



**FOR PUBLICATION**

**DERBYSHIRE COUNTY COUNCIL**

**GOVERNANCE ETHICS AND STANDARDS COMMITTEE**

**14 July 2022**

**Report of the Chair of the Member Development Working Group  
Update on completion of the Member Induction Programme**

**1. Purpose**

- 1.1 To update the committee on the attendance of Elected Members on the Member Induction Programme following the elections in May 2021, and the work of the Member Development Working Group to date (MDWG).

**2. Information and Analysis**

**2.1 Member Development Working Group**

The Member Development Working Group is a cross-party working group, chaired by Cllr Linda Grooby. The group's remit is to review and improve communication and engagement with Members; co-ordinate their learning needs; and commission learning and development solutions. It reports its work into Governance, Ethics and Standards Committee.

**2.2 Member Development Strategy**

In September 2020, Full Council agreed the Member Development Strategy, set out in appendix 1. The strategy aims to: achieve motivated and skilled Members of the council; a consistent approach to Member's learning and development; equality of opportunity; and well-equipped Members who are confident and able to carry out their roles effectively.

The strategy details the need for induction as follows:

- 5.4 *Following the election, successful candidates will be provided with an intensive induction delivered over the first six weeks of the life of the*

*Council. It will provide a broad overview of the Council to help Members in their new role.*

*5.5 The precise details of the sessions will be determined by the Member Development Working Group prior to the election with a review of previous experience shaping the design of the new Induction programme. This will be publicised to all prospective candidates via the pre-induction process.*

*5.6 There is an expectation that all Members, including those returning, will attend certain elements of the induction as defined in the pre-election materials. Members should therefore allow time within the first six weeks of their tenure to facilitate this.*

## **2.3 Design of the Induction Programme**

In February 2020 a workshop was led by Members of the MDWG, supported by officers, for all Members to consult on a proposed skills matrix for Elected Members and seek views on what an induction programme should cover and how and when it should be delivered following the Elections in May 2021. Shortly after the workshop, the Covid Pandemic began.

Members were also surveyed in August 2020 to identify areas where the council can offer support in areas such as wellbeing, ways of working and information.

The MDWG reviewed the output of the workshop and survey and agreed the content and principles of a 6-week induction programme, essentially a programme designed by Members for Members.

The programme was designed to ensure Members were equipped by the end of the programme with necessary initial information and knowledge to equip them to fulfil their role as a County Councillor. Training was also arranged to ensure Members were equipped to sit on the various committees set out in the Councils Constitution.

Three mandatory topics of learning were agreed which all Members should undertake to ensure we fulfil our responsibilities as a Council in protecting Members and the Council, plus reviewing learnings from public interest reports. The three mandatory topics identified were:

- Information Governance – data protection
- Fire Safety – H&S
- Prevent – role in the community

The Induction programme was delivered as requested in May-June 2021 with bite-size participative sessions with optional dates to offer flexibility around Members' busy schedules, see appendix 2. Unfortunately, Covid prevented

face to face learning taking place and the marketplace event, giving Members an opportunity to meet officers from key service areas of the Council, was also postponed. However, a member's tile was set up on Derbyshire Learning Online (DLO), our learning management system, for access and recording of learning. Introducing Members to DLO was one of the first induction modules ensuring Members were confident to access the remainder of the induction programme.

## 2.4 Induction Completion

Attendance on the induction programme was initially low, so access to the training was extended by uploading modules on DLO as a recording and/or the presentation used during the session. Members were made aware that they could view the modules at any time and asked to complete them all. Completion has been monitored and by the end of June, rates are still low, with between 14 and 43 out of 64 Members having completed the modules as follows:

<b>Module</b>	<b>Sept 2021</b>	<b>Nov 2021</b>	<b>Jan 2022</b>	<b>June 2022</b>
Audit	13	13	14	16
Climate Change	31	34	34	34
Constitution and Standing Orders	7	8	12	14
Derbyshire Observatory and Mapping Tool	17	18	21	22
Equality and Diversity	17	17	17	19
Governance and Code of Conduct	29	30	30	33
Improvement and Scrutiny	9	24	26	26
Introduction to DLO	43	43	43	43
Introduction to Microsoft Teams	18	19	19	19
Local Government Finance and Regulations	23	23	23	24
Pensions and Investments	14	15	15	16
Personal Safety	19	19	19	22
Regulatory Planning	19	19	21	21
Reporting Defects on the Highway	21	25	34	34
Safeguarding Adults and Modern Slavery	24	24	25	25
Safeguarding Children	22	23	25	26

Completion of the mandatory modules is also low, with completion rates as follows in May 2022:

<b>Module</b>	<b>Repeat</b>	<b>Completion Rate</b>
Information Governance	Annually	33 (52%)
Prevent	Every two years	37 (58%)
Fire Safety	Annually	26 (41%)

## **2.5 Actions to Improve Induction Completion**

MDWG have been updated on induction completion at each meeting and have agreed actions to improve completion rates.

### **2.5.1 Email Reminders**

Initially Members were sent generic email reminders. In December, each member was then sent a list of their personal outstanding training of the 16 induction modules and 3 mandatory e-learning modules. These communications have resulted in a few more completions as can be seen in the table above.

### **2.5.2 Member Survey**

A member's survey was circulated in December 2021 to hear Members' views on the induction programme, their well-being, current ways of working and to understand what immediate requirements they have for training, information or other support. 34 Members (54%) completed the survey, the results of the induction questions are detailed in appendix 3.

Members were asked to rate the effectiveness of the induction programme out of ten and 74% of respondents rated it over 7, the average score being 7.6. When asked how it could be improved, a number asked for more face-to-face modules, which was not possible at the time during Covid, but this will be considered going forward. Shorter or focussed sessions were requested, but modules were a maximum of 2 hours, which was felt appropriate to cover large subjects and leave time for participation and questions. Some asked for help with access via DLO which has been offered numerous times on a one-to-one basis. There were a few requests to offer alternative dates/times and recordings for those who missed it, and again, this had already been communicated.

