



Member Development and Standards Sub Committee

Date: THURSDAY, 24 OCTOBER 2024
Time: 11.00 am
Venue: COMMITTEE ROOM 2 - 2ND FLOOR WEST WING, GUILDHALL

Members: Deputy Peter Dunphy (Chair)
Helen Fentimen OBE JP (Deputy Chair)
Deputy Keith Bottomley
Alderman Alison Gowman CBE
Steve Goodman OBE
Deputy Christopher Hayward
Deputy Charles Edward Lord
Eamonn Mullally
Deputy Henry Pollard
Deputy Nighat Qureishi
Naresh Hari Sonpar
Philip Woodhouse
VACANT (Education Board)

Enquiries: **Katie Davies, Member Services Officer**
katie.davies@cityoflondon.gov.uk

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Ian Thomas CBE
Town Clerk and Chief Executive

AGENDA

1. **APOLOGIES**

2. **MEMBER'S 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 17 July 2024.

For Decision
(Pages 3 - 8)

4. **MEMBER/MEMBER BUDDYING SCHEME**

Report of the Town Clerk.

For Decision
(Pages 9 - 16)

5. **MEMBER BEHAVIOUR ACTION PLAN UPDATE**

Report of the Town Clerk.

For Decision
(Pages 17 - 28)

6. **MEMBER INDUCTION UPDATE**

The Town Clerk to be heard.

For Discussion
(Verbal Report)

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

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

MEMBER DEVELOPMENT AND STANDARDS SUB COMMITTEE **Wednesday, 17 July 2024**

Minutes of the meeting of the Member Development and Standards Sub Committee held at Committee Room - 2nd Floor West Wing, Guildhall on Wednesday, 17 July 2024 at 11.00 am

Present

Members:

Deputy Peter Dunphy (Chair)
Steve Goodman OBE
Deputy Charles Edward Lord
Eamonn Mullally
Philip Woodhouse

Officers:

Polly Dunn	- Assistant Town Clerk, Executive Director, Governance & Member Services
Kate Doidge	- Town Clerk's Department
Gemma Stokely	- Town Clerk's Department
Matthew Cooper	- Media Officer
Michael Cogher	- Comptroller and City Solicitor
Edward Wood	- Comptroller and City Solicitor's Department
Deborah Bell	- Community & Children's Services Department

1. APOLOGIES

Apologies for absence were received from Alderman Alison Gowman, Deputy Keith Bottomley, and Deputy Ann Holmes.

Helen Fentimen and John Griffiths also issued apologies, but observed the meeting online.

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

There were no declarations.

3. PUBLIC MINUTES

The subcommittee considered the public minutes and non-public summary of their last meeting held on 8 March 2024.

RESOLVED, that the minutes of the meeting held on 8 March 2024 be approved as a correct record.

4. MEMBERS CODE OF CONDUCT

The subcommittee was asked to consider several points raised during a consultation process undertaken with all members, co-opted members and

independent persons to update the Members' Code of Conduct. The following main points were discussed and agreed:

Definition of Antisemitism

Members discussed the inclusion of the definition of Antisemitism as defined by the International Holocaust Remembrance Alliance (IHRA). A member raised a concern over the definition's references to the state of Israel and expressed wariness of the Corporation's involvement and stance on international matters. Another member said that the definition covered more than the state of Israel and the definition was included only as an example. In response to a question, Members were informed that this definition was the one originally commended for adoption by the UK Government and London Councils, that was included in the Corporation's current Code of Conduct. The subcommittee agreed that there had been an increase in many types of discrimination recently, and that removing the definition, as an example, might cause more concern. When put to a vote, the Subcommittee was four members for retention of this definition and one member against its retention.

Register of Interests

Deputy Lord declared an interest in this item as a Freemason.

Members discussed the suggestion that individual Masonic lodges should be registered, and in particular, Guildhall Lodge. It was unanimously agreed that there should be no change to the draft Code of Conduct regarding Freemasonry, but that when the accompanying Guidance was updated this should make clear that Guildhall Lodge is an example of a Club or Society active in the City of London, that ought to be registered.

