

# Public Document Pack



Contact Officer:  
Maureen Potter 01352 702322  
maureen.potter@flintshire.gov.uk

To: Cllr Robin Guest (Chairman)

Councillors: Alex Aldridge, Glyn Banks, Haydn Bateman, Chris Bithell, Clive Carver, David Cox, Paul Cunningham, Peter Curtis, Glenys Diskin, Ian Dunbar, Andy Dunbobbin, Veronica Gay, George Hardcastle, Dave Mackie, Tim Newhouse, Neville Phillips, Ian Smith, Nigel Steele-Mortimer, David Williams and Arnold Woolley

23 June 2016

Dear Councillor

You are invited to attend a meeting of the Democratic Services Committee which will be held at 10.00 am on Wednesday, 29th June, 2016 in the Delyn Committee Room to consider the following items

## A G E N D A

### 1 **APPOINTMENT OF VICE-CHAIR**

To appoint a Vice-Chair for the Committee.

### 2 **APOLOGIES**

**Purpose:** To receive any apologies.

### 3 **DECLARATIONS OF INTEREST (INCLUDING WHIPPING DECLARATIONS)**

**Purpose:** To receive any Declarations and advise Members accordingly.

### 4 **MINUTES** (Pages 3 - 4)

**Purpose:** To confirm as a correct record the minutes of the last meeting.

### 5 **MEMBER DEVELOPMENT STRATEGY** (Pages 5 - 10)

To conduct the annual review of the strategy.

**6 INDUCTION ARRANGEMENTS FOR MEMBERS FOLLOWING THE 2017 COUNTY COUNCIL ELECTIONS (Pages 11 - 20)**

The committee is invited to consider and comment on the attached draft induction proposal documents from the WLGA

**LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985 - TO CONSIDER THE EXCLUSION OF THE PRESS AND PUBLIC**

The following item is considered to be exempt by virtue of Paragraph(s) 15 of Part 4 of Schedule 12A of the Local Government Act 1972 (as amended).

It is not good employment practice or in the public interest for matters the subject of consultation with employees effected and other unions to be discussed in public at this stage of the process.

**7 ESTABLISHMENT STRUCTURE IN GOVERNANCE (Pages 21 - 26)**

To approve the proposed structure for Democratic Services

Yours faithfully



Peter Evans  
Democracy & Governance Manager

## **DEMOCRATIC SERVICES COMMITTEE** **27 APRIL 2016**

Minutes of the meeting of the Democratic Services Committee of Flintshire County Council held in County Hall, Mold on Wednesday, 27 April 2016.

**PRESENT: Councillor Nigel Steele-Mortimer (Vice-Chair in the Chair)**

Councillors: Alex Aldridge, Haydn Bateman, Chris Bithell, Clive Carver, Peter Curtis, Paul Cunningham, Glenys Diskin, Andy Dunbobbin, Veronica Gay, George Hardcastle, Dave Mackie, Tim Newhouse, Neville Phillips, Ian Smith, Nigel Steele-Mortimer, and Arnold Woolley

**APOLOGIES:** Councillors Robin Guest and David Williams

**IN ATTENDANCE:**

Chief Officer (Governance), Member Engagement Manager, and Committee Officer

**13. DECLARATIONS OF INTEREST**

There were no declarations of interest.

**14. MINUTES**

The minutes of the meeting of the Committee held on 27 January 2016, were submitted.

**RESOLVED:**

That the minutes be received, approved and signed by the Chairman as a correct record.

**15. TIMING OF COUNCIL AND COMMITTEE MEETINGS SURVEY**

The Member Engagement Manager introduced a report on the timing of Council and Committee Meetings survey. He referred to the survey which had been undertaken amongst elected and co-opted members of the Council to determine their preferences for when formal meetings should be held. He advised that there was a significant majority in favour of not making changes to the current approach and therefore the recommendation was that a mixture of morning and afternoon meetings continued to be held with a four week recess during the month of August for the life of this Council. The Member Engagement Manger reported on the results of the survey which were detailed in the report.

Councillor Alex Aldridge expressed thanks to Officers for the opportunity given to Members to express their views on the timing of meetings. He expressed concerns around Members' attendance at Council meetings if the Welsh Government was to proceed with reorganisation of local authorities in Wales.

