

# STANDARDS (ADVISORY) COMMITTEE

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Wednesday, 14 March 2018 at 7.00 p.m.

MP701, 7th Floor, Town Hall, Mulberry Place, 5 Clove Crescent,  
London E14 2BG

## SUPPLEMENTAL AGENDA

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3.5 Members' Induction	3 - 16

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Non-Executive Report of the:  <b>Standards Advisory Committee</b>  14 March 2018	 <b>TOWER HAMLETS</b>
<b>Report of:</b> Asmat Hussain, Corporate Director, Governance	<b>Classification:</b> Unrestricted
<b>Members' Induction</b>	

<b>Originating Officer(s)</b>	Beverley McKenzie, Head of Members' Support
<b>Wards affected</b>	(All Wards);

### Summary

This report outlines the proposed Member Induction Programme for new and returning Members following the May 2018 Council elections. This is an indicative programme and additional work is being undertaken to consult directorate leadership teams. The programme has been reviewed by the General Purposes Committee and the updated programme is now forwarded to the Standards Advisory Committee for their consideration.

### Recommendations:

The Standards Advisory Committee is asked to:

- 1.1 Note the proposed indicative Member Induction Programme for 2018 as set out in Appendix A.
- 1.2 Note the Councillor role description as agreed by the General Purposes Committee at their meeting on 8<sup>th</sup> February 2018.

## **1. REASONS FOR THE DECISIONS**

- 1.1 Member learning and development is provided to enhance knowledge of the Council and ensure that Members receive up to date information on services and are equipped with the training required to undertake their role as a Member.
- 1.2 Based on previous experience it is highly likely that a number of new Members will be elected at the Council elections in May 2018. It is important to consider how new and returning Members can be best supported through effective induction, learning and development activities and ongoing support services, to prepare for and undertake their role and responsibilities.

## **2. ALTERNATIVE OPTIONS**

- 2.1 Members could choose not to develop an induction programme or seek a third party to provide development activities.

## **3. DETAILS OF REPORT**

### **Learning and Development**

- 3.1 The proposed programme has been developed considering the core activities that the Member will undertake, with a focus on developing the skills to enable their self-sufficiency to fulfil their responsibilities. It comprises a series of Learning and Development sessions together with administrative support. See Appendix A for complete indicative framework.
- 3.2 Feedback from Members on the 2014 induction process suggests that the initial sessions should not be overcomplicated but should focus on practical issues – i.e. key headline information about Member roles, how the authority is organised, key contact numbers that Members will require for immediate use and skills training around casework, members' enquiries etc. to equip Members to face the immediate demands of constituents.
- 3.3 To ensure that the Member Induction Programme is effectively focussed, the work will be led and co-ordinated by the Head of Members' Support and the Council Leadership Team, or representative to inform and deliver the programme.
- 3.4 The Councillor role description has been reviewed by the General Purposes Committee and is included in Appendix B. The core activities include:
  - Representing residents
  - Community leadership
  - Developing Council policy – Executive/Overview & Scrutiny
  - Planning and Regulation – Committee membership
  - Adhering to the Code of Conduct
- 3.5 The Local Government Association (LGA) has a range of workbooks and e-learning modules that will be made available to support the induction process

and continuous development of Members. Workbooks will be made available to new members via the Members' Hub (see 3.11 below).

- 3.6 Where appropriate, experienced Members may be asked to participate in parts of the induction programme and/or a 'buddy' system with a new Member in their political group, led by their own parties.
- 3.7 To assess the effectiveness of the induction programme Members will be asked to provide feedback and evaluate each session individually. On completion of the programme an overall evaluation of the learning and development framework and administration and housekeeping arrangements will be carried out.
- 3.8 For ongoing training, all e-learning modules rolled out to Council officers will be made available to members.
- 3.9 A dedicated budget of £15K has been established to support the Member learning and development for 2017/18. All induction costs will be met through this budget.

### **Members' Support**

- 3.10 General administrative support will be delivered as part of the open afternoon and overall induction.
- 3.11 Members will be provided with a welcome letter from the Chief Executive following the declaration of appointment. This will contain relevant information regarding the induction programme and include a link to the "Members' Hub". The Members' hub is a web page that is being developed to replace the traditional Members' Handbook. This will provide relevant information to Members about the Council and its' services.