Requirement to co-operate with any investigation or determination

Members discussed the inclusion of the Local Government Association (LGA) wording that required members to co-operate with the complaints process. It was acknowledged that some members had historically chosen not to participate due to their concerns over the process. It was also queried whether a member should be subject to a further complaint for failing to co-operate. However, on the whole this was felt to be a reasonable requirement. The subcommittee unanimously agreed to retain this wording.

Other Points

Members agreed to increase the visibility of the guidance on the Nolan Principles by including a hyperlink to the Government webpage and by specifically referencing Appendix A in paragraph 6 of the draft Code of Conduct. Members also agreed to insert the requirement to treat others with respect in the section on Leadership in Appendix A, that had been omitted from the LGA model Code.

Members discussed reducing the value of gifts and hospitality that must be registered from £100 to £50. However, following discussion, it was agreed that this figure should be kept at the same level as in the Corporation's current Code of Conduct. It was noted that the Corporation's existing and proposed arrangements also included the registration of gifts and hospitality with a

cumulative value of £200, which would capture smaller amounts if they formed part of a larger or more significant pattern.

The proposed requirement for mandatory training for all members on the Code of Conduct was also mentioned. Members were informed that member training would be discussed in a separate item later in the meeting.

RESOLVED, that the draft Code of Conduct as amended should be submitted to the Policy and Resources Committee for further consideration.

5. **INDEPENDENT REVIEW OF MEMBER BEHAVIOUR (LOCAL GOVERNMENT ASSOCIATION) – PROPOSED ACTION PLAN**

The Subcommittee was presented with a proposed action plan following the independent review of member behaviour.

Members discussed the importance of the Chief Commoner and their unique position to aide in upholding member behaviour. It was suggested that the Chief Commoner, along with any past chief commoners, should be the main contact for informal discussions both reaching out to and listening to concerns regarding member behaviour. It was discussed that the informality of this practice would allow for more leeway and encourage more conversations to happen earlier.

The subcommittee also discussed the benefits of having a buddy system for new members. All were in favour of the buddy system, with the experienced buddies encompassing a range of all members from the court, not just the ward deputies.

RESOLVED, that the Action Plan be recommended to the Grand Committee for approval and adoption with ministration by the Subcommittee.

6. **PANEL OF INDEPENDENT PERSONS - REPORT**

The subcommittee received a report on the panel of independent persons.

In response to questions, Members were informed that the panel are only paid when they are working and that they declare their interests, as published on the Corporation's webpage.

The subcommittee raised concerns that some cases were dismissed as they did not meet the assessment material, and that all complaints should be acknowledged. Concerns were also raised about the severity of sanctions and their implementations.

Members were reminded of the importance and legal obligation to follow and work with the Court-approved process.

RESOLVED, that the report be noted.

7. **MEMBER LEARNING AND DEVELOPMENT UPDATE**

The subcommittee received an update on member learning and development.

Members expressed their concern over the lowest attendance records at the trainings. Members were informed that the topics of training sessions offered was compiled following requests from the court. It was also discussed how best to advertise these sessions to members.

RESOLVED, that this report be noted.

8. **MEMBER INDUCTION ARRANGEMENTS 2025**

The subcommittee considered arrangements for member inductions following the 'all-out' elections in March 2025.

The members agreed that the majority of sessions would be of interest to all members and were informed that all sessions would be available to the wider court. Members indicated that some sessions, for example code of conduct training and what to expect as a member, would be beneficial to have pre-elections to ensure that those running are aware of the demands and obligations of the post. In response to a question, the subcommittee was informed that the budget was modest due to the fact that most training is done in-house.

Suggestions for session topics included The City's relationship to the Liveries, Ward structure, and the role of Ward Deputies.

RESOLVED, that the member induction arrangements for 2025 be agreed and implemented.

9. **NON-PUBLIC MINUTES**

The subcommittee considered the non-public minutes of their last meeting held on 8 March 2024.

RESOLVED, that the minutes of the meeting held on 8 March 2024 be approved as a correct record.

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

There were no questions.

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

There was none.

