

THE STATES OF DELIBERATION
of the
ISLAND OF GUERNSEY

STATES' ASSEMBLY & CONSTITUTION COMMITTEE

STATES' MEMBERS INDUCTION AND ONGOING DEVELOPMENT PROGRAMME
REVIEW REPORT

APPENDIX REPORT

The Presiding Officer
States of Guernsey
Royal Court House
St Peter Port

7th October, 2021

Dear Sir

1 Introduction

1.1 The States' Assembly & Constitution Committee is submitting this report for inclusion as an appendix to a Billet d'État pursuant to Rule 3.(3) of the Rules of Procedure for the States of Deliberation and their Committees.

1.2 This report and the appendix report have been produced in accordance with the resolution from March 2012, where the States resolved¹:

In every States term, the States Assembly and Constitution Committee should publish within nine months of the General Election, after consultation with States members, a report to include;

i. A review of the induction programme incorporating an analysis of the success or otherwise of each part of that programme and any changes to the programme which it would be considered desirable to put into effect for the following States term; and

ii. Details of a programme of ongoing training which shall be offered to all States members during that States term (6.18);

1.3 The report was not published within nine months of the General Election as directed however its publication was delayed to allow further time to consult with Members of the States on the programme.

¹ Billet d'État V of 2012 – Volume 3: 16. Public Accounts Committee, Scrutiny Committee, States Assembly and Constitution Committee - Improving Governance in The States of Guernsey, p. 1449 ([Resolutions from 7th March, 2012](#))

- 1.4 The Committee agreed the review report should be prepared by the Induction Working Group and this is attached as Appendix 1. The Induction Working Group is an officer-level group set up in 2020 to organise the induction and ongoing development programme and is populated by the:

- Strategic Lead for Supporting Government
- States' Greffier
- Principal Officer, States' Assembly & Constitution Committee
- Committee Secretary to the Policy & Resources Committee
- Policy Support Officer

The Terms of Reference for the group and the roles of its Members are set out in Appendix I of the attached report.

- 1.5 The Committee considered the review report from the Induction Working Group ('the IWG Report') and has produced this brief covering report reflecting on the report.

2 The induction and ongoing development programme: 2020 – 21

- 2.1 The professional development of elected Members is important. As highlighted in the IWG Report, the Commonwealth Parliamentary Association's '[Recommended Benchmarks for Democratic Legislature](#)' contains two benchmarks relating to professional development. However, given the varied role a Deputy undertakes, it is important that any development programme covers not only a Deputy's role as a Parliamentarian, but also covers their roles on Committees and when undertaking constituency work. The programme held from 2020 – 2021 sought to offer a wide range of sessions that would cover the different aspects of the role.
- 2.2 It is clear from the feedback from Deputies that the induction and ongoing development programme has been well-received and, from those who have experienced States' Deputies inductions in the past, is an improvement on the support Deputies have received in previous terms. However, as acknowledged in the attached report, a number of lessons have been learnt from practical experience and feedback from Deputies which will assist in improving the programme over the remainder of the term, and in preparing the programme for the new political term commencing in 2025.
- 2.3 The overview of the programme contained in Section 2A of the IWG Report shows the variety of sessions offered to Deputies in the first year of the political term. As well as in-person sessions open to all Members, each Committee Secretary or Principal Officer was tasked with holding 'in-house' Committee inductions for the Members on their Committee between October to December 2020. Support was also offered online with Deputies offered 'Cyber Training' and there is also online, video IT training on the Intranet. In 2021, the CPA launched its new [Parliamentary Academy](#) which provides a number of courses relevant to Members.

- 2.4 The Committee would like to thank the various Civil Servants who provided sessions on a variety of subjects throughout the year and also the third-party providers for the sessions they provided.

3 The review of the induction and ongoing development programme: 2020 – 21

- 3.1 As highlighted in the IWG Report, Member participation and feedback is an essential part of reviewing the success of individual sessions and the programme as a whole, to understand the extent to which the programme is meeting Member's needs.
- 3.2 The Committee noted that 19 Deputies completed the survey issued which equates to 50% of the Members elected in the 2020 General Election. It would encourage **all** Members in future to complete and return such surveys as Member feedback is vital in ensuring the programme is shaped in accordance with Members' needs.
- 3.3 The IWG Report highlights the challenges in creating a programme which will meet the needs of both newly elected Deputies and those who have served previously. It also details other challenges e.g. attendance at sessions as Deputies' workloads increase.
- 3.4 An area of particular interest to the Committee was the preparation newly elected Deputies had undertaken prior to becoming a Deputy, and what they found helpful. As stated in the IWG Report:

"The survey results demonstrated that there was an appetite for further information about the role of Deputy and the States of Deliberation, including the time commitment of the role, advance sessions for prospective candidate and the potential for mentoring from sitting or former Deputies".

- 3.5 This is an area already identified as a key workstream for the Committee, and it had included a proposition in its 'General Election 2020: Reports from the CPA BIMR Election Expert Mission and the Registrar-General of Electors' policy letter, published on 10th May, as follows:

To agree the following workstreams should be undertaken by the States' Assembly & Constitution Committee:

...

- i) increasing the information provided regarding the role of a States' Member, the States of Guernsey and the election process by the end of 2023.*

- 3.6 Paragraphs 13.6 and 13.7 of that report read as follows:

Whilst acknowledging the improvements made to the support for candidates in advance of the 2020 General Election, the Committee is keen that work is undertaken providing information to the public about the work of Deputies and the work of the States, to demystify what being a Deputy entails in reality, for

both the public and potential candidates. This will be aimed at all sectors of society but will look at some of the perceived barriers that may exist for those currently underrepresented in the States e.g. women, persons with disabilities etc.

The Committee will be working with Members, organisations and the public to ascertain what information should be produced and will be working with the Parliamentary Team to ensure this is provided as part of its outreach work. It will also seek to provide information on the General Election well in advance of it taking place (rather than just in the months immediately prior to the Election) to assist individuals who might consider standing.

- 3.7 The Committee will be working throughout this political term to identify the information it would be useful for prospective candidates and the public to have regarding the work of Deputies and the States and to ensure this is produced in a timely manner. It will begin consultation on this in 2022.

4 Lessons learnt and next steps

- 4.1 The Committee notes the 'lessons learnt' gathered from Member feedback and the experience of the Induction Working Group from organising sessions. Its focus in producing this report has been the 'next steps' set out in Section 4 of the attached and the extent to which these will improve the programme.
- 4.2 The Committee fully supports the production of a timetable and brochure of the induction and ongoing development sessions to be held being published in advance of the General Election. It believes this will be an important tool in showing prospective candidates the support that will be made available to those elected. It also believes that advance notice should assist in ensuring maximum attendance from Members interested in attending and ensure Members are appropriately targeted for such sessions.
- 4.3 The Committee will ensure that that prior to the 2025 General Election, a programme is developed, with sessions organised prior to and after the Election, which will support both prospective candidates and elected Deputies to fully understand the role they will be undertaking and the organisation they will operate within.
- 4.4 As highlighted in paragraphs 3.5 to 3.7, the Committee intends to ensure there is more information regarding the States of Guernsey, Committee mandates and operational functions to 'demystify the work' of the States.
- 4.5 One area to which the Committee will give further consideration is the support that can be given to Deputies when undertaking "constituency work". Whilst it endorses the plan to have a Graduate Intern assisting Members as detailed in the IWG Report, it will also look at what peer to peer support and mentoring could be offered to assist Members in this area.

- 4.6 The Committee agrees with the report that setting a programme of ongoing training for the remainder of the term (in line with the resolution) is unhelpful and that the programme should be developed on a quarterly basis taking into account Members' needs at that time.

5 Costs to date and budget

- 5.1 The Committee has been advised that the programme to date has cost:

| | |
|--------------|-----------------|
| 2020 | £ 8,516 |
| 2021 | £ 8,524 |
| Total | £ 17,040 |

- 5.2 A budget has been requested for 2022 of £20,000 to support not just the costs of continuing the ongoing development programme but to support the production of information for the public about the work of Deputies, the States of Deliberation and the work of the States more generally.

6 Conclusion

- 6.1 The Committee endorses the findings and next steps set out in the IWG report. It would, however, wish to highlight that, more often than not, the success of sessions has often relied on Member participation and feedback. On a number of occasions, Members have accepted invitations to sessions and then subsequently failed to turn up and it hopes that Members will ensure that they attend – or give their apologies – to invitations they have accepted.
- 6.2 Members will be consulted throughout the term regarding any areas they wish to cover, and the Committee is open to suggestions from any Members, future potential candidates or other third parties on any sessions they believe would be useful.

