

<b>Item No.</b> 13.	<b>Classification:</b> Open	<b>Date:</b> 19 February 2018	<b>Meeting Name:</b> Audit, Governance and Standards Committee
<b>Report title:</b>		Southwark Member Induction Programme 2018	
<b>Ward(s) or groups affected:</b>		All	
<b>From:</b>		Director of Law and Democracy	

## RECOMMENDATIONS

1. That AGS Committee note the progress which has been made in the implementation of Electronic Summons.
2. AGS Committee to note the completion of the project to roll out mobile technology to all Members.
3. AGS Committee to note and agree the draft Southwark Member Induction Programme 2018.

## BACKGROUND

4. On 27 February 2017 the Audit, Governance & Standards Committee received a report entitled 'Digital Governance and Engagement'. The report detailed to members the work being undertaken by the Digital Governance and Engagement Project (DGEP), the aim of the group was to use the implementation of the council's Digital strategy to change the way in which the Council and members engage with the community, partner organisations and key stakeholders. This included through the use of social media as well as offering an open, transparent and proactive dialogue with communities in an attempt to engage more hard to reach groups through transforming the way the council conducts it's business.
5. The audit governance and standards committee also noted that Organisational Transformation, the Group Whips, Constitutional Team and Member Services together with officers across the council would work together to develop a Member Induction Programme following the 2018 Local Elections.
6. This report contains a draft Member Induction Programme for consideration by members and an update on the work streams contained in the February 2017 report.

## KEY ISSUES FOR CONSIDERATION

7. The purpose of the member induction programme is to induct newly-elected and re-elected Members into their roles in council business, decision-making, and how to be effective councillors when exercise their community leadership role. The overarching objective of member induction is to provide elected members with an understanding of how to discharge their role as an elected representative of Southwark and provide a basic understanding of the governance framework of the council.

8. The induction programme is therefore designed to support the promotion of effective community leadership and skilled decision making. It is also important, through induction, to promote ethical decisions and governance at a standard suitable for the office they hold.
9. It is important that the correct approach is set right from the moment of being elected through to the first months of the new council calendar. The approach should be welcoming, informal and engaging – noting councillors have just been elected to office with all the importance and responsibility that brings; our programme needs to feed off that positivity and underlining the seriousness that public office brings. Some newly-elected members may be councillors from previous electoral cycles, and in this instance they are treated in the same way as new members (albeit being sensitive to the fact they will have previous experience with council business and decision making).
10. Because ‘all out’ elections are held every 4 years, there has been significant change across the council, a major regeneration programme is taking place and there have been changes in the organisational structure of the council in response to budget pressures. Although the induction process from 2014 may therefore be a useful guide, we need to be cautious of an approach in 2018 that adopts and repeats what went before and rather ensure that we learn and adapt taking account of new realities. The biggest significant change since 2014 is roll out of iPhones and iPads for all elected councillors, replacing the old blackberry devices. This creates the opportunity to put much more material on-line and to promote self-selection and development to a greater extent than in any previous induction process.
11. The induction programme is key in setting the standards of behaviour required to support and maintain good governance from the outset, therefore being clear on core principles and intended outcomes over what period of time is critical to implementing a successful induction programme.

### **An evaluation of the 2014 member induction**

12. In 2014 the then corporate strategy team undertook an evaluation of the induction process. Highlights from the summary document showed that:
  - The programme documentation (then a “handbook”) in the Members Pack looked good and was clear, receiving positive feedback.
  - Many sessions were very well received by Members, specifically Safeguarding, Domestic Violence, Code of Conduct, Casework Management.
  - There were some basic ‘process and planning’ issues in terms of delays in publishing final documents and checking that final content was in line with expectations; use of PowerPoint clunky and difficult to edit/navigate when synthesising all material.
  - Important to get the right level of engagement across all departments and at the right stage in the planning process.
  - Some training sessions were very poorly attended.
  - There were technical and IT issues at some training sessions.