The meeting ended at 12.52 pm

Chair

Contact Officer: Katie Davies, Member Services Officer
katie.davies@cityoflondon.gov.uk

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Committee(s): Member Development and Standards Sub-Committee	Date: 24/10/2024
Subject: Member/Member Buddying Scheme	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	For Decision
Report author(s): Gemma Stokley	

Summary

A range of activities are already well underway to support the delivery of the Member Induction Programme in 2025, including compilation of new Members' Portal pages and finalisation of a programme of high-level and deep-dive briefings that will be made available to all Members.

This report sets out more detailed proposals on plans for a Member-on-Member buddying scheme which, at the suggestion of your Sub-Committee, is to be introduced for the first time as part of the 2025 Member Induction offering.

Recommendation

The Sub-Committee is asked to note proposals for the introduction of a Member/Member buddying scheme as part of the 2025 Induction Plan. Members are invited to comment on these proposals and offer their views in respect of the proposed timetable for and selection of Member buddies as well as the Guidance to be issued to all parties.

Main Report

Background

1. The City Corporation's 'all out' Ward elections (in contested wards) will take place on 20th March 2025, and it is proposed that a comprehensive Induction and Refresher programme be offered to all Common Councillors in the quarter immediately following this, up until Summer Recess 2025 (April – July 2025).
2. The induction programme that followed the 2022 Ward elections was very well received by the 38 newly elected Members welcomed at that time. Due to the positive feedback received by the Town Clerk and the level of Member engagement in the programme after March 2022, by both new and returning

Members, the 2025 induction programme intends to follow a broadly similar format, albeit with more considered and curated approach in terms of scheduling. We are, however, seeking to further consider the areas of activity that Members found most useful.

3. In addition to the formal Induction offer of briefings and visits, all newly elected Members will receive ongoing practical and pastoral support from the Governance and Member Services Team, the Remembrancer's Department, the Chief Commoner, Aldermen and relevant Ward Deputies but also, subject to your approval, they will have access to a wider pool of Member "buddies" for the first time.
4. The introduction of a scheme whereby returning Members may volunteer to act as buddies for newly elected Members was a suggestion put forward by your Sub-Committee during discussions earlier in the year on Induction Plans for 2025. This notion was further explored with the full Court at their last Informal gathering where broad support for this was indicated. The view expressed by the majority of Members was that this should not, however, be over formalised or prescribed.
5. Typically, as senior (longstanding) Members often hold positions such as Ward Deputy, Chief Commoner and Alderman, it was thought that a buddy scheme (which would be open to all returning Members) could be a great way to take advantage of the experiences of newer Members, who would have gone through this process more recently and will be uniquely positioned to highlight key "things that they wished they had been told sooner".

Proposals for Scheme Introduction

6. The buddying scheme is not intended to replace the direct contact and access all Members can expect when they wish to speak to the Chief Executive, Directors of Services, members of the Governance and Member Services Team or indeed their own Alderman or Alderwoman, Deputies and other Ward colleagues. Conversely, it is hoped that this new system will complement these more formal and well-established structures already in place. Buddies will, instead, be available to offer support and advice on a more informal basis, especially during the first year of a new Member's term of office, to help ease them into their new roles.
7. The current proposal is that the Town Clerk, on behalf of the Chief Commoner, will contact all existing Members before the end of this calendar year and seek any expressions of interest from amongst those intending to re-stand at election to serve as a buddy. Interested Members would be asked to submit a statement of no more than 300 words outlining their relevant qualities/expertise so that these might be considered by the Chief Commoner and Deputy Chair of this Sub-Committee, in consultation with the Assistant Town Clerk, who would be tasked with selecting Members to serve in this capacity (subject, of course, to their re-election). Statements should include reference to things such as Committee service history and any past Charing experience for example.