Yours faithfully

Deputy C.P. Meerveld
President

Deputy L.C. Queripel
Vice-President

Deputy S.P. Fairclough
Deputy J.A.B. Gollop
Deputy L.J. McKenna



States' Members Induction and Ongoing Development Programme October 2020 to July 2021

Review report from the Induction Working Group

7th October 2021

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1 Introduction

- 1.1 The States' Assembly & Constitution Committee is responsible for advising the States and developing and implementing policies in relation to the induction, on-going support and provisions of facilities and equipment for States' Members. In March 2012, the States resolved:

In every States term, the States Assembly and Constitution Committee should publish within nine months of the General Election, after consultation with States members, a report to include;

- i. A review of the induction programme incorporating an analysis of the success or otherwise of each part of that programme and any changes to the programme which it would be considered desirable to put into effect for the following States term; and*
- ii. Details of a programme of ongoing training which shall be offered to all States members during that States term (6.18);*

- 1.2 A two-page report was produced and circulated to States' Members after the 2012 General Election. It does not appear that a report was produced after the 2016 General Election. It was agreed by the Committee that the 2021 report would be produced by the Induction Working Group in line with the above resolution, submitted as an Appendix Report to a Billet d'État with a covering report from the Committee and also published separately online to increase awareness of the induction and ongoing development opportunities offered to States' Members.

- 1.3 The ['Recommended Benchmarks for Democratic Legislature'](#) produced by the Commonwealth Parliamentary Association provides a minimum standard and a guide on how a Parliament should be constituted and how it should function. It contains two benchmarks relating to professional development:

- The Legislature shall take measures to ensure that newly elected Members are assisted in understanding how the Legislature works and its rules of procedure.
- The Legislature shall take measures to assist legislators increase their knowledge and skills in the performance of their parliamentary duties.

- 1.4 As well as being Parliamentarians, Deputies will generally serve on one or more Committees during a political term and undertake 'constituency work' throughout. Their induction and ongoing development needs to be targeted at the different roles Deputies will undertake during their term of office.

- 1.5 States' Members' inductions previously consisted of an intense period of presentations and workshops immediately following their swearing-in. An annual budget to support the induction and on-going support of Members did not exist; there was no programme of ongoing development or refresher courses for Members.

A. Planning for 2020

- 1.6 It was becoming apparent that the previous approach to induction was no longer adequate, given the complexity and pressures of the role of Deputy. Therefore, in 2019, the Committee submitted a budget request to support a revamped programme in 2020 and £55,000 was agreed by the States. It organised a workshop in September 2019 as the first step in identifying Members' induction and development needs. The 26 Members who attended were asked to consider what key tasks they undertook as a Deputy and the skills they needed in the following areas:
- As a **Parliamentarian**
 - As a **Committee Member**
 - Assisting **Parishioners** ("constituency work")
- 1.7 Members were then asked to identify the areas where support and development were required and asked to indicate whether this support should be given when first elected or as part of an ongoing development programme. The Committee circulated notes of the outcomes of the workshop and a survey was issued to Members in early 2020. A further workshop was held with Members in February 2020 to consider the draft timetable for the programme, which was developed from the results of the workshop and the survey.
- 1.8 The 2020 survey showed that almost 50% of respondents were dissatisfied with the 2016 induction. There was an appetite for a new approach and for an ongoing development programme to be created, responsive to Members' needs and actively collating and analysing feedback from Members to inform a process of continual development.
- 1.9 This led to the creation of the staff-level Induction Working Group (the "IWG") who were tasked with prioritising and planning the induction of Deputies elected in October 2020 and delivering an ongoing programme of development. The terms of reference and membership of the IWG is attached as **Appendix I**.
- 1.10 The delay in holding the General Election meant that much of the programme planned for July to December 2020 had to be rescheduled for 2021. This meant that a surplus budget of £46K was carried forward into 2021 and no additional budget was requested for 2021.

B. Reviewing the programme to date and planning for the future

- 1.11 This report will outline the induction programme offered to date, the take-up of the various sessions and detail the response from Members to the sessions and the survey issued to Members in July 2021. In line with the States' resolution, the following sections of the report will include an analysis of the success or otherwise of each part of the programme and any changes which it would be considered desirable to put into effect for the next States' term.
- 1.12 Whilst the States' resolution directed that the report should include details of a programme of ongoing training which shall be offered to all Members during the entire term, it is suggested a different approach is taken in future to be more responsive to Members' needs. This is covered in more detail in section 4.

2 2020 – 2021: Ongoing Development Programme

A. An overview of the programme

- 2.1 The induction programme commenced on the 15th October following the first Island-wide election on 7th October 2020. Sessions were organised for Members before they were formally sworn in to ensure they were equipped with certain knowledge and tools prior to the political term starting. This included:
- The provision of IT equipment and an introduction to States networks and websites.
 - A States' Committee Exhibition with senior staff attending to meet with Deputies.
 - Data Protection and Information Security.
 - The Rules of Procedure of the States of Deliberation for Elections.
 - The Code of Conduct for Members of the States of Deliberation.
- 2.2 Further to Deputies being sworn in, the initial programme continued in October with sessions such as the Presiding Officer's presentation on being a Member of the States of Deliberation, a workshop on 'Parliamentary tools' from the Parliamentary Team and a session on 'understanding legislation' from the Law Officers of the Crown.
- 2.3 From November, the ongoing development programme began in earnest, with a wide variety of subject matters and session delivery styles on offer. Owing to the pandemic, a mix of in-person and virtual presentations were offered, using Microsoft Teams where necessary. In-house presenters were used when possible and appropriate, which facilitated efficient use of resources both in cost and use of the abundance of knowledge held within the States. An outline of the programme from October 2020 to July 2021 can be found at **Appendix II**.
- 2.4 Separate to the programme outlined in Appendix II were the 'in-house' Committee inductions which took place between October to December 2020. Each Committee Secretary or Principal Officer was tasked with ensuring that Members of that Committee were inducted on the following:
- The Rules of Procedure for Committees
 - The Committee's mandate and operational functions
 - The role of Committee Members
 - The Committee's Budget and Accounts
 - The extant resolutions of the Committee
- 2.5 The States of Guernsey also offers online, video IT training for Members, through its intranet. As well as video sessions on Microsoft Office (Word, Excel, Outlook, PowerPoint), it also has training on Microsoft Teams, SharePoint, OneDrive and OneNote. This is a helpful resource for Members to be able to familiarise themselves at their own pace with software in regular use by the States.
- 2.6 There is also the ongoing States of Guernsey 'Cyber Training' which provides eLearning (including videos and quizzes) on a variety of subjects including cyber security training, data protection awareness, social media dangers, phishing, scams and data handling.

These courses are regularly e-mailed to States' Members throughout the year.

- 2.7 In addition to sessions provided on-Island through the programme, a selection of free online courses provided by the Commonwealth Parliamentary Association (CPA) were offered to Members. The CPA launched its new [Parliamentary Academy](#) in May 2021, which acts as a 'Centre of Excellence for Commonwealth Parliamentarians'. Courses include:
- Induction for New Parliamentarians
 - Legislative Process
 - Scrutiny, Accountability and Oversight
 - Representation, Advocacy and Education
- 2.8 The learning portal provides online training and professional development through its new accessible website, including video and online resources. The CPA aims to support and equip Parliamentarians and parliamentary staff in their mission to adhere to the highest standard of democracy and strengthen their capacity to fulfil constitutional and statutory obligations. Members were actively encouraged to undertake these online courses, as a useful supplement to the existing sessions provided through the on-Island programme.
- 2.9 Opportunities for off-Island engagement, an important aspect of parliamentary life, have now become possible once more. Delegations to other parliaments particularly for the CPA regional and plenary conferences are learning opportunities in themselves and these will be supplemented by seminars and workshops hosted by CPA UK at Westminster and by CPA HQ further afield. In addition, it is hoped that the Crown Dependency Network will resume meeting in November 2021. In the future Guernsey will also be hosting visits from other parliaments both as individuals and as delegations.
- 2.10 Information about the programme is available to Members via the States Intranet, 'The Bridge', which has a States' Member's 'Hub' which holds general information, induction information and copies of all the presentations given to date. This section of the Intranet has been enhanced this political term to provide an appointments calendar, a contacts page showing useful contacts for various areas of the States and quick links to individual Committee home pages.

B. Review of the programme from 2020 to 2021

- 2.11 Member participation and feedback is an essential part of reviewing the success of individual sessions and the programme as a whole. Feedback forms are available to Members after every session held.
- 2.12 In April 2021, six months after the start of the political term, a short survey was circulated to all Members seeking initial feedback on the overall programme to date. Only three responses were received to this survey which provided limited insight into the effectiveness of the programme from Members' perspective.