13. The evaluation work also posed a number of ideas in terms of “what might be important for members doing the task in 2018 to think about”. These were:
- Wide and early consultation on types of sessions that will be on offer.
  - Begin well in advance (prep for 2014 began about four months prior to elections) giving little time to review material and plans.
  - Prioritise the core critical areas for training and to phase ‘other’ training until later phases post summer 2018.
  - Specialist training, dependent on committee membership should be delayed until we know which committees Members are on.
  - Set a principle that the first phase of induction is very much about “taster” sessions rather than the only training that will take place.
  - Coordinate with Whips as the Groups may have party specific training – i.e. media training – that might be otherwise duplicated in the induction programme.
14. A further reflection was about being clear on principles at the outset and setting out clear governance for delivery of the programme.

## DESIGNING THE 2018 MEMBER INDUCTION PROGRAMME

### Governance structure

15. To ensure a robust governance framework for the induction programme, a strategic board has been established consisting of senior officers from across the council. The board is lead by the Director of Law and Democracy, the Chief Executive is the project sponsor. Table A details the composition of the board.
16. The strategic board is supported by an operational board consisting of senior manager who will take responsibility for the operational delivery of the induction programme. Corporate Governance Panel will also have a role in reviewing and monitoring the Member Induction Programme.

**Table A**

Name	Role	Responsibility
Eleanor Kelly	COT sponsor	Other COT members all have specific roles to play with regards members.
Doreen Forrester-Brown	Programme lead	As monitoring officer, is the first point of contact with new members and holds the ‘ring’ on standards/probity.
Chidi Agada Constitutional Team	Senior Board member	Represents constitutional services who hold key day to day relationship with members in terms of executive and non-executive decision making processes, declaration of office, register of interest and committee attendance, governance and decision making.
Emma Marinos / Emily Nice Modernise & Organisation Transformation Team	Senior Board members	Strategic lead for member training and development and IT/ digital support - critical to successful delivery of induction programme in terms of access to key resources e.g. Learning Pool, IT etc.

Name	Role	Responsibility
Stephen Gaskell / Shelley Burke	Senior Board member	Represents Chief Executive office and key strategic relationship holder with newly elected and re-elected members on how the council works/who's who etc.; introducing scrutiny as a key part of the induction process.
Louise Neilan / Chris Page	Senior Board member	Holds the brief on external affairs, policy and communications.
Stephen Douglass	Senior Board member	Council's most senior strategic lead on engagement and responsibility with regards community councils.
Jo Anson (or representative from Finance & Governance)	Senior Board member	The induction needs to introduce the basics and fundamentals around information governance and broader link into finance.
Richard Selly, Genette Laws, Ian Smith and Simon Bevan.	Senior Board member	Acting in capacity of senior officers who will be engaged with members post-induction at a detailed day to day level (e.g. understanding of member enquiries and "how to get things done", how some of the more regulatory committees like planning works or committees like health and well-being board with its emphasis on collaboration and multi-layered governance).

### Core principles of the member induction programme

17. The following core principles have been established to drive the Member Induction Programme:
- a. **Digital by default;** where possible, training and induction will be delivered through on-line courses which can be completed at a time convenient to members, using 'The Learning Pool' application.
  - b. **Self-managing by councillors** Induction will be based on a clear framework; members will be encouraged to take a pro-active approach to their induction designed by them, that works for them based on their lifestyle, day to day pressures and own learning styles.
  - c. **Prioritised and phased;** there will be clarity on what members absolutely *must* do and achieving excellence in this but recognising what is *nice to have* and so prioritising effort accordingly. This is about recognising that bombarding members with information and training in the days and weeks after the election may have the opposite effect to effective induction, instead the induction process should seek to phase activity prioritising the must do's and important training early on, leaving nice to have's to later phases and making the transition to 'business as usual'.
  - d. **High quality;** the quality of content of the induction must be high in addition to the IT kit to support the training, significant improvements have been made in IT following the move to the shared service.
  - e. **Feedback and evaluation;** throughout the induction members will be asked for constant feedback and more formally build in an evaluation point in delivery to help learn lessons for future programmes.