8. Those selected as buddies would be contacted in early 2025 and asked that they make themselves available around the two initial induction days diarised for new Members such that they may network here and offer face-to-face introductions. They would also be provided with copies of the Buddying Scheme Guidance document, a draft of which is appended here for comment, so that expectations upon all parties are clearly set out and understood from the outset.
9. Conscious of the need to avoid over formalising the process, rather than buddy matches being made by Officers, the intention would be to share the contact and 'biographical' details of those selected to serve as buddies as part of the new Member induction material. This would create a 'pool' of buddies for new Members to reach out to for advice. The Members' Portal pages will also contain buddy contact details as well as a short piece detailing each Members' specific committee/chairing/wider experience to date so that new Members will be best placed to decide where contacts may most helpfully be established. This may, of course, mean that contact is established with more than one of the buddies in the pool dependent upon specific queries at any given time.
10. Details of returning Members will not, where Wards are contested, be known until 20th March and so any contact details of those selected to form the pool of buddies would not 'go live' or be shared with newly elected Members until early the following week.
11. Members' views are now invited as to the proposed approach to the introduction of a new buddying scheme and the draft Guidance document intended for both parties attached at **Appendix 1** so that these proposals can be further developed and expressions of interest can be sought from those intending to re-stand for election ahead of your next scheduled meeting in January 2025.
12. In drawing this work together, officers reached out to other authorities and, of the limited number that replied, identified that similar schemes do not currently exist. The draft guidance is, therefore, an interpretation of what Members have expressed in the aforementioned fora.

Corporate & Strategic Implications

11. Ensuring that we have a comprehensive, 'fit-for-purpose' Member Induction and longer-term Member Development Programme promotes high standards of corporate governance throughout the organisation and demonstrates support and democratic services which meet the needs of our elected Members and electorate.

Financial Implications

12. None.

Resource Implications

13. Beyond the initial development of the scheme, advertisement and selection, there are no further ongoing resource implications that have been immediately identified as a result of this specific scheme.

Legal Implications

14. Members are asked to note the City Corporation's duty, under the Localism Act 2011, to promote and maintain high standards of conduct by Members and co-opted Members. If introduced, it is hoped that this scheme will help support the formal Standards framework.

Risk Implications

15. 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.
16. Member conduct represents a potential reputational risk to the organisation, together with a practical risk associated with a failure to attract and retain high quality Members and Officers should there be a negative working environment. It is, therefore, in the interests of the Corporation to take such steps as are required to foster a positive and inclusive working environment for its Members and Officers.

Equalities Implications

16. Public bodies have a duty under the Equality Act to have due regard to the need to eliminate unlawful discrimination, harassment, victimisation and any other conduct prohibited by the Act; advance equality of opportunity between people who share a protected characteristic and people who do not share it; and foster good relations between people who share a protected characteristic and those who do not. The proposals contained in this report do not have any potential negative impact on a particular group of people based on their protected characteristics, rather they seek to actively foster good relations between and equality of opportunity for all. Officers will ensure that the Induction/Refresher offering is accessible to all Members and would accommodate those requiring additional support to enable all delegates to have the same opportunities. Wherever possible, reasonable adjustments will be made to allow equality of access.

Climate Implications:

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

Security Implications:

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

Conclusion

19. The Member-led learning and development programme remains an important aspect of the organisation's Member Services offer to each of its elected Members. We are continuing to strive to ensure that Members view the programme as their resource, tailored to their needs and to give them access to the skills, knowledge, and expertise with which to conduct their role as a representative for those who live and work in the City.
20. In advance of the Ward elections on 20th March 2025, the priority is to develop and deliver an engaging, accessible, and useful Member Induction Programme which will be delivered as of 24th March 2025. The wider programme should also provide opportunities for returning Members to further develop, enhance and share their skills, knowledge, and experience about how the organisation works and their role as elected Members in developing and delivering corporate priorities in increasingly challenging and changing circumstances. The Sub-Committee is therefore asked to note the contents of this report. Members are invited to comment on the proposals and offer their views in respect of the draft Guidance document and proposed timetable and focus for the introduction of a Member buddying scheme such that expressions of interest from those Members intending to re-stand can be sought and considered before the end of this calendar year.

Appendices

- Appendix 1 – Draft Member 'Buddying' Scheme Guidance – March 2025

Gemma Stokley

Principal Governance and Member Services Manager
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New Member ‘Buddying’ Scheme Guidance – March 2025

The purpose of this scheme is to offer new Members contact with returning Members who have volunteered their time to help with signposting and advice on issues affecting the life of a Member, given their unique position of being able to provide a first-hand account of this.

The buddying scheme is not intended to replace the direct contact and access all Members can expect when they wish to speak to the Chief Executive, Directors of Services, members of the Governance and Member Services Team or indeed their own Ward Alderman, Deputies and colleagues. Conversely, it is hoped that this new system will complement these more formal and well-established structures already in place.

