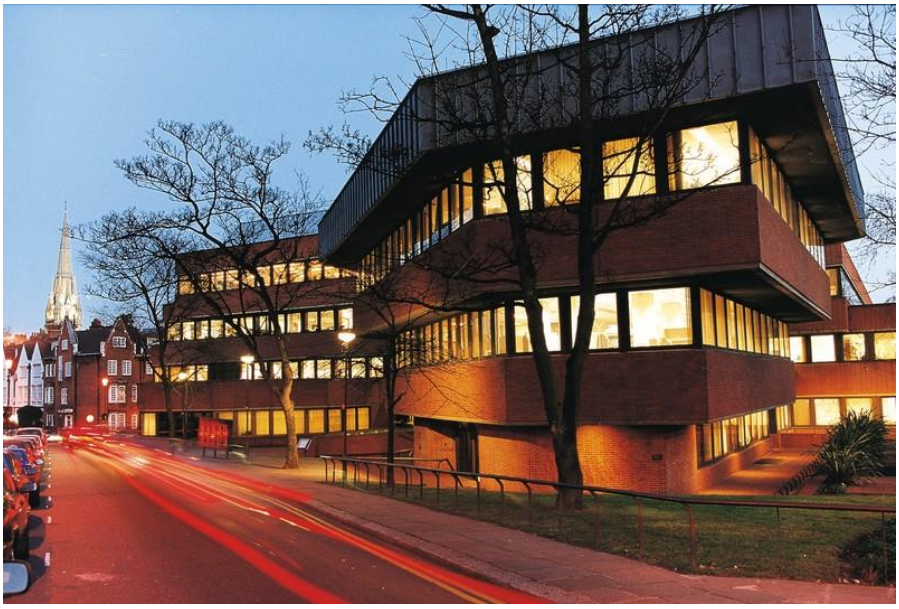

Councillor Training & Development Annual Report 2018 – 2019

August 2019

THE ROYAL BOROUGH OF
KENSINGTON
AND CHELSEA

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1. THE STEERING GROUP

1.1 The Member[1] Training & Development Steering Group was established in June 2007 and by September 2008 had guided the Council to London Member Development Charter status. The Steering Group usually meets three times a year, however in the 2018/19 term it met in November and April.

1.2 The Steering Group's purpose is to make sure that the 'best-practice' standards that were achieved when Charter status was secured in 2008 continue to be maintained. The Group works to ensure that the Council's Member Training & Development (MT&D) offer addresses the current and emerging needs of councillors, while remaining appropriate, varied and cost-effective. The Steering Group also ensure that MT&D activity:

- Focusses on the strategic priorities of the Council.
- Helps councillors to better understand the technicalities of the Council, for example the budget setting process, so that they can monitor performance effectively and make constructive recommendations.
- Provides opportunities to help councillors keep up to date with any key service challenges and priorities.
- Provides in-house and external development for councillors to equip them with the skills and knowledge needed to be strong and effective community leaders.
- Provides induction training to best equip new councillors to understand their roles and responsibilities and get fully up and running as soon as possible.
- Delivers on the recommendations from the Independent Grenfell Recovery Taskforce's report from 31 October 2017 and the Centre for Public Scrutiny's Governance Review.

1.3 In 2018/19 the Steering Group comprised five councillors:

- Cllr. Malcolm Spalding (Chair)
- Cllr. Janet Evans
- Cllr. Walaa Idris
- Cllr. Marwan Elnaghi
- Cllr. Pat Healy

The group was supported by officers from Governance Services and Human Resources.

[1] In this report, 'Member' and 'councillor' are synonymous.

2. MEETING COUNCILLORS' TRAINING AND DEVELOPMENT NEEDS

2.1 RBKC councillors are expected to take their training and development seriously so that they can carry out their various roles effectively.

2.2 In 2018/19 MT&D needs were identified in the following ways:

- In September 2018, councillors were offered the opportunity to have a one-to-one meeting with Emily Boynton (Head of HR Strategy and OD) to identify their training needs and prepare a Personal Development Programme (PDP). 13 councillors took up this offer.
- Councillors contacted officers directly to enquire about future training sessions or to request specific training or to attend conferences.
- Officers from the Council's directorates let Governance Services know when a briefing may be necessary, for example if there had been changes to services, new legislation or repeated questions from councillors about a certain issue/topic.
- The Government Taskforce and Centre for Public Scrutiny both identified key training areas/modules RBKC councillors would benefit from.
- The Steering Group advised officers of potential briefings to be delivered on the MT&D Briefings Programme and allocated levels of priority to these briefings so that officers could deliver the most pressing sessions.

2.3 Councillors' training needs were also addressed in a variety of ways, such as:

- All Councillor training sessions, as part of the MT&D Briefings Programme
- Scrutiny skills training
- Briefings provided for specific committees, these were in the form of officer-led briefing sessions for committee members, or site visits to Council-run services within the borough
- Attendance at conferences
- Training in small groups, for example Leadership Team training
- One to one training for councillors in specific roles, for example Chairperson training
- Where councillors took up new roles on Committees or the Leadership Team, they were given inductions, specific training or briefings.

3. MEMBER TRAINING & DEVELOPMENT BUDGET

3.1 The table below shows the MT&D budget and actual spend for 2018/19 against previous years:

Financial Year	Budget provision (£000)	Actual spend (£000)
2011/12	32.5	18.00
2012/13	28.0	9.50
2013/14	21.0	5.10
2014/15	21.0	10.50
2015/16	16.0	4.00
2016/17	10.9	5.00
2017/18	10.9	0.84
2018/19	20.2	34.68 (provisional figure)

3.2 The overspend on MT&D was offset against underspends elsewhere within the wider Members' Allowances and Support budget.

3.3 Spending on MT&D was high in 2018/19 for a range of reasons, including:

- The May 2018 local elections saw the election of 22 new councillors. This meant that the Council had to deliver and fund an extensive and varied induction programme for new councillors. More information on the MT&D Briefings Programme, including the Induction Programme, can be found in Chapter 4.
- Due to the diverse training & development needs of the newly elected councillors, conference attendance was higher than in previous years. Additionally, councillors have been encouraged to look outside the borough to gain fresh perspectives, and attendance at conferences was a key way councillors could experience this. More information on conference attendance can be found in Chapter 7.
- Approximately two thirds of the members of the Leadership Team were either new to their roles or new to the executive. As such, the Leadership Team was provided with extensive one-to-one and small group training sessions. This training aimed to help them respond to the pressures of their roles as community leaders and Lead Members. More information on Leadership Team training can be found in Chapter 6.

4. BRIEFINGS PROGRAMME AND NEW COUNCILLOR INDUCTION PROGRAMME

4.1 The MT&D Briefings Programme is made up of regular All-Councillor training sessions, usually held in the evening, and is delivered by Council officers, partners and external providers.

4.2 The full MT&D Briefings Programme delivered between 1 April 2018 and 31 March 2019, along with attendance figures for each session, can be found in Appendix A.

4.3 The total expenditure on All-Councillor training in 2018/19 was £585. This was the cost of the *Personal Safety for Councillors* session, held on 26 February 2019 and delivered by an external provider, the Suzy Lamplugh Trust. The rest of the Programme was delivered at no cost to Council, either as briefings were delivered by Council officers, or through the help of Local Government Association funding and/or in-kind support.

4.4 The MT&D briefings programme 2018/19 was crafted with two key aspects in mind:

a) To provide a thorough and varied induction for councillors, to help them foster the knowledge and skills necessary for their new role(s).
b) To respond to the recommendations of the Independent Grenfell Recovery Taskforce and the Centre for Public Scrutiny. An evaluation of how the Council met these recommendations can be found in 4.5 and 4.6.

