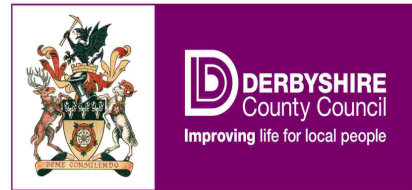


**Finance, Management and
Regeneration
Improvement and Scrutiny
Committee**



Review of Member Induction 2009

Final Report

May 2010

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Appendix

A	Induction Programme 2009
B	Member Induction Questionnaire and results 2010
C	Nottinghamshire County Council Contact List

1. Introduction

Inductions for new Members of Derbyshire County Council (DCC) have always taken place however, following the Local Government elections in June 2009 many new and returning Members felt the provision in Derbyshire no-longer reflected the needs of a modern councillor. The 2009 elections resulted in a Council that had 22 new Members (34%) and 33% of the controlling group newly appointed to the Authority.

The Working Group conducting this review surveyed all Members (whether new or returning) to find out their experiences of the 2009 induction programme, with only 38% judging this to be good and with 58% viewing the process as neither good nor poor, poor or very poor. Many new Members also felt overwhelmed by the quantity of information and the number of presentations over the two days, identifying the need for a more structured programme over a longer period of time. The Review has not carried out an assessment of the induction given Members taking up Cabinet posts for the first time and felt that it would be appropriate for this to be considered at a later date.

The Working Group conducting this review were drawn from the Finance, Management and Regeneration Improvement and Scrutiny Committee and comprised of Cllrs Blake, MacDonald, Wharmby and Morgan.

The Review focussed on induction provision from a Members' perspective, considering:

- The induction given to Members in June 2009;
- What was missing from this programme; and
- How this could be improved.

The Group were mindful of the current financial challenges facing the Authority and were clear from the outset that it did not want to make costly recommendations but recognises there is a lot of activity around this area which could become more effective with greater coordination.

The timing of this Review should provide the Authority with the opportunity to develop a revised induction programme and implement the recommendations of this review prior to Council's next round of Local Government elections in 2013.

2. 2009 Induction

The 2009 Induction was split into 2 days - 16 June and 9 July 2009 (Agenda - Appendix A) and was coordinated by the Democratic Services team. Attendance for the session on 16 June was good with 70% of all Councillors attending and 90% of new Members to the Authority; no attendance record was available for the July session.

The sessions covered:

Day 1

- Introduction to Derbyshire County Council (30mins);
- Members Rights (30mins);
- Members Allowances (45mins);
- Council Service and Member Support (1 Hour).

Day 2

- What We Do – briefing sessions from each strategic director (3 hours total).

These sessions were accompanied by a variety of induction documentation including details of:

- Members Allowances;
- Local Government Pension Scheme;
- A Guide to Support and Other Services Available to Members of the Council.

These sessions and information pack were supplemented by statutory training for Members of planning and regulatory committees. IT training and equipment installation was also provided.

The Working Group felt that the induction process was not structured to meet the needs of Members but was designed to let officers impart information they had chosen. The Group also felt that there was little Member involvement in the design of this programme which was viewed as not reflecting the needs of a modern Councillor.

To help accurately gauge Members experiences of the 2009 programme and to identify areas for development a questionnaire was distributed to all Members (new and returning), the results of which are assessed in section three.


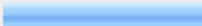
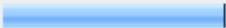


3. Questionnaire

The questionnaire (Appendix B) was designed to gather information relating to the 2009 Members' Induction and to identify areas which could contribute to any future revisions of this programme.

Members were initially asked a number of questions relating to their experiences in June 2009. Overall respondents were satisfied with the quality of information contained within the induction pack.

3. 3. If you received a pack how satisfied or dissatisfied were you with the quality of information contained within this?					
	Very Satisfied	Satisfied	Neither Satisfied or Dissatisfied	Dissatisfied	Very Dissatisfied
Format	5.3% (1)	52.6% (10)	31.8% (8)	10.5% (2)	0.0% (0)
Appropriateness	5.8% (1)	50.0% (9)	38.9% (7)	5.8% (1)	0.0% (0)
Timeliness	5.9% (1)	64.7% (11)	23.5% (4)	5.9% (1)	0.0% (0)
Relevance	5.9% (1)	52.9% (9)	35.3% (8)	5.9% (1)	0.0% (0)

When asked to rate their overall experience of the induction process 38.5% found the process to be good and 3.8% very good.