Buddies will be available to offer support and advice on a more informal basis, especially during the first year of a new councillor’s term of office, to help ease them into their new roles.

Through the buddying system,

- Members should be more aware of where to go for information or support.
- Members should be better able to make an early contribution to the work of the Corporation and represent their local community
- Members should feel more confident in their representative and decision-making roles

In introducing a Member/Member buddy scheme for 2025, Members were keen not to over formalise the process. Rather than buddy matches being made by Officers, each new Member will therefore be provided with the contact details of all those returning Members who make up the ‘pool’ of buddies whom they may reach out to for advice. The Members’ Portal pages will contain buddy contact details as well as a short piece detailing each Member’s specific committee/chairing experience to date so that new Members will be best placed to decide where contacts may most helpfully be established.

What a new Member can expect from a buddy

- Face to face introductions to available buddies at initial Induction Days
- A friendly face and a warm welcome no matter how trivial a question may appear
- A trusting and confidential working relationship within the terms of the [Members' Code of Conduct \(cityoflondon.gov.uk\)](https://www.cityoflondon.gov.uk)
- Support and advice based on the buddy’s personal knowledge, experience and networks
- Signposting to an appropriate officer to take forward queries as needed – this will usually be at service head or team leader level for any new service enquiry
- A sounding board to help the Member reflect on new experiences and issues raised
- Answers to frequently asked questions
- Committee specific advice/reflections
- The opportunity to meet in person or virtually when requested

What a buddy can expect from a new Member

- A trusting and confidential working relationship within the terms of the [Members' Code of Conduct \(cityoflondon.gov.uk\)](https://www.cityoflondon.gov.uk)
- Not to be embroiled in questions/issues that are clearly of a political nature
- The right to say that it is not convenient to answer immediately and to give a timescale to get back to the councillor
- Understanding if a question or issue is passed to an appropriate Officer/Department for resolution
- Appointments requested will be as frequent as possible

What both parties can expect from the Governance and Member Services Team

- Support at any time from the Governance and Member Services Team
- Access to the Member Induction Pack and full Member Induction/Refresher Programme

Committee(s): Member Development and Standards Sub-Committee	Date: 24/10/2024
Subject: Member Behaviour Action Plan 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 Decision
Report author(s): Polly Dunn Interim Assistant Town Clerk and Executive Director of Governance and Member Services	

Summary

This report is a progress update on the Member Behaviour Action Plan and, noting the volume of workstreams allocated to the Member Services Team and the ambitious timeline proposed, a delegated authority is sought that would allow for the Town Clerk to progress certain items should it become apparent that further Member approvals are required.

Recommendation

The Sub-Committee is invited to:

- i) note the progress made against the actions set out in Appendix 1; and
- ii) agree to delegate authority to the Town Clerk, in consultation with the whole Sub-Committee, to progress workstreams in the event that a sub-committee decision be required ahead of its next meeting (30 January 2025)

Main Report

Background

1. An independent review into Member behaviour was conducted in 2023. Following extensive consultation with all Members on the outcome of this review, an action plan was developed to respond to all areas of concern. This action plan was considered by this Sub-Committee in July 2024, and subsequently approved by the Policy and Resources Committee in September 2024.
2. Appendix 1 sets out this action plan and provides an update against each workstream.

3. The plan is incredibly ambitious, with 17 actions, almost all of which have delivery dates of April 2025. Many are to be overseen by the same Team (Governance and Member Services).
4. The Sub-Committee is not set to meet until January 2025. In the interest of pace, a general delegated authority is sought in anticipation of any decisions required that, if left until your next meeting, could be detrimental to the final delivery date.
5. For the avoidance of any doubt, should the DA be deployed, all Members of the Sub-Committee would be consulted on any proposals, and we would provide ample opportunity for comment (minimum of one week). Should Members wish to call in the decision to the Sub-Committee meeting, it would be their prerogative to do so.
6. Similarly, if no decision is required before January, the delegated authority would simply fall away.
7. Members may choose to deny this request for delegated authority. The only implication is a potential risk of delayed delivery on some of the workstreams.