4.5 The table below sets out the recommendations made by the Independent Grenfell Recovery Taskforce's report from 31 October 2017 and how they were met by the MT&D Briefings Programme:

Report recommends training for councillors on:	We delivered:
Working with the community	• Councillors and Community Leadership (8 May 2018) And also six of the LGA's 'Community Leadership' modules: • Councillors as Local Leaders (15 May 2018) • Being a Community Leader (21 June 2018) • Councillor Roles and Responsibilities and Councillor/Officer Relations (11 September 2018) • Getting on Top of Your Casework (20 September 2018)

	• Effective Meetings (22 November 2018) • Influencing, Facilitation, and Conflict Resolution (11 March 2018)
Working with traumatised people	• Trauma Awareness training for Councillors (25 March 2019)
What good performance and behaviours look like	• Member Roles and Responsibilities (11 September 2018)
Faith awareness and cultural sensitivity	• Faith and Cultural Sensitivity for Councillors* (10 June 2019) * *this training was delivered in the 2019/2020 Financial Year and so is not listed in Appendix A*

4.6 The table below sets out the recommendations made by the Centre for Public Scrutiny (CfPS) and how they have been met by the MT&D Briefings Programme:

CfPS recommended that the Council should:	We delivered:
Hold development sessions for councillors working with communities	• Councillors and Community Leadership (8 May 2018) • Councillors as Local Leaders (15 May 2018) • Being a Community Leader (21 June 2018) • Influencing, Facilitation, and Conflict Resolution (11 March 2018)
Focus member induction (and provide ongoing support to councillors) on a clear understanding of councillors' various roles	An extensive induction programme including 11 briefings, as shown in Appendix A. Including/as well as briefings on: • Councillors as Local Leaders – Engaging with Local People (15 May 2018) • Being a Community Leader (21 June 2018) • Corporate Parenting and Safeguarding Adults (19 July 2018) • Councillor Roles and Responsibilities and Councillor/Officer Relations (11 September 2018)

	• Planning for Ward councillors (5 October 2018) • The Councillor Role in Emergency Planning, Major Emergencies and Disaster Recovery (13 December 2018) Also see 4.8 and 4.9.
Review and agree scrutiny's role and purpose and ensure that this role and purpose are well understood.	Four Scrutiny briefings over 2018/19, as shown in Appendix A. Attendance at these sessions can be found in Chapter 5, Figure 3.

4.7 Although a number of the events on the MT&D Briefings Programme were induction sessions, many re-elected councillors did also attend. This was a valuable opportunity for newly-elected councillors to learn from more experienced councillors, and to provide experienced councillors with a 'refresher' on key topics.

4.8 Figure 1 shows how many events from the MT&D Briefings Programme councillors attended:

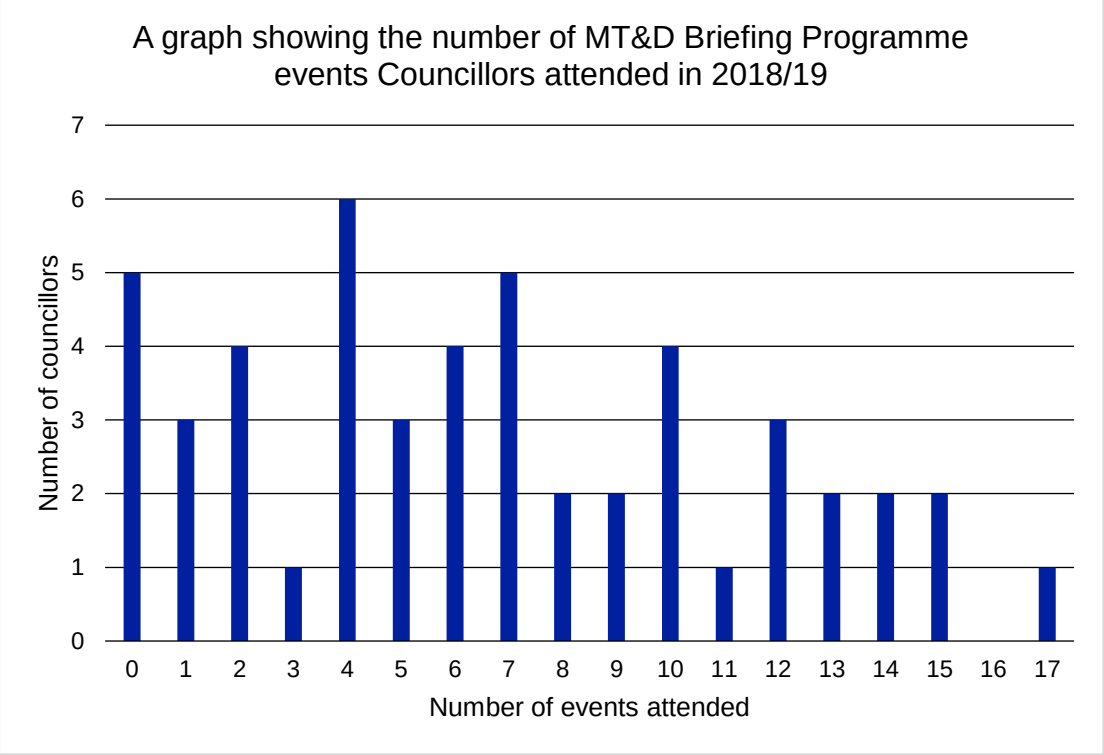


Figure 1

4.9 Officers have collected councillor feedback from a number of MT&D Briefings. Officers use this information to reflect on how well the briefings have met the

needs of councillors and to improve future sessions. Feedback information can be found in Appendix B.

4.10 The below table shows the average (mean) score given by councillors to the questions: 'Do you feel your knowledge of the role of a councillor in this area has increased?'; 'the session will help me in my role'; or 'how useful did you find this briefing?':

Briefing	Average (mean) score given by councillors
Councillor Roles and Responsibilities	2.67 out of 4
Getting on top of your casework	2.8 out of 4
Effective Meetings	3.13 out of 4
Connecting with Communities – Using Social Media Effectively	3.5 out of 4
Personal Safety for Councillors	3.71 out of 5
Influencing, Facilitation and Conflict Resolution	3.18 out of 5
Councillor Casework System Training	4.8 out of 5
Trauma Awareness Training for Councillors	4 out of 5

These responses demonstrate that most of these briefings did a good to-very good job at helping councillors to understand and work in their role(s). However, councillors may need further support or a refresher on understanding their roles and responsibilities, and as is covered in section 4.11, further training on handling casework will be provided to councillors in Autumn 2019.

4.11 In May 2019 officers issued New Councillor Induction Evaluation Questionnaires to all councillors who were first elected in 2018/19. This questionnaire asked councillors to rate how well the MT&D Briefings Programme had helped them in different areas of their roles as ward councillors. Information on how councillors rated the New Councillor Induction Programme can be found in Appendix B.

The areas where newly-elected councillors felt the most supported in their roles by the Briefings Programme were:

- Understanding planning and licensing functions (average score of 4.67 out of 5)
- Keeping up to date with recent and ongoing evaluations of the Council (average score of 4.33 out of 5)
- Understanding corporate parenting responsibilities (average score of 4.33 out of 5)

- Understanding Scrutiny roles and functions (average score of 4 out of 5)

Whilst the areas where councillors felt least helped in their roles by the Briefings Programme were:

- Managing casework, including the use of IT to support the process (average score of 2 out of 5). Training for councillors on the Councillor Casework system will be reoffered in Autumn 2019. In order to improve these training sessions, a questionnaire will be sent to councillors who have already been trained in the software to see how IT support with casework can be improved.
- Speaking publicly and delivering effective presentations (average score of 2.67 out of 5). A training session on public speaking will be added to the list of suggested briefings in 2019/20.

5. SCRUTINY TRAINING

5.1 Scrutiny Training is an important part of the MT&D Briefings Programme. The full list of Scrutiny Training delivered between 1 April 2018 and 31 March 2019 along with attendance figures for each session can be found in Appendix A.

5.2 The total expenditure on Scrutiny Training in 2018/19 was £1862. £762 of this was spent on the Effective Questioning Skills for Scrutiny sessions (11 December 2018 and 12 February 2019), and £1,100 of this was spent on Scrutiny Work Planning training (held on 4 April 2019).