Members were asked about the barriers preventing them from attending the induction modules. The majority responded that the dates or times clashed with other appointments, however, the timetable was clearly communicated in the pre-induction process. Six respondents were returning officers who felt they did not need a refresher. In the communications to Members following the induction, it has been made clear that all returning Members need a refresher in order to keep them up to date, such as current policies and changing legislation.

Members suggested topics that they felt were missing in the induction training. One was media/social media training, which key officers who deal with the media have since completed. There were also requests for contact details and meetings with key officers. The marketplace event normally covered in our induction programmes was not possible due to Covid, however, this is being built into a development event for Members in September, see 2.7 below.

### 2.5.3 DLO Redesign

There had been feedback on DLO from Members and officers that it was hard to navigate and not intuitive, resulting in this being redesigned and MDWG Members were invited to a meeting along with officers from across DCC to provide feedback on the proposed refresh. The new design was launched on 31<sup>st</sup> January 2022.

### 2.5.4 Group Leader Support and Commitment

MDWG proposed and supported by Cllr Spencer as the Portfolio holder for MDWG, that the Chair of the MDWG would write to Leaders and Whips of each Group to seek support and commitment to get 100% of the 3-mandatory e-learning modules completed, setting out the rationale for why these modules were important to the Council and to Members.

Separate emails were sent to each group in June, which included details of completion rates of the 3 mandatory modules of each member of the group. It also included a briefing note agreed by MDWG, to equip leaders and whips to explore the reasons Members have been unable to complete the induction and some suggestions for each group to explore as follows:

<b>Rationale for mandatory training modules</b>	We need to fulfil and evidence our statutory obligations in respect of ensuring Members are aware of their responsibilities under health and safety, data protection and Prevent duty. This ensures both the Council and Members are protected.
<b>Member Development Strategy</b>	This was approved at Full Council in September 2020. The strategy aims to achieve motivated and skilled Members and the Council recognises that is essential to support, develop and engage Members to ensure they are effective in their roles. Our Member Development Working Group are champions within their respective political groups.
<b>Mandatory training modules support</b>	The Member Development Working Group have provided information on accessing the modules and reminders to every member on their individual training completion. Officers have also provided one to one support for a number of Members with accessing DLO, our learning management system. Officers are always available for DLO support and queries – Members can contact them directly via email or Teams call (Charlie Greaves <a href="mailto:charlie.greaves@derbyshire.gov.uk">charlie.greaves@derbyshire.gov.uk</a> or Lucy Jay <a href="mailto:lucy.jay@derbyshire.gov.uk">lucy.jay@derbyshire.gov.uk</a> ). DLO has recently been refreshed and navigation around it is a lot clearer, with all training now easy to find within the 'Elected Members tile'.

<p><b>Barriers to completing the training</b></p>	<ul style="list-style-type: none"> <li>• Currently experienced – all Members, regardless of whether they are newly elected or returning, need to complete these modules; see rationale above.</li> <li>• Time – how could Members fit the training into their existing schedule? Could you plan time within the next group meetings for Members to complete during the meeting?</li> <li>• Technical capability – does anyone need support with DLO or ICT generally? Charlie and Lucy (details above) can arrange to meet in person or a 121 call to share screens and provide support with logging on DLO, navigating the site and accessing the training modules. We can arrange for them to be available in person before full council meetings, along with ICT support officers.</li> <li>• Style of delivery – the pandemic prevented our preferred method of delivering the induction training face to face. However, all of the induction modules are available on DLO, so Members can watch a recorded session or read the presentation. Would it be helpful to include one in every group meeting, so that all Members get up to speed with any of the induction modules that they missed? Would Members like officers to deliver any other face to face training sessions and if so, when is the best time of day/evening?</li> <li>• Other – are there other barriers to completing the training? How can we overcome these?</li> </ul>
<p><b>Reviewing training between District and County Councils</b></p>	<p>We have reviewed whether any induction training that is duplicated could be evidenced for County Councillors. Information Governance and Fire Safety are specific to Derbyshire and do need to be completed. We will review the content of Prevent across borough and district councils.</p>

## 2.6 Code of Conduct Training

A new code of conduct was approved by Council in March 2022 which includes the following obligation:

*As a Councillor:*

*8.1 I undertake Code of Conduct training provided by my local authority.*

Training was delivered by the senior legal team in three sessions (one virtual and two hybrid) in April, May and June, based on training resources provided by the LGA. A total of 47 Members attended and a recording of the training will be uploaded to DLO for those Members who did not attend.

## 2.7 Member Development Event

In the member survey, see 2.5.2 above, Members were also asked if there was any other training they needed and for further comments and feedback on the induction programme. There were many requests to meet key officers to better understand their role and how to resolve issues. In response to this, MDWG have designed a development event in September which all Members have been invited to which includes this element.

The development event will also include updates of strategic issues and the proposed summary agenda is as follows:

- Welcome by MD and Chair of MDWG
- Results of the member's survey & action planning
- Introduction to training needs analysis
- Strategic issues – what does it mean for Members and residents
  - Thriving Communities
  - Climate Change
  - Highways
- Marketplace – opportunity to meet key officers
- Closing thoughts by Leader/Deputy Leader of the Council

### **3. Consultation**

- 3.1 The Member Development Strategy, which includes the induction programme, was proposed by the MDWG and widely consulted before being agreed at Full Council.

### **4. Alternative Options Considered**

- 4.1 The Council could choose not to develop a formal induction programme (except for training required to sit on committees) for Elected Members but this was not considered appropriate. The induction programme is intended to provide all Members with appropriate information to equip them to fulfil the role of Ward Member and any additional training to support Members in committee roles or executive roles.