**RESOLVED:**

- (a) That the Committee acknowledges the results of the survey detailed in the report and recommends to the Council that there be no change in our arrangements for the times and frequency for holding meetings for the life of the Council; and
- (b) That the practice of holding a four week recess from scheduled meetings during the month of August be confirmed for 2016.

**16. PUBLIC AND PRESS IN ATTENDANCE**

There were no members of the press or public in attendance.

(The meeting commenced at 2.55 pm and finished at 3.01 pm)

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Chairman



## DEMOCRATIC SERVICES COMMITTEE

<b>Date of Meeting</b>	Wednesday, 29 <sup>th</sup> June 2016
<b>Report Subject</b>	Member Development Strategy Annual Review
<b>Report Author</b>	Member Engagement Manager

### EXECUTIVE SUMMARY

This report details the current Member Development Strategy; how it has supported Member training and development during 2015/16 and what training and development will be offered in the current, final year of this Council prior to the elections on 4<sup>th</sup> May 2017.

Within the report it has been identified that

- Arrangements are in place for induction training following whole Council and by-elections (the development of Induction arrangements for 2017 is the subject of a separate report on this agenda). Induction after by-elections is offered on a bespoke rather than generic basis and concentrates on focussed one-to-one sessions;
- That an annual Development Programme is agreed annually by the committee;
- That the committee receives regular feedback on Member development events;
- That ongoing training is provided to Members of the Planning, Licensing, Audit and Pensions committees;
- That Member role descriptions and other information is available to members on a dedicated part of the Infonet and in the Members' Library.

### RECOMMENDATIONS

1	That the current Member Development Strategy be recognised as good practice.
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2	That the Member Development Strategy be supported as the basis to ensure adequate provision for member development and support for the new Council to be elected in 2017.
3	That the committee agree that the emphasis, in the last year of the current Council should be on the provision of training where there is a perceived need, rather than seeking to provide a full programme

## **REPORT DETAILS**

<b>1.00</b>	<b>The Member Development Strategy</b>
1.01	We have had a Member Development Strategy (MDS) for a number of years. The last major update to it was in March 2015, when changes to reflect legislation requiring Authorities to provide an opportunity for all Members to have personal development meetings was included.
1.02	This committee carried out a review of the Member Development Strategy (MDS) at its 1 <sup>st</sup> July meeting last year. At that meeting, it was agreed to include the following within the MDS -
1.03	<p><i>The strategy's objectives will also be achieved in the following ways:</i></p> <ul style="list-style-type: none"> <li>• <i>Holding short information/training sessions immediately prior to scheduled committee meetings;</i></li> <li>• <i>Producing briefing papers/guides on emerging topics;</i></li> <li>• <i>Holding briefing workshops on important topics;</i></li> <li>• <i>Providing specialist training for Members of the Planning, Licensing, Audit and Pensions committees</i></li> <li>• <i>Ensuring that reports to overview &amp; scrutiny committees are purposeful.</i></li> </ul>
1.04	It was also agreed that opportunities for training and development should be offered both during and outside the normal working day, where possible, to accommodate those Members who are in employment or who have other day time responsibilities.
1.05	<p>In addition to updating the wording of the MDS, the committee has previously reviewed the delivery of the strategy to ensure that:</p> <ul style="list-style-type: none"> <li>• Arrangements are in place for induction training following whole Council and by-elections (the development of Induction arrangements for 2017 is the subject of a separate report on this agenda). Induction after by-elections is offered on a bespoke rather than generic basis and concentrates on focussed one-to-one sessions;</li> <li>• That an annual Development Programme is agreed annually by the committee;</li> <li>• That the committee receives regular feedback on Member development events;</li> <li>• That ongoing training is provided to Members of the Planning, Licensing, Audit and Pensions committees;</li> </ul>