How would you rate your overall experience of the induction process?		Response Percent
Very good		3.8%
Good		38.5%
Neither good nor poor		42.3%
Poor		11.5%
Very poor		3.8%

The majority of respondent viewed this process as acceptable, however, of the comments received many identified that the very 'basics' were missing; Members would have liked orientation tour of County Hall to identify where each department is based and the identification of key officers (with contact details) within these departments. Members who took part in this Review commented that

these simple additions would have proved invaluable in the first few weeks of being a Councillor. Many have reported a reliance on self-generated contacts to help deal with constituent's issues and the Working Group would like to see the provision of contact lists along the lines of the ones provided by Nottinghamshire County Council to their Members (Appendix C).

Recommendation 1: That the production of contact list of key operational staff and an orientation tour a tour of County Hall, (including the location of key departments) is included in any future induction programmes.

The two Member seminars held in 16 June and 9 July were seen by the majority of respondents as useful. However, the Working Group would like to recommend that the format of any future seminars is updated to move away from the current presentation based approach to one that is more interactive. A number of Members have advocated the adoption of a 'market stall' event (on a similar lines to the Parish Councils event held in October 2009) or workshop approach with the involvement of key officers from each directorate. This will allow Members to have more interaction with key staff and see the building up of two way communication at the start of their term in office.

Recommendation 2: That a 'market stall'/workshop approach is considered when planning future induction seminars.

The questionnaire then asked Members to consider a range of possible improvements to the induction process, all of which were overwhelmingly supported (Appendix B page 4). The Working Group recognise that it would be impossible for these to be run on an individual basis, however, they would like to see these prioritised into operational knowledge (needs immediate action) such as an orientation tour, Members Allowances etc and the more strategic (which could be dealt with in the short to medium term) such as details of key strategic plans and partnerships and incorporated into any ongoing development activity as appropriate.

The questionnaire sought Member's views on the timing of induction provision. The most popular option for was the provision of an ongoing Member induction programme with 83.3% of respondents agreeing or strongly agreeing with this statement, followed by a number of sessions over 6 months (66.6% agreeing of strongly agreeing).

8. 8. How strongly do you agree or disagree with the following options for running future Member Inductions?					
	Strongly Agree	Agree	Neither	Disagree	Strongly Disagree
Same as last year	6.3% (1)	18.8% (3)	25.0% (4)	31.3% (5)	18.8% (3)
A number of sessions over 1 week	0.0% (0)	25.0% (2)	25.0% (2)	37.5% (3)	12.5% (1)
A number of sessions over 2 weeks	16.7% (2)	25.0% (3)	16.7% (2)	33.3% (4)	8.3% (1)
A number of sessions over 1 month	25.0% (3)	33.3% (4)	16.7% (2)	16.7% (2)	8.3% (1)
A number of sessions over 3 months	11.1% (1)	44.4% (4)	11.1% (1)	22.2% (2)	11.1% (1)
A number of sessions over 6 months	33.3% (3)	33.3% (3)	11.1% (1)	22.2% (2)	0.0% (0)
Ongoing	44.4% (8)	38.9% (7)	11.1% (2)	0.0% (0)	5.6% (1)
Other	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	100.0% (1)

There was also strong support for Member induction being linked to core competencies for Members (81% agree or strongly agree), Member role descriptions (91.5% agree or strongly agree) and Members' personal development reviews (80% agree or strongly agree). There was overwhelming support (86.4%) for Members being involved in the development of any revisions to the induction programme and this will address the perception that the 2009 induction was Officer rather Member led. The Working Group welcomed the establishment of the Elected Member Development Working Group and the opportunity for Members to have greater involvement in any developments here.

Finally, Members were asked for any other suggestions/comments and these included:

- A tour of DCC sites;
- Imaginative delivery – helping parties interact with each other;
- Understanding the responsibilities of external bodies;
- Meeting areas teams e.g. those from highways and CAYA;
- 2009 there was little information about Members roles and how to access information and support; and
- Regular briefings.

4. Elected Member Development Working Group

The Scrutiny Review of Place-Shaping (2009) identified that the Authority does not have a formal policy in respect of Member learning and development, recommended the creation of a cross-party Member Development Working Group to oversee the development and implementation of any strategy here. A cross-party Elected Member Development Working Group has subsequently been established and will be Chaired by Cllr Harrison, Cabinet Member for Finance and Management.

As previously highlighted the establishment of this group is welcomed and the Review recommends that this Group consider the induction requirements of new Members as part of its ongoing work programme, the production of an initial induction framework, supported by ongoing development events, and the Group would like to see the results of this Review be used to inform any work here.