### **5. Implications**

- 5.1 Members who fail to complete their mandatory induction modules will lack this knowledge, which could result in their failure to meet their statutory obligations with respect to data protection and health and safety

## **6. Background Papers**

6.1 Not applicable.

## **7. Appendices**

7.1 Appendix 1 – Member Development Strategy  
Appendix 2 – Induction Programme

## **8. Recommendation**

That Committee:

- a) Notes the induction completion rates and progress of MDWG in increasing participation
- b) Notes the completion rates of the Code of Conduct training

## **9. Reasons for Recommendation(s)**

9.1 To enable Members of the Council to be motivated, well-equipped and confident to be able to carry out their roles effectively.

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## **Implications**

### **1. Financial**

1.1 There are no financial implications associated with this report.

### **2. Legal**

2.1 There are no direct legal implications associated with this report

### **3. Human Resources**

3.1 None

### **4. Information Technology**

4.1 None.

### **5. Equalities Impact**

5.1 Not applicable.

### **6. Corporate objectives and priorities for change**

6.1 This report links to the Council priority of High Performing, Value for Money and Resident Focused Services. Motivated and skilled Members of the Council who are well-equipped will be confident and able to carry out their roles effectively.

### **7. Other (for example, Health and Safety, Environmental Sustainability, Property and Asset Management, Risk Management and Safeguarding)**

7.1 None.

## **Appendix 1**

**MEMBER  
DEVELOPMENT  
STRATEGY  
2020 / 21**

**Derbyshire County Council**

## **Welcome to the Member Development Strategy**

As Corporate Services Portfolio Holder and a Member Development Champion I strongly believe that we, the County's elected Members, require the opportunity to build upon and enhance our existing knowledge and skills, keeping them fresh and abreast of the ever changing national and local government context. In this way, Members can ensure they effectively provide the Community Leadership that the residents and visitors to our County deserve.

Along with my colleagues in the Member Development Working Group, I will strive to ensure all Members have the best possible development opportunities, when and how they need them.

I am proud to introduce, and fully support, our Member Development Strategy which has been developed by the Member Development Working Group.

*Angelique Foster, Member Development Working Group Chair,  
Corporate Services Portfolio Holder & Member Development Champion,  
Derbyshire County Council*

We are jointly and personally committed to the Member Development Strategy which has been developed cross-party to offer the best support and training opportunities to all of the elected Members of Derbyshire County Council.

As Leaders of the Council's Political Groups, we will ensure Member Development is a standing item on our respective Group agendas. We will work within our Groups to ensure that Members have access to the training they need to enable them to carry out their roles effectively.

We will have well-trained, reputable Groups of Members as it is an important, personal responsibility in our role of being a Derbyshire County Councillor.

*Barry Lewis, Conservative Group Leader & Leader of the Council,  
Derbyshire County Council*

*Paul Smith, Labour Group Leader & Member Development Champion,  
Derbyshire County Council*

*Beth Atkins, Liberal Democrat Group Leader & Member Development  
Champion, Derbyshire County Council*

## **1. Introduction**

- 1.1 Derbyshire County Council's ambition is to become an enterprising and value for money Council enabling people and communities to thrive. To achieve this, and become an Enterprising Council, requires taking forward an ambitious programme of whole Council transformation and cultural change. The One Council approach will ensure that the necessary plans are in place to modernise, innovate, transform and collaborate to meet the Council's ambitions, making identified savings whilst continuing to deliver priorities and achieve better outcomes for local people.
- 1.2 To achieve the Council's ambition, the Council Plan identifies the following priorities:
  - value for money
  - a prosperous Derbyshire
  - empowered and self-sufficient communities
  - a focus on prevention and early intervention
  - high performing council services
- 1.2 Effective Member Development is integral to achieving the Council's ambition and priorities. This strategy sets out a planned approach to how the Council will support its Members and provide them with learning and development opportunities to embrace challenges and assist them in effectively fulfilling their individual, collective and community roles.
- 1.3 The Council recognises that it is essential to support, develop and encourage its Members and that continuous development is vital to ensure that Members update their knowledge and learn new skills to enable them to play an effective role in local government.
- 1.4 This strategy sets out the Council's objectives for Member learning and development and how those objectives will be achieved. It has been created to lay a foundation on which the Council can build in order to effectively support and develop its Members. This strategy also takes into account the development needs of co-opted Members who sit on Council committees e.g. the Governance, Ethics and Standards Committee.
- 1.5 This strategy has been developed through the Member Development Group and in consultation with Members from across all groups. Member Development Working Group comprises each Group Member Development Champion, the Chair of the Governance, Ethics and Standards Committee and Portfolio Holder for Corporate Services. This group advises the Portfolio Holder for Corporate Services on matters relating to Member Development and is supported as appropriate by Council Officers.

- 1.6 The Chair of the Member Development Working Group will undertake the role of Member Development Champion for the whole Council.
- 1.7 Group Leads and Member Development Working Group Members will act as Champions within their respective political groups.
- 1.8 The Council is committed to Member Development (see **APPENDIX 1**) and, following the May 2021 County Council elections, will consider whether to progress with Member Development Charter accreditation.
- 1.9 Should the Council decide to progress with Charter accreditation, the assessment process is expected to commence by December 2021. This timing will provide the opportunity to incorporate assessment evidence from:
  - the 2021 induction programme for the newly elected Council
  - one full cycle of the annual Elected Member Training Needs Discussion (TND) process (to be implemented from October 2020)
- 1.10 As appropriate, the Council will seek re-accreditation in line with the requirements of the Charter.

## **2 The Role of the Elected Member**

- 2.1 Being an effective Member can be challenging. Members have to balance the needs and interests of their residents, voters, political parties and the Council. All these groups will make legitimate demands on the Member's time in addition to their personal responsibilities to family, workplace and friends. It is therefore important that Members understand their role so they can perform responsibly and effectively for the Council and maintain the quality of their personal lives.

Member roles include:

- Representing the Division
- Decision-making by Council and Cabinet
- Policy and strategy review and development
- Improvement and Scrutiny
- Regulatory duties
- Community leadership and engagement
- Dealing with the allegations of Member misconduct through the Standards Committee.