### **DBS Checks**

- 3.12 Following executive and committee appointments, DBS checks will be undertaken for all Members as they are likely to be engaged in specific activities relating to work with children and vulnerable adults.

## **4. COMMENTS OF THE CHIEF FINANCE OFFICER**

- 4.1 The cost of developing and delivering the induction programme will be met from the existing £15k budget referred to in 3.9 above. There are no other financial commitments arising from agreeing the recommendations within this report.

## **5. LEGAL COMMENTS**

- 5.1 Section 27(1) of the Localism Act 2011 Act provides that the Council must promote and maintain high standards of conduct by Members and Co-opted Members of the authority. In discharging this duty the Council is required by section 27(2) of the 2011 Act to adopt a Code of Conduct which applies to all Members and Co-opted Members when acting in an official capacity. The

indicative Member Induction Programme will assist the authority in discharging this statutory responsibility.

## **6. ONE TOWER HAMLETS CONSIDERATIONS**

- 6.1 Support for elected Members through the learning and development opportunities takes full account of the needs of Members, including diversity and inclusion.
- 6.2 The programme 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 builds on the feedback from the Best Value Improvement Board and ensures that essential elements such as ethics and probity training are included as required sessions.

## **8. SUSTAINABLE ACTION FOR A GREENER ENVIRONMENT**

- 8.1 There are no specific SAGE implications arising from this report.

## **9. RISK MANAGEMENT IMPLICATIONS**

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

## **10. CRIME AND DISORDER REDUCTION IMPLICATIONS**

- 10.1 There are no specific implications for crime and disorder arising from this report.

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### **Linked Reports, Appendices and Background Documents**

#### **Linked Report**

- none

#### **Appendices**

- Appendix A – Member Induction Framework
- Appendix B – Member Role Description

#### **Local Government Act, 1972 Section 100D (As amended) List of “Background Papers” used in the preparation of this report**

- None

#### **Officer contact details for documents:**

- Beverley McKenzie, 020 7364 4872

Directorate	Day	Date	Time	Module	Topic	mode	Session to include:	Attendance
Governance	week of	08-Apr-18		0	Pre-advice to Candidate	Written notification	Letter to all Candidates advising re: · Code of Conduct and signing Appointment of Office · Induction Timetable ·	All Candidates
Governance	Friday	05-May-18		0	Signing of Acceptance of Office done at count or open afternoon		Constitutional Responsibilities Code of Conduct – forwarded to all candidates  ***need welcome letter, key dates and contacts	Mandatory
Governance	Wednesday	09-May-18	3-7 pm	1a	Open Afternoon – Support to Members	Drop-in session	· Signing of the register (if not done at count)  · Meeting the CST (Councillor Support Team and Committee Team. Team members to assist Member in online completion of enrolments · Member to access PC in Mulberry place and complete necessary documentation, including declaration of interests, payroll enrolment, photographs, website information, ID cards, ICT Code of conduct, parking permit applications, ico registration, DBS ... · Demonstrations of Members’ hub (online handbook) · Brief introduction to casework and Members’ portal, managing members’ enquiries and complaints protocol · Members’ Surgery – personal discussion re venues and personal safety and review the protocol · Tour of Town Hall (as applicable) · Select/Distribute ICT kit - loaded with Members hub, ICW shortcut, key documents (distribute – 9 or 15/17 May??) · Provide list of training and agree which ones they attend, i.e. choose date option for required sessions	Mandatory (new Members)
CE / All	Wednesday	09-May-18	7-7:30	1b	Setting the Scene at Tower Hamlets  -Meeting the CLT -Monitoring Officer key messages	Presentation / open evening	· 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)	Mandatory