Recommendation 3: That the Member Development Working Group consider induction provision as part of their ongoing work.

Recommendation 4: This Review and in particular the results of the induction survey feed into the work being undertaken by the Member Development Working Group.

5. Equality and Diversity

Local Councillors have a central role to play in ensuring that equality issues are integral to the Council's performance and strategic aims. Often it will be Ward Councillors who have the greatest knowledge of the needs of different sectors of the community. Under the new Equality Framework for Local Government Councillors are required to understand the importance of equality when making decisions and in how they are resourced. It is vital that Members understand the needs of people who are disadvantaged or discriminated against. Incorporating an introduction to equalities and diversity in the induction programme and linking this to the role of a modern Councillor, will support Members' engagement with their communities and enhancing their effectiveness as community leaders.

Recommendation 5: Equality and Diversity is included as a mandatory part of any revised Member Induction programme.

6. Conclusion

This Review has allowed Members to go in some part to identifying the elements they would like to see included in their induction process, highlighting the need for coordination, forward planning and the use of existing resources, creating an induction programme that provides the foundation for future development.

There is a lot of information for new Members to absorb as they take up their position and the induction programme needs to be updated to reflect the ever increasing demands on Councillors, particularly the requirement to act as community leaders. The Working Group would like to see the development of a structured framework delivered in the first 6 months of a new Members term, then supported by ongoing Member development initiatives.

Members of the Working Group are fully aware of the financial challenges facing the Authority in the coming years and do not want to see significant additional resources directed toward the development of a Member Induction Framework/Strategy. However, they believe that by accurate identification of needs, greater forward planning and better use of existing resources, a more effective induction programme can be developed and implemented prior to the next Local Government elections in 2013.

7. Recommendations

Recommendation 1: That the production of contact list of key operational staff and an orientation tour a tour of County Hall, (including the location of key departments) is included in any future induction programme.

Recommendation 2: That a 'market stall' approach is considered when planning future induction seminars.

Recommendation 3: That the Member Development Working Group consider induction provision as part of their ongoing work.

Recommendation 4: This Review and in particular the results of the induction survey feed into the work being undertaken by the Member Development Working Group.

Recommendation 5: Equality and Diversity is included as a mandatory part of any revised Member Induction programme.

MEMBERS' SEMINAR

TUESDAY 16 JUNE 2009

MEMBERS' ROOM

WELCOME TO ALL COUNCILLORS

- 10.30 **Coffee and Registration**
- 11.00 **Opening by Seminar Chair**
An Excellent Council - Nick Hodgson
- 11.30 **Members Rights – David Tysoe**
- 12.00 **Break and Transfer to Committee Room No 1**
- 12.15 **Members Allowances and Financial Issues – Graham Hunt and Peter Handford**
- 1.00 **LUNCH – Members Room**
- 2.00 **Council Services and Member Support –**
Panel:
Chaired by Bruce Buckley, Strategic Director Children's Services and Deputy Chief Executive
David Hickman, Director of Transformation
John Cowings, Senior Policy Officer Equalities
Steve Challinor, Human Resources
David Tysoe, County Secretary
- 3.00 **Close**

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MEMBERS' SEMINAR

MEMBERS' RIGHTS – DAVID TYSOE

- **Derbyshire County Council Code of Conduct for Members**
- **Personal Interests**
- **Freedom of Information**
- **Who Does What Under the Constitution**
- **Standing Orders for Full Council**
- **Members' Responsibilities Including on Appointment to Outside Bodies**
- **Indemnity and Insurance**
- **Local Members and Councillor Call for Action**

MEMBERS' SEMINAR

THURSDAY 9 JULY 2009

MEMBERS' ROOM

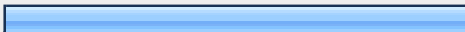
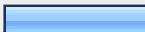
WHAT WE DO

- 10.30 **Coffee and Registration**
- 11.00 **Making Care Personal – Your Choice, Your Life**
Bill Robertson
- 11.30 **Services for Children and Younger Adults**
Bruce Buckley
- 12.00 **Community Safety**
David Lowe
- 12.30 **LUNCH – Members Room**
- 1.30 **Cultural and Community Services**
Martin Molloy
- 2.00 **Environmental Services**
Mike Ashworth
- 2.30 **Concluding Session Chaired by Nick Hodgson**
- 3.00 **Close**


