



Member Development and Standards Sub Committee

Date: FRIDAY, 15 SEPTEMBER 2023
Time: 11.00 am
Venue: COMMITTEE ROOMS – 2ND FLOOR WEST WING, GUILDHALL

Members: Deputy Ann Holmes (Chief Commoner), Chair
Helen Fentimen (Deputy Chairman)
Munsur Ali
Deputy Keith Bottomley
Deputy Simon Duckworth
Anthony David Fitzpatrick
Alderman Alison Gowman
John Griffiths
Deputy Christopher Hayward
Deputy Charles Edward Lord
Eamonn Mullally
Deputy Nighat Qureishi
Naresh Hari Sonpar

Enquiries: June Haynes, Member Services Officer
june.haynes@cityoflondon.gov.uk

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Whilst we endeavour to livestream all of our public meetings, this is not always possible due to technical difficulties. In these instances, if possible, a recording will be uploaded following the end of the meeting.

Ian Thomas CBE
Town Clerk and Chief Executive

AGENDA

1. **APOLOGIES**

2. **MEMBERS' DECLARATIONS UNDER THE CODE OF CONDUCT IN RESPECT OF ITEMS ON THE AGENDA.**

3. **PUBLIC MINUTES**

To agree the public minutes and non-public summary of the meeting held on 21st July 2023.

For Decision
(Pages 5 - 10)

Standard Items;

4. **STANDARDS UPDATE**

Town Clerk and Comptroller and City Solicitor to be heard.

For Information

Member Learning and Development Items;

5. **MEMBER DEVELOPMENT UPDATE**

Report of the Town Clerk

For Discussion
(Pages 11 - 22)

6. **MEMBERS' DIGITAL PLATFORM - PRESENTATION**

Town Clerk to be heard.

For Information

7. **QUESTIONS ON MATTERS RELATED TO THE WORK OF THE SUB-COMMITTEE**

8. **ANY OTHER BUSINESS THAT THE CHAIR CONSIDERS URGENT**

9. **EXCLUSION OF THE PUBLIC**

MOTION - That under Section 100A(4) of the Local Government Act 1972, the public be excluded from the meeting for the following items of business on the grounds that they involve the likely disclosure of exempt information as defined in Part I of Schedule 12A of the Local Government Act.

For Decision

10. **NON-PUBLIC MINUTES**

To agree the non-public minutes of the meeting held on 21st July 2023.

For Decision
(Pages 23 - 24)

11. **INDEPENDENT REVIEW**

The Town Clerk to be heard.

For Information

12. **QUESTION ON MATTERS RELATING TO THE WORK OF THE COMMITTEE.**

13. **ANY OTHER BUSINESS THAT THE CHAIR CONSIDERS URGENT AND WHICH THE COMMITTEE AGREE SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED.**

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MEMBER DEVELOPMENT AND STANDARDS SUB COMMITTEE

Friday, 21 July 2023

Minutes of the meeting of the Member Development and Standards Sub Committee
held at on Friday, 21 July 2023 at 9.00 am

Present

Members:

Deputy Ann Holmes (Chief Commoner) (Chairman)
Alderman Alison Gowman
Naresh Hari Sonpar
Eamonn Mullally
Anthony David Fitzpatrick
Eamonn Mullally

In attendance

Helen Fentimen (Deputy Chairman)
Munsur Ali
Deputy Nighat Qureishi

Officers:

Greg Moore	-	Town Clerk's Department
Polly Dunn	-	Town Clerk's Department
Gemma Stokley	-	Town Clerk's Department
June Haynes	-	Town Clerk's Department
Edward Wood	-	Comptroller and City Solicitor's Department

1. APOLOGIES

Apologies for absence were received from Deputy Keith Bottomley, Deputy Simon Duckworth, Deputy Christopher Hayward, John Griffiths, and Deputy Edward Lord.