	<ul style="list-style-type: none"> <li>• That Member role descriptions and other information is available to members on a dedicated part of the Infonet and in the Members' Library.</li> </ul>
1.06	<p>It should be noted that the MDS is generally robust. However, whilst the above aims have been largely fulfilled, there is one area which the committee may feel requires further attention in the future. This is the holding of annual personal development reviews for Members. Whilst this is recognised as good practice, and was identified as an area for improvement in the 2015 Wales Audit Office Corporate Assessment (paragraph 50 refers) there has been little activity. It is suggested that at this stage in the Council's life it may not be beneficial to devote resources to this, but it should be recognised as a good practice for Members within the post 2017 elections Authority.</p>
1.07	<p>The core Member Development Programme for 2015/16 which was approved by the Democratic Services committee last July included the following core topics:-</p> <ul style="list-style-type: none"> <li>• Various planning issues</li> <li>• Equalities and Welsh Language</li> <li>• Budget Preparation</li> <li>• Social Media</li> </ul> <p>These topics had been identified following correspondence between the Democracy &amp; Governance Manager and Members.</p>
1.08	<p>During the last year, a more flexible approach to training and development has been introduced, recognising that shorter more focussed sessions with smaller groups can be more effective. Sometimes, it is as beneficial for a one to one session to be held. This approach also recognises that people have a number of different learning styles. Whilst group discussions are clearly an important part of how some people assimilate information, there are others who do not find such an approach beneficial. We will endeavour to provide a range of engagement opportunities for Members. The greater flexibility which we have espoused will also inform the Induction training for 2017.</p>
1.09	<p>In addition to the core topics which had been identified, we have provided a number of Information, development and consultation workshops. These have been held as and when required. These have included:</p> <ul style="list-style-type: none"> <li>• Improvement Plan consultation;</li> <li>• Bus subsidy and the development of an Integrated Transport Unit;</li> <li>• Corporate Parenting;</li> <li>• Overview &amp; Scrutiny work planning;</li> <li>• Alternative Delivery Models;</li> <li>• Medium Term Financial Strategy (two sessions);</li> <li>• Social services &amp; Well-being Act,;</li> <li>• Budget preparation (three sessions, including an evening).</li> </ul>

1.10	The use of Ipads instead of issuing committee papers has been rolled out across the Council, with the majority of Members now using them. This has meant a significant reduction in printing and postage costs. A number of 'how to' sessions have been held before committee meetings.
1.11	Allied to this, a new report format has also been introduced. This is intended to be more I pad friendly and more focussed, with an emphasis on an executive summary and recommendations on the front page.
1.12	During the year, greater use has been made of bespoke briefings on specific topics for political group leaders and also for Overview and Scrutiny committee chairs: during a period of change as we respond to reducing budgets it is considered vital that key members are kept fully informed. Thus they are better equipped to guide and to support the organisation from their respective roles.
1.13	We recognise that at this stage in the Council's life, there may not be demand for any further formal development sessions. However, the information sessions are regarded as being an important part of how we ensure that members are equipped to carry out their varied roles.
1.14	There is also the need to ensure that members of regulatory committees (Audit, licensing and Planning & Development Control) are provided with training as is deemed necessary for them to properly discharge their respective roles. It is suggested that apart from those we do not seek to put on a full programme of formal events in this last year.
1.15	However, where there is a perceived need, we will seek to cater for that. A good example of such a need is Chairing skills, especially for new incumbents. Even those committee chairs who have had a lot of experience in that role may benefit from a short knowledge and skills refreshments session. To that end, a highly experienced colleague from the Welsh Local Government Association (WLGA) to be booked to deliver a focussed two hour refresher session for us on Friday 15 <sup>th</sup> July at 10.00.
1.16	We have previously provided feedback reports, giving an analysis of feedback sheets completed by Members after formal training events. It is suggested that in future, this should only deal with specific instances where members have indicated that they were unhappy with aspects of training. This will be incorporated into a programme review report (such as this) at the end of one year and looking to the next.

<b>2.00</b>	<b>RESOURCE IMPLICATIONS</b>
2.01	There is adequate budget provision for Member Development



<b>3.00</b>	<b>CONSULTATIONS REQUIRED / CARRIED OUT</b>
3.01	This report is published for consultation.