5.3 In 2018/2019, 36 councillors served as members of Scrutiny Committees, and 22 of these (61%) were first elected in May 2018. As such, Scrutiny Training in this year complemented other training newly-elected councillors were receiving through the New Councillor Induction Programme.

5.4 Scrutiny Training took place through formal training sessions, of which there were four session on three different subjects, as well as through bespoke briefings for specific Scrutiny Committees. These different formats ensured that all councillors on Scrutiny Committees received some Scrutiny Training across the 2018/19 year, even if they were unable to make the evening training sessions.

5.5 Scrutiny Committees also went out on site visits around the borough. These visits gave councillors a chance to better understand the borough's facilities and services and speak directly to service users and complemented the information provided at the formal committee meetings. Some examples of visits are listed below:

- Members of the Housing and Property Scrutiny Committee went on two induction tours, one in July 2018 and one in September 2018, to visit all Council-owned estates; estates that had been allocated previously for regeneration; and potential sites for new Council housing to be built.
- The Chair of the Housing and Property Scrutiny Committee and members of the working group visited Trellick Tower as part of their study.
- Members of the Adult Social Care and Health Scrutiny Committee visited:
    - Chamberlain House at St Charles Centre for Health and Wellbeing, a service that provides care for people with complex needs who are over 65 years old (November 2018).
    - Community Independence Team, a service which provides support to people who have experienced a hospital episode and need help to get back on their feet (January 2019).
    - Amy Garvey House, a service which provides supported accommodation to 18 to 25-year olds with learning and physical disabilities (October 2018).
    - Midaye Somali Development Network, which provides community services to the Somali and broader community (January 2019).

- The Grove Resource Centre, a resource centre for adults with Mental Health problems (January 2019).

- Members of the Family and Children's Services Scrutiny Committee made visits to Bousfield Primary School, Harrow Youth and Community Club, Servite RC Primary School and Thomas Jones Primary School.

5.6 Scrutiny Committee Member attendance at formal Scrutiny Training sessions can be found in Figure 2. Nearly all newly-elected Scrutiny Committee councillors attended at least one Scrutiny Training session.

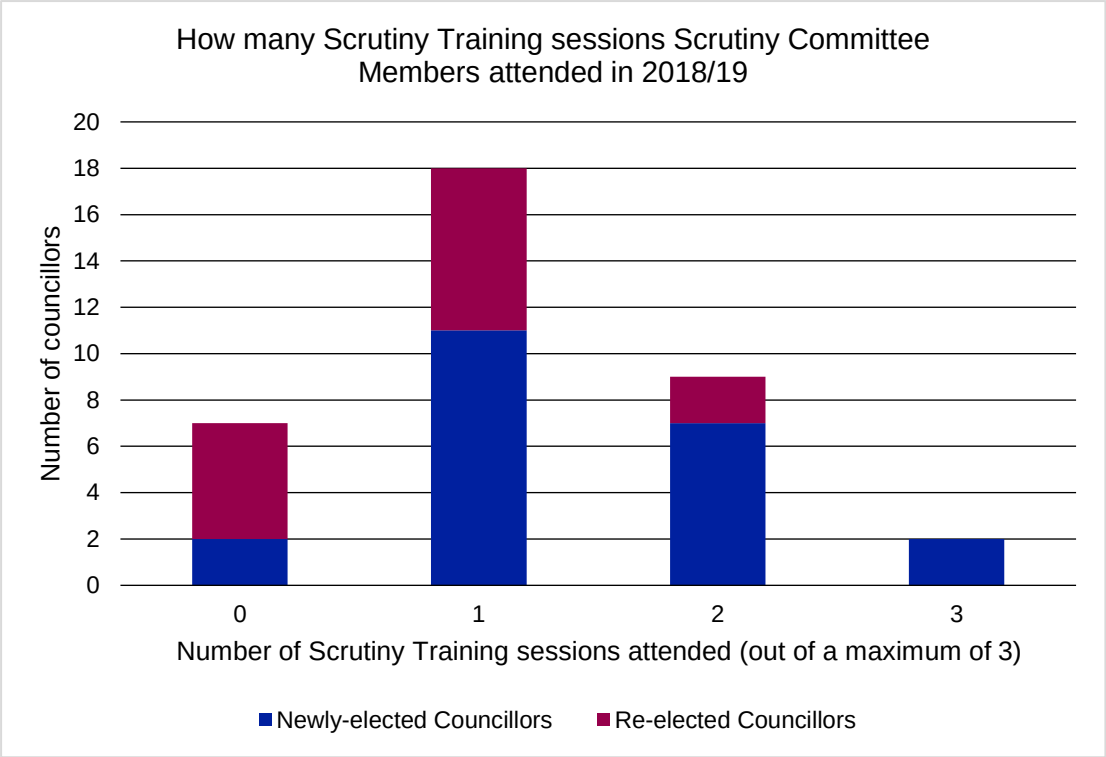


Figure 2

5.7 Feedback provided by newly-elected councillors on how well the MT&D briefings programme helped them to understand Scrutiny roles and functions was very positive, scoring an average mark of 4 out of 5.

5.8 The Scrutiny Training delivered in 2018/19 formed foundations on which the 2019/20 MT&D briefings programme will build. With the Induction Programme complete and Scrutiny changes planned for 2019/20, the Briefings Programme will turn its focus to delivering more Scrutiny Training to councillors to help them further develop their Scrutiny skills and support them through the upcoming changes to Scrutiny. In addition to training sessions, officers will see where training can be designed into Scrutiny activities, for example further site visits.

6. LEADERSHIP TEAM TRAINING

6.1 The total expenditure on Leadership Team training in 2018/19 was £23,051.40. The table below provides a breakdown of this total:

Item	Cost
Leadership Team training with McEwan Associates	£13,446.40
Leadership Team training with Red Tulip Ltd	£9,605.00

6.2 Leadership Team training with McEwan Associates consisted of both group sessions and one-to-one sessions.

6.3 Group sessions with McEwan Associates covered:

- Encouraging the Leadership team to assess how the Council and the Leadership Team are perceived and performing now, assessing where they want to be in the next 12 months, and working out how to bridge the gap between the two, what challenges may arise on the way and how to overcome them.
- How to receive challenges from colleagues and members of the public.
- How best to navigate difficult meetings.

6.4 One-to-one sessions with McEwan Associates focussed on:

- Helping each member of the Leadership Team to be as successful as possible in their communication with others while under more pressure than usual, including:
    - How to prepare for and communicate within difficult group interactions and challenging conversations (whether with an individual or a group of any size) in such a way that respected the twelve principles set out by the Centre for Public Scrutiny.
    - How to respond effectively and with clarity to challenges whilst being empathetic.
    - Specific challenging circumstances that each member was likely to face and exploring how they might deal with it best while behaving authentically.
- Personal resilience and supporting the resilience of the team when reacting to challenging situations.

6.5 A total of 17 one-to-one sessions were conducted by McEwan Associates. The amount of one-to-one sessions a Lead Member attended was based on how many sessions each Lead Member felt they needed and the likelihood of them finding themselves in challenging situations. Three Lead Members had one one-to-one session, four Lead Members had two one-to-one sessions, and two Lead Members had three one-to-one sessions.

6.6 Training with Red Tulip Ltd. focussed on:

- Understanding different decision patterns to improve personal performance and organisational effectiveness.
- Understanding team relationships to increase natural co-operation.
- Understanding decision and behavioural preferences and how they can impact communication and performance.
- Using this understanding to have a more skilful handling of decision making and communication.

6.7 A total of 12 sessions were conducted by Red Tulip Ltd. and these were mainly held for the Leader and Deputy Leader of the Council.

6.8 The cost of Leadership Team in 2018/19 fell under the general MT&D budget as a one-off to support them in their work with communities in a complex environment. Leadership Team training in 2019/20 will be funded from the Leader's Office budget and will focus on supporting Lead Members to deliver against the Council Plan commitments.