2. MEMBERS' DECLARATIONS UNDER THE CODE OF CONDUCT IN RESPECT OF ITEMS ON THE AGENDA

There were no declarations.

3. TERMS OF REFERENCE

The sub-committee's terms of reference were received.

4. STANDARDS UPDATE

The Sub-Committee considered the joint report of the Town Clerk & Chief Executive and Comptroller & City Solicitor containing four separate elements.

Members noted the process and timetable for recruiting three additional Independent Persons. Members were content for an Independent Person to be involved in the drafting of the advertisement and other documents, as their knowledge and experience of the role would be useful. However it was not

considered appropriate to include an Independent Person in the shortlisting and interview elements.

Members also noted the work already undertaken by the Civic Affairs Sub-Committee to produce a new Members' Code of Conduct. The Comptroller & City Solicitor explained that a full report would be brought to a subsequent meeting to provide a detailed comparison between the current Code, the LGA Model Code and the proposed hybrid document.

In response to a question, the Comptroller & City Solicitor confirmed that the existing Code was still fit for purpose, as it was very similar to the Codes of Conduct in operation elsewhere, contained the necessary provisions on disclosable pecuniary interests under the Localism Act 2011 and was consistent with the Seven Principles of Public Life.

In response to a further question, the Comptroller & City Solicitor confirmed that both the current Code and the proposed Code contained provisions on the non-disclosure of confidential information.

The Sub-Committee were in agreement with the proposed changes to the Complaints Procedure, which would emphasise the existing arrangements for Members to address concerns about the conduct of other Members through the Chief Commoner and the Aldermanic Chairs, prior to any formal complaint being made.

However, Members requested that the word "grievance", where it appeared in the draft text, should be substituted by an alternative term. Members also made some minor comments on the drafting and layout of the complaint form which officers agreed to take away.

The Sub-Committee were in agreement with colleagues on the Civic Affairs Sub-Committee that Code of Conduct training should be mandatory. Officers undertook to bring a report back to a future meeting incorporating any additional Member remarks and setting out the various options in more detail.

Members commented that record keeping would be essential, with the data captured in a central place. It would also be useful, as in other learning environments, if Members could receive training online, with a quiz at the end of the session which they would be required to pass. This should also be coupled with the traditional delivery mechanism of face-to-face sessions and recordings made available online for the purposes of a refresher.

The Chair suggested that training materials should be made available as background reading that Members could access in advance of attending. This would allow more time during the sessions for questions and answers and possible scenarios to assist with the learning.

The Sub-Committee agreed that appropriate scheduling of the sessions would be crucial to ensure that all Members had access, including those elected

outside of the four yearly cycle. Refresher training every two years was mooted as a possible minimum requirement, following the initial Member induction.

The Committee RESOLVED:

- To note the latest position on the recruitment of three additional Independent Persons;
- To approve the revised Complaints Procedure at Appendix 1 (as amended) for onward consideration by the Policy and Resources Committee and the Court of Common Council;
- To note the current position on producing a new Members' Code of Conduct;
- To approve the principle of mandatory Code of Conduct training for Members, with implementation to be considered in more detail at a future meeting.

5. **MEMBERS' LEARNING & DEVELOPMENT - FUTURE PROGRAMME**

The Committee received a report of the Town Clerk concerning the Members' Learning and Development Future Programme. As previously reported to the Member Learning and Development Steering Group, the Member Learning and Development (L&D) Strategy comprises the delivery of a themed rolling programme, communicating with Members and monitoring and evaluating sessions. The launch of the strategy has slipped to September 2023.

It was agreed the first quarter would focus on leadership activities and updates, including the role of Chair in the City-specific sense, incorporating those functions and responsibilities which fall to them outside of the formal committee setting. It was noted that ad hoc Member requests remained an essential part of the programme.

