

## LB Croydon: Members' induction programme 2022

### A. All-member programme

***Bold italics – Essential for all Members***

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<b>Date</b>	<b>Event</b>	<b>Audience</b>	<b>Delivered by</b>
12.4.22	Pack sent to all mayoral and councillor candidates, including: <ul style="list-style-type: none"> <li>• Induction programme and notification of key dates on which attendance is required</li> <li>• Member Code of Conduct (also highlighting the requirement to attend essential training)</li> </ul>	<b><i>All candidates</i></b>	Chief Executive
5 – 6.5.22	Election night <ul style="list-style-type: none"> <li>• Signature of acceptance of office</li> <li>• Members' handbook</li> </ul>	<b><i>All members</i></b>	Democratic Services
10.5.22	Members Induction Day (at Town Hall)	<b><i>All members</i></b>	See below
11 – 18.5.22	1:1 induction sessions <ul style="list-style-type: none"> <li>• <i>Signature of declarations of interest (and advice)</i></li> <li>• <i>Gifts &amp; hospitality: introduction to process for registering</i></li> <li>• <i>Allowances and expenses set-up</i></li> <li>• <i>ID cards</i></li> <li>• <i>Parking permits (inc tax guidance)</i></li> <li>• <i>Council phone &amp; Office 365 account</i></li> <li>• <i>Access to meeting papers online</i></li> </ul>	<b><i>All members</i></b>	Democratic Services/ Monitoring Officers/ Facilities Management  CDS
12.5.22  Repeated lunch & eve	Members' Code of Conduct	<b><i>All members</i></b>	Monitoring Officer & Local Government Association (LGA)

<b>Date</b>	<b>Event</b>	<b>Audience</b>	<b>Delivered by</b>
16.5.22 (lunch) & 24.5.22 (eve)	Members and officers' respective roles and responsibilities	<b>All members</b>	Monitoring Officer & LGA
18.5.22 Repeated lunch & eve	Members' Code of Conduct	<b>All members</b>	Monitoring Officer & LGA
19.5.22	Chairs' training	<b>Committee chairs &amp; vice chairs</b>	Association of Democratic Services Officers
<b>23.5.22</b>	<b>Annual Council</b>		
16.5.22 (eve) & 24.5.22 (lunch)	Planning Committee training	<b>Planning Committee members</b>	Planning officers and Planning Advisory Service
25.5.22 (eve) & 1.6.22 (lunch)	Holding the Executive to account <ul style="list-style-type: none"> <li>• <i>Executive and non-executive functions</i></li> <li>• <i>What scrutiny is and isn't</i></li> <li>• <i>Scrutiny's statutory rights</i></li> <li>• <i>How scrutiny can make a difference</i></li> <li>• <i>Scrutiny under a mayoral model of governance</i></li> <li>• <i>The role of full Council and Call-in</i></li> <li>• <i>The role of Audit</i></li> </ul>	<b>All members</b>	Centre for Governance and Scrutiny (CfGS)
26.5.22	Licensing Committee training	<b>Licensing Committee members</b>	Officers
31.05.22 (eve) & 10.6.22 (lunch)	Scrutiny Committee training: <ul style="list-style-type: none"> <li>• <i>Scrutiny's role and responsibilities</i></li> <li>• <i>Different types of scrutiny</i></li> <li>• <i>Prioritisation and work planning</i></li> <li>• <i>Preparing for scrutiny meetings</i></li> </ul>	<b>Scrutiny Committee (&amp; sub) members</b>	CfGS