### **Representing the division**

- 2.2 The primary role of a Member is to represent their division and the people who live and work in it. They also have a responsibility to communicate Council policy and decisions to people in the division whilst also ensuring that matters of concern to their residents and businesses are brought forward to the Council.

## **Decision-making**

2.3 Members have a critical part to play in making decisions that impact on their ward and across the whole area covered by the Council. They will be involved in decision-making through:

- Full Council
- Cabinet
- Regulatory committees such as Planning
- Outside bodies appointed by the Council
- Being Members of boards and as school governors
- Membership of partnership committees
- Appointing senior management of the authority including Executive Directors and Directors

## **Policy and Strategy**

2.4 Members influence and determine the development and review of the Council's policies and strategies. They contribute to this through their:

- Role in Improvement and Scrutiny
- Involvement in advisory groups and partnerships
- Interaction with and being Members of Cabinet
- Role as a representative on local community groups
- Membership of a political group

## **Improvement and Scrutiny**

2.5 Members have always been required to scrutinise the Council and the Improvement and Scrutiny function is a natural extension of representation. The process has recently become more clearly defined and distinct and the role of Members now includes:

- Holding Cabinet to account through call-in powers
- Monitoring and reviewing policy formulation and implementation
- Policy development
- Performance and Quality review
- Scrutiny of external bodies, agencies and partners
- Considering petitions received by the authority relating to the senior officers of the Council

## **Regulatory Duties**

2.6 Local authorities are not just service providers, they also act as regulators. This involves Members in quasi-judicial roles on committees appointed directly

by the Council, such as Planning and Licensing Committees. In these roles, Members are required to act independently. As stated in the Council's Code of Good Planning Conduct (Council Constitution, Appendix 20), Members will be required to attend the requisite number of planning sessions in order to be a Member of that Committee and maintain Membership of the Council's Planning Committee.

## **Community Leadership and Engagement**

- 2.7 Community leadership is at the heart of modern local government and Councils are taking on responsibilities for working in partnership with other organisations, including the voluntary and community sector, to improve services and the quality of life of those within the communities served.
- 2.8 Elected Members play a key role in community leadership and engagement. They are easily identifiable within, and accountable to, the local community. Therefore the Council will make available learning opportunities which support the development of the skills and knowledge required so that Members can confidently engage with the community they represent and act as local community champions on their behalf.

## **3 The Aims and Objectives of the Strategy**

- 3.1 The strategy aims to provide clear direction and purpose in respect of learning and development in order to achieve:
- Motivated and skilled Members of the Council
  - A consistent approach to Member learning and development
  - Equality of opportunity
  - Well-equipped Members who are confident and able to carry out their roles effectively
- 3.2 The Strategy is designed to provide an overall framework for a development programme that reflects best practice and achieves the following objectives:
- Developing Members' political leadership capability to enable the Council's priorities to be achieved
  - Linking Member learning and development to the Council's priorities
  - Creating shared values and behaviours across Elected Members which align to the Council's values / one Council approach
  - Building the capacity for elected Members to adapt and change in order to respond to the changing environment and take advantage of the benefits of technology

- To respond to changes in legislation and government guidelines in relation to elected Members?
- Giving priority to addressing basic skills needs and providing ICT skills development opportunities for Members
- Delivering learning and development in innovative ways to make the best use of the resources available to the Council and to meet Members' learning preferences
- Enabling Members to direct and support community initiatives and act as community champions
- An evaluation of the development undertaken in order to demonstrate its value and impact in the decision making process and to ensure value for money

## **4 Commitment to the Strategy**

4.1 The Council will demonstrate its commitment to a Member led strategy through:

- The adoption of the Strategy by the Council's Full Council
- Applying the principles of the East Midlands Regional Member Development Charter as a route for progressive improvement. Charter accredited status, and subsequent retention, will be sought at the appropriate time.
- An ongoing commitment to the Member Development Working Group (comprising the Portfolio Holder for Corporate Services, the political group Member development champions and the Chair of the Governance, Ethics and Standards Committee). The group will continue to provide the focus for overseeing the strategy and advising on Member development issues. Specifically the group will:
  - Act as a cross-party reference group to review, develop and improve communication and engagement with Members
  - Act as a co-ordinating body linking all political groups' learning and development needs
  - Act as a cross-party reference group on Member Development
  - Define and implement the Council's core Member Development Skills Matrix
  - Commission organisational learning and development solutions for Members
  - Identify and promote a range of different learning solutions
  - Evaluate the effectiveness and value for money of all learning activities
  - Monitor the annual budget and resource allocation for Member learning and development

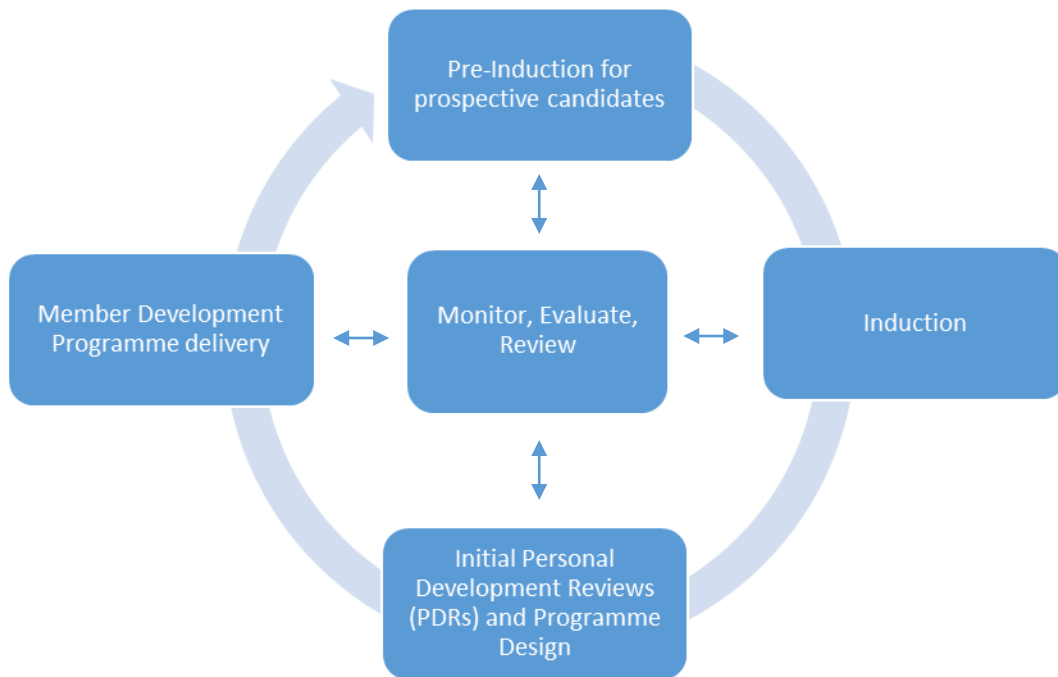
The Member Development Working Group, with the support of relevant officers, will:



- Promote an organisation-wide understanding and recognition that Members have individual learning and development needs; they will be assisted in identifying those needs by the Training Needs Discussion (TND) process
- Be responsible for overseeing the delivery and evaluation of an annual communications and engagement plan for Members.
- Co-ordinate all Council development for Members; ensuring seminars, briefings, academic advice and other formal learning opportunities are designed and delivered in relation to the Council's priorities
- Ensure effective and timely Member Development solutions are implemented
- Improve transparency and access to appropriate learning and development to Members
- Oversee the development of pre-election materials to be made available for prospective Members and a structured Induction Programme to be provided to every newly Elected Member
- Advocate mentoring support for new Members and those who require mentoring when changing role as this will support succession planning. As appropriate Mentors will be Elected Members or Officers.
- Implement learning and development activity that is shared with officers, partners and other authorities where appropriate
- Ensure that all Members are aware of learning and development opportunities and that all learning and development undertaken by individual Members is recorded on Derbyshire Learning Online (DLO)

## **5 Member Development programme**

- 5.1 The Member Development programme will take the Member Development Skills Matrix [as its basis and is cyclical. However the programme commences with information sharing with a pre-induction for prospective candidates. This strand stands outside the Skills Matrix but is essential in developing elected Member role understanding for prospective candidates and communicating expectations. Those candidates who are elected will then be supported by a learning and development programme that is delivered against the Member Development Skills Matrix.



5.2 The Skills Matrix has been agreed by the Member Development Working Group and designed to deliver consistent skills, knowledge and understanding across the Council's Members once. It includes development opportunities designed to cover the following key strands for all elected Members:

- i. The Derbyshire Context
- ii. Leadership
- iii. Continuous development

5.3 Statutory training sessions are mandatory for those Members who wish to serve on the Planning Committee.

5.7 Mandatory training sessions have been agreed that all Elected Members should attend.

### **Pre-Election Arrangements**

5.8 The pre-election process is based around the Council's need to attract a wide variety of persons to stand for election.

5.9 The Council will hold, prior to each election, sessions where prospective candidates can meet Members and senior officers to discuss the duties and responsibilities of being an elected Member. The sessions will comprise:

- An explanation of the Council's political management arrangements supplemented by the agreed role profiles for the differing Member roles within the Council.
- The electoral process.
- Discussion with experienced Members on what it is to be a Member
- Meet the Members (informal chat with a cross section of Members).

5.10 The pre-election events will be advertised through a variety of media including the Council's website, through social media and "Derbyshire Now" magazine.

5.11 Pre-election event materials will be reflected in the Candidates Pack.

5.12 An evaluation of the success of the events to encourage potential candidates to stand for election will be undertaken by Democratic Services following the elections.

### **Induction**

5.13 Following the election, successful candidates will be provided with an intensive induction delivered over the first six weeks of the life of the Council. It will provide a broad overview of the Council to help Members in their new role.

5.14 The precise details of the sessions will be determined by the Member Development Working Group prior to the election with a review of previous experience shaping the design of the new Induction programme. This will be publicised to all prospective candidates via the pre-induction process.

5.15 There is an expectation that all Members, including those returning, will attend certain elements of the induction as defined in the pre-election materials. Members should therefore allow time within the first six weeks of their tenure to facilitate this.

### **Training Needs Discussion (TND)**

5.16 A Training Needs Discussion will be offered to all elected Members within two months of their date of appointment, whether appointed via election or by-election. The TND process is cyclical and will involve annual discussions.

5.17 Group Leaders and Chief Whips will encourage all elected Members within their Group to engage with the TND process.

5.18 The TND is a confidential process and will be undertaken by an officer from either Democratic Services or Learning and Development. It will identify the individual Member's development needs and aspirations. The identified development needs will inform the annual Development Programme and a personal development programme for the Member concerned.

5.19 Subsequent annual discussions will:

- reflect on how effectively development undertaken in the previous year has been applied
- identify the individual Member's development needs and aspirations for the year ahead and
- review how effectively the Member is communicated and engaged with (see 7.5)

### **Development Programme**

5.20 The Development Programme is built around but not restricted to the Skills Matrix. An assessment of each Member's learning needs informs personal development plans which can be addressed either through the core development programme or on an individual basis as appropriate. The development programme will be supported by a range of high-quality learning materials that individual Member can access via Derbyshire Learning Online (DLO) and to be used as a virtual development reference manual.

5.21 In addition, the development programme will be focussed on meeting the needs of the statutory committees and other corporate bodies.

5.22 The programme will acknowledge the time constraints and competing demands faced by Members and will, wherever possible, meet the needs of the majority of Members.

