

GENERAL PURPOSES COMMITTEE

Thursday, 12 October 2017 at 7.00 p.m.

C1, 1st Floor, Town Hall, Mulberry Place, 5 Clove Crescent, London,
E14 2BG

TABLED REPORT

This meeting is open to the public to attend.

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4 .5 Member Learning & Development

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This report updates Members on the range of learning & development opportunities available to Members.

Non-Executive Report of the: General Purposes Committee 12 October 2017	 TOWER HAMLETS
Report of: Asmat Hussain, Corporate Director Governance	Classification: Unrestricted
Member Learning & Development	

Originating Officer(s)	Beverley McKenzie, Head, Members Support
Wards affected	All Wards

Reasons for Urgency

Due to requiring last minute changes, this report could not be attached to the main agenda pack.

Summary

This report updates Members on the range of learning & development opportunities available to Members.

Recommendations:

The General Purposes Committee is recommended to:

1. Note the current Member learning and development conducted in 2017/18
2. Note the upcoming sessions to be provided for Members
3. Note the offer of sessions that can be made available to the Members, if sufficient demand exists
4. Note that induction plans for new and returning Members are being developed and agree to receive an update on this at their meeting in January 2018.

1. REASONS FOR THE DECISIONS

- 1.1 The current Member Learning & Development has been provided to enhance the Members knowledge of the Council and ensure that they receive up to date information on services and are equipped with the training require to undertake their roles as Councillors.
- 1.2 Preparations are underway for the development of the Induction programme for new and returning Councillors following the election on 3rd May 2018.
- 1.3 The current programme until May 2018 is being progressed with sessions focusing on the upcoming Elections and flexibility to offer bespoke sessions to meet Members requirements as requested.

2. ALTERNATIVE OPTIONS

- 2.1 Alternatively, Members could retain the current training provision, or seek a third party to provide development activities.

3. DETAILS OF REPORT

- 3.1 The existing offer provides a foundation for the knowledge and skills required for Councillors fulfilling their role. Members have been offered 15 sessions since April 2017. A breakdown of the session titles and attendance is provided in Appendix 1.
- 3.2 Additional Member training sessions have been scheduled and the details of these are available in Appendix 2.
- 3.3 The Council can provide additional training to Members, and Human Resources have provided an extensive catalogue of courses that they can be commissioned to deliver (see Appendix 3).
- 3.4 At the previous meeting a commitment was made to extend the staff e-learning modules to Members. The existing e-learning is under redevelopment and it is anticipated to be released to Members in late November 2017.
- 3.5 The Local Government Association (LGA) provides comprehensive leadership development programmes to help support and develop councillors. This offer has been extended to the Mayor and all Councillors and participation has been encouraged. At present 3 Members are participating in the Masterclass offer. Members will continue to receive the information on the ongoing offer and be encouraged to participate.
- 3.6 The LGA has recently promoted an e-learning platform for Councillors. This information has been circulated to the Members. Internal testing of this is presently underway, with a view to further promotion amongst the Members.

- 3.7 As we move towards the local elections in May 2018, there will be ‘bite size’ sessions held with each political group and at the request of groups any other bespoke training. This approach is new to Council and the objective is to provide training in an environment that may be more suitable to the groups’ requirements.
- 3.8 After the elections in 2018, it is vital that new and returning Members are captured with an effective induction programme to equip them to most effectively undertake their roles and duties as community leaders and Council Members.
- 3.9 Induction represents an opportunity to welcome Members to the organisation, to highlight the value of their contribution as community leaders and the partnership between Members and officers, and to set out the core values of the Council and the current context, successes and challenges.
- 3.10 The proposed Member Induction Programme will comprise a series of events and modules. A cross-party selection of Members views are being sought to identify enhancements to the previous programme. The details of the initial scoping are available in Appendix 4.
- 3.11 Officers are preparing a comprehensive induction programme for new and returning Councillors. The programme once completed will be put to the Committee.
- 3.12 A dedicated budget of £15K has been established to support the Member learning and development. The current spend and commitment to date has been £1,194.

4. COMMENTS OF THE CHIEF FINANCE OFFICER

- 4.1 Costs associated with the training provision detailed within this report can be funded through existing budgets referred to in 3.12 above.

5. LEGAL COMMENTS

- 5.1 There are no legal issues arising from the recommendations in this report.