Directorate	Day	Date	Time	Module	Topic	mode	Session to include:	Attendance
ALL	Wednesday	09-May-18	7:30-8:30	1c	Directorate Briefings - role, achievements, challenges & priorities -	Small groups of members to circulate through directorate led presentation/ conversation	<ul style="list-style-type: none"> <li>· Successes, challenges and the financial outlook</li> <li>· Key contact numbers for priority service areas (e.g., Homelessness, Noise Nuisance etc) and coping strategies for urgent cases</li> </ul>	Mandatory
ALL	Wednesday	09-May-18	8:30-9	1d	Welcome Reception	reception	<ul style="list-style-type: none"> <li>· Informal networking opportunity with Corporate Directors and Divisional Directors.</li> </ul>	Members encouraged
Governance	Thursday	10-May-18	6:30-9	2	Governance	Interactive session	<ul style="list-style-type: none"> <li>· How democracy works:                             <ul style="list-style-type: none"> <li>o Decision Making process in LBTH</li> <li>o Mayoral Model – how it works</li> <li>o Intro to the Constitution</li> </ul> </li> </ul>	Mandatory (for new Members)
Governance Resources	Tuesday or Thursday	15-May-18 17-May-18	6:30-8:30	3a	ICT Training and pick up	Interactive	<ul style="list-style-type: none"> <li>· Issuing equipment, signing user acceptance</li> <li>· ICT Security and internet policies</li> <li>· Use of Council E-mail address and systems</li> <li>· Bespoke training depending on ability/knowledge</li> <li>· Intro to Members' Portal / VDI</li> <li>· Intro to paperless meetings</li> <li>· how to get 'help'</li> </ul>	Mandatory (for new Members)  Presented over two evenings
Governance Resources	Tuesday or Thursday	15-May-18 17-May-18	6:30-8:30	3b	Casework	Interactive workshop (IT hands-on if possible)	<ul style="list-style-type: none"> <li>· Information Security</li> <li>· Members' Rights to information/"need to know" and responsibilities re confidentiality</li> <li>· Overview of Access to Information, GDPR/DPA, Freedom of Information Act</li> <li>· A session to introduce and guide Members through the casework management system for member's enquiries and demonstrate the Members portal.</li> <li>· Fact Sheets for Common issues – see Members' Hub</li> <li>· Hands-on input of enquiries to Members' Portal</li> <li>· How to frame questions</li> </ul>	Recommended for all Members



Directorate	Day	Date	Time	Module	Topic	mode	Session to include:	Attendance
Governance Resources	Wednesday	16-May-18	6:30-8	4a	Ethics and Probity  (Code of Conduct)	Seminar	This practical and interactive session introduces Members to the Tower Hamlets code of conduct that guides and protects Members in their role It would cover <ul style="list-style-type: none"> <li>· Legal context &amp; ethical framework</li> <li>· Introduction to the Constitution and Code of Conduct/Member conduct, corporate responsibility/risk management/Member Officer Protocol</li> <li>· The role of standards advisory committee and the impact on members</li> <li>· DPI /G&amp;H</li> <li>· Complaints and Investigations</li> <li>· Role of representatives on outside organisations</li> <li>· Procurement (code of conduct issues)</li> <li>· Working effectively with officers</li> </ul>	Mandatory (for all Members)
Governance Resources	Wednesday	16-May-18	8-8:30	4b	The Council Meeting	Mock session	Practical and interactive session going through the decision making process and the effective running of the Council meeting	All Members
Children's	Tuesday	22-May-18		5a	Corporate Parenting and Safeguarding Children	Seminar	<ul style="list-style-type: none"> <li>· Corporate Parenting</li> <li>· Child protection</li> <li>· Children safeguarding issues</li> </ul>	Mandatory (for all Members)
Governance	Wednesday	23-May-18	7pm	5b	Council AGM			
Governance	Thursday	24-May-18	6:30-8:30	6	Licensing Committee	Seminar	<ul style="list-style-type: none"> <li>· Licensing best practice and Code of Conduct</li> <li>· The licensing act</li> <li>· The gambling act</li> <li>· Licensing hearings</li> </ul>	Mandatory (for all members and deputy members of the Licensing Committee)
Governance	Tuesday	29-May-18	6:30-8:30	7	Chairing Skills	Interactive workshop	<ul style="list-style-type: none"> <li>· This session is for those members who are going to be chairing meetings. It will be run by an external provider with a history of working with Members.</li> <li>It will cover: <ul style="list-style-type: none"> <li>· Why effective chairing is important</li> <li>· In-between meetings – the bigger picture</li> <li>· The key roles of the chair</li> </ul> </li> <li>· Creating a presence in the room</li> <li>· Handling conflict</li> <li>· Effective communication</li> </ul>	Mandatory (for:  -Speaker -all Committee Chairs -Cabinet Members -O&S Members that may become chairs of sub-committees
Governance	Wednesday	30-May-18	6:30-8:30	8	Effective Scrutiny	Workshop	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.  It would cover:	Mandatory (for all Members  ** include co-opted Members