7. EXTERNAL EVENTS AND CONFERENCES ATTENDED BY COUNCILLORS

7.1 A total of 60 places on external events or conferences were booked by the Council on behalf of councillors and most of these places costed between £0 and £200.

7.2 In 2018/19 the total expenditure on external events and conferences was £9,179.

7.3 Figure 3 below shows the number of external events and conferences councillors attended in 2018/19. More than half of all councillors attended at least one event.

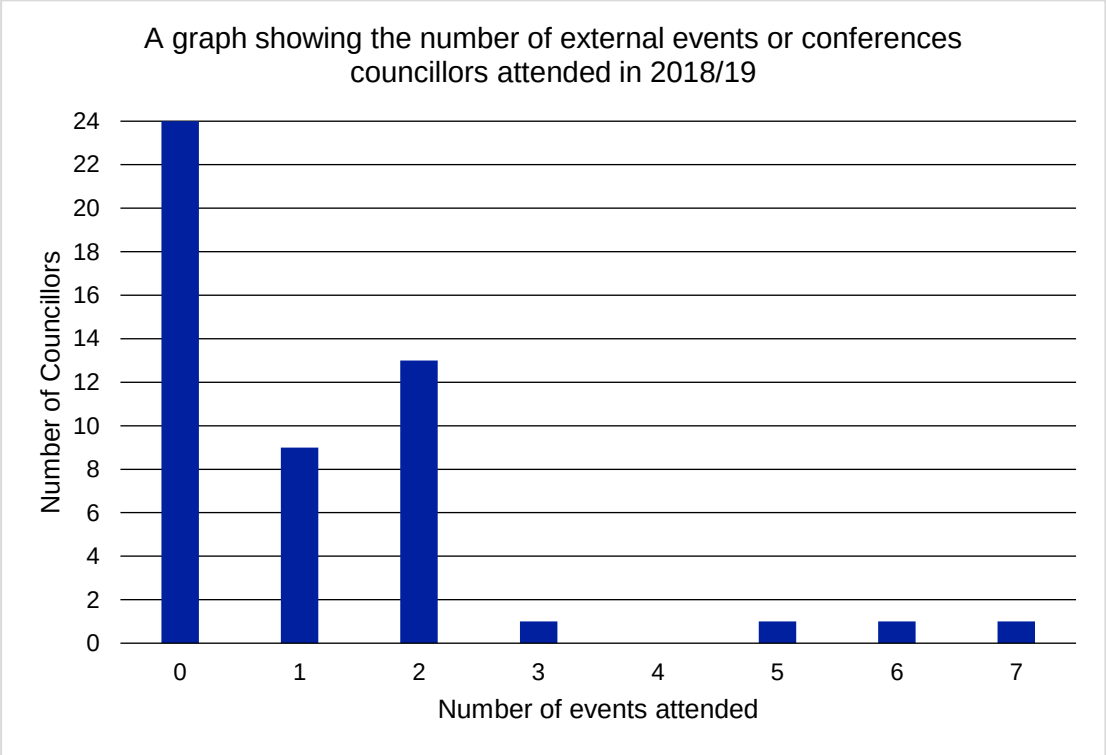


Figure 3

7.4 Councillors attended events on a variety of topics. The table below shows a breakdown of attendance based on topic:

Topic	Number of events attended on this topic	Number of councillors who have attended events on this topic	Number of places provided on events on this topic
Children and/or Adult Social Care	3	6	8
Community Safety	1	1	1
Councillor development and/or Leadership (including the LGA's Highlighting Political leadership modules)	9	6	10
Education	1	1	1
Housing and Planning	13	11	20
LGA Annual Conference and Exhibition	1	3	3
Licensing	1	2	2
Public Health and Environment	2	2	3
Scrutiny	6	8	10
Transport	2	2	7

7.5 Conference attendance in 2018/19 was high due to the diverse needs of the Leadership team, Scrutiny Committee Chairs and Members, and newly-elected councillors. Conferences are adept at providing a range of support to councillors, helping them to develop both skills and knowledge.

7.6 The most popular conferences were on Housing and Planning. The LGA's Highlighting Political Leadership modules which help councillors to develop leadership skills were also very popular.

8. ENHANCING MEMBER TRAINING & DEVELOPMENT FOR THE NEXT YEAR

8.1 Officers will continue to collect feedback and use this to help shape the MT&D programme and offer going forward. This feedback can be used to:

- Inform future briefing topics.
- Be used to help tailor briefing sessions to councillors' needs, both in terms of form and content.

8.2 In May 2019 the Council hosted a 'Meet the Management' hour for councillors at which MT&D officers had a 'suggestion box'. Suggestions given at this event (such as a briefing session for Investment Committee Members, or a briefing for all councillors on benefits and Universal Credit) will be used to help improve the way MT&D is conducted and any suggestions for future briefing topics will be considered by the MT&D Steering Group.

8.3 Through analysing conference attendance by topic, it is possible to see where the MT&D Briefings Programme can be further developed to meet Councillor needs. For example, conferences on Housing and Planning were particularly popular and, while the in-house MT&D briefings programme did offer planning training, there was no training for councillors on housing. Therefore, it is possible that there might be a demand for a Councillor briefing on housing. By seeking, where appropriate, to cater for demand like this in-house the Council will be able to brief more councillors at a much-reduced cost. Additionally, in-house briefings have the benefit of being delivered by officers who know the local borough context very well.

8.4 All councillors will be re-offered the chance to create a Personal Development Plan (PDP) with Emily Boynton in Autumn 2019. PDP questionnaires and discussions will address:

- How well supported councillors feel in their current role(s).
- How the Council can provide councillors with opportunities to further develop their knowledge, skills and experience to ensure that they are supported in achieving their ambitions.
- How the Council could further support councillors with their health, wellbeing and safety.
- How well the Council's IT provision for councillors supports them in their role(s).

8.5 The Council will begin to publish a record of each Councillor's attendance at training & development events from 1 April 2019 on its website. The aims of publishing this information is:

- To encourage councillors to attend MT&D events.
- To demonstrate that councillors have a good understanding of their roles and responsibilities.

- To contribute to the Council's commitment to openness and transparency.

8.6 The Council will also update its MT&D protocol to ensure that opportunities to attend conferences are distributed fairly between councillors and across Political Groups. This will help to allow fair access to conference attendance for all councillors, and also ensure MT&D spending is cost-effective.

8.7 The MT&D Steering Group will continue to oversee the programme, to ensure that the MT&D offer for councillors continues to deliver high quality, relevant, and appropriate training and development opportunities for councillors.

APPENDIX A

The Member Training & Development Briefings Programme

Key:	
	Cells shaded in orange signify events that were part of the New Councillor Induction programme.
	Cells shaded in teal signify Scrutiny training events.
	Cells with no shading signify events that were part of the general MT&D briefings programme.