6. ONE TOWER HAMLETS CONSIDERATIONS

- 6.1 Support for Members through the learning and development opportunity takes full account of the varied needs of Members, including diversity and inclusion. We take regular feedback from Members on these issues and modify the programme as required.
- 6.2 The programme also ensures that Members are equipped to address One Tower Hamlets considerations in their role as Community Leaders.

7. BEST VALUE (BV) IMPLICATIONS

- 7.1 The Member learning and development programme continues to take account of the feedback from the Best Value Improvement Board. An example of this is the recent Ethics and Probity training that has been conducted for all Members and co-opted Members.

8. SUSTAINABLE ACTION FOR A GREENER ENVIRONMENT

- 8.1 There are no specific implications for a Greener Environment arising from this report.

9. RISK MANAGEMENT IMPLICATIONS

- 9.1 Effective training and development provides a foundation for Councillors in the fulfilment of their role. Development is particularly important to mitigate risk following elections because newly elected Councillors are likely to have a steeper learning curve.

10. CRIME AND DISORDER REDUCTION IMPLICATIONS

- 10.1 There are no specific implications for crime & disorder arising from this report.
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Linked Reports, Appendices and Background Documents

Linked Report

- None

Appendices

- Appendix 1 – 2017/18 Member Development Sessions Provided
- Appendix 2 – Upcoming Member Development Sessions
- Appendix 3 – Human Resources Members Training Brochure
- Appendix 4 – DRAFT Framework – Members' Induction 2018

Local Government Act, 1972 Section 100D (As amended)

List of "Background Papers" used in the preparation of this report

Officer contact details for documents:

- Beverley McKenzie, 0207 364 4872

Appendix 1 – 2017/18 Member Development Sessions

Date	Workshop Name	Number of Members attended	External Costs
25-Apr-17	Counter Terrorism/Prevent	3	
16-May-17	Waste Workshop- Postponed	n/a	
17-May-17	Tall Buildings	4	
01-Jun-17	Consultation on a Development Viability SPD: Seminar	4	
12-Jun-17	Development / Strategic Development Committee – Mandatory	6	
20-Jun-17	Waste Workshop-Seminar 2	11	
22-Jun-17	O&S Work Planning Session	6 + 3 co-opted	
29-Jun-17	Draft Local Plan briefing post regulation 18- Postponed	n/a	
30-Jun-17	Drop In session-Local infrastructure Fund (LIF)	1	
03-Jul-2017	Advanced Chairing Skills	1 + 2 co-opted	
04-Jul-17	Waste Workshop-Seminar 3	7	
06-Jul-17	Draft Local Plan briefing post regulation 18	3	
11-Jul-17	Waste Workshop-Seminar 4	na	
17-Jul-2017	Licensing Members Training	5	
15-Aug-2017	Fire Briefing	6	
04-Sep-2017	Children's Services	20 + 1 co-opted	
13-Sep-17	Ethics Probity	14 + 3 co-opted	£1100 (for 2 sessions)
2 Oct-17	Ethics Probity	18 + 4 co-opted	

Appendix 2 - Member Development - Upcoming

Date	Name	Cost
5 Oct. 2017	Launch Tobacco Service	
10 Oct. 2017	Civic Centre Briefing	
October	Election – headlines (via political group)	
14 Nov. 2017 (TBC)	Alcohol Awareness	
November	FOI/Data Protection/GDPR	
12 Dec. 2017 (TBC)	Anti Social Behaviour – Update	
January/February	Purdah Training	
December	Member 1:1/drop-in sessions – training needs analysis	
To be confirmed	Social Media	
To be confirmed	Media Relations & Public Speaking	

Human Resources – Members Training Offer

April 2017 – March 2018

Courses	Duration	Cost
Equalities & Diversity	Half day	£75.00
Managing Pressure & Increasing Resilience	Half day	Free
Relaxation & Mindfulness	Half day	Free
Time Management for Staff	Half day	Free
Communication Skills	One day	£100
Handling Customers and Difficult Situations	One day	£100
Health & Safety Awareness	2 hours	£80 per person or £295 per group
Personal Safety	3 hours	£80 per person or £295 per group
Excel Intermediate Levels 1-3	One day	£100
Word Intermediate Level 2	One day	£100
PowerPoint Intermediate Level 2	One day	£100

eLearning Zone	
Do or delegate	Smarter Working modules
Making Objective happen	<ul style="list-style-type: none"> A guide to Smarter Working
Plan your own development	<ul style="list-style-type: none"> A Managers Toolkit
Preparing presentations	<ul style="list-style-type: none"> Modules on your new worker styles
Training for non-trainers	<ul style="list-style-type: none"> ICT modules
Essential Communications	<ul style="list-style-type: none"> How to logon to your new Virtual desktop and how to use Microsoft Lync (your communication software tool)
Improving Individual Performance	<ul style="list-style-type: none"> Microsoft Office 2010
Managing a new team	