The Sub-Committee expressed some concern that co-opted Members were sometimes excluded from the L&D offerings. It was noted that some sessions might not be appropriate for external Members and that consideration would be necessary on a case-by-case basis, and would need to take into account the views of the presenting officer. It was noted that it should be possible for those co-opted Members with a City Corporation account to access any offerings that had been recorded, via the Members' Portal.

Members discussed free training sessions which were advertised to them directly from external providers. It was agreed these should be referred to and considered by the Town Clerk's department.

RECEIVED.

6. **MEMBERS' DIGITAL PLATFORM**

The Town Clerk introduced the Committee to the draft Members' digital platform (the 'Member Portal') and gave some background information,

explaining that the portal would be used as a communication tool as part of the Member L&D Strategy.

Members would be provided with guidance and information including the latest relevant news and event dates, how to keep their register of interest updated, access to L&D sessions and recordings, booking committee lunches in the Guildhall Club, access to the Pocket Book, and so on. The maintenance of the page would be delivered by the Governance & Member Services team, which would seek to ensure that it was a living page. The platform would be in line with corporate policy, and accessible to all. The content would be subject to validation.

It was proposed to launch the platform in September 2023 and to provide Members with a selection of drop dates to demonstrate the portal. It was noted that the development of the site would be iterative, with a view to adding content and functionality over time.

Members agreed to provide the Town Clerk with any additional suggestions.

RECEIVED.

7. DATES FOR FUTURE MEETINGS

The Member Development and Standards Sub-Committee noted the dates of future meetings, viz.:-

Friday 15th September 2023, 11.00am, West Wing, Guildhall

Friday 15th December 2023, 11.00am, West Wing, Guildhall

Friday 8th March 2024, 11.00am, West Wing, Guildhall

8. QUESTIONS ON MATTERS RELATING TO THE WORK OF THE SUB-COMMITTEE

None.

9. ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT

No items of other business that the Chair considered urgent were received.

10. EXCLUSION OF THE PUBLIC

RESOLVED - That under Section 100(A) of the Local Government Act 1972, the public be excluded from the meeting for the following item on the grounds that it involves the likely disclosure of exempt information as defined in Part I of Schedule 12A of the Local Government Act.

11. INDEPENDENT REVIEW

The Sub-Committee considered and approved a report of the Town Clerk relating to an independent review.

12. QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE

There was one question, relating to a recent training session.

13. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE COMMITTEE AGREE SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**

There were no urgent items.

The meeting ended at 10.32am

Chairman

**Contact Officer: June Haynes, Member Services Officer
june.haynes@cityoflondon.gov.uk**

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Committee(s): Member Development and Standards Sub-Committee	Date: 15 th September 2023
Subject: Member Learning and Development Update	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	All
Does this proposal require extra revenue and/or capital spending?	N
If so how much?	N/A
What is the source of funding?	N/A
Has this Funding Source been agreed with the Chamberlain's Department	N/A
Report of: Town Clerk and Chief Executive	For Discussion
Report author(s) June Haynes, Member Services Officer	

Summary

This report provides the Sub-Committee with an update in respect of the preparations for an enhanced and refreshed approach to the delivery of the Member Learning and Development programme, as outlined in the Members' Learning and Development Strategy.

Since the meeting of the Sub-Committee on 21st July 2023, work has been undertaken to enable the delivery of Quarter One of the themed, structured rolling programme. This quarter will focus on Leadership Skills. A series of sessions have been arranged with the aim of supporting and building resilient Member leadership by providing opportunities for Members to broaden their knowledge and develop skills.

Recommendations

Members are asked to note the report and to provide any feedback on the contents of this report or direction in respect of future offerings.

Main Report

Background

1. At its meeting on 21st July 2023, the Member Development and Standards Sub-Committee agreed to endorse a Member Learning and Development programme. The four themes are 1) leadership; 2) health, safety and wellbeing; 3) equalities, diversity and inclusion; and 4) data and information. Officers were tasked to source a range of offerings with the objective of each session developing skills and enhancing subject knowledge to support leadership amongst Members. It was agreed that, where appropriate co-opted and external members would be invited to attend sessions; It was also agreed that all offerings should be appropriate, timely and provide value for money.