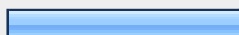



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Member Induction Questionnaire March 2010

1. 1. Please specify the Division you represent.		
		Response Count
		28
	<i>answered question</i>	28
	<i>skipped question</i>	0

2. 2. On your appointment to the Council were you sent a pack of information?			
		Response Percent	Response Count
Yes		76.9%	20
No		23.1%	6
<i>answered question</i>			26
<i>skipped question</i>			2

3. 3. If you received a pack how satisfied or dissatisfied were you with the quality of information contained within this?						
	Very Satisfied	Satisfied	Neither Satisfied or Dissatisfied	Dissatisfied	Very Dissatisfied	Response Count
Format	5.3% (1)	52.6% (10)	31.6% (6)	10.5% (2)	0.0% (0)	19
Appropriateness	5.6% (1)	50.0% (9)	38.9% (7)	5.6% (1)	0.0% (0)	18
Timeliness	5.9% (1)	64.7% (11)	23.5% (4)	5.9% (1)	0.0% (0)	17
Relevance	5.9% (1)	52.9% (9)	35.3% (6)	5.9% (1)	0.0% (0)	17
<i>answered question</i>						20
<i>skipped question</i>						8

4. 4. How would you rate your overall experience of the induction process?			
		Response Percent	Response Count
Very good		3.8%	1
Good		38.5%	10
Neither good nor poor		42.3%	11
Poor		11.5%	3
Very poor		3.8%	1
answered question			26
skipped question			2

5. As part of the Induction two Member Seminars were held.						
5. How useful did you find the sessions on 16 June 2009?						
	Very Useful	Useful	Neither	Not Very Useful	Not at all Useful	Response Count
Introduction Session - Nick Hodgson	4.8% (1)	71.4% (15)	23.8% (5)	0.0% (0)	0.0% (0)	21
Members Rights Session - David Tysoe	9.5% (2)	76.2% (16)	14.3% (3)	0.0% (0)	0.0% (0)	21
Members Allowances - Graham Hunt	9.5% (2)	76.2% (16)	9.5% (2)	4.8% (1)	0.0% (0)	21
Council Services and Member Support - Panel Discussion	5.0% (1)	70.0% (14)	25.0% (5)	0.0% (0)	0.0% (0)	20
If you did not attend please state why.						5
answered question						22
skipped question						6

6. 6. How useful were the sessions in the second event held on 9 July 2009?						
	Very Useful	Useful	Neither	Not Very Useful	Not at all Useful	Response Count
Making Care Personal: Your Choice, Your Life - Bill Robertson	0.0% (0)	88.9% (16)	11.1% (2)	0.0% (0)	0.0% (0)	18
Services for Children and Younger Adults - Bruce Buckley	0.0% (0)	100.0% (17)	0.0% (0)	0.0% (0)	0.0% (0)	17
Community Safety, Regeneration, Policy and Research - David Lowe	5.9% (1)	94.1% (16)	0.0% (0)	0.0% (0)	0.0% (0)	17
Cultural and Community Services - Martin Molloy	11.8% (2)	82.4% (14)	5.9% (1)	0.0% (0)	0.0% (0)	17
Environmental Services - Ian Stephenson	18.8% (3)	81.3% (13)	0.0% (0)	0.0% (0)	0.0% (0)	16
If you did not attend please state why.						8
	answered question					18
	skipped question					10

7. As part of the review we are considering a range of possible improvements to the induction process and would like your views on a number of options.