## **Draft member induction programme for 2018**

18. Working from the member Induction programme for 2014 as a starting point, and following consultation with senior officers, the Member Induction Board and the Group Whips, a draft Member Induction Programme has been developed and is attached at Appendix 1. This is a draft programme which officers will continue to revise and revisit over the next 6-8 weeks, the programme is being submitted to members for their comments/feedback. The final programme for Member Induction will be agreed with the Whips, Member Induction Board and Corporate Governance Panel.

## **The structure of the 2018 induction**

19. The induction will have practical elements, allowing members to complete the necessary paperwork (including Declaration of office and Declaration of interest), be provided with access to their digital equipment, email addresses, swipe cards and the elements needed to operate within the Southwark systems.
20. The induction for the first 100 days – will cover a Member Handbook which can be accessed through MyLearningSource (Southwark's learning management system which has a member-specific area) as well as:
  - Overview of decision making
  - Conducting case work and ward surgeries
  - Overview of how the council works
  - Meeting key council officers
  - Member enquiries
  - Equalities and unconscious bias
  - Local government finance
  - H&S
  - Licensing
  - Planning
  - Data protection.
21. There will also be element of the induction which can be accessed as required with an on-line resource bank including Housing casework; Domestic abuse; Safeguarding and the Corporate parenting responsibility of members. Sessions to provide an insight into council service delivery which members may receive queries about will be provided such as the opportunity to spend a night with the noise patrol team and visits to service delivery offices to see and understand some of the detail of frontline service delivery.

## **Objectives of the 2018 post election member induction**

22. The objective of the members' induction is to provide a programme that inducts newly-elected members into their relevant roles following the local government elections in May 2018. The induction will support the promotion of effective community and democratic leadership and skilled decision making.
23. We recognize that not all elected members will be new to Southwark, but it is important that there is a consistent baseline of understanding and knowledge of the organisation. Even members who are returning in 2018 may benefit from a refresher in key council functions and operations. Both anecdotal and structured feedback has been taken on board from the 2014 induction. Key findings were that the volume of induction activity immediately after the election was too intense. This 2018 induction focuses on the first

100 days following the election but also offers significantly increased digital and e-learning opportunities.

24. This induction will take the form of an overview of the council, ward member responsibilities and those of specific committees, as well as signposting and introducing the support available from officers. Where possible, an e-learning online resource will be provided to supplement or take away the need for face to face training. It is recognised that other induction activities will also take place in this period, including those organised by Political Groups and also those by the different Council Departments (including organising introductory meetings with relevant Cabinet Members and Opposition Spokespeople).
25. The intention is that Organisation Transformation will support members as required in moving toward the “digital by default” approach which will create a template to be embedded into the Members’ induction which will take place following the elections in 2018. Members will be able to access the core induction for topics such as council decision making, code of conduct, and an introduction to Finance and Resources through e-learning and video learning at a time that suits them, with supplementary workshops delivered by in-house experts as needed. Officers will review the operation of the member training budget to ensure that it is used to maximum effectiveness. Officers will continue to review the operation of the member training budget with the Group Whips, Constitutional Team and colleagues across the council to ensure that it is used to maximum effectiveness.
26. The programme will ensure that newly-elected members:
  - have a robust understanding of local government and the processes involved in decision making and can discharge their responsibilities effectively.
  - have access to relevant local, departmental and thematic information in order to perform their roles.
  - are provided with developmental opportunities to acquire and further the skills needed to fulfil their roles.
  - are provided with iPhones and iPads and are supported where needed in maximising the use of these devices, including developing the necessary technological skills to manage their roles.
  - are introduced to chief, senior and other relevant officers and key partners.
  - are given key and consistent messages that promote effective member and officer relationships.
27. Current Group whips and current members, as well as prospective candidates for election to Southwark Council, will be given early information of the planned dates of the induction to help to ensure both the correct structure for the induction and an appropriate turnout at events.