Date	Event	Audience	Delivered by
	<ul style="list-style-type: none"> <li>• <i>Understanding different types of service performance and budget data and information</i></li> </ul>		
1.6.22	General Purposes and Audit Committee <ul style="list-style-type: none"> <li>• <i>Responsibilities of Audit Committee and its members</i></li> <li>• <i>Legal framework</i></li> <li>• <i>Key relationships</i></li> <li>• <i>The external auditor's responsibilities and working practices</i></li> <li>• <i>Skills and attributes for Audit Committee Members</i></li> <li>• <i>Challenge and escalation</i></li> <li>• <i>What does good look like?</i></li> </ul>	<b>Audit Committee members</b>	LGA
2.6.22	Pensions Committee training	<b>Pensions Committee members</b>	Corporate Director Resources
June	Ethics Committee training <ul style="list-style-type: none"> <li>• <i>Standards of conduct – the national context</i></li> <li>• <i>Members' Code of Conduct and guidance</i></li> <li>• <i>Arrangements for investigating/ hearing complaints on member conduct</i></li> <li>• <i>Role of the Committee in promoting high standards of conduct</i></li> </ul>	<b>Ethics Committee members</b>	Monitoring Officer
June (prior to July Council)  Delivered twice	Understanding the Council Procedure Rules	<b>All members</b>	Monitoring Officer
June	Leading Croydon: effective working relationships between the Mayor and Council Members  <i>Format/ scope/ approach to be agreed with the Mayor – could be a briefing and Q&amp;A or an interactive workshop to seek to build relationships. LGA could support with facilitation/ input from peers from other relevant councils</i>	<b>All members</b>	TBC

<b>Date</b>	<b>Event</b>	<b>Audience</b>	<b>Delivered by</b>
June  Delivered twice	Personal safety, health and wellbeing support, personal resilience <i>(Use LGA workbook)</i>	All members	Head of Security/ Head of HR
June  Delivered twice	<b>Introduction to local government finance and risk</b> <ul style="list-style-type: none"> <li>• <i>Understanding funding sources</i></li> <li>• <i>Statutory service budgets (inc adult and children's social care)</i></li> <li>• <i>The budget setting cycle</i></li> <li>• <i>Budget monitoring- how to read a monitoring report</i></li> <li>• <i>Transformation funding</i></li> <li>• <i>Role and purpose of reserves</i></li> <li>• <i>Risk management – councillors' role</i></li> <li>• <i>Treasury management &amp; capital strategies – councillors' role</i></li> </ul>	<b>All members</b>	Corporate Director Resources/ Corporate Director Adult Social Care & Health/ Corporate Director Children, Young People & Education/ LGA
June  Date TBC	Networking reception for all (new) Councillors in London at the Guildhall	All members	London Councils
5.30pm- [July Council meeting]	How's it going so far? <i>Drop-in session for Members to raise queries, give feedback on support to date, identify further training needs</i>	All members	Democratic Services
July  Delivered twice	Understanding your communities: <ul style="list-style-type: none"> <li>• How to understand and meet the needs of the many different communities in your ward</li> <li>• The Public Sector Equality Duty: Councillors' role and responsibilities</li> <li>• Understanding the impacts of the decisions (for Council, scrutiny, Cabinet)</li> <li>• Unconscious bias</li> </ul>	<b>All Members</b>	LGA
July	Anti-fraud and whistleblowing	All members	Head of Anti Fraud and Risk

<b>Date</b>	<b>Event</b>	<b>Audience</b>	<b>Delivered by</b>
Delivered twice			
July Delivered twice	Children's safeguarding	<b>All members</b>	Director of Children's Social Care / Health/ Police
July Delivered twice	Adult safeguarding	<b>All members</b>	Director of Adult Social Care Operations/ Health/ Police
July	Scrutiny of the Croydon Renewal Programme	<b>Scrutiny Committee (&amp; sub) members</b>	CfGS
September Delivered twice	Corporate Parenting	<b>All members</b>	Director of Children's Social Care
September Delivered twice	Being an effective ward councillor/ handling casework	All members	LGA
September Delivered twice	Effective questioning for scrutiny	<b>Scrutiny Committee (&amp; sub) members</b>	CfGS
September	Audit and scrutiny: understanding their respective roles and areas for collaboration	<b>GPAC &amp; Scrutiny Committee (&amp; sub) members</b>	CfGS