2. In addition to the rolling programme, a structured approach would be followed for any Members appointed following by-elections necessitated by casual vacancies arising throughout the four-year election term. It should also be

employed as and when, if viewed as appropriate, Co-opted and external members are appointed to committees.

3. It was agreed that the ongoing Learning and Development programme should make use of opportunities and expertise already available in-house. Not only would this allow for greater tailoring of L&D activities to reflect the Corporation's sometimes unique arrangements, but it would also provide for a more comprehensive yet cost-effective approach.

Current Position

4. In consultation with the Chair of the Sub-Committee, a list of offerings will be compiled to support Members in their roles as leaders. In the interest of completeness, the full programme with themes can be viewed in the table below. More detail on each of the sessions is included in the full programme which is attached at Appendix A of this report.

2023/24	Theme/Focus
Q1	Leadership Skills <ul style="list-style-type: none"> - Chairing in the City of London Corporation - Decision Making and Influencing Change - Speech Writing (Pt1) - Public Speaking (Pt2) - Code of Conduct - Finance in the City of London Corporation - Recruitment and Selection - Introduction to Planning - Introduction to Licensing
Q2	Health, Safety & Wellbeing <ul style="list-style-type: none"> - Mental Health Awareness and building resilience
Q3	Equality, Diversity and Inclusion
Q4	Data and Information
2024/25	
Q1	Leadership Skills
Q2	Health, Safety & Wellbeing
Q3	Equality, Diversity and Inclusion

5. Officers are actively seeking out offerings to populate the entire programme and will approach internal officers and known reliable networks to gain intelligence and signposting to previously highly rated providers; this will influence a list of future options. In addition to the scheduled offerings, there will remain the opportunity to react to L&D need and to provide necessary updates in order to respond to changes in legislation and or internal policy.

6. The programme operates on a thematic basis, informed by Member feedback. However, broader L&D will continue to be delivered, notwithstanding the general thematic strand. In addition to the themes, a suggestion has been made that it might be beneficial to add specific statutory L&D themes, with all Members afforded the opportunity to undertake requisite licensing and planning sessions, so as to allow them to discharge their duties in this respect should the need arise and committee memberships change unexpectedly or at short notice.
7. Wherever possible, all sessions will be recorded to promote accessibility, engagement and value for money, allowing for a refresher of the subject when required and to facilitate viewing of the session by Members unavailable to attend at the scheduled time. Recordings will be made available via the members portal and for those co-opted members with a City Corporation email address. At the conclusion of each session, Members will be requested to complete a feedback form in recognition of the importance of post evaluation, to influence future events, to enable future appropriateness of sessions and to keep content relevant.
8. The rolling programme does not seek to deliver an exhaustive list of opportunities and Members will require specific learning in place when appointed to various roles and committees. If a gap in Member L&D is identified, this will be captured by the relevant Chief Officer(s) supported by the Committee Clerk.
9. In conjunction with the relaunch of the L&D strategy, Officers used the opportunity to raise the profile of the service and felt that this would be supported by the introduction of an identifiable brand that would become familiar to Members. The “logo” would act as a recognisable flag to direct members to L&D opportunities. In consultation with the Communication Team the following has been recommended with the intention to be used on all L&D interactions with Members.



Members' Portal

10. As well as highlighting offerings via email, Members are supportive of proposals to deliver a new member dedicate digital platform – i.e., a dedicated Member Resource page on the City Corporation intranet. The portal has been designed and will be rolled out to all Members. Feedback on the use and function of the Member's portal would be sought to enable relevant information and signposting and to keep the platform fit for purpose.