2.13 In July 2021, a more comprehensive survey was issued with Members advised that the results would inform this report and reminded that their engagement with the survey was vital to ensure the ongoing programme is shaped by Members' input and responsive to their needs. The survey sought feedback on:

- The preparation undertaken by individuals in the lead up to the General Election
- The sessions held to date
- Whether the sessions were meeting Members' expectations in preparing and supporting them in their roles as Parliamentarians, Committee Members and Constituency Deputies
- Sessions they would like to see in the next year of the political term

i) Attendance at the sessions held

2.14 At the 2020 General Election, the make-up of the States significantly changed from the previous political term:

- 19 Deputies who had served in the 2016 – 2020 political term were re-elected
- 1 Deputy who had served in the 2012 - 2016 political term was elected
- 18 Deputies were newly elected to the States of Deliberation

2.15 One of the challenges in creating an induction and ongoing development programme is scheduling sessions that will meet the needs of newly elected Deputies who may be unfamiliar with States' rules, procedures and processes and also providing sessions which will be relevant for Deputies who have served previously.

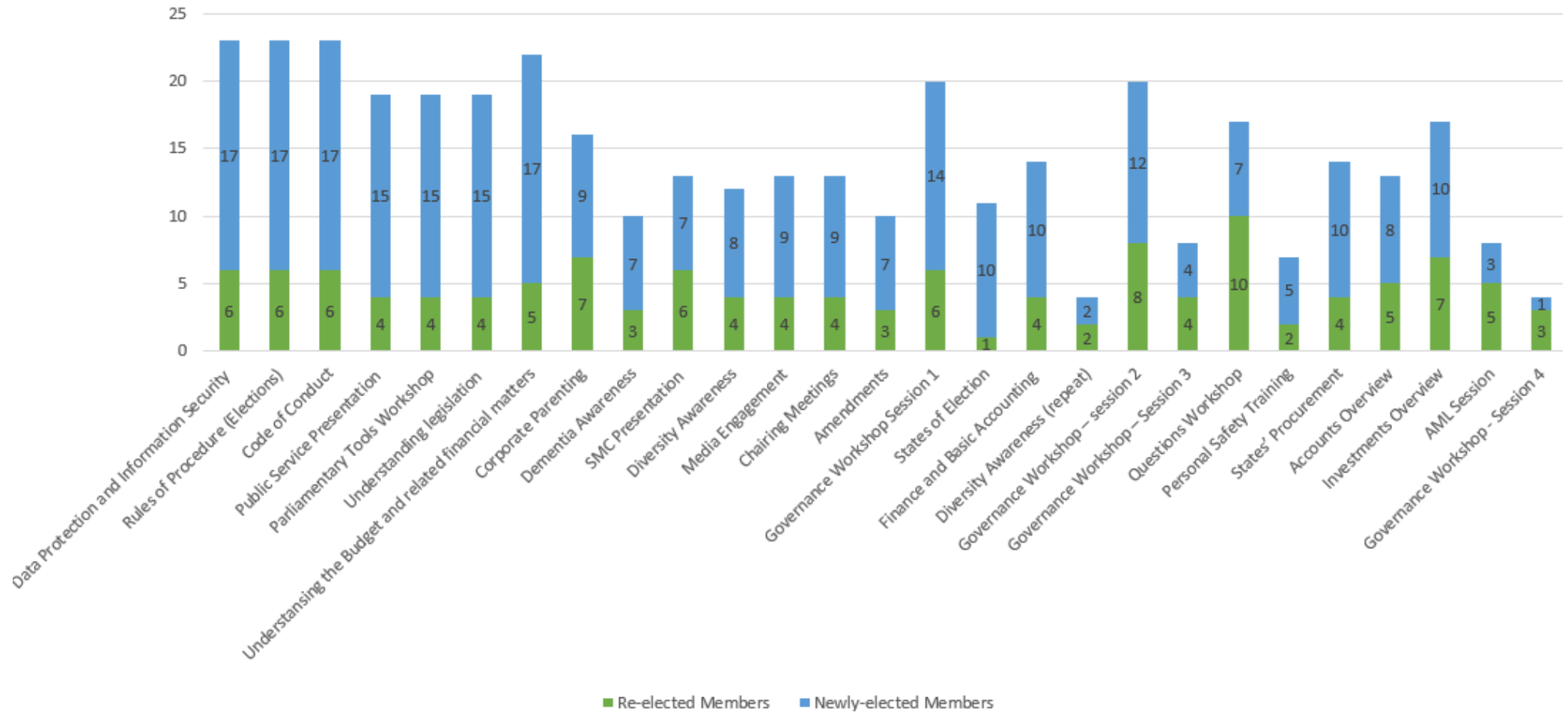
2.16 Some of the initial sessions held in October were targeted at new Members but the programme has sought to ensure that ongoing development sessions are beneficial to all, either as a development or refresher session. There are subjects relevant to **all** Members to support them in ensuring they are fully apprised of the current requirements upon them e.g. Data Protection and Information Security, the Code of Conduct for States' Members, good governance etc.

2.17 The graph on the following page shows the attendance levels for the sessions held up to July 2021. It also shows the breakdown of re-elected and newly elected members who attended each session. Staff attending the sessions did not consistently note all the names of the Members who attended, or their gender, so no further analysis of the data is available.

2.18 When considering the graph on the following page against the courses listed in Appendix II, it is clear that there was a high level of engagement from newly elected Members for the initial sessions held in October with an average of 16 out of the 18 new Members attending each session. There was a reduction in attendance of Members at sessions held from November onwards, with Members having to balance competing priorities e.g. attendance at other meetings, constituency appointments etc. This is considered in more depth in the 'lessons learnt' reflections later in this report.

Attendance levels of re-elected and newly elected Members from October 2020 to July 2021

Onboarding and Development Programme



ii) Feedback forms: information gathered

- 2.19 For each session, it was requested that Members fill out a feedback form, which would help the IWG to understand:
- the success or otherwise of the session
 - whether a further session was required
 - whether any action was needed as a result of the session (e.g. circulation of further information, addressing questions raised, different training etc.)
- 2.20 All feedback, including anything reported verbally or via email, was collated and reported back to the IWG, and next steps were decided based largely on this. An analysis of the feedback showed that on average, the sessions were rated 'excellent' to 'good'. However, there were some sessions that were rated as 'poor'. The IWG has shared this feedback with the presenters to learn from the feedback and make changes for future sessions.
- 2.21 Several key themes were identified from the feedback forms, summarised below:
- The quality of the sessions overall is very good
 - There is some demand for repeat sessions which could facilitate a more detailed look at certain topics
 - Attendance can be difficult at times because of other prior commitments
 - Sessions which allowed for group discussion and time for questions were useful
 - The programme has provided a platform for newly elected deputies to learn from the existing knowledge of those who have been re-elected

iii) Survey of States' Members: information gathered

- 2.22 The survey of States' Members was issued in July with a deadline for responses of 31st August. The covering e-mail to Members also asked if any would be prepared to participate in a small focus group to provide further feedback to help the IWG to improve the offering to Members:
- 19 Members responded to the survey
 - 1 Member agreed to participate in a small focus group

The survey feedback from Members is summarised in Appendix 3 to this report

- 2.23 The attendance levels of re-elected and newly elected Members from October 2020 to July 2021 detailed in the graph on page 7 shows that there was good attendance at the sessions offered in the first fortnight of the political term but that this decreased as Members' commitments increased. The survey feedback also reflected this.
- 2.24 The results of the survey confirmed the findings from the feedback forms, with the vast majority of respondents rating the quality of the overall programme as good, with no-one rating the programme as poor. There was a number of comments that while the dates and timings of sessions worked well at the start of the programme, understandably, the busier it got, the more clashes there were. Some suggested that it might be useful to have a monthly allocated day/time slot which may help Members'

attendance and help with diary planning.

- 2.25 Members provided useful feedback in the survey regarding what they liked most and least about the programme. This is summarised in paragraphs 4.3 and 4.4 of Appendix III and has fed into the 'Lessons Learnt' and 'Next Steps' sections later in this report.
- 2.26 The IWG sought to understand what preparations newly-elected candidates had undertaken before standing, to understand the level of research undertaken prior to becoming a Deputy, and how useful they had found this in preparing for the role. They were also asked to consider whether – in hindsight – there was anything else that would have been useful to them in preparing for the role. The results are listed in paragraph 5.11 of Appendix III.
- 2.27 The survey results demonstrated that there was an appetite for further information about the role of Deputy and the States of Deliberation, including the time commitment of the role, advance sessions for prospective candidate and the potential for mentoring from sitting or former Deputies.
- 2.28 Members were asked whether there were any topics they would like to see in their second year that had not been covered during the first year (up to when the survey was released). The feedback received will be considered by the IWG, in consultation with the States' Assembly & Constitution Committee.
- 2.29 A key area the IWG was keen for feedback on was the extent to which the following objective was met:

To plan an ongoing programme of development for Deputies, taking into account their requirements as: Parliamentarians; Committee Members; and "constituency" Deputies;

- 2.30 Section 7 of Appendix III shows that Members found the sessions relating to their role as "Parliamentarians" useful and there was an overall positive response to the support of Members in their role as a Committee Member. The area where feedback suggests the sessions did not meet Member expectations in preparing and supporting them in their role related to constituency work.