<b>4.00</b>	<b>RISK MANAGEMENT</b>
4.01	Offering adequate Member development and support opportunities significantly reduces risk

<b>5.00</b>	<b>APPENDICES</b>
5.01	None

<b>6.00</b>	<b>LIST OF ACCESSIBLE BACKGROUND DOCUMENTS</b>
6.01	<b>Contact Officer:</b> Robert Robins, Member Engagement Manager <b>Telephone:</b> 01352 702320 <b>E-mail:</b> <a href="mailto:Robert.robins@flintshire.gov.uk">Robert.robins@flintshire.gov.uk</a>

<b>7.00</b>	<b>GLOSSARY OF TERMS</b>
7.01	Member Development Strategy (MDS): how we seek to ensure that our Members are offered sufficient opportunities for development and training to enable them to function effectively and efficiently within their respective roles as community advocate and leader and as a Council member in our meetings.

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## Democratic Services Committee

<b>Date of Meeting</b>	Wednesday, 29th June 2016
<b>Report Subject</b>	Induction arrangements for Members following the 2017 County Council Elections
<b>Cabinet Member</b>	Cabinet Member for Corporate Management
<b>Report Author</b>	Member Engagement Manager
<b>Type of Report</b>	Operational

### EXECUTIVE SUMMARY

This report is to consult members on the contents of the Welsh Local Government Association's (WLGA) proposed Induction programme for Members elected following the 2017 County Council elections, together with our own proposals..

The contents of the WLGA Induction programme are not mandatory, but are suggested as offering the necessary range of training to enable both new and returning Members to understand and to fulfil their new roles and responsibilities.

The comments of current Members have always been used to inform the training provision for the new Council, together with the views of key officers.

### RECOMMENDATIONS

1	The committee is invited to consider and comment on the attached draft induction proposal documents from the WLGA
2	That the officers be requested to continue to prepare a full Induction Programme for new and returning Members following the 2016 elections.

## **REPORT DETAILS**

<b>1.00</b>	<b>Developing an induction programme</b>
1.01	Members will be aware that following each County Council elections, we have organised an induction programme for Members. The emphasis has always been on this being targeted at all Members, rather than those who have been elected for the first time.
1.02	At previous elections, the former Member Development Working Group was responsible for providing guidance to the officers on the form and content on the Induction Programme. Following the Local Government (Wales) Measure 2011, which places a statutory requirement to have a Democratic Services Committee (DSC), responsibility for Member Induction and development has been remitted to this committee.
1.03	The Member Engagement Manager represents Flintshire on the Welsh Local Government Association (WLGA) co-ordinated Member Support and Development Lead Members and Officers network. It is through that network and the associated Members Support Officer Network that much of the preparatory work in designing and developing previous induction programmes.
1.04	For the 2017 induction programme, the WLGA have developed a suggested outline, which is now being consulted on by the user Authorities. The outline is attached as appendix 1. It identifies particular training topics, whether these should be mandatory or not, which Members should be the target audience, and by whom the training could be delivered. We are not bound to use the WLGA framework exactly as it is, but can customise it to suit our own requirements. For instance, we feel that corporate governance as a module to incorporate constitution, and one on decision-making (risk, option appraisal, use of objective and subjective evidence etc.) would be beneficial.
1.05	We will also review our own pack of information provided to Members A Flintshire councillors' guide to complement in style and content the WLGA one (with the local detail) will be produced. It is intended that any pack would be Ipad rather than paper based.
1.06	The committee is invited to consider the attached and to comment on it. Those comments can then be included in our response to the WLGA on the Induction Programme.
1.07	It is intended that our approach to induction will be more flexible than it has been in the past. We have recognised in the last year that it is not always feasible to have two or three hour sessions for a minimum of six people. Some sessions will be shortened and more focussed and can be offered to smaller or larger numbers of attendees, depending on demand.
1.08	The starting point of induction has previously been a 'Your Council' event, held on the afternoon of the Annual meeting following the election. This affords Members the opportunity to meet Chief and key senior officers. (In the WLGA document this is referred to as a 'Market Place' approach) If there is Member support for a similar approach for 2016, it is suggested

	that a working group of appropriate officers be set up to develop this and the Induction Programme, making quarterly reports to this committee on progress and for Members to offer guidance. In addition to this, a meeting of senior officers will be held during the summer to provide direction to the working group.
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<b>2.00</b>	<b>RESOURCE IMPLICATIONS</b>
2.01	Provision will be made in the training budget for the use of external trainers where these are required. The intention will be to provide as much training as possible from within our own existing resources.