### **The current approach to member training and development**

28. Organisation Transformation has worked closely with Member Services and the Group Whips to support member induction and development. Working with the group offices, a training needs analysis was undertaken to deliver a tailored programme for the

member groups which meets the individual's needs. Following the roll out of iPads and iPhones, it emerged that there are a number of members who are extremely digitally aware and who actively seek to use digital channels to support them in carrying out their duties as a member. Organisation Transformation have provided individual support so that all members can make the best use of these devices as they carry out their member duties, and will continue to do so where needed.

### **The modernisation programme**

29. Southwark is aware that the move towards "digital by default" is not only about IT technologies and hardware but also about developing a culture internally and externally that embraces digital as the norm. The technologies we roll out and our ability to access them as an organisation are addressed by the Modernise programme, which was agreed at Cabinet on 1 November 2016 and is underpinned by a suite of action plans. In order to deliver this, the council will be working throughout 2018 to move to e-signature processes and paperless meetings, enabling members through the ability to annotate files.

### **WORK STREAM PROGRESS**

#### **Roll out of mobile technology**

30. All councillors have been issued with iPhones and/or iPads to support mobile working. Training sessions and written support materials were offered at the time the devices were rolled out, in addition to technical support. Many councillors have commented anecdotally that their ability to conduct casework and stay on top of general correspondence has been improved by the new devices.

#### **Live streaming for committees and other meetings**

31. Further to the report to the committee on 27 February 2017, in developing a strategy for social media at committee meetings, a consultation paper and survey was circulated to all members in early January 2018. The questionnaire sought members' views on what the council is doing and/or should be doing on social media with regards to meetings of the council. The deadline for responses was 2 February 2018.
32. The questionnaire included the following questions, amongst others:
  - Which meetings of the council do you think should be live streamed?
  - Which meetings of the council do you think should be audio recorded?
  - Which meetings of the council do you think should have live Tweets of its decisions?
  - Would you require any support or training if a decision is taken to film a council meeting that you attend?
33. Officers are collating the responses to the consultation. There are cost implications in live streaming meetings. Officers will consider the various options available and the resource implications for the council.

#### **Reducing paper at council meetings**

34. The Local Government (Electronic Communications) (England) Order 2015, which came into effect on 30 January 2015, provides that members may only receive summonses electronically, where they consent to them being transmitted by this method, and may at any time withdraw their consent.

35. Constitutional Team and the Monitoring Officer have emailed all councillors inviting individual members to consent to receiving the summons (and open papers) by email. The summons consists of an email giving notification of a forthcoming meeting, which sets out the agenda titles with a web link to the reports. All open meeting agendas and reports can be accessed via the council's website.
36. Following consideration of the report at audit, governance and standards committee on 27 February 2017, officers wrote to members again to obtain their consent to receive summons electronically. There has been an increase in the number of members consenting. Ideally a 70% to 80% take up rate from members would assist in reducing printing costs. With the new mobile technology roll out, it is expected that take up should increase. The take-up of electronic summons at present is as follows:
  - 33 councillors receive all their summonses electronically (52%)
  - 30 councillors receive paper copies only (48%)
37. The council's new Shared IT Service are looking at the limitations of the council's current IT systems and Wi-Fi accessibility which were raised by members as possible reasons for slow take up.
38. Following the local elections on 3 May 2018, all members will be encouraged to sign up for electronic summons via the induction process.

#### **MYSOUTHWARK FOR MEMBERS**

39. In supporting Members to manage their caseload, they will be encouraged to use digitally delivered services where possible and encourage others (particularly their constituents) to do the same. In particular, the council will be promoting the use of the MySouthwark account as the 'usual' way of carrying out transactions.
40. MySouthwark is the main way residents transact with the council online. With more than 200,000 account holders and 15,000 unique log ins each month, it is among the most widely used resident accounts in local government. It provides 24/7 access for residents to manage things like council tax, rent, service charges and housing repairs, as well as promoting services such as free swim and gym and registering to vote.
41. The council is also in negotiation with its current casework management system provider (iCasework) to update the system and move to a hosted service. The hosted service will provide a members' portal where members can log on remotely and log and monitor their own casework. Moving to the hosted service will also make integration with MySouthwark viable in the future.