3 Lessons Learnt

3.1 In 2020-21, the feedback forms provided after each session have proved a useful ongoing tool in identifying potential improvements. The IWG has also identified areas where improvements can be made and the survey responses from States' Members have all helped develop the 'lessons learnt' listed in this section. Suggestions on how each 'lesson learnt' can be addressed are detailed in section 4 of this report.

(a) Induction timetable and information to be available before the General Election

3.2 In advance of the 2020 General Election, it had been intended to produce a brochure of the induction and ongoing development sessions that would be organised that would be available to Members upon their swearing-in. The rescheduling of the General Election meant that those tasked with this were diverted to dealing with the postponement and reorganisation of the Election. It is suggested that, in advance of the General Election in 2025, this brochure is produced.

(b) Increased number of sessions for prospective candidates in the lead up to the General Election

3.3 In 2020, the States of Guernsey held two sessions with prospective candidates to explain the rules and processes around the General Election. However, it has generally not, historically, provided sessions for prospective candidates and the public on what the States does and what being a People's Deputy means in reality. Whilst the WEA Guernsey provides an excellent service in providing information to prospective candidates through the course it runs in advance of General Elections, there is clearly an appetite for more information to be provided by the States of Guernsey. There are also areas covered by the initial induction for Deputies which would benefit prospective candidates.

(c) Timing and scheduling of sessions

3.4 Sessions clashing with other commitments was a consistent point of feedback from Members, with the challenges of attending sessions whilst managing a busy workload highlighted. In future it is intended that the workshops will be held on a regular day and time (when possible to do so), and that there are no more than two sessions a month, after the initial month of the induction.

3.5 It is also agreed that in respect of the ongoing programme, a quarterly programme of sessions should be organised and circulated well in advance of that quarter to ensure Members are informed in a timely basis and to seek to encourage a higher level of engagement.

(d) Increasing knowledge of the practical application of the Rules of Procedure of the States of Deliberation

3.6 Whilst a number of sessions were held in the first year relating to how the States of

Deliberation functions, including refresher sessions, it has been clear from feedback from Members that more could be done in this area to support Members undertaking their roles as Parliamentarians, particularly as the term progresses and Members become more familiar with the workings of Parliament.

(e) Increased information regarding Committee mandates and operational functions

3.7 Each Committee Secretary or Principal Officer was tasked with ensuring the Committee they support was properly inducted on the work of the Committee, but it is clear that further work is required to ensure Members are familiar with **all** Committee mandates and operational functions, rather than just those on which they serve. Whilst a States' Committees' Exhibition took place on 15th October which gave Members the opportunity to find out more about the mandates and workings of each States' Committee, and to meet with senior staff, it is clear that more information should be provided at an earlier point.

3.8 More information should be provided in advance of the General Election to prospective candidates, and the public, on the mandates and functions of the Committees. This will assist in ensuring newly elected Members are well-informed of the Committees they may wish to serve on. This will also assist Members in knowing which Committees and service areas to contact on areas of interest e.g. policy areas, assisting constituents etc.

(f) More information and support provided to Deputies in undertaking "constituency work"

3.9 Whilst feedback regarding the induction and ongoing development opportunities was generally positive in relation to sessions provided to Deputies in their roles as "Parliamentarians" and "Committee Members", it is clear from the feedback from Members that more needs to be done to support Members when undertaking "constituency work", including access to expertise, information and support from officers.

(g) Refresher Sessions

3.10 The appetite for certain sessions to be held again but with further time to get into the detail of the topic was evident. As a result of this, a list of 'refresher sessions' have been identified, and this will help to inform the programme for the second session in the current term.

(h) Need for ongoing Member feedback and suggestions

3.11 This political term has been the first time the States has sought to provide a programme of induction and support running throughout the term, rather than focussed on the initial month. Members are encouraged to contact the group with any areas they identify – as the term progresses – where they believe there would be benefit from sessions and to be proactive in requesting these.

(i) Delivery of sessions

- 3.12 Beau Sejour and Les Cotils were the primary venues used, with some sessions also being held at the Royal Court. These have worked well, both in terms of location, facilities and technology provided, and the IWG will continue to make use of them following positive feedback from Members.
- 3.13 Virtual workshops were also a success, with one session being touted as ‘the best presentation I’ve been to’ by a Member. Having originally moved to a virtual set up as a result of the Covid-19 pandemic, it has now been established that this has been successful, so going forward this will be an option considered when employing external speakers or scheduling other sessions.

4 Next Steps

- 4.1 It is clear from looking at the lessons learnt from the programme so far, a great deal has been learnt which will inform changes made ahead of planning for the 2025 General Election. The IWG will continue to adapt and learn from experience, and from feedback provided by Members and attendees.
- 4.2 In order to maintain this forward progression, a list has been compiled which shows the changes that will be brought in this term and in advance of the 2025 General Election:

(a) Induction timetable and information to be available before the General Election

- 4.3 As highlighted at paragraph 4.2, it is suggested, in advance of the General Election in 2025, a brochure of the induction and ongoing development sessions to be held is published. It is suggested that for each session, the following information would be provided:
- The title of the session
 - The purpose of the session
 - How the session will be delivered (e.g. workshop, presentation, online etc.)
 - Who will deliver the session
 - The duration of the session
 - Who the session is targeted at (e.g. all Deputies; newly-elected Deputies; candidates)
- 4.4 Producing an induction timetable and brochure available prior to the General Election will enable candidates to block out sessions of interest to them well in advance.
- 4.5 As highlighted earlier in this report, one of the challenges in creating an induction and ongoing development programme is scheduling sessions that will meet the needs of newly elected Deputies who may be unfamiliar with States’ rules, procedures and processes and also providing sessions which will be relevant for Deputies who have served previously. Identifying who the session is targeted should assist with this albeit

it would not preclude any longer-serving Deputy from attending any courses targeted at newly elected Deputies if they wanted a “refresher” session.

- 4.6 Work has commenced on the production of the brochure and Members will be consulted on its contents prior to its being finalised.

(b) Increased number of sessions for prospective candidates in the year leading up to the General Election

- 4.7 The IWG has identified a number of sessions covered in the initial induction for Deputies which would benefit prospective candidates. These include, but are not limited to:

- The Code of Conduct for Members of the States of Deliberation
- Being a People’s Deputy: the role and potential time commitments
- Committee mandates and operational functions
- Preparing for and participating in States’ Meetings
- Data Protection and Information Security

(c) Increasing the information available regarding the Rules of Procedure of the States of Deliberation, the States of Guernsey, Committee mandates and operational functions

- 4.8 The Parliamentary Team suggests there is benefit in more practical sessions being scheduled for Members on the operation of the States of Deliberation in the first six months of the political term as Members familiarise themselves with States’ Meetings. It is suggested that small ‘wash-up/preparing’ sessions with the Parliamentary Team are held between States’ Meeting to provide Members the opportunity to raise any matters relating to the previous or forthcoming meetings.

- 4.9 The States’ Assembly & Constitution Committee included a proposition in its ‘General Election 2020: Reports from the CPA BIMR Election Expert Mission and the Registrar-General of Electors’ as follows:

To agree the following workstreams should be undertaken by the States’ Assembly & Constitution Committee:

...

- i) *increasing the information provided regarding the role of a States’ Member, the States of Guernsey and the election process by the end of 2023.*

- 4.10 Paragraphs 13.6 and 13.7 of that report read as follows:

Whilst acknowledging the improvements made to the support for candidates in advance of the 2020 General Election, the Committee is keen that work is undertaken providing information to the public about the work of Deputies and the work of the States, to demystify what being a Deputy entails in reality, for both the public and potential candidates. This will be aimed at all sectors of society but will look at some

of the perceived barriers that may exist for those currently underrepresented in the States e.g. women, persons with disabilities etc.

The Committee will be working with Members, organisations and the public to ascertain what information should be produced and will be working with the Parliamentary Team to ensure this is provided as part of its outreach work. It will also seek to provide information on the General Election well in advance of it taking place (rather than just in the months immediately prior to the Election) to assist individuals who might consider standing.

- 4.11 There are workstreams already in train by the Parliamentary Team to seek to contribute to this aim in respect of Deputies as “Parliamentarians” and the IWG is looking into a number of ways that further information can be provided regarding the States of Guernsey more generally e.g. through the production of videos, audio and written information, to meet the Committee’s aims.