Date	Briefing topic and summary	Attendance
8 May	**Councillors and Community Leadership** This event was held shortly after the May 2018 elections. It covered: • An overview of the national picture • What does community leadership mean at ward and borough levels? • An introduction to the concepts of community engagement, empowerment, diversity, partnership working etc. • A consideration of the post-Grenfell context – what has the Council learnt? • The national and local financial/budget context • The Code of Conduct including: ▪ The 'Nolan principles' ▪ The law around decision making ▪ Member/officer relations ▪ Engaging (or not) with the media and the good and the bad of social media etc. ▪ Making a distinction between Council, Ward and Party communications • 'Meet the Management Team' and departmental 'stalls'	Approx. 40
15 May	**Councillors as Local Leaders – Engaging with Local People** Councillors play a pivotal role in keeping close to their constituents and understanding their needs, views and concerns. Within the context of councillors' community leadership role, this session introduced practical tools and techniques for neighbourhood and community engagement, from the perspective of the elected member.	29

	The session aimed to help councillors understand the many and varied communities which exist in their wards, and to consider the best ways to engage with them. One of the LGA's 'Community Leadership' modules.	
23 May	**Mayoral Reception for all Councillors**	Attendance not recorded
29 May	**Briefing for ALL new Planning Committee Members**	9
29 May and 12 June	**Grenfell Related Complaints and Members Enquiry Service Briefing**	8
31 May	**Briefing for ALL new Members of Licensing (Hearings) Committee** This included a chance to observe at that day's L(H)C meeting	8
19 June	**London Councils' Reception** An induction/networking event open to all London councillors	Attendance not recorded
20 June	**Scrutiny Essentials** This briefing covered: • How Scrutiny can Maximise its Impact and Value • What 'good scrutiny' looks like, • How a Councillor can make the most of their scrutiny role • Effective questioning, listening and analysis	22
21 June	**Being a Community Leader: Engaging and empowering the people you represent** This session considered why engagement and empowerment is important, the essential role of councillors in engaging with local people about their needs, and tools and techniques to use. It aimed to allow councillors to reflect on the progress they have made with their own engagement. One of the LGA's 'Community Leadership' modules.	23
25 June	**Grenfell Recovery Scrutiny Committee Training** For all members of the Grenfell Recovery Scrutiny Committee.	9
18 July	**Tables and Chairs Licensing Training**	13
19 July	**Corporate Parenting and Safeguarding Adults**	15
26 July	**Carnival Briefing**	3
11 September	**Councillor Roles and Responsibilities and Councillor/Officer Relations**	20

	This session explored member roles, expected behaviour and conduct and the distinction between the respective roles of members and officers. It considered how to build effective working relationships. One of the LGA's 'Community Leadership' modules.	
17 September	**Pensions Board briefing** For all members of the Pensions Board.	2
20 September	**Getting on Top of Your Casework** This session provided guidance on the nature of casework and tips on how to handle the queries, problems and challenges presented to councillors by their constituents. One of the LGA's 'Community Leadership' modules.	17
5 October	**Planning for Ward Councillors** Included information on when to get involved and when not to get involved.	11
10 October	**Town Hall Tour** Conducted by Ray Brown (director of Customer Access).	5
October – November (various sessions)	**Casework System Training** This session saw 12 councillors trained to use Elected Technologies' Councillor Casework System software. These councillors became 'Councillor Casework System Champions'.	12
22 November	**Effective Meetings** Whether chairing a formal Council meeting or a local community action group, or simply wishing to get a good outcome from meetings attended, this session aimed to deliver the practical skills and tips councillors need. The session was aimed at ward councillors in their first term of office as well as those who would like to refresh and enhance their skills. One of the LGA's 'Community Leadership' modules.	22
5 December	**IBC Training** A stall outside Full Council which introduced councillors to the new IBC software the council uses for its HR system. By signing up to IBC's Councillor Self Service (CSS Lite) they can access their payslips and claim expenses.	5
11 December and 12 February	**Effective Questioning Skills for Scrutiny** Facilitated by Ed Hammond and Ian Parry from the CfPS. This session aimed to support Scrutiny Members to help ensure that Scrutiny is able to make an effective contribution to delivering high quality services that best address local needs.	11
13 December	**The Councillor Role in Emergency Planning, Major Emergencies and Disaster Recovery** This session covered the councillor's role in emergency planning and preparation, along with the work of the	27

	Council's Emergency Planning and Communications teams.	
21 January	**Connecting with Communities – Using Social Media Effectively** This session covered: • How residents are using social media • How councillors can be effective using social media • How to handle abuse and harassment • Advice for using: Facebook, Twitter, Instagram, Nextdoor and Whatsapp	8
23 January	**O365 and Data Protection** A Stall outside Full Council to allow councillors ask questions about data protection and use of Office365.	5
26 February	**Personal Safety for Councillors** This session covered: • How and where to safely hold ward surgeries and how to deal with any incidents that may arise during surgeries • How to judge when a situation is escalating and how to remove yourself from danger • Whether you should visit residents in their homes, and how to do this safely *This session was particularly targeted at new councillors and those who have only recently started holding ward surgeries.*	16
11 March	**Influencing, Facilitation and Conflict Resolution** This session helped councillors to consider and practice how to exert influence appropriately and effectively in the context of their community leadership roles. One of the LGA's 'Community Leadership' modules.	21
12 March and 13 March	**Casework System Training** These sessions allowed another cohort of councillors to be trained on Elected Technologies' Councillor Casework System software.	11
25 March	**Trauma Awareness for Councillors** The session aimed to help councillors to spot the signs of trauma and advise how best to assist those who are in need of help. This session was for all councillors, including the new cohort, who have not received Trauma Awareness training yet, and was relevant to all councillors, not just those from the North of the Borough. Facilitated by practitioners from Central and North West London NHS Foundation Trust (CNWL) and the NHS Grenfell Health and Wellbeing Service.	12

APPENDIX B

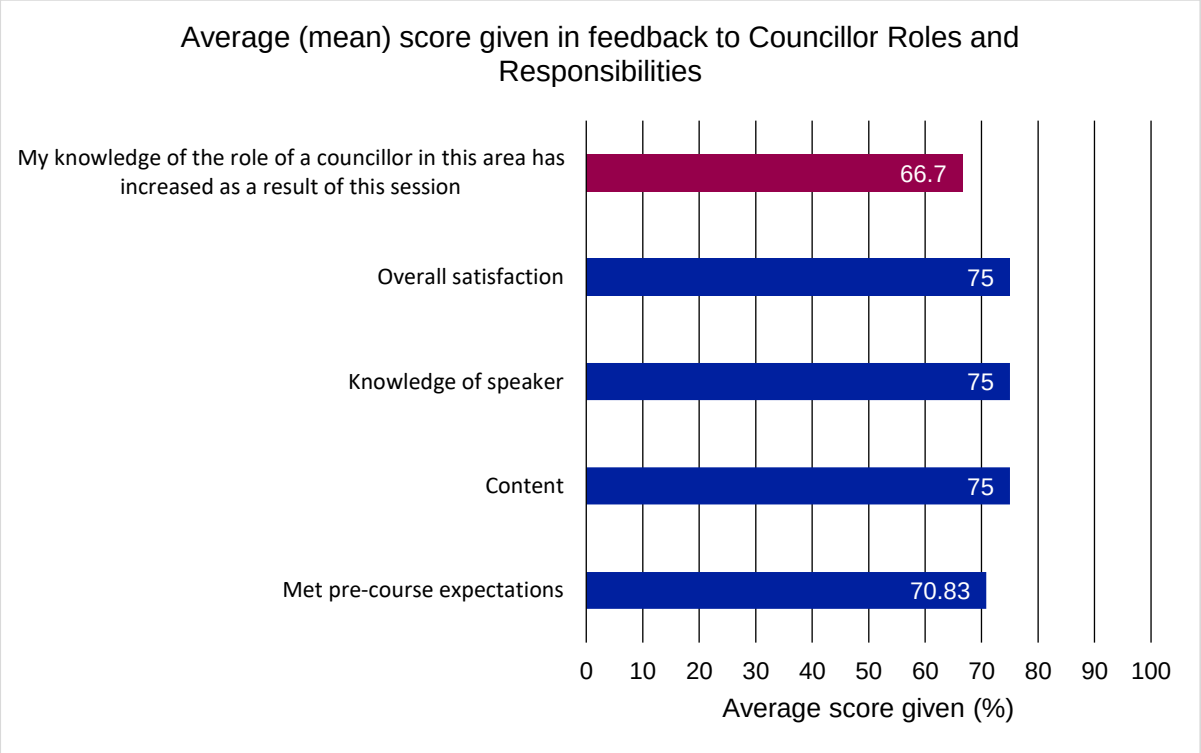
Member Training & Development Briefing Feedback

Briefing	Attendance	Number of feedback forms received
Councillor Roles and Responsibilities	20	6*
Getting on top of your casework	17	5*
Effective Meetings	22	15*
Connecting with Communities – Using Social Media Effectively	8	4*
Personal Safety for Councillors	16	14
Influencing, Facilitation and Conflict Resolution	21	17
Councillor Casework System Training	11	6
Trauma Awareness Training for Councillors	12	11†