#### **Policy implications**

42. The council's Digital Strategy was approved by Cabinet in February 2016. A Digital Transformation Programme has since been implemented by the Modernise Division to deliver the objectives within the strategy and to complement the other Modernise strategies for IT, Organisational Transformation, HR, and Facilities Management. All key projects across the Council are either managed or tracked within the Digital Transformation Programme. The recommendations and considerations in this report adhere closely to the Digital Strategy and match the digital changes being made to how officers carry out their work. Projects related to digital governance and engagement will be supported by officers who manage or are involved in the Digital Transformation Programme.

## **Community impact statement**

43. The proposals in this report detail how the Member Induction process will support returning and new members in their role as democratic elected representatives of their communities. The induction programme is also important to ensure that good governance and high standards of behaviour are maintained by elected members. Following the implementation of the Council's Digital Strategy, several work streams are progressing, these are intended to change the way in which members engage with community, partner agencies and key stakeholders. The use of social media at meetings of the council, offers an opportunity for the council, and members to engage in a more open and transparent way, particularly with more hard to reach groups.

## **Consultation and engagement**

44. The Group Whips, senior officers and Member Induction Board have all been consulted on the proposals and work streams detailed in this report. The Director of Law and Democracy is currently consulting with all members on the use of social media at committee meetings.

## **Resource implications**

45. The cost of Member Induction Programme will be met from existing member development budget. There are likely to be cost implications from the wider use of social media at council meetings, following the close of consultation with members officers will review the proposals and seek to identify resources from existing budgets.

## **Legal implications**

46. The Monitoring Officer has a legal responsibility to ensure good governance and that members adhere to high standards of conduct in discharging their duties as elected representatives. The Member Induction programme and the other work streams detailed in this report will support the council and the Monitoring officer in ensuring that this duty is discharged.

## **Financial implications**

47. The financial implications relating to the proposals contained in this report will be met from existing resources.

## **SUPPLEMENTARY ADVICE FROM OFFICERS**

### **Director of Law and Democracy**

48. Article 10.3 of the Constitution provides that the Monitoring Officer will contribute to the promotion and maintenance of high standards of conduct through the provision of support to the Audit, Governance & Standards Committee. The role of the AGS Committee is (amongst other things) to provide independent assurance of the adequacy of the Council's governance arrangements. The Member Induction Programme has been developed to support good governance in decision making and ensure members are able to undertake their community representative role.

## Director of Modernise

49. The Modernise division covers Corporate Facilities Management, Organisation Transformation, HR and IT & Digital Services. Officers across the division will support the delivery of the activity outlined in this paper, in particular to make sure that members have the IT equipment, digital skills and training programme that they will require to carry out their democratic duties as soon as possible following the 2018 local elections. Each team has allocated the required staff resource and activity will be delivered from within our existing resources.

## BACKGROUND DOCUMENTS

Background Papers	Held At	Contact
None.		

## APPENDICES

No.	Title
Appendix 1	Members Induction Programme – First phase

## AUDIT TRAIL

<b>Lead Officer</b>	Doreen Forrester-Brown, Director of Law and Democracy	
<b>Report Author</b>	Doreen Forrester-Brown, Director of Law and Democracy	
<b>Version</b>	Final	
<b>Dated</b>	8 February 2018	
<b>Key Decision?</b>	No	
<b>CONSULTATION WITH OTHER OFFICERS / DIRECTORATES / CABINET MEMBER</b>		
<b>Officer title</b>	<b>Comments sought</b>	<b>Comments included</b>
Director of Law and Democracy	Yes	Yes
Strategic Director of Finance and Governance	No	No
<b>Date final report sent to Constitutional Team</b>		8 February 2018