(d) Support to Deputies when undertaking “constituency work”

- 4.12 In direct response to feedback received about the need for a dedicated person for Deputies’ queries, the current plan is for a Graduate Intern to act as the first point of contact for Members seeking information or support. For the avoidance of doubt, this does not replace the Parliamentary support provided by the Parliamentary Team, who remain the appropriate contact for such matters. Rather it is envisaged that the Graduate Intern will be able to provide an initial contact for Deputies seeking help in particular with constituency work as well as with any other non-Parliamentary matters where it may not be possible or appropriate for Deputies to access support via the Committee structures.
- 4.13 The Graduate Intern will be supported by other, more senior, colleagues with greater experience but it needs to be understood that, with limited resources, there is a finite amount of assistance that can be given by one person. At present, this will be a pilot that will help to establish whether there is a case for further investment in this service.
- 4.14 Assistance can be provided by the Graduate Intern in the form of supporting the resolution of enquiries from constituents, undertaking research and assisting in drafting correspondence.

5 2021 – 2025: Ongoing Development Programme

- 5.1 Having reflected on the lessons learnt and the review of the first nine months of the current term, the remaining 2021 programme has been scheduled to include one or two sessions a month, which have been booked and circulated to Members well in advance in order to seek to facilitate good levels of attendance from Members.

5.2 The programme for October to December is as follows:

| Date | Session | Delivered by |
|-------------------------|--|----------------------------|
| October | Questions Workshop: Part II | Parliamentary Team |
| Every Friday in October | Parliamentary Website: Drop-in sessions Group or 1:2:1 sessions | Parliamentary Team |
| November | Mental Health Awareness | Guernsey Mind |
| November | Crown Dependency Network Meeting | Parliamentary Team, Jersey |
| November | Bilateral Visit from the States of Deliberation to the Houses of Parliament Delegation of up to 10 New Deputies | CPA UK |
| December | Media Engagement Workshop | Communications Team |

5.3 In future, the programme will be set quarterly and circulated ahead of time. The programme for the first quarter of 2022 will be circulated to Members by the 30th November 2021. Whilst the 2012 resolution directing the production of this report directed the report to include:

“details of a programme of ongoing training which shall be offered to all States’ Members during that States’ term”,

the IWG, endorsed by the States’ Assembly & Constitution Committee, does not believe setting a programme of ongoing training for the remainder of the term is helpful. The programme aims to be responsive to Members’ needs and therefore will continue to be developed on a quarterly basis in consultation with Members and reflecting matters that arise throughout the term.

5.4 There will also be annual refresher courses on certain subjects, further to Members’ requests, and Members are encouraged to request training on areas which have not yet been identified, and any repeat sessions they would like to take place in 2022. The IWG ask that these requests are submitted by 31st October 2021.

States' Members' Induction Working Group

Terms of Reference

Purpose

The States' Members' Induction Working Group is an officer-level group set up to achieve the following objectives:

- To prioritise and plan the on boarding of the Deputies elected in October 2020, ensuring that equipment and knowledge that they will need in the initial period (up to one month) post swearing-in is provided;
- To plan an ongoing programme of development for Deputies, taking into account their requirements as: Parliamentarians; Committee Members; and "constituency" Deputies;
- To identify and liaise with suitable providers of equipment, training and information and to ensure that they are available to deliver whatever is required;
- To ensure that certain key information is imparted to election candidates and would-be candidates, although detailed planning in this respect is the responsibility of the Election 2020 Project Board.
- To promote a consistent approach to the format and use of 'Committee' specific induction material

In discharging its responsibilities, the Working Group will:

- Take account of feedback from existing Deputies, in particular the most recent Deputies' survey;
- Consider the extent to which development for Deputies needs to be mirrored for civil servants and liaise with Learning & Development, and others, as necessary;
- Ensure that the programme is shared with stakeholders (e.g. Committee Secretaries, Directors of Ops, etc.) to encourage a consistent approach across the organisation.
- Conduct an evaluation of the programme in Q4, to include data capture relating to un-met needs, then plan to address these.

Roles

The Working Group will collaborate on all work streams, whilst each retaining specific responsibilities and accountabilities as follows:

- The **Strategic Lead for Supporting Government** is accountable for the successful achievement of the Working Group's objectives and will provide strategic direction and sign off on the programme. She will also provide a link with the SLT.

- The **States' Greffier** is responsible for advising on Deputies' needs as Parliamentarians and for developing and delivering suitable support. He will provide a link to the Bailiff and Law Officers.
- The **Principal Officer, States' Assembly & Constitution Committee (SACC)** is responsible for ensuring that any directions issued by SACC, as the Committee with political responsibility for Deputies' induction, are reflected in the programme. She will also convey the Committee's views as necessary and will provide regular updates to, and feedback from, the Committee.
- The **Committee Secretary to the Policy & Resources Committee** is responsible for ensuring that Committee inductions are developed to a high standard and that there is consistency across all Committees. She will also provide a link to the Committee Secretaries.
- The **Policy Support Officer** is responsible for providing support as needed, including logging and tracking actions; researching options; and liaising with service providers on behalf of the Working Group.

**INDUCTION AND ONGOING DEVELOPMENT PROGRAMME
OCTOBER 2020 - JULY 2021**

| Date | Time | Venue | Session | Delivered by |
|--------------------------------------|-------------------|-------------------|---|---|
| Thursday 15 th October | 09:00 – 12:00 | Beau Sejour | Provision of IT equipment to Members and an introduction to States' Networks and Systems | Agilisys |
| Thursday 15 th October | 09:00 – 12:00 | Beau Sejour | States' Committees' Exhibition Information about the mandates and workings of States' Committees and meeting senior staff | Staff from each Committee |
| Thursday 15 th October | 13:00 | Beau Sejour | Data Protection and Information Security | Head of Data Protection Head of Information Assurance |
| Thursday 15 th October | 14:00 | Beau Sejour | Rules of Procedure of the States of Deliberation for Elections | Presiding Officer (the Bailiff) |
| Thursday 15 th October | 15:00 | Beau Sejour | The Code of Conduct for Members of the States of Deliberation | Secretary to the States Members' Conduct Panel Principal Officer, SACC |
| Friday 16 th October | 9:30 a.m. | Royal Court House | Swearing in of People's Deputies | |
| Friday 16 th October | After Swearing In | Royal Court House | Introduction to Parliamentary Officials | Presiding Officer (the Bailiff) States' Greffier |
| Tuesday 20 th October | 11:00 | Beau Sejour | Being a Member of the States of Deliberation | Presiding Officer (the Bailiff) |
| Friday 23 rd October | 09:30 | Beau Sejour | Public Service | Chief Executive Strategic Leadership Team |

| Date | Time | Venue | Session | Delivered by |
|---|---------|-------------|--|--|
| Friday 23 rd October | 11:00 | Beau Sejour | Understanding Legislation | Law Officers of the Crown |
| Friday 23 rd October | 12:00 | Beau Sejour | Parliamentary Tools Workshop | States' Greffier |
| From Monday 26 th October through to December 2020 | Ongoing | Various | Committee Inductions All Principal and Other Committee Members inducted on the following matters as part of their Committee induction: <ul style="list-style-type: none"> • Rules of Procedure for Committees • Role of Committee Members • Understanding the Committee's Budget and Accounts • Committees acting in a quasi-judicial capacity | Committee Secretaries and Principal Officers Director of Strategy and Policy Finance Business Partners |
| Wednesday 28 th October | 11:00 | Beau Sejour | Understanding the Budget Report and related financial matters. | States Treasurer/Treasury team |
| Monday 2 nd November | 10:00 | Beau Sejour | Corporate Parenting | Head of Inclusion and Services for Children & Schools; Head of Service at Children and Family Community Services |
| Monday 2 nd November | 11:30 | Beau Sejour | States' Meeting: Preparing for the first Meeting | States' Greffier Principal Officer, SACC |
| Tuesday 10 th November | 10:00 | Beau Sejour | Dementia Awareness | Dementia Friendly Guernsey |
| Thursday 12 th November | 11:00 | Beau Sejour | Scrutiny Management Committee | Principal Officer, Scrutiny Management Committee |
| Friday 13 th November | 10:00 | Les Cotils | Diversity Awareness Workshop | Equality Guernsey |