Corporate & Strategic Implications

8. Ensuring progress against the Member Behaviour Action Plan ties in with outcomes from the People Strategy and Member Learning and Development Programme.

Financial Implications

9. None.

Resource Implications

9. No additional resource is currently required to deliver the outcomes.

Legal Implications

10. Members are asked to note the City Corporation's duty, under the Localism Act 2011, to promote and maintain high standards of conduct by Members and co-opted Members. Progress against these actions will help support the formal Standards framework.

Risk Implications

11. Member conduct represents a potential reputational risk to the organisation, together with a practical risk associated with a failure to attract and retain high quality Members and Officers should there be a negative working environment. It is, therefore, in the interests of the Corporation to take such steps as are required to foster a positive and inclusive working environment for its Members and Officers.
12. If successful, improved behaviours and relationships between Members, and between Members and Officers, should supplement 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

13. Public bodies have a duty under the Equality Act to have due regard to the need to eliminate unlawful discrimination, harassment, victimisation and any other conduct prohibited by the Act; advance equality of opportunity between people who share a protected characteristic and people who do not share it; and foster good relations between people who share a protected characteristic and those who do not. The proposals contained in this report do not have any potential negative impact on a particular group of people based on their protected characteristics, rather they seek to actively foster good relations between and equality of opportunity for all. Officers will ensure that the Induction/Refresher offering is accessible to all Members and would accommodate those requiring additional support to enable all delegates to have the same opportunities. Wherever possible, reasonable adjustments will be made to allow equality of access.

Climate Implications:

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

Security Implications:

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

Conclusion

16. This report sets out the positive action taken in response to the Member Behaviour Action plan in just the short period since its approval in September. Members' comments on progress are welcome, and their support in being agile in its delivery (via approval of a general delegated authority) is sought.

Appendices

- Appendix 1 – Member Behaviour Action Plan Update (October 2024)

Polly Dunn

Interim Assistant Town Clerk and Executive Director of Governance and Member Services

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Independent Review of Member Behaviour (Local Government Association) – Action Plan Update

<u>Ref.</u>	<u>Actions Proposed to Support</u>	<u>Proposed Delivery</u>	<u>Owner</u>	<u>Goal Date</u>	<u>Progress update</u>
1	Development of a clear 'Mission Statement' or set of statements for the organisation in terms of Member Behaviour with worked examples of acceptable and unacceptable behaviour	With the recent launch of a new Corporate Plan and People Strategy, your Member Development and Standards Sub-Committee will be asked to consider the development of a mission statement with regard to Member Behaviour that is well-aligned with the ambitions set out here and is one which can be adopted and actively promoted by all elected Members.	Assistant Town Clerk	To be prepared by April 2025, for the new Court.	To be discussed at October 2024 MDDSC meeting.
2	Review of Code of Conduct in line with the Model Code of Conduct – to include/append more worked examples of acceptable/unacceptable behaviours	A review of existing City Corporation COC is already underway following publication of the Local Government Association (LGA) Model Councillor Code of Conduct. Your Civic Affairs Sub-Committee (CASC) and subsequently your MDSSC have expressed a preference to adopt a new hybrid Code combining the more modern drafting of the LGA Code with some of the City specific elements from the Corporation's current Code.	Comptroller and City Solicitor / Assistant Town Clerk	To be delivered by October 2024.	P&R agreed to one final round of consultation before referring the matter to the Court for approval. The revised version will be submitted to Informal Court in November for discussion.

		<p>One proposed amendment to the Code, if adopted, will have the effect of making all Code of Conduct training mandatory as of March 2025. Frequent training and refresher sessions on the Code will therefore be factored into both the Induction and ongoing Member Learning and Development Programme. Given comments also raised as part of the consultation on this Member Behaviour Review, future Code of Conduct training will also have a specific focus on EEDI.</p> <p>Revised Code to be presented to the Policy and Resources Committee and subsequently the Court of Common Council for formal adoption in Autumn 2024.</p>			
3	Review of Member/Officer Charter – to include/append worked examples of acceptable/unacceptable behaviours	Review of Member/Officer Charter proposed to dovetail with the forthcoming review of the Members' CoC.	Executive Director of HR & Chief People Officer/Comptroller and City Solicitor	April – June 2025	<p>Initial presentations issued to staff EEDI Forum (EEDI leads from every department; staff networks and unions) Specific presentations issued to discrete departments.</p> <p>Steering group of key officers to be drawn together to propose any</p>