- 11.
12. Officers have liaised with colleagues in IT to give access to the portal as the Members landing page. It has always been the intention that the portal would be an electronic tool to support Members not only in their L&D but also to support all functions involving Members. The portal is currently only available on the Members' City device.
13. Following the last meeting of the Sub-Committee, direction and comments in relation to the portal have been taken away and remodelled; a presentation demonstrating this resource will be provided to Members.

Measurement and Analysis

14. As previously reported, it will be crucial to monitor and measure delivery to ensure not only the appropriate use of resources, but to allow us to take forward learnings for the future. There is a commitment to this within the Strategy, and we plan to deliver against this by reporting quarterly on the following metrics:
 - Course offerings for the previous quarter;
 - Course attendance figures;
 - Qualitative feedback for individual courses;
 - Budget and cost updates.
14. The first qualitative update report will be presented to the next meeting of your Sub-Committee, once data for Q1 has been assessed.

Corporate and Strategic Implications

Strategic Implications:

15. The profile of the L&D function, both internally and externally, demonstrates Members' commitment to ensuring that they have the relevant skills to deliver on all areas of the City's Corporate Plan, including the ambitions to embrace best practice and to deliver on value for money requirements, and to support individuals to promote and cultivate communities within the organisation and amongst the City's resident population.

Financial Implications:

16. There is an annual budget allocation of £9k made by the City Corporation for Member Learning and Development. The Civic-Affairs Sub-Committee, noting that this was significantly lower sum than that allocated by other local authorities, agreed to commit a further £11k (via the Policy Contingency fund) which has been transferred to this Sub-Committee for the coming financial year. This provides a total of £20k for Member Learning and Development opportunities in the coming period.

Resource Implications

17. No further resource implications have been identified following previous reporting. Additional resources have been put in place with the appointment of a dedicated

Member Services Officer as of August 2022 to be responsible for ensuring that objectives are met. This has helped to draw together a team of officers across departments to be collectively responsible for the Member Learning and Development offer.

Risk Implications

18. The success of the Member Learning and Development Programme is reliant on the level of Member engagement. If the offer is not sufficiently appropriate or engaging, objectives will not be met. If successful, the delivery of the Strategy ought to help mitigate against corporate risks across the organisation, with Members being better equipped to discharge their various responsibilities.

Equalities Implications

19. Under the Equality Act 2010, all public bodies have a duty to ensure that when exercising their functions they have due regard to the need to advance equality of opportunity between people who share a protected characteristic and to take steps to meet the needs of people with certain protected characteristics where these are different from the needs of other people and encourage people with certain protected characteristics to participate in public life or in other activities where their participation is disproportionately low. The proposals contained in this report do not have any potential negative impact on a particular group of people based on their protected characteristics. Instead, the strategy will ensure that the programme is accessible to all Members and would accommodate those requiring support to enable all delegates to have the same opportunities. Where possible, reasonable adjustments will be made to allow equality of access.

Climate Implications:

20. There are no climate implications arising from this report.

Security Implications:

21. There are no security implications arising from this report.

Conclusion

22. This report presents an update on the delivery to-date of the Member Learning and Development Strategy, the actions taken to deliver the strategy, and invites Members' thoughts and reflections on alterations or additions that might be made to the rolling programme moving forwards.
24. Members are requested to comment on the Members Portal in advance of a period of review and testing by the Sub-Committee along with colleagues of the Digital Services Committee.