| Date | Time | Venue | Session | Delivered by |
|--|-------------------------|-------------------------------|--|---|
| Monday 16 th November | 11:00 | Beau Sejour | States of Guernsey Annual Budget for 2021 | States Treasurer/Treasury team |
| Friday 20 th November | 10:00 | Beau Sejour | Media Engagement | States' Media and Communications Officers |
| Monday 23 rd November | 10:00 | Beau Sejour | Chairing Meetings | Chief Executive Officer, Guernsey Post |
| Friday 4 th December | 09:00 – 11:00 | Sir Charles Frossard House | 1:1 IT Drop-in Sessions for States Members | Service Performance and Training Officer |
| Wednesday 9 th December | 09:00 – 11:00 | Sir Charles Frossard House | 1:1 IT Drop-in Sessions for States Members | Service Performance and Training Officer |
| Wednesday 9 th December | 14:00 – 17:00 | St James | Governance Workshop – Session One | TheValueCircle |
| Friday 11 th December | 09:00 – 11:00 | Sir Charles Frossard House | 1:1 IT Drop-in Sessions for States Members | Service Performance and Training Officer |
| Friday 11 th December | 14:00 | Royal Court House | States of Election | Secretary to the Bailiff |
| 2021 | | | | |
| Monday 11 th January | 10:00 | Guernsey Training Agency | Finance and Basic Accounting | Guernsey Training Agency |
| Friday 15 th January | 10:00 | Beau Sejour | Diversity Awareness Workshop (repeat session) | Equality Guernsey |
| Friday 22 nd January | A.M. or P.M. Session | Beau Sejour | Governance Workshop: Session Two | TheValueCircle |

| Date | Time | Venue | Session | Delivered by |
|---|-------------------------|----------------------|---|---|
| <p>The Bailiwick of Guernsey went into a second lockdown as a result of COVID-19 on Saturday 23 January 2021.</p> <p>A number of sessions planned for February and March had to be run via MS Teams or rescheduled for when the Island exited lockdown in late March 2021. Some sessions were held via MS Teams in the interim e.g. a repeat session on the Parliamentary Tools Workshop.</p> | | | | |
| Friday 9 th April | A.M. or P.M. Session | Beau Sejour | Governance Workshop: Session Three | TheValueCircle |
| Wednesday 21 st April | 14:00 – 15:30 | Les Cotils | Parliamentary Questions Workshop | States' Greffier Principal Officer, SACC |
| Wednesday 12 th May | 14:00 - 15:00 | Royal Court House | Personal Safety Training | Head of Operations, Royal Court Principal Officer, SACC and Guernsey Police |
| Friday 14 th May | 10:00 | Beau Sejour | States' Procurement | States' Treasury team |
| Friday 21 st May | 09:00 | Beau Sejour | The States of Guernsey Accounts: Introduction and overview | States' Treasury team |
| Friday 11 th June | 10:00 | Beau Sejour | States' Investment Funds | States' Treasury team |
| Friday 9 th July | 09:30 | Les Cotils | Anti-Money Laundering (AML)/Combating the Financing of Terrorism | Director of Financial Crime Policy Chief Investigator, Committee <i>for</i> Home Affairs Thinking About Crime Ltd |



Ongoing Development Programme - End of First Session Survey

1 Introduction

- 1.1 On 30th July 2020, a survey was circulated to all People's Deputies to provide them with the opportunity to provide anonymous feedback on the States' Members' Induction and Ongoing Development Programme to help the Induction Working Group shape it in the future and ensure it meets Deputies' needs. It was requested that the survey be completed by 31st August.
- 1.2 Deputies were informed that the results of the survey would inform the report that would be published by the States' Assembly & Constitution Committee which would include a review of the programme, considering the success or otherwise of each part of it, the lessons learnt and any changes that could be made.
- 1.3 It was highlighted that it was vital to have Deputy engagement with the survey to ensure the programme was shaped by their input and responsive to their needs. Deputies were also asked if they would be prepared to participate in a small focus group to provide further feedback to help the Group improve the offering.

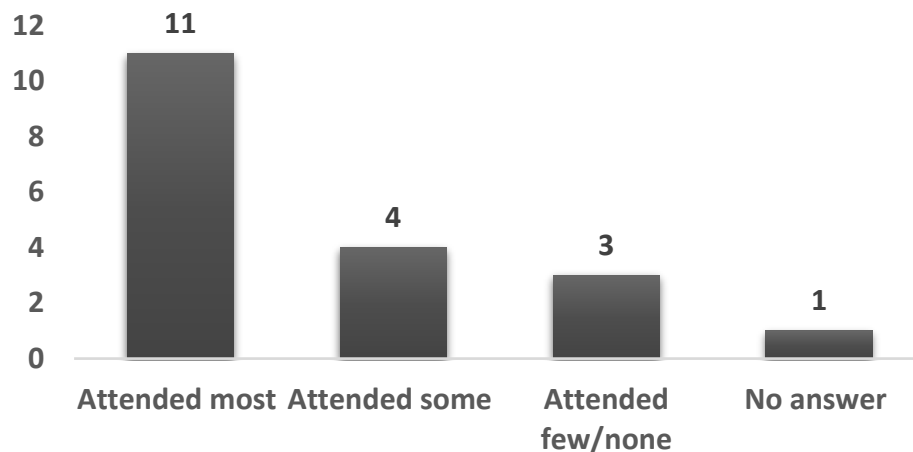
2 Responses received

- 2.1 19 Deputies completed the survey (i.e. 50% of Deputies). One Deputy volunteered to participate in a small focus group. This report provides a summary of the information collected from this survey which in turns informs some of the findings and changes for the future suggested in the main report from the Induction Working Group.

3 Engagement with the Programme

- 3.1 Deputies were asked whether they attended most, some or few/no sessions. They were also asked the reasons for their level of engagement.

Attendance at sessions offered



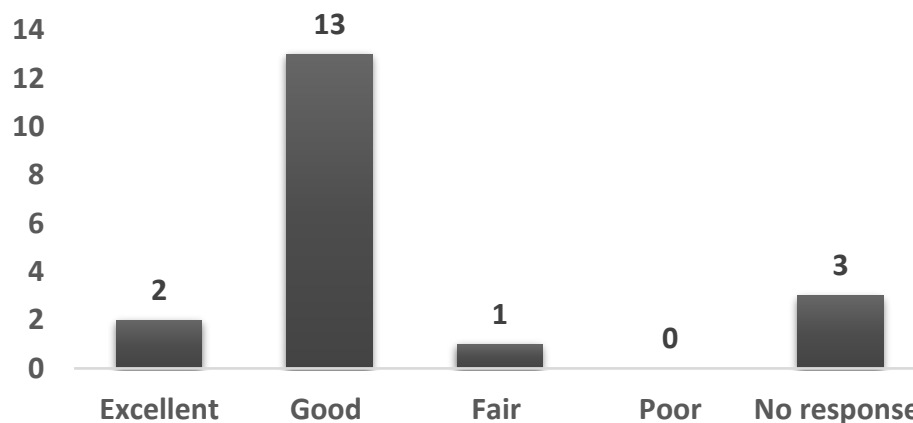
- 3.2 Deputies who responded stating they attended most of the sessions said it was to increase their knowledge, learn more about their role and the role of the Civil Service, the workings of Committees, and States' processes and procedures.

"Whatever you think you know about being a People's Deputy there is more to learn – and it's a steep learning curve!"

- 3.3 Those who attended some sessions cited appointment clashes hindering attendance as the term progressed. Some longstanding Deputies stated that as well as clashes, their previous knowledge and experience made attendance at all sessions unnecessary. These reasons were also given by those who attended few/no sessions.

4 Quality of the Programme

Quality of the Programme



- 4.1 Deputies were asked to rate the quality of the programme from 'Excellent' to 'Poor'. It is encouraging to note that the vast majority of respondents rated the

quality of the programme as 'good' which accords with the feedback forms provided after each session, with no Deputy rating the programme as 'poor'.

4.2 Deputies were asked whether they felt well supported in the induction (the initial phase up to one month post swearing-in). Of the 13 respondents, 11 stated they felt well supported with 2 feeling somewhat supported.

4.3 Deputies were asked what they had liked **most** about the programme to date. The feedback can be summarised as follows:

- The breadth and variety of topics offered, with no assumptions made regarding knowledge to ensure all levels were covered.
- The opportunity to meet and engage with other Deputies outside of Parliamentary or Committee settings.
- Information regarding the functions and rules of the Parliament.
- The opportunity to meet and engage with responsible officers and ask questions during sessions.
- Many sessions were informative and well-delivered by staff.

4.4 The survey also asked what Deputies liked **least** about the programme to date. The feedback can be summarised as follows:

- Sessions clashing with other commitments was a consistent point of feedback from Deputies, with the challenges of attending sessions whilst managing a busy workload highlighted. Some sessions were also scheduled at too short notice.
- The decreasing level of attendance of sessions as the programme progressed.
- The variation in quality of sessions was highlighted, with some criticism of 'chalk and talk' PowerPoint presentations.
- Some presenters, whilst knowledgeable, did not have a full insight into the mechanics of the States.
- Not all the sessions were relevant to long-standing Deputies.