7. How strongly do you agree or disagree that the following have been of help to you?

	Strongly Agree	Agree	Neither Agree or Disagree	Disagree	Strongly Disagree	Response Count
Members Handbook	23.8% (5)	52.4% (11)	14.3% (3)	9.5% (2)	0.0% (0)	21
More Sessions	30.0% (6)	25.0% (5)	45.0% (9)	0.0% (0)	0.0% (0)	20
Fewer Sessions	0.0% (0)	5.9% (1)	52.9% (9)	23.5% (4)	17.6% (3)	17
Tour of County Hall sites	45.5% (10)	40.9% (9)	9.1% (2)	0.0% (0)	4.5% (1)	22
Tour of DCC Key sites	47.6% (10)	33.3% (7)	14.3% (3)	0.0% (0)	4.8% (1)	21
More information about the Council's Constitution and Code of Practice	36.4% (8)	40.9% (9)	18.2% (4)	0.0% (0)	4.5% (1)	22
'Market Place' where you could meet representatives from each department	54.5% (12)	18.2% (4)	27.3% (6)	0.0% (0)	0.0% (0)	22
Partnership Information	26.1% (6)	52.2% (12)	21.7% (5)	0.0% (0)	0.0% (0)	23
Information relating to key documents e.g. Council Plan	25.0% (6)	62.5% (15)	12.5% (3)	0.0% (0)	0.0% (0)	24
Information on Community Leadership	39.1% (9)	47.8% (11)	13.0% (3)	0.0% (0)	0.0% (0)	23
Introduction to Scrutiny	34.8% (8)	47.8% (11)	13.0% (3)	0.0% (0)	4.3% (1)	23
Introduction to Safeguarding and Corporate Parenting	26.1% (6)	52.2% (12)	21.7% (5)	0.0% (0)	0.0% (0)	23
Introduction to IT	40.9% (9)	36.4% (8)	18.2% (4)	0.0% (0)	4.5% (1)	22
Performance Information	13.6% (3)	59.1% (13)	22.7% (5)	4.5% (1)	0.0% (0)	22
Local Authority Financial Management	28.6% (6)	52.4% (11)	19.0% (4)	0.0% (0)	0.0% (0)	21
More time with Chief Officers	26.1% (6)	30.4% (7)	43.5% (10)	0.0% (0)	0.0% (0)	23
Key contacts list	59.1% (13)	22.7% (5)	9.1% (2)	4.5% (1)	4.5% (1)	22
Members' portal on the website	17.4% (4)	30.4% (7)	39.1% (9)	13.0% (3)	0.0% (0)	23
Induction sessions in the evening	8.7% (2)	13.0% (3)	34.8% (8)	34.8% (8)	8.7% (2)	23

Other	0.0% (0)	25.0% (1)	50.0% (2)	0.0% (0)	25.0% (1)	4
Please give details of other options that may not be on the list.						6
	answered question					24
	skipped question					4

8. 8. How strongly do you agree or disagree with the following options for running future Member Inductions?						
	Strongly Agree	Agree	Neither	Disagree	Strongly Disagree	Response Count
Same as last year	6.3% (1)	18.8% (3)	25.0% (4)	31.3% (5)	18.8% (3)	16
A number of sessions over 1 week	0.0% (0)	25.0% (2)	25.0% (2)	37.5% (3)	12.5% (1)	8
A number of sessions over 2 weeks	16.7% (2)	25.0% (3)	16.7% (2)	33.3% (4)	8.3% (1)	12
A number of sessions over 1 month	25.0% (3)	33.3% (4)	16.7% (2)	16.7% (2)	8.3% (1)	12
A number of sessions over 3 months	11.1% (1)	44.4% (4)	11.1% (1)	22.2% (2)	11.1% (1)	9
A number of sessions over 6 months	33.3% (3)	33.3% (3)	11.1% (1)	22.2% (2)	0.0% (0)	9
Ongoing	44.4% (8)	38.9% (7)	11.1% (2)	0.0% (0)	5.6% (1)	18
Other	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	100.0% (1)	1
Please give details of other options you may wish the Review to consider.						2
	answered question					23
	skipped question					5

9. 9. How strongly do you agree or disagree that Member Induction should be linked to:						
	Strongly Agree	Agree	Neither	Disagree	Strongly Disagree	Response Count
Member Core Competencies	28.6% (6)	52.4% (11)	14.3% (3)	4.8% (1)	0.0% (0)	21
Member Role Descriptions	47.8% (11)	43.5% (10)	8.7% (2)	0.0% (0)	0.0% (0)	23
Member Personal Development Reviews	40.0% (8)	40.0% (8)	15.0% (3)	5.0% (1)	0.0% (0)	20
	answered question					23
	skipped question					5

10. 10. How do you think Members should be involved in the development of a revised induction programme?				
	Yes	No	Maybe	Response Count
Directly involved in developing	56.5% (13)	4.3% (1)	39.1% (9)	23
Consulted in developing	86.4% (19)	4.5% (1)	9.1% (2)	22
Not involved in developing	5.6% (1)	77.8% (14)	16.7% (3)	18
Other - please specify below	0.0% (0)	100.0% (1)	0.0% (0)	1
	Other			0
	answered question			25
	skipped question			3

11. 11. Are there any other suggestions/comments you would like to make about Member Induction?		
		Response Count
		10
	answered question	10
	skipped question	18

12. 12. If you would like us to contact you about any of the issues contained within this questionnaire please leave your contact details below.