					amendments and/or to supply worked examples
4	Member Training and Development on the Code of Conduct	<p>As detailed above, training on the Code of Conduct to feature prominently in all future Member Induction Plans and to also be scheduled regularly within the wider Member Learning and Development Programme thereafter given that the effect of adopting the proposed new Code of Conduct will be that such training will be mandatory for all elected Members with effect from March 2025.</p> <p>This will also include a specific focus on EEDI.</p>	Comptroller and City Solicitor / Assistant Town Clerk	A minimum of four sessions a year to be scheduled from April 2025. Training should also be provided to 'External' Members who are held to account against the same Code.	<p>Commissioned four training sessions for the March 2025 Member Inductions. We are seeking to include a segment on EEDI. This is well underway.</p> <p>Once delivered in April 2025, we will pivot for External Members.</p>
5	Member Training and Development on protected characteristics but also on 'cultural competency' and non-apparent diversity	<p>E -learning modules (available to all elected Members) are already available but there will be a renewed focus on and active promotion of these via the Members Portal pages. The Chief Commoner's newsletter could also helpfully flag these offerings on a regular basis.</p> <p>Governance and Member Services Team to investigate additional relevant training opportunities/providers both in-house and externally and ensure that such training is made widely and regularly</p>	Assistant Town Clerk	<p>Aim to have a 100% completion of relevant e-learning modules by the new 2025 Membership by September 2025.</p> <p>A report to come forward in due course setting out options and</p>	<p>Officers are liaising with HR colleagues who are overseeing the COLC's transition to a new e-learning provider (to be completed in March 2025). We will ensure that there is a sufficient package on matters relating to EEDI.</p> <p>We will be packaging, advertising and promoting these courses as part of the induction programme, and monitoring and</p>

		<p>available to all via the Members' Learning and Development Programme overseen by your MDSSC.</p> <p>EEDI Training will form a key part of future Code of Conduct training and will also be an integral part of any Induction programme.</p>		<p>costs of such opportunities.</p> <p>To be implemented by April 2025.</p>	<p>reporting on completion to MDSSC</p>
6	<p>All Members to be approached and asked if they wish to form part of a 'pool' which new Members may reach out to if wishing to seek a buddy. Each Member volunteering to be asked to submit a short supporting statement as to their suitability for the role.</p>	<p>Members emphasised their desire not to over formalise these arrangements and it was noted that this often already happened organically.</p> <p>As part of the revised Member Induction programme already approved by your Member Development and Standards Sub-Committee, the Governance and Member Services Team will contact all Members seeking to return to office in March 2025 and seek expressions of interest/supporting statements for those willing to act as buddies. Such expressions of interest will then be considered by your MDSSC. Those Members selected to form the 'pool' of buddies will have their contact details made available to all newly elected Members as of March 2025 with helpful briefing notes provided to all to</p>	<p>Assistant Town Clerk</p>	<p>To be actioned as part of the 2025 Member Induction offer.</p>	<p>Report with initial proposals on the MDSSC agenda for October 2024.</p>

		set out the broad expectations of the role.			
7	Improvement and standardisation of Committee on-boarding process	Governance and Member Services Officers to seek to standardise the onboarding process for new Committee members in so far as possible and to discuss/re-iterate expectations around new Member, Committee-specific, induction with relevant Chairs/Chief Officers ahead of the March 2025 all-out elections	Assistant Town Clerk	To be actioned as part of the 2025 Member Induction offer.	No action taken to date as this will require less time to implement. Governance and Member Services Team will have greater capacity to design and implement committee specific inductions when committees cease in February 2025.
8	Additional support for new Ward Deputies and revised Ward Deputy Role Descriptions	Governance and Member Services Team to revise the existing Ward Deputy Job Description and ensure that this is readily available to all via the Members Portal and that it also features within any future Induction Pack/suite of wider reading material. Existing training offered to Ward Deputies, clearly setting out expectations around the role in an attempt to ensure a degree of consistency across the board, to be offered more frequently and to be more pro-actively promoted as part of future Learning and Development programmes.	Assistant Town Clerk	For implementation in April 2025.	No action taken to date as this will require less time to implement. A specific 'welcome' package will be drawn together, and meeting offered, upon election and appointment in March 2025. This package will be shared with MDSSC Members for comment (this may be outside of the meeting cycle)
9	City specific training for Chairs to be offered on a regular basis	This has already formed a part of the Member Learning and Development Programme. This	Assistant Town Clerk	To be provided from April 2025.	Existing training is in place and will be offered as part of the