Directorate	Day	Date	Time	Module	Topic	mode	Session to include:	Attendance
							<ul style="list-style-type: none"> <li>· The role of scrutiny, arrangements at LBTH, skills, etc.</li> <li>· What is scrutiny and how it works in Tower Hamlets</li> <li>· An opportunity for members to raise possible areas for scrutiny for inclusion in 2018/19 work programmes.</li> <li>· How to interpret data</li> <li>· Effective questioning</li> <li>· Following the corporate thread – strategy-&gt; plan -&gt; KPIs</li> </ul>	
Governance	Thursday	31-May-18	6:30-8:30	9	Development / Strategic Development Committee	Seminar	<ul style="list-style-type: none"> <li>· Planning: Principles and best practice;</li> <li>· Code of Conduct;</li> <li>· probity</li> </ul>	Mandatory (for all Members and Deputy Members of Planning Committee)
External	Tuesday	19-Jun-18	6:30-8:30		London New Councillor's Welcome Reception	Reception	<ul style="list-style-type: none"> <li>· Presented by London Councils and held at London Guildhall</li> <li>· give members an opportunity to network with other newly elected councillors</li> <li>· learn about the pan-London local government scene;</li> <li>· Speakers from London Councils, the London Assembly and the City of London Corporation.</li> <li>· The Mayor of London will also be invited.</li> </ul>	Opportunity for new Councillors

Directorate	Day	Date	Time	Module	Topic	mode	Session to include:	Attendance
HAC	Tuesday	26-Jun-18	6:30-7:30	10a	An Introduction to Safeguarding Vulnerable Adults		· Adults safeguarding issues	Mandatory (for all Members)
HAC	Tuesday	26-Jun-18	6:30-7:30	10b	Public Health	Seminar	· Delivering public health in Tower Hamlets	Recommended for all Members
Resources	Wednesday	04-Jul-18	6:30-8:30	11	Risk, Control & Fraud and	Seminar	This session will provide an overview of the mechanisms in place to support and monitor good governance at Tower Hamlets and how Members could interact with these. It also covers how to mitigate risk and key role audit plays in the council. It would cover: <ul style="list-style-type: none"> <li>· Governance framework</li> <li>· Risk management and Tower Hamlets</li> <li>· Implications</li> <li>· Internal audit</li> <li>· Anti-fraud</li> <li>· Whistleblowing</li> <li>· Training to be practical and include 'what to look for'</li> </ul>	Mandatory (for all Members)
Governance					Audit Committee			
Governance	Thursday	19-Jun-18	6:30-8:30	12	Media and Communications	Workshop	This session will inform members about the role of the media in local government and how Members 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.  It would cover <ul style="list-style-type: none"> <li>· Role of media in local government</li> <li>· How to respond to requests from the press</li> <li>· The role of communications and the press office in Tower Hamlets</li> <li>· Our EastEnd and Communicating with Tower Hamlets' communities</li> <li>· How Tower Hamlets' corporate communications can help you in your role</li> <li>· How to use Social Media</li> <li>· Questions and answers</li> </ul>	Recommended for all Members
Governance		TBC		13	Personal Development Plans	One to one sessions	Establish a system for every member to have a 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

<b>Other Training</b>	
<b>Subject</b>	<b>method</b>
eLearning – various topics	eLearning
Benefits	briefing
Budget Process	Training
Emergency Planning and Business Continuity	Briefing
Housing Options	briefing
ICT	eLearning or 1:1 support?
Improvement Agenda	Seminar
Local Government Finance	Seminar
MindTools	Online webpage
Modern.gov	Workshop
Noise Complaints	Seminar
Planning Enforcement	Seminar
Prevent	Seminar
Public Speaking	Training
Questioning Skills	Training
Social Media	Workshop
Social Care	Briefing
Time Management / Caseload Management	Training Session
Unconscious Bias	Seminar??? eLearning
Visits	

**The responsibilities and activities outlined are expected from all Members of the Council. The means through which they are realised will vary in different member roles as set out in the 'duties' section overleaf.**

Post Title: **Councillor**

Responsible to: **All people who live and work in Tower Hamlets, with a particular duty to ward residents; and respective political group leaders.**

Responsible for: **Leadership of the community within the London Borough of Tower Hamlets and contribution to the Tower Hamlets Partnership**