		Response Count
		5
	<i>answered question</i>	5
	<i>skipped question</i>	23

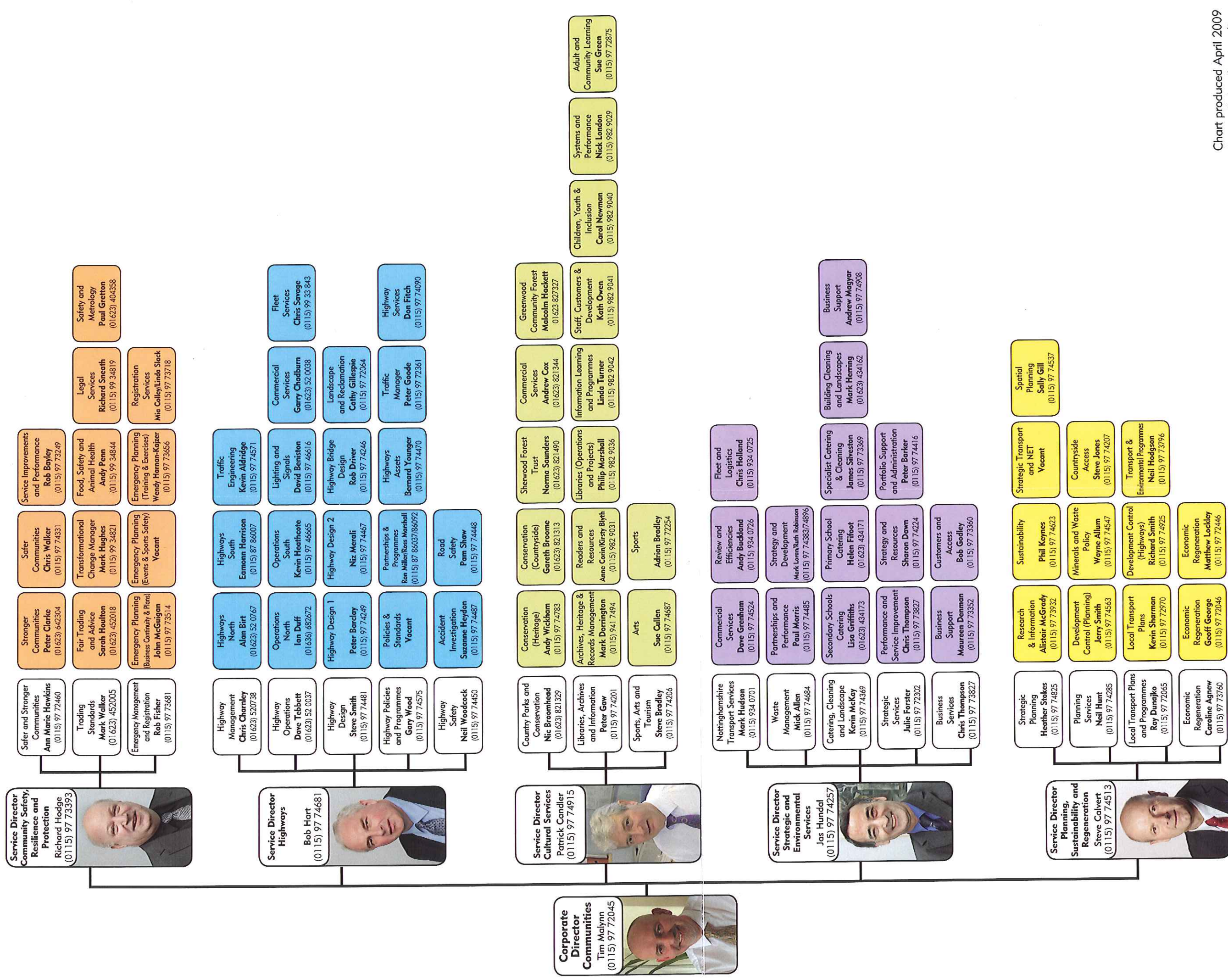
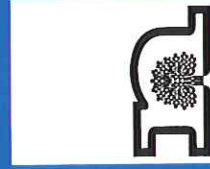


Chart produced April 2009
NB: There maybe small detail anomalies.



Nottinghamshire
County Council

Communities Department Structure Chart

**Corporate Director
Children & Young People's Services**
Anthony May
0115 977 3353
cyps.director@nottscc.gov.uk

Temporary Senior
Executive Officer
Philip Martin
0115 977 3117