		will continue to be regularly delivered in-house as part of the wider programme.			Induction and rolling L&D Programme
10	Introduction of anonymised annual appraisals or other suitable process by which formal, confidential feedback could be received by Chairs from their Committee membership	Governance and Member Services Team to draft a proposed set of questions to be considered and approved by your MDSSC. Once approved, questions to be issued by relevant Committee Clerks at an agreed point each civic year. Chair to receive anonymised feedback annually.	Assistant Town Clerk	A report to come forward in time for implementation for the 2025/26 civic year.	Given the volume of actions required, it is proposed that the ATC be authorised to develop a feedback form for Members to assess the outputs of their committees (including reference to chairing) – this can then be improved upon and rolled out annually.
11	'Carousel sessions' held by Committee Chairs with opportunities for Q&A from other Members	To be factored into future Member Learning and Development Programmes with Chairs approached and offered session slots on rotation. Format of such sessions to be agreed with your MDSSC.	Assistant Town Clerk	To be provided following the new Member Induction (i.e. from September 2025).	To be actioned next year.
12	Review of Chair Role Descriptions	Governance and Member Services Team to review and update existing Role Descriptions for Chairs in consultation with relevant Chief Officers and to make these readily available on the public webpages/Members Portal thereafter	Assistant Town Clerk	A report to come forward in time for implementation in April 2025.	Generic role description to be developed in coming months.
13	Review of Role Description of Chief Commoner to ensure that it aligns with and reinforces the new responsibilities articulated within the Code of Conduct Complaints	Governance and Member Services Team to review and update existing Chief Commoner Role Description ensuring alignment with all	Assistant Town Clerk	A report to come forward in time for implementation in April 2025.	To be actioned.

	Procedure regarding Informal resolution of Member/Member Complaints and ensure all other relevant updates	other relevant Corporate Governance documents such as the Complaints Procedure for Complaints under the Member Code of Conduct.			
14	Exploration of similar Informal Resolution mechanisms for Officer/Member complaints	Provision of this to be explored within the forthcoming Member/Officer Charter Review.	Assistant Town Clerk	Take forward once Code of Conduct review has been delivered.	Stakeholders identified and will be developed alongside the work proposed for the Member Officer Charter
15	Increased and Improved Member Training in Allyship	Governance and Member Services Team to investigate relevant training opportunities both in-house and externally and ensure that such training is made widely and regularly available to all via the Members' Learning and Development Programme overseen by your MDSSC. Liaison with City of London Police colleagues who have recently offered such training with positive feedback.	Assistant Town Clerk	To be provided following the new Member Induction (i.e. from September 2025).	To be actioned next year.
16	Renewed focus on Chairs in calling out poor behaviours in a Committee setting	The additional responsibilities and expectations of Chairs in this respect to be drawn out within future Code of Conduct training, within the revision of Chair Role Descriptions and also within any forthcoming review of Standing Orders pertaining to conduct at meetings.	Comptroller and City Solicitor/Assistant Town Clerk	Review of the SOs is to be delivered before April 2025. Work on Chairs job descriptions to be prepared for April 2025.	Appropriate course identified (By-stander interventions) and will be rolled out to Members. No immediate changes arising on this subject from SO review (subject to further Member engagement).

		The ability and willingness of Chairs to call out such behaviours may well be something that Members are asked to reflect upon specifically in the proposed annual appraisals.		Appraisal process to be introduced for 2025/26	
17	EDI Sub-Committee members as 'champions' of allyship	The EDI Sub-Committee to consider this suggestion further and ways in which they might best take on and promote themselves in this way.	Assistant Town Clerk	Report to go to EDI Sub-Committee ahead of the 2025 Elections.	To be actioned.