Purpose:	To improve the quality of life for everyone living and working in Tower Hamlets by providing local leadership to the Council and Partnership through championing the views, issues, concerns and needs of local people.  Working in collaboration with other councillors, partners and residents to deliver the vision of the Tower Hamlets Community Plan
Responsibilities:	1 Represent local constituents as a member of the London Borough of Tower Hamlets – campaigning with integrity and commitment on behalf of local residents.
	2 Engage enthusiastically with people living and working in Tower Hamlets in order to learn, understand and act upon issues of concern developing a Council agenda in response.
	3 Develop partnerships inside the council and with external organisations – in doing so mediate fairly between people with conflicting needs.
	4 Maintain the highest standards of conduct and ethics, abiding at all times by the Council's Code of Conduct for Members.
	5 Actively promote community cohesion and equal opportunities in all activities and duties undertaken as a councillor
Activities:	1 Respond to enquiries and representations of local people in a fair and impartial manner
	2 Develop networks in the Council and with external partners to improve information sharing and local knowledge.
	3 Attend and contribute to Council and Partnership meetings. By following protocol, balancing public needs and local policy.
	4 Contribute through a variety of forums to the Council's shared vision for Tower Hamlets.
	5 Participate in training and development opportunities identified to improve skills, knowledge and ability to be a community leader, including ethical standards and Members' Code of Conduct training.

<p>Duties:</p>	<p><b>Community Representative</b> – all councillors, for their local area, have a duty to:</p> <ul style="list-style-type: none"> <li>▪ Speak and act for their communities and neighbourhoods;</li> <li>▪ Be accessible to the whole of their electorate, listening to and representing the views of other community advocates;</li> <li>▪ Provide community leadership and promote cohesion;</li> <li>▪ Foster good working relationships between service providers and communities;</li> <li>▪ Hold regular ward surgeries and take action in response to enquiries;</li> <li>▪ Be accessible to constituents having a published contact telephone number and a postal address;</li> <li>▪ Lead and mediate on issues of concern within their ward;</li> <li>▪ Encourage and develop relationships to make people in the partnership valued, trusted and included, recognising people from different backgrounds. Empowering others to take responsibility.</li> </ul>
	<p><b>Executive Members</b> – create a shared council vision by establishing strategic policies, prioritising actions and managing performance through:</p> <ul style="list-style-type: none"> <li>▪ Establishing and developing partnerships with external bodies to improve local well-being - involving stakeholders in policy formulation;</li> <li>▪ Working with the Corporate Leadership Team to develop and implement portfolio strategies;</li> <li>▪ Communicating a shared Council vision to local people, providing clear direction and promoting understanding;</li> <li>▪ Encouraging scrutiny responding positively to feedback, challenge and ideas;</li> <li>▪ Take collective responsibility for decisions taken by the Executive.</li> </ul>
	<p><b>Overview and Scrutiny Members</b> – challenge proactively and seek opportunities to enhance the quality of life for local people by:</p> <ul style="list-style-type: none"> <li>▪ Attending and contributing to Overview and Scrutiny, Health Scrutiny Panel meeting, informal scrutiny working groups and challenge sessions;</li> <li>▪ Being objective, rigorous and resilient in challenging policy, decisions and people;</li> <li>▪ Enhancing the performance monitoring arrangements of the Council and Partnership;</li> <li>▪ Engaging with external service providers, community organisations and local people to reflect wider concerns and issues;</li> <li>▪ Examining good practice from other authorities and making rigorous evidenced based recommendations.</li> </ul>

	<p><b>Committee Members</b> – members sit on a number of committees the Council is responsible for, for example licensing and development committees. It is the duty of members to discharge these functions and in doing so:</p> <ul style="list-style-type: none"> <li>▪ Participate in learning and development interventions to support their role on licensing, planning, appeals and appointments Committees;</li> <li>▪ Evaluate arguments according to evidence, making independent and impartial judgements;</li> <li>▪ Follow legal process and protocols, balancing public needs and local policy;</li> <li>▪ Monitor performance and intervene to ensure progress, seeking feedback on own performance.</li> </ul>
	<p><b>External Bodies</b> – councillors who are appointed to external bodies by the council will report back as necessary on their activities as members of such bodies. They will also:</p> <ul style="list-style-type: none"> <li>▪ Attend meetings of the bodies to which they are appointed - giving apologies when unable to attend;</li> <li>▪ Uphold the highest standards of ethical probity whilst representing the Council</li> </ul>

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