



Member Development and Standards Sub Committee

Date: TUESDAY, 8 JULY 2025

Time: 2.00 pm

Venue: COMMITTEE ROOM - 2ND FLOOR WEST WING, GUILDHALL

Members:

Deputy Henry Pollard, Chief Commoner (Chair)	Deputy Jaspreet Hodgson Sandra Jenner
Deputy Peter Dunphy	Charles Edward Lord, OBE JP
Deputy Helen Fentimen OBE JP	Tim McNally
Alderman Alison Gowman CBE	Naresh Hari Sonpar
Deputy Christopher Hayward	Deputy James Thomson CBE

Enquiries: Isaac Thomas, Member Services Officer
isaac.thomas@cityoflondon.gov.uk

Accessing the virtual public meeting

Members of the public can observe all virtual public meetings of the City of London Corporation by following the below link:

<https://www.youtube.com/@CityofLondonCorporation/streams>

A recording of the public meeting will be available via the above link following the end of the public meeting for up to one civic year. Please note: Online meeting recordings do not constitute the formal minutes of the meeting; minutes are written and are available on the City of London Corporation's website. Recordings may be edited, at the discretion of the proper officer, to remove any inappropriate material.

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

Part 1 - Public Agenda

1. **APOLOGIES**

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

3. **ELECTION OF A DEPUTY CHAIR**

To elect a Deputy Chair in accordance with Standing Order 26(6).

For Decision

4. **PUBLIC MINUTES**

To agree the public minutes of the meeting held on 7 February 2025.

For Decision
(Pages 5 - 10)

STANDARDS ITEMS

5. **ANNUAL REPORT OF THE PANEL OF INDEPENDENT PERSONS**

Report of the Town Clerk.

For Decision
(Pages 11 - 20)

MEMBER DEVELOPMENT ITEMS

6. **REVIEW OF THE 2025 MEMBER INDUCTION PROGRAMME**

Report of the Town Clerk.

For Decision
(Pages 21 - 30)

7. **MEMBER LEARNING AND DEVELOPMENT - FUTURE PROGRAMME**

Report of the Town Clerk.

For Discussion
(Pages 31 - 34)

8. **MEMBER BEHAVIOUR ACTION PLAN UPDATE**

The Town Clerk to be heard.

For Information

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

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

11. **EXCLUSION OF THE PUBLIC**

MOTION: That under Section 100(A) of the Local Government Act 1972, the public be excluded from the meeting for the following item(s) 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

Part 2 - Confidential Items

12. **CONFIDENTIAL MINUTES**

To agree the confidential minutes of the meeting held on 7 February 2025.

For Decision

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MEMBER DEVELOPMENT AND STANDARDS SUB COMMITTEE

Friday, 7 February 2025

Minutes of the meeting of the Member Development and Standards Sub Committee held at Committee Room 2 - 2nd Floor West Wing, Guildhall on Friday, 7 February 2025 at 13.45 pm

Present

Members:

Deputy Peter Dunphy (Chair)
Helen Fentimen OBE JP (Deputy Chair)
Alderman Alison Gowman
Deputy Henry Pollard
Naresh Sonpar

Observing Virtually

Deputy Nighat Qureishi

Officers:

Polly Dunn	- Town Clerk's Department
Christopher Rumbles	- Town Clerk's Department
Gemma Stokley	- Town Clerk's Department
Katie Davies	- Town Clerk's Department
Isaac Thomas	- Town Clerk's Department
Michael Cogher	- Comptroller and City Solicitor
Edward Wood	- Comptroller and City Solicitor's Department

1. APOLOGIES

Apologies were received from Deputy Keith Bottomley, Eamonn Mullally, Steve Goodman, Deputy Charles Edward Lord and Deputy Christopher Haywood.

Deputy Nighat Qureishi attended the meeting virtually.

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

There were no declarations.

3. PUBLIC MINUTES

RESOLVED, that the minutes of the meeting held on 24 October 2024 be approved as a correct record.

4. TERMS OF REFERENCE

The Sub-Committee considered a report of the Town Clerk providing an opportunity to consider the Sub-Committee's terms of reference and decide whether any changes were required in time for the annual re-appointment, composition and terms of reference of Sub-Committees review to be undertaken by Policy and Resources Committee.

RESOLVED: That Members: -

- Approved the terms of reference of the Member Development & Standards Sub-Committee.

5. **MEMBERS' CODE OF CONDUCT – GUIDANCE TO MEMBERS**

The Sub-Committee considered a joint report of the City Solicitor and the Town Clerk.

A Member queried the reference to the Queen at page 34 of the agenda pack, and officers confirmed that the sentence would be amended accordingly.

RESOLVED, that Members-

- Determined that the draft guidance be approved and, on the proviso that the new Code is adopted as recommended by the Court of Common Council on 6 March 2025, brought into force at the same time.

6. **UPDATED INDUCTION SCHEDULE 2025**

The Sub-Committee considered a report of the Town Clerk providing an update on the 2025 Member Induction preparations and the proposed programme for New Member Induction.