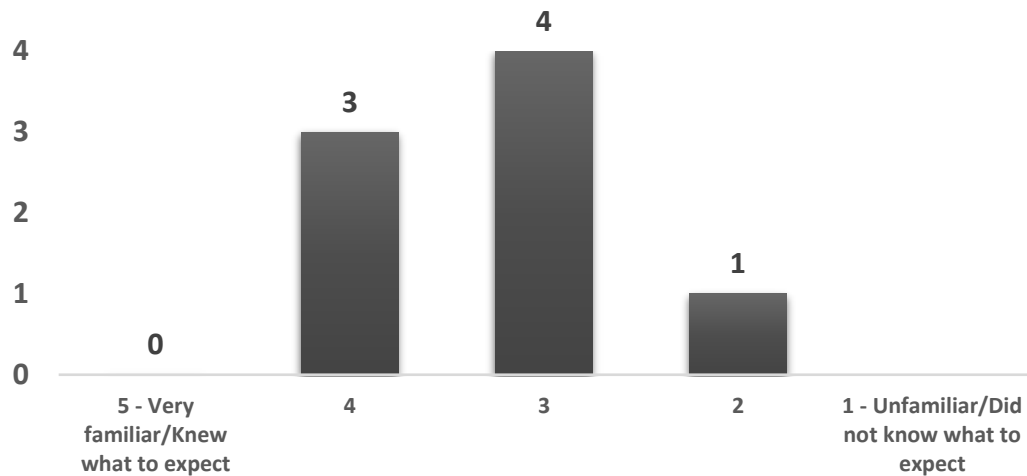
5 Preparations undertaken by newly elected Deputies in the lead up to the Election

5.1 Information was specifically sought from newly elected Deputies regarding:

- How familiar they were with the role of Deputy and what would be expected of them in the role.
- The preparation they had undertaken before standing as a Deputy, looking at whether they had:
 - Attended the course put on by the WEA Guernsey
 - Read Billets d'État
 - Attended States' Meetings
 - Listened to States' debates (e.g. online or on the radio)
 - Spoken to incumbent or former Members

and how useful this preparation had been in preparing them for reality of the role.

Newly-Elected Deputies: Familiarity with the role



5.2 The eight responses to this question demonstrate that whilst all newly elected Deputies had some knowledge of the role of a Deputy and what it would entail, further work is required, and more information needs to be provided, to prospective candidates regarding the various aspects of the role.

5.3 The newly elected Deputies were then asked what preparation they carried out before standing and asked to rank how useful this had been.

(a) Course run by the WEA Guernsey

5.4 The WEA Guernsey is an adult education association. Many people who considered standing as a People's Deputy in 2020 attended the course run by the WEA Guernsey at Les Cotils, entitled 'Do you want to be a States Deputy in 2020?'. It ran for six weekly evening sessions and information about the course was available on www.wea.org.gg/.

5.5 Three of the Deputies who responded to the question confirmed that they had attended this course and found it to be one of the more useful activities to undertake in preparing for the role.

(b) Reading Billets d'État

5.6 A Billet d'État is produced for each States' Meeting, containing the items that will be discussed at the States' Meeting. Six of the Deputies confirmed that they had read Billets as part of their preparation. This was ranked as either an average or less useful activity in preparing for the role.

(c) Attending States' Meetings

5.7 Members of the public are welcome to attend States' Meetings by sitting in the public gallery. Four respondents attended meetings as part of their preparation, with two ranking it as the most useful activity they undertook in preparation, one

ranking it as the second most useful activity and one ranking it as one of the least useful.

(d) Listening to States' Meetings

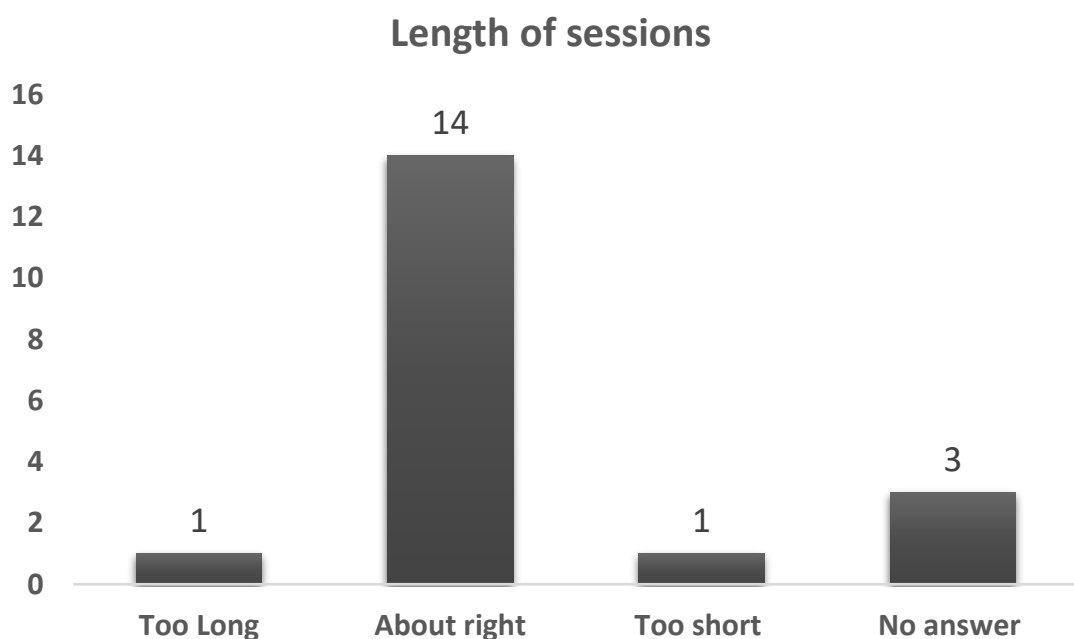
- 5.8 Members of the public can listen to States' Meetings via the States of Guernsey website or BBC Radio Guernsey (online, on 1116 Medium Wave or DAB). Five respondents listened to debates as part of their preparations. This was seen as a generally useful resource.

(e) Speaking to incumbent or former Deputies

- 5.9 Six of the respondents advised that they had spoken to incumbent or former Deputies as part of their preparations. This was ranked overall as the most useful part of the preparation undertaken. One respondent commented that they had also spoken to a non-voting Member of a Committee.
- 5.10 Two respondents also flagged up the benefits of working in the parish system in preparing for the role, and the assistance and support provided by [Women in Public Life](#), a voluntary group launched in January 2020 to inspire and support the women of Guernsey to stand for public office.
- 5.11 Newly-elected respondents were also asked to reflect what else would have been useful in preparing for the role in advance of standing. The following suggestions were made:
- Inform prospective candidates of the time and work commitment, including how being a member of different committees etc. will increase this, including the work that will need to be undertaken individually in advance of States' Meetings etc.
 - Mentoring by a sitting or former Deputy and speaking to a variety of Deputies.
 - A number of the induction sessions being provided to prospective candidates well in advance of the General Election to provide focus on what the role entails.
 - Training sessions in the States' Chamber to explain how the States of Deliberation works, including an overview of the Rules of Procedure
 - Clear indication of the planned induction and ongoing development programme and other presentations from various external groups which Members will be expected to attend.
 - Further information on Committee mandates and operational functions, including the type of work Deputies undertake, with the possibility of shadow Committee Meetings.
 - A contact to provide advice on manifestos and social media.
 - The opportunity to network with other candidates

6 Structure, length and variety of the sessions held

- 6.1 Deputies were asked to comment on the frequency, timing and length of sessions and whether there were any gaps in the first year. Their most common response was that the dates and timings of sessions worked well overall, although some noted that as individual workloads increased, clashes understandably occurred.
- 6.2 Some suggested that it might be useful to have a monthly allocated day/time slot - e.g. Friday mornings - which may help Members' attendance and help with diary planning and sessions booked well in advance.
- 6.3 In response to a question regarding the general length of sessions, Deputies confirmed it was 'about right'.