Directorate Based Training Courses	
Children's Services	Health, Adults & Communities
<ul style="list-style-type: none"> Common Assessment Framework 	<ul style="list-style-type: none"> Safeguarding Adults Basic Awareness
<ul style="list-style-type: none"> Information Sharing 	<ul style="list-style-type: none"> AMHP Refresher
<ul style="list-style-type: none"> Integrated Working 	<ul style="list-style-type: none"> Dementia Awareness
<ul style="list-style-type: none"> Safeguarding Children 	<ul style="list-style-type: none"> Dementia & Young Onset
<ul style="list-style-type: none"> Working with Parents 	<ul style="list-style-type: none"> Dual Diagnosis
<ul style="list-style-type: none"> Kwango Domestic Abuse 	<ul style="list-style-type: none"> MCA and Tenancy Agreements
<ul style="list-style-type: none"> Safeguarding Adults and Mental Capacity 	<ul style="list-style-type: none"> Medication and Mental Health
<ul style="list-style-type: none"> Mental Capacity Act 	<ul style="list-style-type: none"> Mental Health Awareness
<ul style="list-style-type: none"> Domestic Violence and Abuse 	<ul style="list-style-type: none"> Parental Mental Health and Child Welfare
	<ul style="list-style-type: none"> Personality Disorder
	<ul style="list-style-type: none"> Role of Appropriate Adult
	<ul style="list-style-type: none"> Suicide/Self Harm/Prevention

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Induction Learning Framework						
Date	Module	Session topic and content	Type of Session	Activity Includes Directorates to confirm content...	Attendance	Suggested Responsibility
Pre-Election – (after nominations close)						
All Candidates to be sent: <ul style="list-style-type: none"> • Constitution web link • Code of Conduct web link • Induction Training Schedule 						
Phase 1 – May to June 2018						
		Signing of Acceptance of Office done at count or open afternoon		Constitutional Responsibilities Copy of relevant forms and Code	Mandatory	
Weds, 9 May 2018 - 2-6 pm	1a	Open Afternoon – Support to Members	Drop-in session	<ul style="list-style-type: none"> • Signing of the register (if not done at count) • Completion of declaration of interests, payroll enrolment, photographs, website information, ID cards, ICT Code of conduct, ... • Meeting the CST (is the democratic team? Councillors Support Team, and may include Committee Team – depending on number of new Cllrs) • Intro to casework, managing members' enquiries and complaints protocol • Distributing ICT kit • Members' Surgery – personal discussion re venues and personal safety and issue the protocol • Provide list of training and ask to sign up which ones they attend 	Mandatory for all NEW members	Members' Support?

Induction Learning Framework						
Date	Module	Session topic and content	Type of Session	Activity Includes Directorates to confirm content...	Attendance	Suggested Responsibility
Weds, 9 May 2018 6:30-8:30 pm	1b	Setting the Scene at Tower Hamlets -Meeting the CLT -Monitoring Officer key messages Directorate Highlights- role, achievements, challenges & priorities Directorate / Partners - showcases exhibitions <i>Do we want to consider 5/6 small groups rotated through the CX and Corp Directors for more detailed discussion and interaction, rather than 'death by powerpoint'? Each session 15 minutes, so 90 minutes to do all. ? politically mixed groups?? ??ability mixed?</i>	Presentation / open evenings	<ul style="list-style-type: none"> Elected Members and the Community Leadership role. Core Values, priorities and the story of Tower Hamlets Member behaviour – intro (more detail at ethics session) Decision making and the Council calendar – Local Government/Council Governance arrangements, i.e. Executive/Non-Executive split & respective responsibilities, the elected Mayoral system How the council works (not in detail), its functions and those of other agencies (PCT, Home Office etc) Successes, challenges and the financial outlook Key contact numbers for priority service areas (e.g., Homelessness, Noise Nuisance etc) and coping strategies for urgent cases 	Mandatory for all members	CLT / Directorates
Weds, 9 May 2018 - 8:30 to 9:30 pm		Welcome Reception	Drop-in	<ul style="list-style-type: none"> Informal networking opportunity with Corporate Directors and Divisional Directors. 	Members encouraged	Members' Support to coordinate CLT / Divisional Directors to attend
Tues, 15th May 2018 / 6-8 pm Repeat	2a	ICT Training and pick up <i>(assuming there will be an ICT issue – TBC)</i>	Interactive	<ul style="list-style-type: none"> Issuing equipment ICT Security and internet policies Use of Council E-mail address and systems Bespoke training depending on ability/knowledge Intro to Members' Portal / VDI Intro to paperless meetings how to get 'help' 	Mandatory for all members	Members' Support ICT Committee Services