**ILLUSTRATIVE DRAFT**

**Members Induction Programme – First phase**

**May-July 2018**

*Draft for discussion / amendment*

## Introduction

*Southwark Council's Members Induction programme (May-July 2018) has been designed to support **all newly-elected councillors** – whether (a) this is the first time that you have been elected to Southwark Council, (b) you are returning after a period away from the Council, or (c) you have been re-elected from the 2014-2018 term. The purpose of the programme is to induct newly-elected and re-elected Members into your role in council business and decision-making and how to be effective councillors and exercise your community leadership role. The overarching objective is to provide you with an understanding of how to discharge your role as an elected representative of Southwark and provide you with a basic understanding of the governance framework of the council.*

*The principles upon which the induction is based is for it to be: digital by default and self-managing, using online tools as much as possible and giving you as councillors a greater ability to 'learn and discover' at a time of your own choosing; prioritised and phased, focusing on the most essential sessions early on in your term of office; high quality; refined through feedback and evaluation, learning as we go.*

*Learning Pool is the Council's self-service booking system for training and development. The following [link] provides further details on all courses and the ability to book sessions to attend in person or, where applicable, to register and participate online. **All face to face training will take place in 160 Tooley Street unless otherwise advertised.***

## Southwark Council – Draft Member Induction, May-July 2018

*Below sets out the programme for the first phase of induction from the point of election and signing the declaration of office through to the 'summer recess'. Newly-elected councillors should take the time to consider which sessions are essential to attend, and also any other sessions which they might also like to attend. In some popular or essential cases (for instance, training on the Council's safeguarding duties) the Council has timetabled a number of training sessions – however members need only attend **one** of these.*

### **Key / what to attend**

- E** Essential training sessions
- R** Recommended training sessions
- © Optional (areas of interest) training sessions
- @ Available online via Learning Pool



DATE			Time	Room	Event	Who should attend?				Available online?	Further details of event / other information
						New	Former (pre-2014)	Continuing (2014-2018)	Committee		
Week 3 / May	Mo	14			<i>Political group meetings (TBC)?</i>						
	Tu	15									<i>Start of Ramadan</i>
	We	16		10am	How the Council Works/ Decision Making in Southwark 1 <sup>vii</sup>	<b>E</b>	<b>E</b>	⊙			What powers does the Council have? How does it fulfil its duties? Who makes what decision? This session will provide an overview of the Council's responsibilities and decision-making.
				Early evening?	Personal safety for members	<b>E</b>	<b>E</b>	<b>E</b>			This session designed to complement the mandatory e-learning course and also covers the purpose of health and safety regulations, plus lone working.
	Th	17			Ward Member 101 – casework management etc	<b>E</b>	<b>E</b>	R			An overview on how you can effectively manage member enquiries. It will include training on how the Council will support you to manage your casework effectively.
	Fr	18									
	Sa	19									
Su	20										
Week 4 / May	Mo	21	160 Tooley St	6pm (or at the rise of Civic Awards)	Council Annual Meeting						<i>IT drop-in desk / other basic drop-in desk for queries?</i>
	Tu	22									
	We	23			Code of Conduct and Standards	<b>E</b>	<b>E</b>	<b>E</b>			All councillors should attend <b>one</b> of the sessions on the

DATE		Time	Room	Event	Who should attend?				Available online?	Further details of event / other information
					New	Former (pre-2014)	Continuing (2014-2018)	Committee		
				Training for Members						Council's code of Conduct. This session includes a briefing on standards and how members can work effectively with officers.
				Planning Committee Training	⊙	⊙	⊙	<b>E</b>		Detailed expertise training for members and reserves of the Planning Committee These Members must attend one of these detailed sessions.  Note: Planning Committee scheduled for 6pm.
				Licensing – overview and training	R	⊙	⊙	<b>E</b>		An overview of the Council's role, responsibilities and powers related to licensing. The session is useful for those new to licensing and as a refresher. Licensing Committee Members should attend <b>one</b> session.
Th	24			Equalities and unconscious bias - training	<b>E</b>	<b>E</b>	<b>E</b>			An introduction to the Council and members role in terms of fulfilling public sector equalities duties – and the important role of members
				Local Government Finance	<b>E</b>	<b>E</b>	⊙			An overview of Local Government finance, especially in the context of Southwark's 2018/19 budget.