- 6.4 Deputies were also asked whether there were any topics they would like to see in their second year that had not been covered during the first year (up to when the survey was released). The following suggestions were made:

Sessions on:

- Dealing with members of the public and constituency cases, including how to contact the right Committees and people to seek advice.
- Letter and e-mail management and other practical skills to assist in improving the performance in the role of Deputy
- Handling the media
- Debate techniques including speech writing
- The role of the Policy & Resources Committee
- States-specific systems
- HR and employment for the public sector

'Refresher' sessions on:

- The Rules of Procedure, including practical sessions
- The Code of Conduct for Members of the States
- Preparing amendments
- Anti-Money Laundering (AML)/Combating the Financing of Terrorism Accounting, tax and finance matters
- Property services

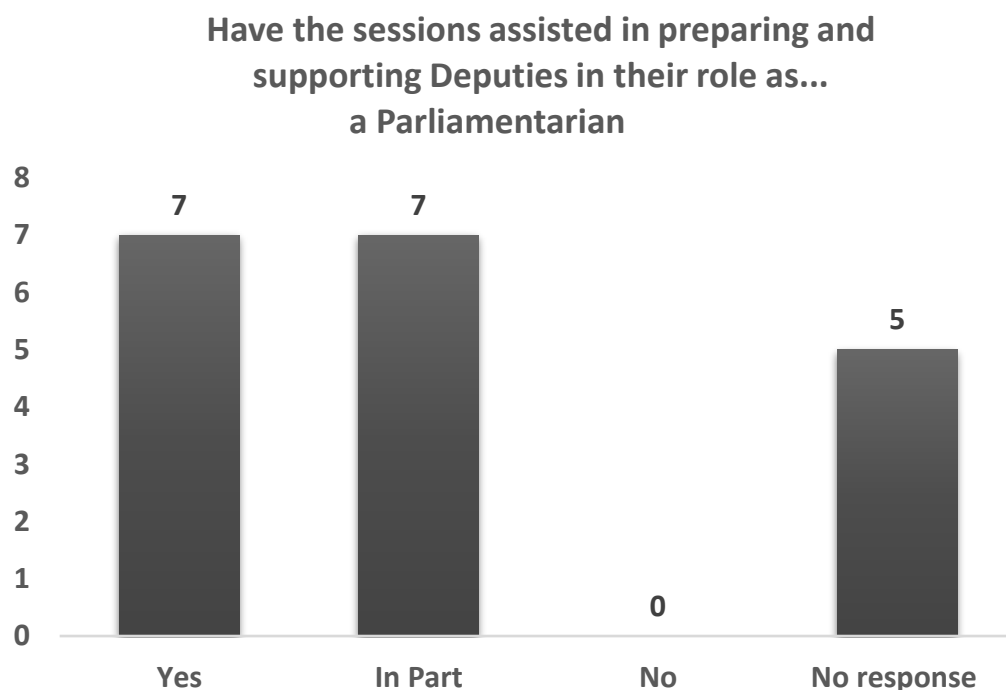
One respondent wanted to see more information regarding the States' sectors including organograms and detail of the organisational design. They also suggested individual sessions with Committees would be beneficial to understand their mandates, ongoing workstreams and how the Committee operated.

7 Relevance of sessions to the varied role of a Deputy

- 7.1 One of the objectives of the Induction Working Group was to plan an ongoing programme of development for Deputies, considering their requirements as (a) Parliamentarians; (b) Committee Members; and (c) in their "constituency" role. Deputies were asked whether the sessions to date had met their expectations in preparing and supporting them in these roles.

(a) As a Parliamentarian

- 7.2 There was an overall positive response to the sessions provided in support of Deputies in their role as Parliamentarian:

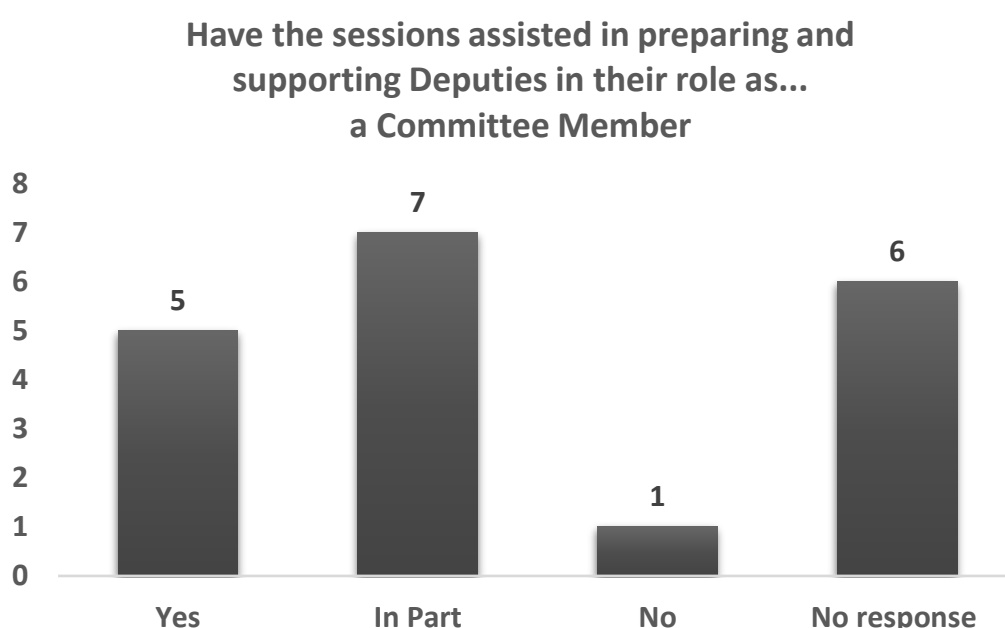


- 7.3 Feedback was provided that the sessions were useful and most areas were covered. It was commented that the Parliamentary Team operated an 'open door' policy which assisted Members. There was a request for information regarding the parliamentary systems in other, relevant jurisdictions and how these worked in comparison to Guernsey.

- 7.4 One Member commented that they had learnt the most from engaging and working with various colleagues in advance of States' Meetings e.g. through Committee work or through the preparation of secondary propositions. It was further suggested that the induction sessions could be recorded or developed in an online format so they could be viewed by Members unable to attend or in their own time.

(b) As a Committee Member

- 7.5 There was an overall positive response to the sessions provided in support of Deputies in their role as a Committee Member although one Member felt it had not met their expectations:

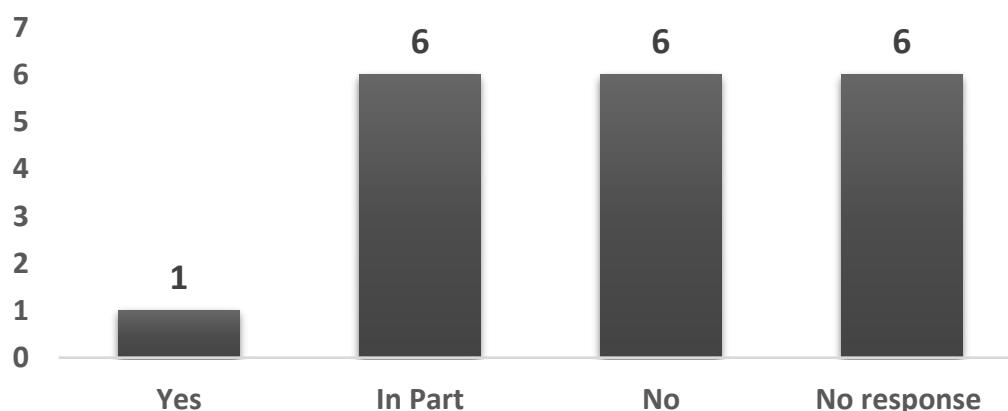


- 7.6 It was generally felt most areas were covered but the time commitment of serving on different committees could be better explained. Further information regarding how Committees operate, their structure and mandates was requested, along with introductions to staff. It was felt more 'committee specific' details of the role would have been useful.
- 7.7 It was noted that the breadth of responsibilities on a Committee Member would depend on the Committee they served on and the scope of its mandate and operational functions.

(c) As a "Constituency" Deputy

- 7.8 It is clear from the response to this question that Members felt the sessions offered did not adequately assist in relation to preparing and supporting Deputies in their role as a "constituency" Deputy:

**Have the sessions assisted in preparing and supporting Deputies in their role as...
a "Constituency" Deputy**



- 7.9 Feedback received was that there was not enough support offered in this area of a Deputy's role. It was noted that the work that Deputies undertake for and with constituents is different to any other job that a Deputy will undertake.
- 7.10 A key area of feedback was the support required to access key people and service providers within the States to assist constituents. One Member highlighted that some constituents would raise issues that would touch upon a number of Committee and service areas, and that seeking to co-ordinate and address a large number of areas as an individual Deputy was extremely challenging. More than one Deputy suggested that having a civil service resource who could be contacted for guidance and advice would be beneficial.
- 7.11 It was also highlighted that skills in this area had been accrued by longer serving Members through experience.

8 Other matters raised

- 8.1 Members were given the opportunity to provide suggestions or comments which would help the future development of the programme. Where relevant, this has been incorporated in the previous sections.
- 8.2 There was generally positive feedback on the sessions offered to Members albeit it was noted by one respondent that a few new Deputies had attended few or no sessions. Again, it was highlighted that minimising diary clashes was key to maximising attendance.
- 8.3 The benefits of sessions being organised in advance of the General Election for candidates, rather than targeted just at elected Members, was again highlighted.
- 8.4 It was also suggested that the sessions could be targeted according to experience level e.g. newly elected Members, re-elected Members etc.