<b>3.00</b>	<b>CONSULTATIONS REQUIRED / CARRIED OUT</b>
3.01	This report has been produced for consultation purposes.

<b>4.00</b>	<b>RISK MANAGEMENT</b>
4.01	There is an inherent risk in our not providing adequate Induction training. We have a responsibility to ensure that we offer sufficient, focussed training to our Members to enable them to function efficiently and effectively in their respective roles.

<b>5.00</b>	<b>APPENDICES</b>
5.01	Induction Curriculum.  WLGA Induction Discussion document

<b>6.00</b>	<b>LIST OF ACCESSIBLE BACKGROUND DOCUMENTS</b>
6.01	None. Contact Officer: Robert Robins, Member Engagement Manager Telephone: 01352 702320 E-mail: <a href="mailto:Robert.robins@flintshire.gov.uk">Robert.robins@flintshire.gov.uk</a>

<b>7.00</b>	<b>GLOSSARY OF TERMS</b>
	Market place: an event where the council's portfolios are all represented so that Members are able to meet some key staff.  Welsh Local Government Association (WLGA):

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## **Induction for New Members in 2017**

**Local Authorities and the Welsh Local Government Association have traditionally worked together to plan and support induction activities for new members in Wales following local elections. The 2017 elections will bring fresh challenges for members and authorities and a new approach may be required. Following discussions with Heads and Chairs of Democratic Services at recent network meetings, this discussion document is offered for wider consideration, to inform joint working and the sharing of resources. It will also inform discussions with the Welsh Government.**

Induction in 2017 will require a different approach to that taken previously because:

1. The changing face of local government is likely to mean that the expectations placed on members has grown and will continue to increase. New and returning members will require information on changes in legislation such as the Well-Being of Future Generations Act, the Planning Act and the Social Services and Well-Being Act. The Draft Local Government (Wales) Bill (if it becomes law) will require fundamental changes to the role of members and committee structures over and above the reorganisation of local government. The nature of council service delivery and councillor casework is also changing rapidly to meet the needs of communities as a result of welfare reform, immigration, population growth and an aging population.
2. Reduced staff and budgets mean that there are fewer resources both locally and nationally to support the induction of new and returning members. There will also inevitably be fewer opportunities for authorities to use outside providers for councillor development and authority officers may have less time to provide sessions themselves.
3. There is greater potential to deliver learning to members digitally. Members are more IT literate and digitally engaged than previously and the new intake are likely to be used to learning and communicating online. There is now free access to the Local Government All Wales Academy for e-learning for members.
4. The Draft Local Government (Wales) Bill may require that each authority should decide which aspects of councillor development is mandatory. Some authorities already make provision for this in their constitutions. A general agreement on what should be considered mandatory development would help councils work together to provide it.
5. Other partners may be available to help in councillor development for example, Academi Wales (WG) who sponsor the Leadership Academy and the Fairer Futures division in the WG (who have delivered the recent regional equalities training).

The Network believes that the induction process can be streamlined, shared and supported by the WLGA and other partners.

## **Members have told us the following about induction in previous years:**

- Delivering too much information too soon (or even over the first 6 months) is not always helpful for members.
- Members appreciate receiving some learning activities face to face. This usually includes committee briefings, scrutiny questioning, charring, media skills.
- Members appreciate opportunities to see council and community offices, venues, locations and meet both senior and frontline officers.
- Members sometimes find general presentations from service directors too detailed and not delivered at the right time.
- Members value information on how to contact relevant officers and what they do.
- Induction works best when it is coordinated and the content decided by one team in discussion with all service areas, rather than different services being given space in a programme which leads to an imbalance in information.
- Members enjoy regional induction activities as opportunities to hear about approaches in different authorities.
- Induction workshop materials developed by the WLGA and authorities in previous years were used in some cases by some authorities but not universally.
- New Cabinets may also need support in understanding their roles.
- Buddying of new councillors with officers/ members can be helpful for the first few days.
- Mentoring of new members is useful but often takes place informally. Mentors require training in mentoring skills.
- Dates for induction need to be provided to candidates as soon as notice of their candidature is received.