Induction Learning Framework						
Date	Module	Session topic and content	Type of Session	Activity Includes Directorates to confirm content...	Attendance	Suggested Responsibility
on Thurs, 17th May	2b	Casework <i>(assuming implementation of Members portal – TBC)</i>	Interactive workshop (IT hands-on if possible)	<ul style="list-style-type: none"> • Information Security • Members' Rights to information/"need to know" and responsibilities re confidentiality • Overview of Access to Information, Data Protection Act, Freedom of Information Act • A session to introduce and guide Members through the casework management system for member's enquiries and demonstrate the Members portal. • How to frame questions 	Recommended for all Members	Information Governance Members' Support
Weds, 16th May 2018 7-9 pm	3a	Ethics and Standards	Seminar	<p>This practical and interactive session introduces councillors to the Tower Hamlets code of conduct that guides and protects Councillors in their role it would cover</p> <ul style="list-style-type: none"> • Legal context & ethical framework • Introduction to the Constitution and Code of Conduct/Member conduct, corporate responsibility/risk management/Member Officer Protocol • The role of standards advisory committee and the impact on members • DPI /G&H • Complaints and Investigations • Role of representatives on outside organisations • Procurement (code of conduct issues) • Working effectively with officers 	Mandatory for all members	Legal Services / Committee Services <ul style="list-style-type: none"> • <i>Presented by Asmat Hussain/ Janet Fasan / Matthew Mannion</i>
	3b	The Council Meeting	Mock session	Practical and interactive session going through the decision making process and the effective running of the Council meeting (including learning how microphones work, voting, etc.)	All Members	Committee Services Monitoring Officer

Induction Learning Framework						
Date	Module	Session topic and content	Type of Session	Activity Includes Directorates to confirm content...	Attendance	Suggested Responsibility
Weds, 30 May	3a	Media Awareness and Communications	Workshop	<p>This session will inform members about the role of the media in local government and how councillors can deal with the local press and Tower Hamlets' communications and press office. It will also provide guidance on how we communicate with different communities in Tower Hamlets.</p> <p>It would cover</p> <ul style="list-style-type: none"> • Role of media in local government • How to respond to requests from the press • The role of communications and the press office in Tower Hamlets • Our East End and Communicating with Tower Hamlets' communities • How Tower Hamlets' corporate communications can help you in your role • Questions and answers 	Recommended for all Members	Communications // LGA ?
		Effective Scrutiny	Workshop	<p>In addition to the more technical aspects of the function, this session will cover the growing importance and impact scrutiny has and will continue to have beyond the town hall and on communities and services as a whole.</p> <p>It would cover</p> <ul style="list-style-type: none"> • The role of scrutiny, arrangements at LBTH, skills, etc. • What is scrutiny and how it works in Tower Hamlets • -An opportunity for members to raise possible areas for scrutiny for inclusion in 2013/14 work programmes. • How to interpret data 	Mandatory for all O&S Members Recommended for all Members	Overview & Scrutiny Team

Induction Learning Framework						
Date	Module	Session topic and content	Type of Session	Activity Includes Directorates to confirm content...	Attendance	Suggested Responsibility
				<ul style="list-style-type: none"> • Effective questioning • Following the corporate thread – strategy-> plan -> KPIs 		
		Development / Strategic Development Committee	Seminar	<ul style="list-style-type: none"> • Planning: Principles and best practice; • Code of Conduct; • probity 	Mandatory for all Members of Planning Committee	Committee Services Matthew Mannion/ Zoe Folley
		Licensing Committee	Seminar	<ul style="list-style-type: none"> • Licensing best practice and Code of Conduct • The licensing act • The gambling act • Licensing hearings 	Mandatory for all members of the Licensing Committee	Committee Services Matthew Mannion/ Simmi Yesmin
		Appeals	Seminar	<ul style="list-style-type: none"> • how appointments work in Tower Hamlets • Legislation and regulations that govern appointments and terminations 	Mandatory for all Members of the Appeals Committee	Resources / Committee Services Matthew Mannion
Tues, 22th May 2018		Chairing Skills	Interactive workshop	<p>This session is for those members who are going to be chairing meetings. It will be run by an <i>external provider with a history of working with councillors</i>. It would cover</p> <ul style="list-style-type: none"> • Why effective chairing is important • In-between meetings – the bigger picture • The key roles of the chair • Creating a presence in the room • Handling conflict • Effective communication 	Mandatory for: -Speaker -all Committee Chairs	To be confirmed (Committee Services?) ***External provider *** Presented by ...tbc
Phase 2 – June to December 2018						