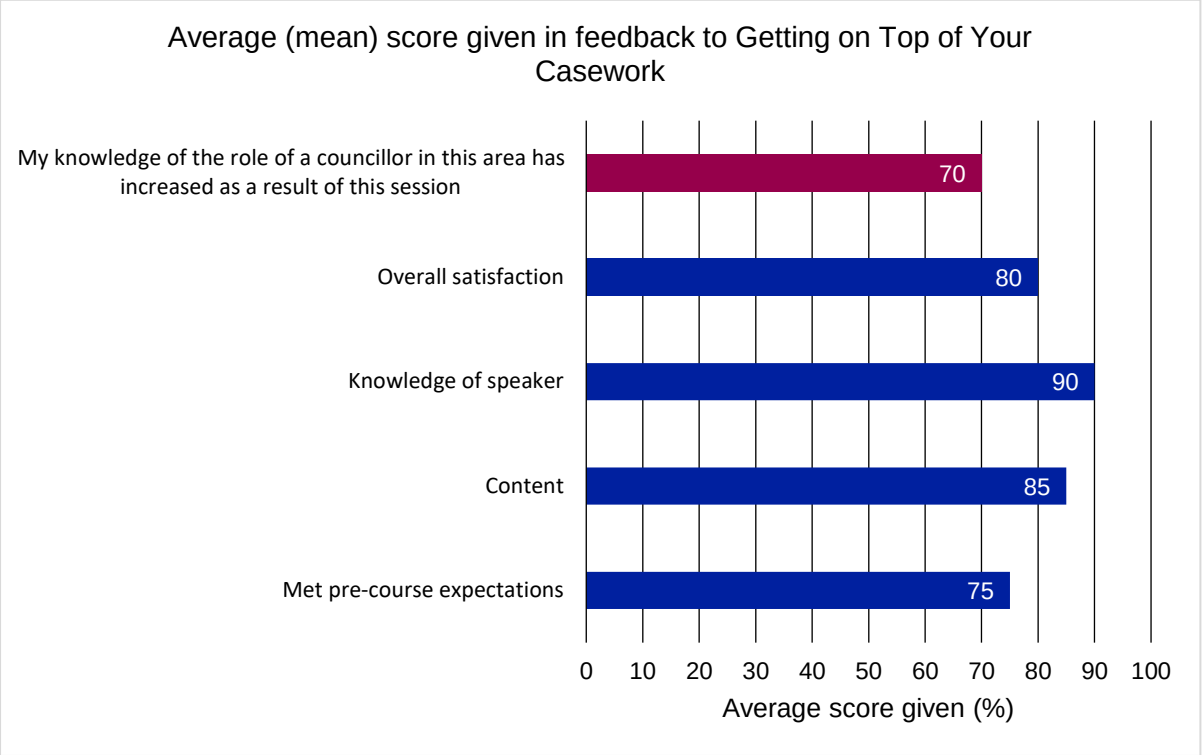
* This was a previous version of the RBKC feedback form

† NHS feedback forms were collected from this event instead of RBKC ones

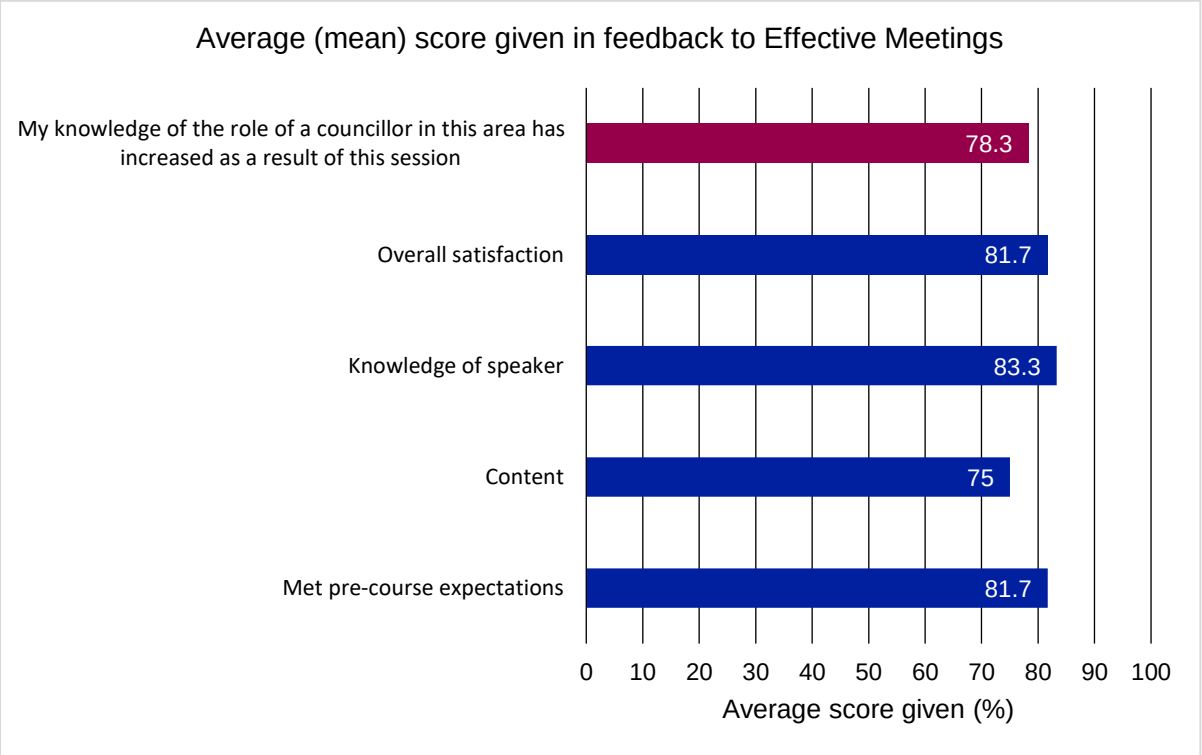
Councillor Roles and Responsibilities (11 September 2018)



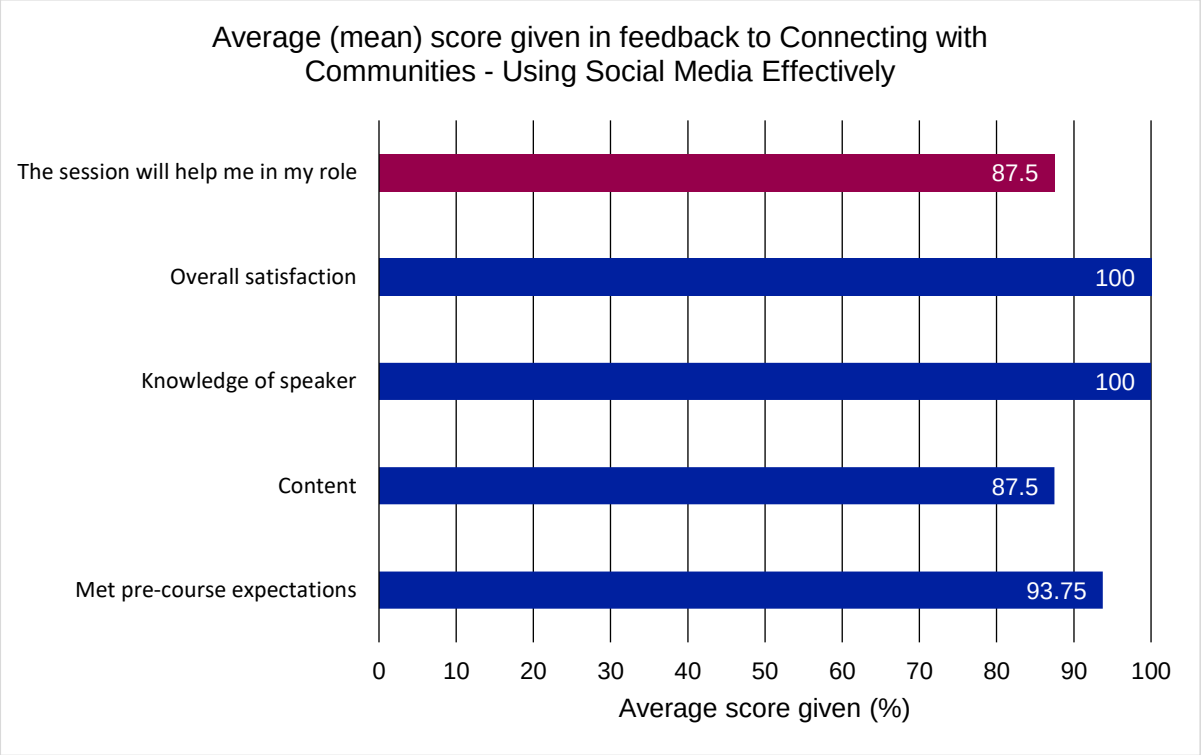
Getting on Top of Your Casework (20 September 2018)