DATE			Time	Room	Event	Who should attend?				Available online?	Further details of event / other information
						New	Former (pre-2014)	Continuing (2014-2018)	Committee		
Week 6 / June	Mo	04			How the Council Works/ Decision Making in Southwark 2 <sup>viii</sup>	<b>E</b>	<b>E</b>	⊙			What powers does the Council have? How does it fulfil its duties? Who makes what decision? This session will provide an overview of the Council's responsibilities and decision making.
					Planning Committee Training	⊙	⊙	⊙	<b>E</b>		Detailed expertise training for members and reserves of the Planning Committee. These Members must attend <b>one</b> of these detailed sessions.  <i>Note: Planning Committee scheduled for 6pm</i>
	Tu	05									
	We	06			Community Councils – what, where, when, why	R	R	⊙			An overview of the role of all councillors on their local Community Council. It outlines Community Councils' remit and how ward councillors can make use of them.
	Th	07									
	Fr	08			Community Councils – what, where, when, why	R	R	⊙			An overview of the role of all councillors on their local Community Council. It outlines Community Councils' remit and how ward councillors can make use of them.
Sa	09			Safeguarding Training	<b>E</b>	<b>E</b>	<b>E</b>	<b>E</b>		This session is set-up to help councillors find out more	

DATE			Time	Room	Event	Who should attend?				Available online?	Further details of event / other information
						New	Former (pre-2014)	Continuing (2014-2018)	Committee		
											about their roles, and what support is available to them in keeping people safe from harm and abuse.
					Corporate Parenting Training	○	○	○	E		This session will provide training on the Council's role in enabling improvements in the life chances of looked after children. Members of the Corporate Parenting committee should attend <b>one</b> of these sessions.
	Su	10									
Week 7 / June	Mo	11			Local Government Finance	R	R	○			An overview of Local Government finance, especially in the context of Southwark's 2018/19 budget. It includes the role of finance in member decision making, and the impact of wider changes attached to local government finance
					Community Council Training for Chairs & Vice Chairs	○	○	○	E		This session is specifically aimed at training <b>the chairs and vice-chairs of the community councils</b> . Other members interested in this are also welcome to attend.
					Code of Conduct and Standards Training for Members	E	E	E			All councillors should attend <b>one</b> of the sessions on the Council's code of Conduct. This session includes a briefing on standards and

DATE		Time	Room	Event	Who should attend?				Available online?	Further details of event / other information
					New	Former (pre-2014)	Continuing (2014-2018)	Committee		
									how members can work effectively with officers.	
				Health & Well-being	R	R	⊙	E		An overview of the role of the health and well-being board and the importance of health and well-being on council delivery.
	Tu	12		Introduction to scrutiny	R	R	⊙	E		An introductory session on the Council's scrutiny role, including how councillors can make the most out of scrutiny.
	We	13		Equalities and unconscious bias	E	E	E			An introduction to the Council and members role in terms of fulfilling public sector equalities duties – and the important role of members
				Ward Member 101 – casework management, boundary change implications	E	E	R			An overview on how you can effectively manage member enquiries. It will include training on how the Council will support you to manage your casework effectively.
				An Overview of Planning	⊙	⊙	⊙	E		An opportunity to come to a session on the Council's role, responsibilities and powers related to planning.



DATE			Time	Room	Event	Who should attend?				Available online?	Further details of event / other information
						New	Former (pre-2014)	Continuing (2014-2018)	Committee		
	Su	17									
Week 8 / June	Mo	18			Code of Conduct and Standards Training for Members	E	E	E			All councillors should attend <b>one</b> of the sessions on the Council's code of Conduct. This session includes a briefing on standards and how members can work effectively with officers.  <i>World Cup: Tunisia vs England (7pm)</i>
					Being an effective scrutiny member and core questioning skills	R	⊙	⊙	E		What does it mean to be an effective scrutiny member? What are does a good question look like? This interactive training session will support members in improving their scrutiny skills.
					Safeguarding – councillors and the Council's role in keeping people safe from harm / abuse	E	E	E	E		This session is set-up to help councillors find out more about their roles, and what support is available to them in keeping people safe from harm and abuse.
					Audit and Governance overview and training	⊙	⊙	⊙	E		An overview of the role of Audit and Governance in providing independent assurance of the Council's governance and risk management.