## **Some possible ways forward:**

- A 'curriculum' for induction might be useful to share and agree among authorities as a first stage. This should dovetail with role descriptions and the *Wales Councillor Development Framework* and most importantly be agreed by current members as useful. Some initial ideas are contained in the example induction programme below.
- An agreement on which aspects of councillor development should be mandatory. Although the Local Government Wales Bill suggests that each local authority would decide which training for councillors should be mandatory, a shared agreement across Wales would strengthen arrangements and facilitate resource sharing. The Welsh Government have agreed that they would welcome suggestions from the Network about what training should be recommended as mandatory if this becomes law. Initial suggestions are:

### For all councillors

- Code of Conduct and Ethics
- Constitutional matters including meeting participation Standing Orders etc.
- Introduction to Equalities
- Safeguarding
- Data Management and Freedom of Information
- Corporate Parenting
- Finance including budgeting and treasury management



#### For specific committee members

- Planning for Planning Committee members
- Standards for Standards Committee members
- Licencing for Licencing committee members
- Audit for Audit committee members
- Appointments for appointment committees
- Scrutiny for Scrutiny Members

#### For Chairs

- Meeting management skills for all chairs and vice chairs
  - Effective scrutiny chairing for scrutiny chairs and vice chairs
- Market place style induction days as used in some authorities in 2012 might be a good alternative to the traditional programmed first induction day.
  - Efforts should be put into making members more able to learn independently, having access to information and skills as and when needed rather than as part of a formal suite of induction workshops. Mandatory sessions and those best delivered face to face would be programmed but everything else could be available as e learning (with monitoring of courses undertaken). Induction to ICT, access to member's portals, and help with accessing e learning therefore becomes more of a priority in the programme.
  - Regional shared sessions. Working with partners such as WLGA and Welsh Government.
  - Scheduling of personal development reviews for new councillors following induction so that ongoing training can be decided and prioritised.

### **An example local authority induction programme**

#### **Day One** (Compulsory)

- Signing the Declaration of Office and Code of conduct
- Tour of council offices/ facilities
- Given new councillor pack which includes all contacts, councillor's guide (either in print or via link to the members portal)
- Welcome from the Chief Executive
- Presentation. How the council works just an overview of corporate governance not each service.
- Explanation of the induction process

#### **Week One**

Market place and induction essentials 10.00 – 8.00. Open all day but councillors can 'dip in and out' within the expectation that they will attend a mandatory ethics and standards session. Food provided 12.30 – 13.30 for everyone to encourage more discussions.

<b>Room 1</b>	<b>Room 2</b>	<b>Room 3</b>
<p><b>Market Place</b> Each of the major service areas/initiatives has a stand with senior and operational staff ready to explain what they do and issues of the day. Members circulate throughout the day and evening.</p>	<p><b>Mandatory Ethics and Standards/Code of Conduct training</b> by Monitoring Officer. Members attend one session. 10.00 – 12.00 2.00 4.00 6.00 – 8.00</p>	<p><b>ICT equipment and induction.</b> By officers from the ICT team. Members are booked onto one to one sessions 40 mins each. Given equipment, access to networks and member portal, and e learning packages. Instructions given as required.</p>

**Mandatory Committee training (see list above) will take place prior to first meeting of relevant Committee.**

**E-Learning will be available from Day One accessed when required.** (See modules for members and other on All Wales Academy previously distributed)

**First 6 months - remaining mandatory training in face to face workshops (see above)**

**Second 6 months - Remaining induction requirements (not mandatory) such as:**

- Community Leadership and Casework
- New Cabinet development if required
- Further policy, service and legislative requirements for each committee

**April 2018 Personal Development Review to identify further development needs.**

**Additional materials provided by the WLGA** include a Candidates guide which will be ready April 2016 on the WLGA Website. Candidates can be referred to this stand alone resource and authorities can also customise for their own websites and for hard copy distribution.

**A New Councillors Guide, produced in the same way will be available in December 2016.**

**Views from each authority on the possible ways forward are invited from Democratic Services Committees and other officers and members responsible for councillor support and development.**

When all authorities have had an opportunity to consider the suitability of the approach, the Network and the WLGA will ensure that priority resources are made available where they do not already exist.