Induction Learning Framework						
Date	Module	Session topic and content	Type of Session	Activity Includes Directorates to confirm content...	Attendance	Suggested Responsibility
June		Risk, Control and Governance	Seminar	<p>This session will provide an overview of the mechanisms in place to support and monitor good governance at Tower Hamlets and how councillors could interact with these. It also covers how to mitigate risk and key role audit plays in the council. It would cover:</p> <ul style="list-style-type: none"> • Governance framework • Risk management and Tower Hamlets • Implications • Internal audit • Anti-fraud • Whistleblowing 	Mandatory for all Members	<p>Risk Management / Legal Services</p> <p>Minesh Jani Janet Fasan Asmat Hussain</p>
June		Promoting Equality & Diversity	Seminar	<p>These sessions will inform members about the Council's Equality and Diversity Strategy and our statutory requirements. It will cover the many equality and diversity issues you will face being a councillor, equipping you for some of the most contentious issues.</p> <p>It would cover</p> <ul style="list-style-type: none"> • An understanding of the statutory requirement to carry out • Race Equality Impact Assessments (REIA) • The ability to follow the LBTH Equality Impact • Assessment process • The single equalities scheme • An understanding of the links between EIA impact assessment and other performance based work in the authority • An awareness of the wider diversity agenda in the borough • Arranging alternative languages assistance 	Mandatory for All Members	<p>SSP</p> <p>Sharon Godman</p>

Induction Learning Framework						
Date	Module	Session topic and content	Type of Session	Activity Includes Directorates to confirm content...	Attendance	Suggested Responsibility
June		Corporate Parenting and Safeguarding Children	Seminar	<ul style="list-style-type: none"> • Corporate Parenting • Child protection • Children safeguarding issues 	Mandatory for all Members	Lead Member Debbie Jones LGA ?
		An Introduction to Safeguarding Vulnerable Adults		<ul style="list-style-type: none"> • Adults safeguarding issues 		Lead Members Denise Radley
		Public Health	Seminar	<ul style="list-style-type: none"> • Delivering public health in Tower Hamlets 	Recommended?	Somen Banajee
ongoing		On-going Members Seminars		Schedule to be confirmed based upon Council priorities and results of PDP		
ongoing		Officer Buddy Programme	One to one sessions	Every newly elected member can request to have an internal officer buddy from an experienced officer. This will provide a contact for members, over and above the group office support, to assist and signpost with general member queries.	Recommended for all NEW Members	Arrange via Members' Support. CLT to designate SLT Officers to be involved.
ongoing		Personal Development Plans	One to one sessions	We are looking to establish a system whereby every member can request to have an Personal Development Plan. This will allow members to highlight their areas of expertise, indicate where they would like further training and experience, monitor progress and longer term have an evidence base of work undertaken, which can be used to communicate with residents.	Recommended for All Members	Members' Support
ongoing		Your (Members') request	Everything	This programme is designed to help you be a more effective councillor, which in the long term will hopefully save you your valuable time. Other events will be organised over the coming	Recommended for All Members	Members' Support

Induction Learning Framework						
Date	Module	Session topic and content	Type of Session	Activity Includes Directorates to confirm content...	Attendance	Suggested Responsibility
				<p>months and years and we will keep you up to date. Although the mass of information can feel overwhelming for new members, and straightforward for those returning, there may be areas which you would want to learn more about or go back to, or some key areas you believe has been omitted. If you think training or briefing on a certain area of council work, or just some clarification with the relevant officer would help, please don't hesitate to get in touch. It's your council, and your opportunity to get the most out of it.</p> <p>If you wish to request further training, please get in contact with Beverley McKenzie, Head Members Support.</p>		
Phase 3 – On-going skills development						
		Modern.gov	Workshop	Using the app		Committee
		Speed Reading	Workshop			External
		Social Media	Workshop	How to Do's and Don't's		Public Eye?
		ICT	eLearning	Word? Outlook?		
		Unconscious Bias	Seminar???			