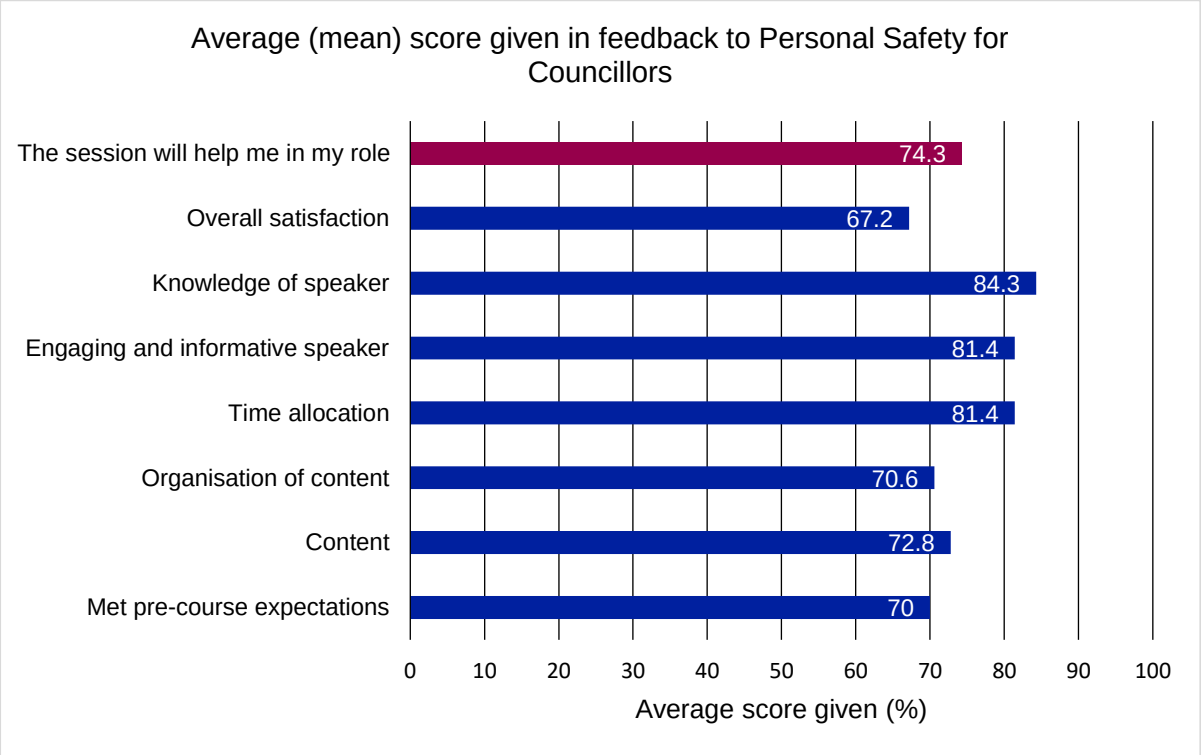
Effective Meetings (22 November 2018)



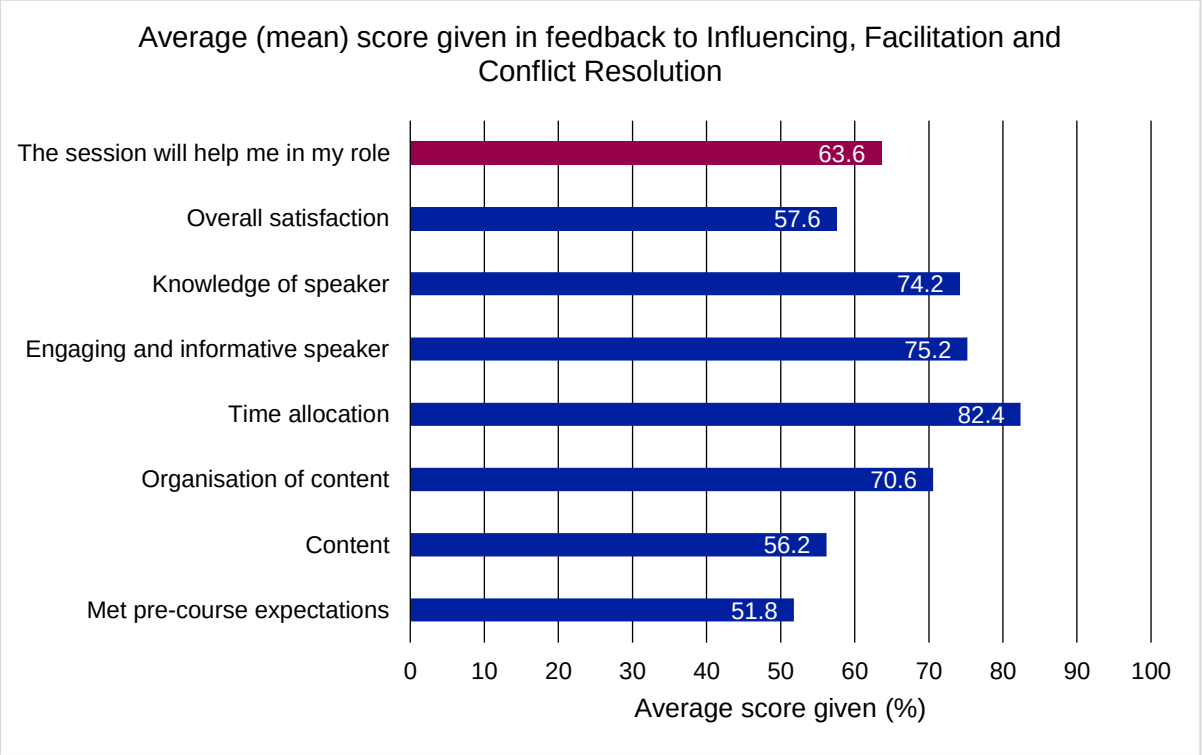
Connecting with Communities – Using Social Media Effectively (21 January 2019)