### **Leadership Programme**

5.20 The Leadership programme is contained within the Skills Matrix and is aimed at Cabinet Members, chairs and vice-chairs and those aspiring to such positions. It reflects the Local Government Association's (LGA's) Political Skills

Framework and may include the following modules:

- Local Leadership
- Partnership Working
- Communications Skills
- Political Understanding
- Scrutiny and Challenge
- Regulating and Monitoring

Additional development workshops or seminars related to leadership include:

- Leadership

- Delegation Skills
- Chairing Skills

## **Continuing Development**

- 5.19 The Skills Matrix and associated development programme aims to provide core competencies for all Members however, as nothing remains static in local government for very long, new learning opportunities will be developed to address any changes. These can be to reflect the introduction of new services, duties and powers, new funding arrangements or legislation including amendments. Providing training and briefing materials for Members as these changes arise helps to ensure Members remain up to date and informed at all times.
- 5.20 It is essential that Member undertake new learning opportunities that reflect developments in policy or practice so that they can deepen their understanding and strengthen their effectiveness as local leaders within their respective communities.
- 5.21 Annual Personal Development Reviews will inform continuing development requirements at the personal level.
- 5.22 Whilst it is recognised that Members have many varied commitments, Members should support and engage with development opportunities in order to enhance their various roles as Members of the authority.

## **6 Delivering the Development Programme**

- 6.1 The Council recognises that Members will have their own preferred learning styles and respond differently to various learning methods employed during learning and development events. Similarly, Members will also have time constraints due to non-Council commitments.
- 6.2 A range of learning and development opportunities will be explored for use in the Council with delivery designed to reflect the different learning styles of the Members whenever practical.
- 6.3 The Council, in delivering the development programme, will make full use of external funding and opportunities including partnership working.
- 6.4 Using Derbyshire Learning Online (DLO), the Council will create and maintain a programme of development events, together with the material delivered to Members in any presentations, in order to build a comprehensive library. In order to meet the information needs of all Members, reference and publicity material will also be made available in each group room.

## **7 Communication and Engagement**

7.1 Effective communication and engagement with Members is fundamental to the successful delivery of the Member Development Strategy.

7.2 Communication and engagement with Members supports their primary role as stated in this strategy (2.2):

“The primary role of a Member is to represent their division and the people who live and work in it. They also have a responsibility to communicate Council policy and decisions to people in the ward whilst also ensuring that matters of concern to their residents and businesses are brought forward to the Council.”

7.3 Communication and engagement activity also underpins the following aim of this strategy (3.1):

- Well-equipped Members who are confident and able to carry out their roles effectively

and the following objective (3.2):

- Enabling Members to direct and support community initiatives and act as community champions.

7.4 Specifically, effective two-way communication with Members will support this strategy by enabling Members to confidently and effectively:

- Respond to residents' queries and investigate their concerns
- Communicate Council policy, decisions and campaigns to their residents
- Be aware of any issues in their ward
- Work with representatives of local organisations, interest groups, businesses and other stakeholders.

7.5 It is the role of the Member Development Working Group (4.1) with the support of relevant officers, to:

- Oversee the development and delivery of an annual communications and engagement plan and calendar
- Review any TND data (see 5.14) which could inform improved Member communication and engagement practices
- Identify gaps and any improvements required.

7.6 Communication and engagement will also be a significant element in the delivery of the pre-election arrangements to attract a wide variety of candidates to stand for election in 2021 (5.5).

## **8 Monitoring, Evaluation and Review**

- 8.1 All learning and development opportunities undertaken by elected Members will be recorded in their personal record via Derbyshire Learning Online (DLO). Records will inform the evaluation and PDR processes, including from return on investment and succession planning perspectives.
- 8.2 In order to get the best out of development opportunities, the Council will evaluate the impact of development opportunities and ensure that any new skills are put into practice.
- 8.3 The Council's approach to evaluation and review will:
  - Support the Member Development Strategy
  - Provide information on the success of development undertaken
  - Promote consistent evaluation methodologies
  - Ensure that all services and departments which "touch" upon Member Development consider evaluation issues before providing support and assistance
- 8.4 In addition the Member Development Working Group will oversee the implementation of this strategy and of the development programme. It is proposed that the group will submit periodic reports on attendance and effectiveness of the learning to Cabinet / CMT and minority Group Leaders.
- 8.5 Reviewing the information collated via monitoring and evaluation will inform the refresh / redesign of all aspects of the Council's Member Development offer.

## **APPENDIX 1 -**

Derbyshire County Council affirms its commitment to the development and enhancement of the skills and professionalism of elected Members through:

- Publication of an Annual Member Development Plan developed in response to feedback from Members.
- One-to-one support for Members to identify methods and ideas to develop their capacity to provide effective community leadership and corporate governance.
- The establishment and maintenance of a Member Development Working Group (MDWG) to oversee and report on all Member Development activities.
- The MDWG representatives acting as Member Development champions within their Political Groups. They will encourage their peers to engage with, and take advantage of, the available development opportunities.
- Ensuring Member Development and learning opportunities are evaluated against the Corporate Priorities in the Corporate Plan.
- Implementing a clear evaluation process to inform the authority of the benefits and 'return on investment' achieved through Member Development. This will include Members providing written evaluations of development undertaken, which will be shared within the authority.
- On-going commitment towards continuous improvement in Member Development.
- Commitment to the framework of excellence for development and evaluation embodied in the East Midlands Member Development Charter.
- The publication and sharing of best practice in Member Development with other authorities.
- Implementation and monitoring of a continuous Development Plan which identifies learning points / future improvements to the Member Development process.
- Quarterly reports to Cabinet / Corporate Management Team (CMT) advising on achievements and future priorities.
- Chair of MDWG to provide updates on the work of MDWG to Governance, Ethics and Standards Committee.



- Minutes of Member Development Working Group to be shared via the Modern Gov system.