DATE			Time	Room	Event	Who should attend?				Available online?	Further details of event / other information
						New	Former (pre-2014)	Continuing (2014-2018)	Committee		
Tu	19			Community Council Training for Chairs & Vice Chairs	○	○	○	<b>E</b>		This session is specifically aimed at training <b>the chairs and vice-chairs of the community councils</b> . Other members interested in this are also welcome to attend.	
				Licensing – overview and training	R	○	○	<b>E</b>		An overview of the Council's role, responsibilities and powers related to licensing. The session is useful for those new to licensing and as a refresher. Licensing Committee Members should attend <b>one</b> session.	
				Personal safety	<b>E</b>	<b>E</b>	<b>E</b>			This session designed to complement the mandatory e-learning course and also covers the purpose of health and safety regulations plus lone working.	
We	20			Audit and Governance overview and training	○	○	○	<b>E</b>		An overview of the role of Audit and Governance in providing independent assurance of the Council's governance and risk management.	
				Being an effective scrutiny member and core questioning skills	R	○	○	<b>E</b>		What does it mean to be an effective scrutiny member ? What are does a good question look like? This interactive training session	

DATE			Time	Room	Event	Who should attend?				Available online?	Further details of event / other information
						New	Former (pre-2014)	Continuing (2014-2018)	Committee		
											will support members in improving their scrutiny skills.
	Th	21			Equalities and unconscious bias	<b>E</b>	<b>E</b>	<b>E</b>			An introduction to the Council and members role in terms of fulfilling public sector equalities duties – and the important role of members
					Planning Committee Training	⊙	⊙	⊙	<b>E</b>		Detailed expertise training for members and reserves of the Planning Committee These Members must attend <b>one</b> of these detailed sessions.
	Fr	22									
	Sa	23									
	Su	24									<i>World Cup: England vs Panama (1pm)</i>
Week 9 / June & July	Mo	25			Safeguarding – councillors and the Council's role in keeping people safe from harm / abuse	<b>E</b>	<b>E</b>	<b>E</b>	<b>E</b>		This session is set-up to help councillors find out more about their roles, and what support is available to them in keeping people safe from harm and abuse.
					Health and well-being (NEW)	R	R	⊙	<b>E</b>		An overview of the role of the health and well-being board and the importance of health and well-being on council delivery.
	Tu	26			The councillor as an effective	<b>E</b>	R	R			An overview of the importance of the community

DATE		Time	Room	Event	Who should attend?				Available online?	Further details of event / other information
					New	Former (pre-2014)	Continuing (2014-2018)	Committee		
				community leader					leadership role of a local councillor and the key essential skills that this entails	
We	27	Unity Cafe	5.30pm-7.30pm	Informal meeting and greeting with Directors Forum / Top 100 Managers	R	R	R		All councillors invited to attend an open, informal session over tea/coffee/cake.	
Th	28								<i>World Cup: England vs Belgium (7pm)</i>	
Fr	29									
Sa	30									
Su	01									
SUMMER (Jul/Aug/Sep) School Holidays begin on or around Friday 20 July/ 'summer recess' commences										
Sep/Oct Party Conference season										
Oct Half Term 20-28 October										
Nov 2018 <i>Second / mini refresh phase of induction?</i>										

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<sup>i</sup> This is the week also for prioritizing **reclaiming IT kit from outgoing members**

<sup>ii</sup> This repeats and modifies the 2014 format whereby a number of timeslots are offered to try and ensure maximum accessibility. If basic member contact details are established, they could be encouraged to select a session allowing officers to cancel any sessions that are less popular / not opted for.

<sup>iii</sup> See i

<sup>iv</sup> See i

<sup>v</sup> See i

<sup>vi</sup> See i

<sup>vii</sup> This repeats the 2014 programme where a daytime and evening session was offered

<sup>viii</sup> See vii

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