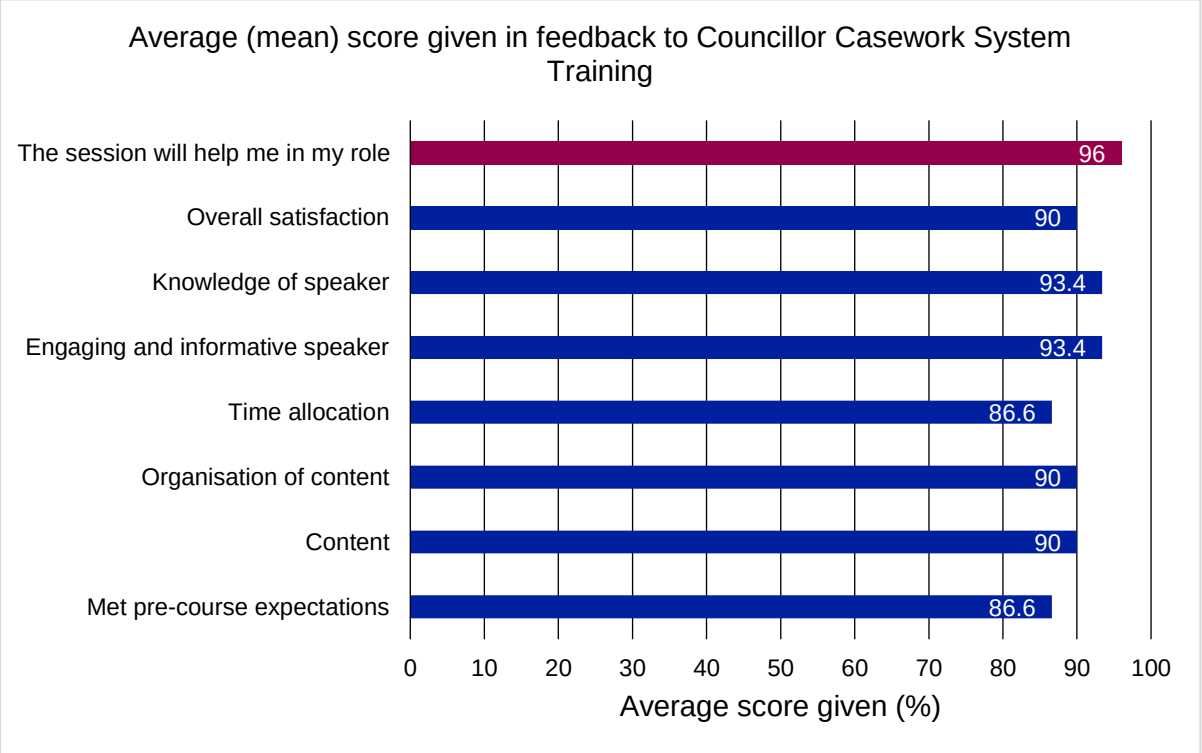
Personal Safety for Councillors (26 February 2019)



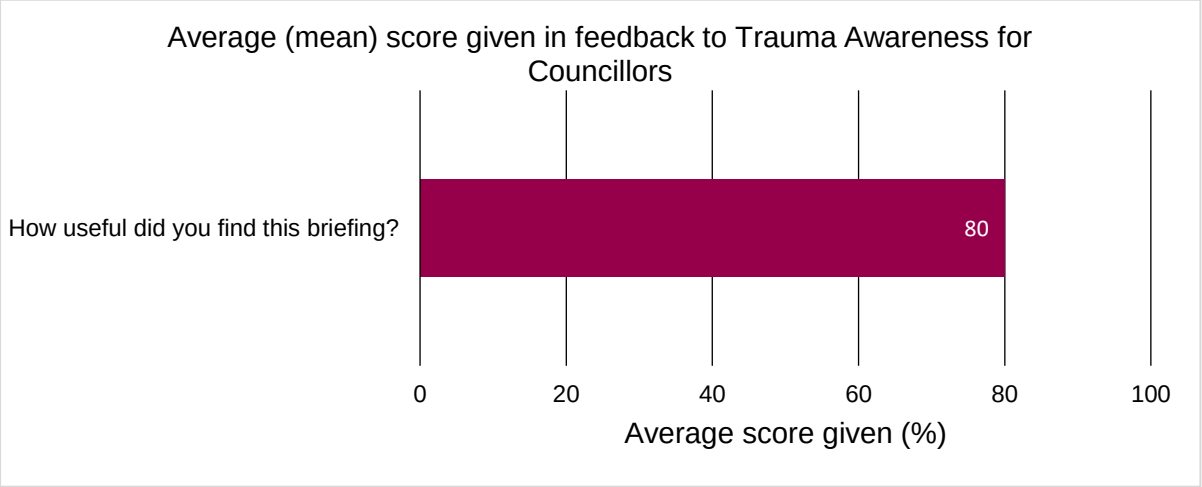
Influencing, Facilitation and Conflict Resolution (11 March 2019)



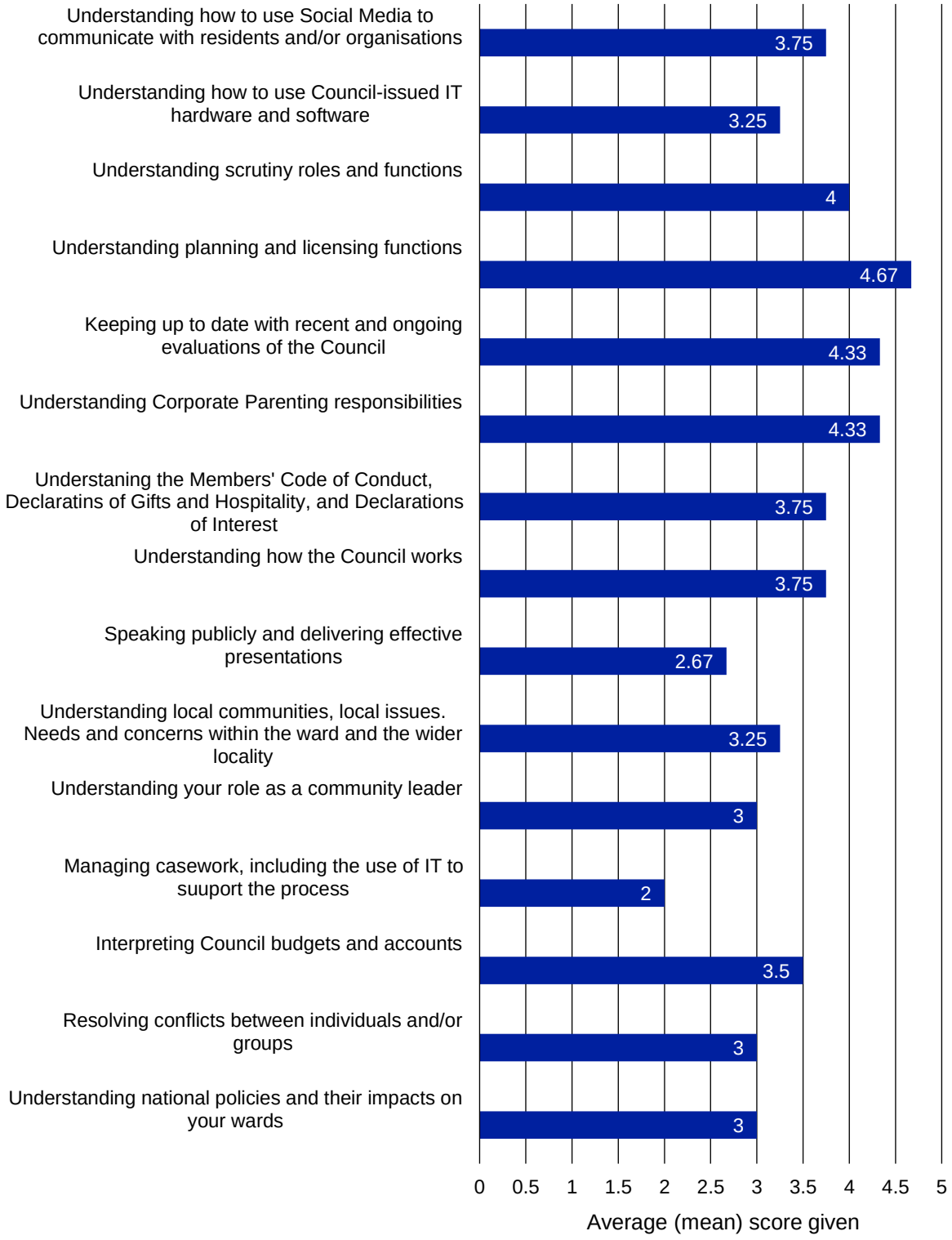
Councillor Casework System Training (12 and 13 March 2019)



Trauma Awareness for Councillors (25 March 2019)



APPENDIX C

New Councillor Induction Evaluation Feedback

Average (mean) score given in feedback to how well the New Councillor Induction Programme helped ward councillors in their role