## Appendix 2

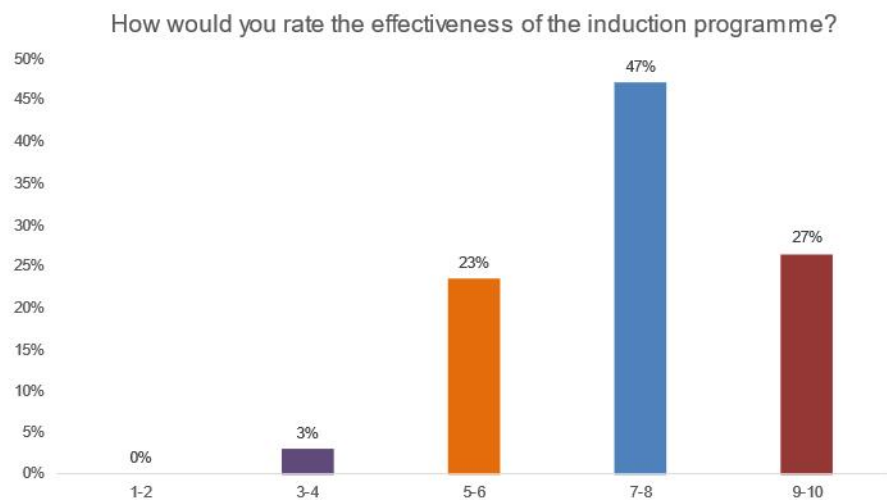
### Elected Members Induction Schedule 2021

MODULE	PARTICIPANTS	DAY	DATE	TIME	BOOKING SYSTEM
<b>Welcome to Derbyshire County Council</b> <b>Signing of declaration</b> <b>Member photo</b> <b>Issue laptop &amp; phone and basic IT overview (for new Members)</b>	All Members	Monday	10 <sup>th</sup> May	09:30 – 11:00 11:30 – 13:00 14:00 – 15:30	Invitation sent via email
<b>Introduction to Microsoft Teams</b> <b>Used for online induction programme</b>	All Members	Wednesday	12 <sup>th</sup> May	11:00 – 12:00	Email with access links
		Thursday	13 <sup>th</sup> May	12:00 – 13:00	
<b>Introduction to DLO</b> <b>(Derbyshire Learning Online)</b> <b>Learning management system used to book induction modules</b>	All Members	Wednesday	12 <sup>th</sup> May	12:15 – 12:45	Email with access links
		Wednesday	12 <sup>th</sup> May	13:15 – 13:45	
		Thursday	13 <sup>th</sup> May	13:30 – 14:00	
		Thursday	13 <sup>th</sup> May	14:15 – 14:45	
		Friday	14 <sup>th</sup> May	13:00 – 13:30	
		Friday	14 <sup>th</sup> May	13:45 – 14:15	
<b>Governance &amp; Code of Conduct</b>	All Members	Friday	14 <sup>th</sup> May	10:00 – 12:00	Email with access links
		Thursday	20 <sup>th</sup> May	10:00 – 12:00	
<b>Local Government Finance &amp; Financial Regulations</b>	All Members	Tuesday	18 <sup>th</sup> May	13:00 – 15:00	Book via DLO
		Wednesday	19 <sup>th</sup> May	13:00 – 15:00	
<b>Equality &amp; Diversity</b>	All Members	Wednesday	19 <sup>th</sup> May	10:00 – 12:00	Book via DLO
		Friday	21 <sup>st</sup> May	10:00 – 12:00	
<b>Personal Safety</b>	All Members	Tuesday	18 <sup>th</sup> May	10:00 – 12:00	Book via DLO
		Thursday	20 <sup>th</sup> May	14:00 – 16:00	
<b>Pensions &amp; Investments</b>	Committee Members, chair, vice-chair and substitutes	Thursday	27 <sup>th</sup> May	10:00 – 12:00	Book via DLO
		Monday	7 <sup>th</sup> June	10:00 – 12:00	
<b>Cabinet &amp; Portfolio Holder Briefings</b>	Cabinet and cabinet support Members	tbc	w/c 27 <sup>th</sup> May	tbc	tbc

<b>MODULE</b>	<b>PARTICIPANTS</b>	<b>DAY</b>	<b>DATE</b>	<b>TIME</b>	<b>BOOKING SYSTEM</b>
<b>Shadow Cabinet &amp; Portfolio Holder Briefings</b>	Shadow cabinet Members	tbc	w/c 27 <sup>th</sup> May	tbc	tbc
<b>Regulatory Planning</b>	Mandatory for committee Members, chair, vice-chair and substitutes	Tuesday	8 <sup>th</sup> June	9:30 – 12:30	Book via DLO
		Wednesday	9 <sup>th</sup> June	9:30 – 12:30	
<b>Safeguarding Children</b>	All Members	Monday	7 <sup>th</sup> June	9:00 – 11:00	Book via DLO
	All Members	Wednesday	9 <sup>th</sup> June	14:00 – 16:00	
<b>Audit</b>	Mandatory for committee Members, chair, vice-chair and substitutes	Thursday	10 <sup>th</sup> June	10:00 – 12:00	Book via DLO
		Monday	14 <sup>th</sup> June	14:00 – 16:00	
<b>Safeguarding Adults Including Modern Slavery</b>	Mandatory for all	Tuesday	15 <sup>th</sup> June	14:00 – 16:00	Book via DLO
		Wednesday	16 <sup>th</sup> June	14:00 – 16:00	
<b>Improvement &amp; Scrutiny</b>	Mandatory for committee Members, chair, vice-chair and substitutes	Tuesday	15 <sup>th</sup> June	10:00 – 11:00	Book via DLO
		Thursday	17 <sup>th</sup> June	10:00 – 11:00	
<b>Derbyshire Observatory &amp; Mapping Tool</b>	Relevant for all	Friday	18 <sup>th</sup> June	10:00 – 12:00	Book via DLO
		Friday	18 <sup>th</sup> June	14:00 – 16:00	
<b>Climate Change</b>	All Members	Tuesday	22 <sup>nd</sup> June	10:00 – 11:30	Book via DLO
		Wednesday	23 <sup>rd</sup> June	14:00 – 15:30	
		Thursday	24 <sup>th</sup> June	15:00 – 16:30	
<b>Constitution &amp; Standing Orders – e-learning</b>	All Members	Flexible	To be completed by 25 <sup>th</sup> June	Flexible	Access via DLO
<b>Departmental Overview - video Executive Director introductions to each Department</b>	All Members				Access via DLO
<b>Information Governance – e-learning</b>	All Members				Access via DLO

## Appendix 3 – Members Survey Results (December 2021)

### Induction Programme



All of the responses rated the effectiveness of the induction programme between 4 and 10, the most popular rating is 8 at 30% and the average score from all respondents is 7.6.