Example Local Authority Councillor year long induction programme showing potential integration of mandatory training and availability of training resources.				
What	Audience	Delivery Method	Training materials available/needed?	When
Orientation (Council offices and county facilities)	All members	Tour	Information/ maps etc as part of introductory package produced in each authority	Week One
Introduction to the Council, its role and introduction to corporate governance.	All members	Chief Executive	To be developed by staff locally and some information to be linked to WLGA councillors guide	Week One
<b>ICT induction and equipment</b>	<b>All members (M)</b>	ICT officers, individual sessions on market place day.	Session and guidance to be developed by staff locally	Market Place week one
Introduction to service areas	All members	Market place, all senior officers	Delivery materials not required – basic information to be included in introductory package, who's who etc.	Market Place week one
<b>Code of Conduct and Ethics</b>	<b>All members(M)</b>	Monitoring Officer –national materials? 3 sessions on Market place day	National materials if required at local workshop. WLGA/monitoring officers/Ombudsman (ombudsman video in production)	Market Place week one
<b>Constitutional matters including meeting participation</b>	<b>All members(M)</b>	HODS/DS officers/senior member	Materials available now in each authority	1st 6 Months
<b>Decisions for Future Generations (Wellbeing of Future Generations Act)</b>	<b>All Members(M)</b>	Workshop - Appropriate senior officers and experienced members. And e learning	National workshop? E learning available now on AWA	1 <sup>st</sup> 6 months
<b>Introduction to equalities</b>	<b>All members(M)</b>	Equalities Officers workshop and e- learning	Available now on AWA e- learning (Governors module) and workshop materials available in each authority.	1st 6 Months
<b>Safeguarding</b>	<b>All members(M)</b>	Directors of Education/SS workshop and e learning	Available now on e-learning (AWA) (Employee section) workshop materials are available in each authority	1st 6 Months
<b>Data Management and FOI</b>	<b>All members(M)</b>	Workshop and e learning	2 modules available now on AWA employees section - Data Protection Awareness and Freedom of Information	1st 6 Months
<b>Corporate Parenting</b>	<b>All members(M)</b>	Directors of SS	Workshop material available now in each authority. Is e learning also	1st 6 Months

			required?	
<b>Finance including budgeting and treasury management</b>	<b>All members(M)</b>	Finance Directors e- learning	Workshop material available now in each authority. E learning required	1st 6 Months
<b>Planning committee</b>	<b>Planning Committee(M)</b>	Planning Officer	Workshop material available now in each authority	Prior to first meeting
<b>Standards</b>	<b>Standards Committee(M)</b>	Monitoring Officer	Workshop material available now in each authority	Prior to first meeting
<b>Licensing</b>	<b>Licensing Committee(M)</b>	Licensing Officer	Workshop material available now in each authority	Prior to first meeting
<b>Audit</b>	<b>Audit Committee(M)</b>	Finance Officer	Workshop material available now in each authority	Prior to first meeting
<b>Appointments, appeals and interview skills</b>	<b>Panel members(M)</b>	HR Director	Workshop material available now in each authority	Prior to participating
<b>The Role of Scrutiny</b>	<b>All members(M)</b>	HODS/Scrutiny officers	Workshop material available now in each authority	Prior to first scrutiny meetings
<b>Planning for non- planning members - protocols</b>	<b>All members (M)</b>	Planning officers/experienced member	Workshop material available now in each authority	1st 6 months
Community Leadership and Casework	All members	Senior member with HODS e- learning	The effective ward councillor e learning module in production for AWA.	2 <sup>nd</sup> 6 Months
New Cabinet Development	Cabinet	External facilitators	Materials from external facilitators	2 <sup>nd</sup> 6 Months
Policy, services and legislative requirements updates	Relevant committees	Heads of Service	By local staff as and when necessary National Welsh Government Workshops?	2 <sup>nd</sup> 6 Months and into main training programme
Scrutiny chairing (committee and meeting management)	All Scrutiny chairs	External facilitators	Materials from external facilitators	2 <sup>nd</sup> 6 Months
Chairing Skills (meeting management)	All chairs	External facilitators E learning	E learning available now on AWA	2 <sup>nd</sup> 6 Months

**(M) = Mandatory**

**Further training in both knowledge and skills to be determined from PDRs when induction complete**

By virtue of paragraph(s) 15 of Part 4 of Schedule 12A  
of the Local Government Act 1972.

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