<b>Date</b>	<b>Event</b>	<b>Audience</b>	<b>Delivered by</b>
September  Delivered twice	Effective use of social media	All members	LGA
September – November  TBC	Series of webinars on policy issues affecting London Boroughs	All members	London Councils
October  Delivered twice	Understanding public health and health inequalities	All members	Director of Public Health
October  Delivered twice	Working with our partners: crime and disorder <ul style="list-style-type: none"> <li>• <i>Overview of crime issues</i></li> <li>• <i>What our services do and how members can interact with them</i></li> <li>• <i>Practical advice for issues arising from casework</i></li> </ul>	All members	Director of Culture & Community Safety/ Police
October  Delivered twice	Working with our partners: health	All members	Corporate Director Adult Social Care and Health/ NHS
October	Conducting effective budget scrutiny: <ul style="list-style-type: none"> <li>• Understanding the budget setting process and timeline</li> <li>• Key questions to ask</li> <li>• Preparing for budget scrutiny</li> </ul>	<b>Scrutiny Committee (&amp; sub) members</b>	CfGS
November	Budget setting <ul style="list-style-type: none"> <li>• Refresh of principles introduced in July</li> <li>• Preparation for budget setting</li> </ul>	All members	Relevant LBC officers
November	Commissioning and procurement process	All members	Relevant LBC officer

## Members' Induction Day - Tuesday 10 May 2022

### Croydon Town Hall

9.15	Refreshments available	
10.00	Welcome	Mayor & Chief Executive
	<p>Croydon's improvement journey</p> <ul style="list-style-type: none"> <li>• <i>Key learning to date</i></li> <li>• <i>Further improvement work ongoing (including culture)</i></li> <li>• <i>External assessment and reporting</i></li> <li>• <i>How we will work in partnership with other agencies</i></li> </ul>	Chief Executive
	<p>Corporate Management Team – a brief introduction</p> <ul style="list-style-type: none"> <li>• <i>Promotion of lunchtime 'marketplace'</i></li> <li>• <i>DCS to introduce corporate parenting/ safeguarding</i></li> <li>• <i>DCS/ DASS to stress importance of engagement with training on safeguarding</i></li> <li>• <i>Key partners that the Council works with</i></li> <li>• <i>Members bulletin</i></li> </ul>	CMT
10.45	<p>Reflections from a new councillor in 2018 –</p> <ul style="list-style-type: none"> <li>• <i>The ward councillor's role</i></li> <li>• <i>'What I wish I'd known then'</i></li> </ul>	TBC
11.05	<i>Comfort break / move to workshops/ coffee etc available</i>	
11.10	Workshops* – cycle 1	
11.55	<i>Move between workshops/ coffee etc available</i>	
12.00	Workshops* – cycle 2	
12.45	<p>Lunch</p> <p><i>Attendees:</i></p> <ul style="list-style-type: none"> <li>• <i>Visit 'marketplace'- stalls for directorates to demonstrate what the council does and how it is structured</i></li> <li>• <i>Visit photographer for official photographs</i></li> <li>• <i>Schedule 1:1 induction sessions</i></li> </ul>	
1.45	Workshops* – cycle 3	
2.30	<i>Move between workshops/ coffee etc available</i>	
2.35	Workshops* – cycle 4	

3.20	Plenary <ul style="list-style-type: none"> <li>• Q&amp;A</li> <li>• Closing remarks</li> </ul>	Mayor & Chief Executive
4.00	Close	

### **\*Members Induction Day workshops**

*Members to be assigned to one of 4 groups, ensuring a mix of new/ old councillors and different political parties in each*