## Induction Programme

What could we have done differently that would have achieved a 10/10 score?

Shorter, more focussed sessions (x3)

More face to face training courses (x4)

Reduced the list and done a manageable number in a certain time (six months?), then another set and so on

DLO issues with access sometimes vague and unclear as to instruction

More interactive/participation (x2)

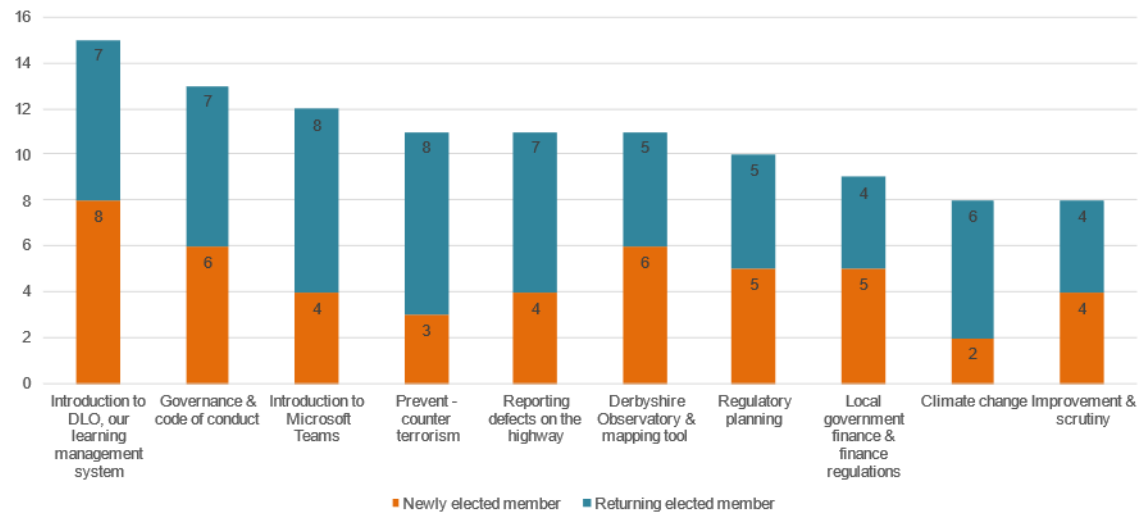
It might be good to reoffer some of the courses so we can catch up with any we missed

Not all training had backup paper copies

Alternative date/times, perhaps recordings? (x3)

# Induction Programme

Please indicate the top three induction modules that you completed? (Count of top 10)



The most popular induction modules were Introduction to DLO (15), Governance & code of conduct (13), Welcome to DCC, including basic IT overview and Introduction to Microsoft Teams (12).

## Induction Programme

Were there any topics that you felt were missing in your induction programme?

Media/Social  
Media training (x2)

Highways  
Department

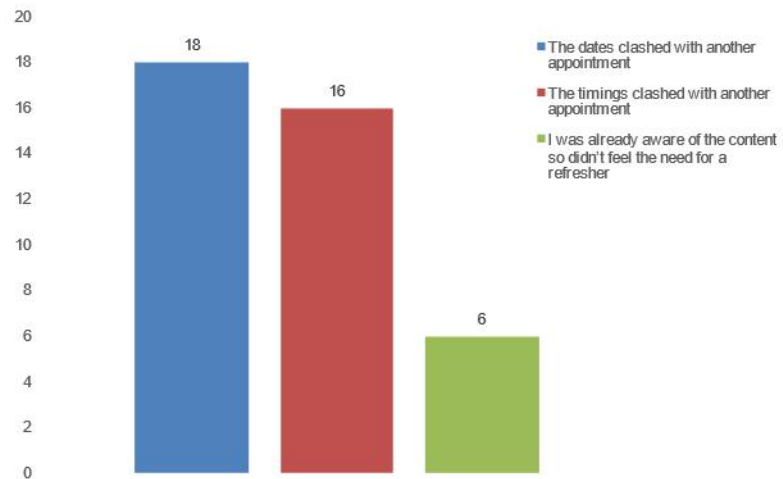
Understanding the internal DCC better. The induction covered strategic directors and senior management roles However, not really much covered about the operational roles, who the key officers are etc. (x2)

More information on what being an elected member is responsible for and who to contact (x2)

Handling casework

## Induction Programme

What were the barriers to you attending one or more of the induction modules?



Controlled

12



## Induction Programme

Now you have been in post for 8 months in the new 4 -year term, is there any other immediate training that you need?



# Induction Programme

Are there any other further comments or feedback you would like us to consider for future induction programmes?

Maybe spread the length of the Induction programme to prevent overload

Would it be possible to have an up to date list of officer telephone contacts numbers?

Continue with MS Teams as this is best suited for those with being partial hearing, using "Live Captions" helps

An overview of the Members Community Leadership Fund

Short refreshers

As a District Councillor have already attended some training. Would be an idea to obtain training already done as a District Councillor on the basis they relate to both County and District.

More training on the process involving papers for CabCO and Cabinet for new portfolio holders

A detailed Highways introduction, the process of dealing with issues and managing expectations

Didn't feel there was much mention of the constitution or items such as the importance of signing the large attendance book

I am quite tech savvy but as I have said before sometimes hard to access. Send reminders re completing training

Much preferred this induction to the previous one I attended (x2)

Controlled