to compile a Councillor Development Plan. This will ensure that training is focused and appropriate to the overall needs of Councillors. It will also provide the opportunity to identify any skills gaps. The audit will also help identify those Councillors who are willing to share their knowledge and where appropriate support mentoring, especially for those who are less experienced.
- 6.5 It has been recognised that previous training provided has not always been as well attended as anticipated. There may be a variety of reasons for this such as the timing of training, but the MDWG will monitor closely to ensure the effectiveness of training. The MDWG may also need to consider the best way to highlight to members the impact of regular non-attendance.
- 6.6 Feedback from courses has also been difficult to obtain. The importance of feedback is acknowledged to ensure that training is engaging, relevant, professionally delivered and represents value for money. The MDWG will also need to explore opportunities for evaluating training and embed the giving of meaningful feedback as part of the training experience.
- 6.7 As highlighted above, it is recognised that it may be difficult for some Councillors to attend training during the day or early evening therefore greater consideration needs to be given to e-learning resources. Although not appropriate for all training needs, e-learning provides members with the opportunity to study at a time and pace convenient for them. All members have recently been given access to the new e-learning portal which offers over 200 courses. These vary from softer skills such as effective communication, challenging behaviours, handling difficult conversations to essential information such as Information Governance, Equality and Diversity, Health and Safety. In addition, there are other e-learning resource providers such as the LGA which can also be utilised and may be more bespoke for the needs of members.
- 6.8 It is also proposed that all members are encouraged to attend the 'Our Manchester experience' to support their engagement with the 'Our Manchester' strategy. Consideration is also being given to organising a market place event, after full Council, to provide an opportunity for all members to meet with the Strategic Management Team and find out more about their specific areas of responsibility.
- 6.9 There will be a more detailed report on the Member Development Strategy to the November meeting of the Standards Committee.

7.0 Recommendations

1. That the Committee note the report
2. That the views of the Standards Committee are sought on the proposed strategy for member development.

Appendix A Member Training May 17 – May 18

Activity	Provider	Date	Minimum / Maximum	Face to Face	No. Enrolled on Course	Attendance	Cost (£)	Feedback
Civic Coaching Programme	Link UK Ltd	1-Aug-17	3	Yes	2	2	1699.50	Excellent - very helpful for the current Deputy Lord Mayor who felt she was lacking in confidence to give speeches and chair Council meetings. Would recommend it for future DLM's.
Suicide Bereavement Conference/Workshop	Suicide Bereavement UK	27-Sep-17	n/a	Yes	1	1	125.93	Requested feedback on a couple of occasions from the Lead Member for Mental Health but not received it to date.
Dealing with Difficult Situations (BABS)	NWEO	28-Sep-17	6 / 12	Yes	10	6	508.70	Generally well-received
United Against Hate Crime	Lancaster City Council	18-Oct-17		Yes	2	1	51.80	None rec'd as event was organised by LCC
Next Generation - Module One	LGA	27-Oct-17	1	Yes	1	1	85.40	None rec'd as event organised by LGA
Next Generation - Module Two	LGA	2/4 Dec 17	1	Yes	1	1	0.0	As above

Leadership Essential Prevent Course	LGA	6/7 Dec 17	n/a	Yes	4	4	19.70	This was organised by the Exec Mbr Nigel Murphy - rec'd verbal feedback from one member who said it was very helpful as she knew nothing about prevent and what resources were available to tackle early intervention in hate crimes/terrorism etc.
Media Skills	NWEO/Data TV	12-Dec-17	4 / 7	Yes	8	5	2329.30	This is the 3rd workshop we have put on and the feedback from each has been extremely positive, with all participants agreeing that it will be beneficial to them in their role as Elected Member.
Speedreading	NWEO	16-Jan-18	6 / 12	Yes	12	7	491.60	Generally well-received and considered helpful but a few comments have been made about the lack of training in speedreading from a screen.
Being a Resilient Councillor	NWEO	26-Mar-18	6 / 16	Yes	11	6	496.39	Another workshop to be put on later in year due to numbers who expressed an interest.
Information Governance/GDPR	e-learning	18-Mar-	96	No	96	Not available	0.0	Not available

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