	<b>Workshop</b>	<b>Who</b>
1	Effective governance <ul style="list-style-type: none"> <li>• <i>Roles and responsibilities of Council, Mayor/ Cabinet, Audit, Scrutiny, statutory officers (inc Head of Paid Service)</i></li> <li>• <i>Principles of sound decision making, duties and powers</i></li> <li>• <i>What's new in the Mayoral model</i></li> <li>• <i>Councillor conduct – introduction (inc Nolan Principles &amp; Member code)</i></li> <li>• <i>Expectations and resources relating to Member learning &amp; development</i></li> <li>• <i>Members' handbook – introduction</i></li> <li>• <i>Data protection</i></li> </ul>	Chief Executive  Monitoring Officer & deputies, Democratic Services, Data Protection Officer
2	Local government finance <ul style="list-style-type: none"> <li>• <i>How local government is financed</i></li> <li>• <i>Members' roles in relation to finance (including Council, scrutiny, Audit)</i></li> <li>• <i>Role of internal/ external audit, vfm judgements</i></li> <li>• <i>National context</i></li> <li>• <i>Croydon's finances</i></li> </ul>	Corporate Director Resources
3	Communications <ul style="list-style-type: none"> <li>• <i>Protocols</i></li> <li>• <i>Use of social media</i></li> <li>• <i>Keeping safe online</i></li> </ul>	Director of Policy and Partnerships  Head of Communications
4	Managing casework <ul style="list-style-type: none"> <li>• <i>Understanding what the Council does and doesn't do</i></li> <li>• <i>Members' enquiries system</i></li> <li>• <i>Trailer for 'being an effective ward councillor' training</i></li> <li>• <i>How to make a planning referral</i></li> </ul>	Assistant Chief Executive  Head of Resident Contact/ Head of Development Management

## **B. Buddying**

Each Group will be encouraged to put in place buddying arrangements to link new Members with more experienced colleagues.

Officer 'buddies' will be identified at director level, each director to link to 1 or 2 new Members to:

- Be a point of contact to answer queries about the way the Council works
- Support the Members to use appropriate processes to engage with the Council to resolve casework issues and consider techniques to deal with casework effectively
- Encourage Members to focus on actions appropriate to their roles as set out in the Members handbook
- Identify any areas for further learning and development.

This approach will also have the benefit of:

- Building trust and understanding between Members and officers
- Supporting directors' own understanding of Member perspectives and priorities.

## **C. Specialist/ bespoke training**

### **Mayor**

1. Attends all essential member training
2. [Leadership Academy](#) or potentially [Leader's Programme](#), depending on the individual
3. Mentoring from an experienced local authority Mayor
4. Detailed briefings on:
  - Local government finance
  - Governance- including difference between political and managerial spaces
  - Governance of key local and regional partnerships and partners – health, police etc
  - Role of the Head of Paid Service
  - Local authority recruitment and associated legislation/ policy
  - Roles and briefs of each portfolio/ directorate

### **Cabinet** (to be reviewed in light of election outcome)

1. Briefing pack with key information, followed up with 1:1 briefings from Corporate Directors
2. [Leadership Essentials](#) as applicable to each Portfolio Holder
3. Mentoring from peers with relevant experience (TBC depending on individual needs)
4. Children's and Adults Portfolio Holders: additional support from LGA Children's/ Care and Health Improvement Advisers
5. Local government finance for Cabinet members (including briefing on tender & contract regulations)
6. Setting a budget with a focus on outcomes for residents
7. Risk management for Cabinet members
8. Ways of working with directors

### **Committee Chairs and Vice Chairs**

1. Attendance at relevant [Leadership Essentials](#) courses (Audit, Scrutiny, Health and Wellbeing, Licensing, Planning)
2. Mentoring from peers with relevant experience (TBC depending on individual needs)

**[Top team development](#)** – at least 2 half day ‘awaydays’ in June/ July, facilitated by LGA with member peer, planning delivery of manifesto and ways of working together:

1. Mayor and Cabinet
2. Mayor, Cabinet and CMT