Appendices

Appendix A – Member Learning and Development Programme 2023/24

Contact:

June Haynes, Members Services Officer
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Member Learning and Development Programme 2023/2024

2023/24 Theme/Focus

Q1 Leadership Skills	Date	Targeted audience	Desired Outcome	Content	Facilitator	Format	Recorded Y/N	Cost
Decision Making and Influencing Change	13 th Sept 10.00am – 11.30am	All Members	That Members understand how to Navigate the decision-making process Be effective in seeking changes.	This session will: Detail the governance process and Members' role in decision making Outline ways of achieving change within this framework.	Greg Moore, Assistant Town Clerk & Member Services Director Gemma Stokely, Principal Members Services & Governance Manager	Hybrid Cttee Rm 2	Y	In house

Chairing in the City	19 th Sept 4.00pm - 5.30pm	Those Members interested in becoming future Chairs of Corporation Committees and curious as to the likely time commitment and responsibilities this entails.	That members understand the specific requirements and responsibilities entailed in chairing a Corporation Committee.	Complementing separate courses on generic/technical chairing skills, this session will detail the specific requirements and responsibilities of Chairs of Corporation Committees.	Greg Moore, Assistant Town Clerk and Member Services Director	Hybrid Cttee Rm 3&4	Y	In house
Q1 Leadership Skills	Date	Targeted Audience	Desired Outcome	Session Content	Facilitator	Format	Recorded	Cost
Member Behaviour	2 nd Oct 2.00pm - 3.30pm	All Members All Co-Opted members	That Members are aware of the Members' Code of Conduct, the Member Officer Charter together with the legal framework governing the conduct of Members and co-opted members.	This session will detail: <ul style="list-style-type: none"> The Principles of Public Life, the Members' Code of Conduct and the Member Officer Charter The legal framework 	Michael Cogher, City Solicitor	Hybrid Cttee Rm 2		In House

				governing Member behaviour <ul style="list-style-type: none"> The Corporation's Standards regime and complaints procedure. 				
Speech Writing	11 th October 3.30pm	All Members All Co-Opted members	Members being confident about speech writing.	This session will explain how to formulate a speech effectively.	Peter Cannon, Senior Speechwriter & Communications Officer	In person Cttee Rm 3		In house
Delivering Speeches	18 th Oct 4.00pm – 5.30pm	All Members All Co-Opted members	Members understanding the key considerations in delivering an effective speech	This session will explain the key considerations in delivering an effective speech.	Annemarie Verspeak/ Jane Booth, GSMD	In person Cttee Rm 1		GSM D - £300.00 inc. p/h

Q1 Leadership Skills	Date	Target Audience	Desired Outcome	Session Content	Facilitator	Format	Recorded Y/N	Cost
Introduction to Planning	23 rd October 2 – 4 30 th October 10-12 (TBC)	All non-planning committee Members	Knowledge of planning law. How to maximise your time when making representation at the Planning Committee.	Introduction to planning law. An explanation of the role of Members making representation at the Planning Committee	Gwyn Richards, Rob McNicol, David Horkan, Legal Fleur Francis			In House
Finance in the City	24 th Nov 2.00pm – 3.30pm	All Members	Understanding of the City's financial landscape and how to navigate it. Enhanced subject knowledge and skills	Outlining the City's Financial processes Consider financial boundaries and constraints. Outline financial confidentiality	Caroline Al-Beyerty, Chamberlain & CFO			In House
Recruitment and Selection	16 th November 10.00am	Members appointing senior officers	Successful recruitment of senior officers	Supporting Members through the recruitment and selection process when appointing senior managers	Ali Littlewood, HR Director and Michael Cogher, Solicitor			In House

Introduction to Licensing	5 th December 4.00pm - 5.00pm	All non-licensing committee Members	Knowledge of Licensing law and how best to support residents and local businesses	Basics around licensing laws Members role and how best to represent and support constituents. Outlining and enabling realistic expectations	Rachel Pye			In House
Q2 Health, Safety & Wellbeing	Date	Target Audience	Desired Outcome	Session Content	Facilitator	Format	Recorded Y/N	Cost
Q3 Equality, Diversity and Inclusion	Date	Target Audience	Desired Outcome	Session Content	Facilitator	Format	Recorded Y/N	Cost
Q4 Data and Information	Date	Target Audience	Desired Outcome	Session Content	Facilitator	Format	Recorded Y/N	Cost

By virtue of paragraph(s) 1, 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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