During the discussion, the following points were raised:

- a) Members discussed the proposed arrangements for the two New Member Induction Days set to take place on Monday 24 March and Wednesday 26 March. It was agreed by Members that the 'Induction Fayre' should henceforth be referred to as the 'Induction Fair'.
- b) A Member queried which events detailed in the induction schedule (at Appendix 1) were aimed specifically at New Members and which were open to all Members, new and returning. Officers responded that events marked with an asterisk were aimed solely at New Members, but that the rest of the training programme was open to all Members and would include useful refresher training for returning Members.
- c) A Member questioned whether arrangements were in place for updating Member security passes and photographs. Officers responded that, at the request of the security team, arrangements for security passes were on hold until after the elections. Members that were not re-elected would be given the opportunity to apply for an associate Members pass for the Guildhall Club. Officers also indicated that the Member photographs used on the City of London website would not need to be updated for returning Members. However, should a returning Member's wish to update their photograph, they could do so by sending a new one through to the Member Services & Governance Team. It was suggested that a clear background should be used.

- d) It was queried by a Member why returning Members would not be able to attend session's specifically aimed at New Members as sessions such as the Policy Chairman's Breakfast Briefing on the Corporation's role as Financial Professional Services (FPS) Ambassador might provide useful information to returning Members. Officers responded that this had been at the discretion of the incumbent Policy Chairman.
- e) A Member queried whether there would be opportunities for Aldermanic engagement in Member Induction events such as at the Induction Fair. Officers responded that although Alderman were not invited to the Induction Fair, Member Buddies would be invited to attend, which would enable Aldermanic representation at the event. Officers also drew attention to various opportunities for Aldermanic engagement at events , such as the Chief Commoner's All Member Reception on the rising of Court on 25 April 2025, which would provide an opportunity to network with New Members.

RESOLVED, that Members:-

- Noted the contents of the report and the updated Member Induction Schedule (Appendix 1) for the initial few weeks and the first quarter following election.

7. **MEMBER/MEMBER BUDDYING SCHEME**

The Sub-Committee considered the report of the Town Clerk providing a progress update and further clarification on the Member/Member Buddying Scheme that was approved at the last meeting.

The Chairman suggested that some extra detail should be added to the Draft Member 'Buddying' Scheme Guidance detailing areas that Member buddies will not be responsible for, such as the formal complaint process.

RESOLVED, that Members:-

- Noted the outcome of the selection process for identifying Member buddies as well as further proposals as to the introduction of a Member/Member buddying scheme as part of the 2025 Induction Plan.

8. **MEMBER BEHAVIOUR ACTION PLAN UPDATE**

The Sub-Committee heard the Town Clerk.

Members were provided with a verbal update on several areas of progress in relation to the Member Behaviour Action Plan:

- a) Development of a clear 'Mission Statement':
Members were informed that a Mission Statement was to be developed with the new membership of Sub-Committee following the elections.
- b) Review of Code of Conduct:

Members noted that the review of the Code of Conduct had been actioned, including proposals for training.

- c) Review of Member/Officer Charter:
Members were informed that early conversations had begun relating to the Member/Officer Charter, with formal consultations to follow.
- d) Member Training and Development on protected characteristics:
The Sub-Committee noted that the Human Resources department was moving its online training provision to a new online service system. A list of available resources relating to cultural competency would be shared with Members. This would, for example, include an EEDI handout for distribution at the Code of Conduct training sessions.
- e) Member/Member Buddying Scheme:
Members noted that the Buddying Scheme was in progress, subject to the election of the Member buddies in March.
- f) Committee specific inductions:
Members were advised that Committee-specific training would be progressed by the Member Services & Governance Team.
- g) Ward deputy description and Chief Commoner descriptions:
Members noted that these actions would be picked up in new civic year.
- h) Chairs training:
Members noted that training for Committee Chairmen would be integrated as part of the ongoing Member training and development programme.
- i) Request for annual appraisals:
Officers clarified that the intention to undertake annual appraisals at the end of the civic year would be communicated with Members at the beginning of the civic year so that Members would be aware that their feedback would be sought at the end of the year.

RECEIVED.

9. QUESTIONS ON MATTERS RELATING TO THE WORK OF THE SUB COMMITTEE

There were none.

10. ANY OTHER BUSINESS THAT THE CHAIR CONSIDERS URGENT

Referral from EDI Sub-Committee

The Sub-Committee considered a referral from the EDI Sub-Committee concerning a particular email. This matter was referred to the Member Development and Standards Sub-Committee under its responsibilities for the Members' Code of Conduct. The Sub-Committee was invited to consider further Member training in relation to the Code of Conduct, to consider how this could be made mandatory and how it could be enforced. Members agreed that

training on this particular matter would be adequately covered by the mandatory Code of Conduct sessions that were being scheduled as part of the Member Induction.

RESOLVED, that Members:-

- Noted the referral from the EDI Sub-Committee and considered how this may be enforced through Member training.

11. EXCLUSION OF THE PUBLIC

RESOLVED – That, the following matters relate to business under the remit of the Court of Common Council acting for the City Corporation as charity Trustee, to which Part VA and Schedule 12A of the Local Government Act 1972 public access to meetings provisions do not apply. The following items contain sensitive information which it is not in the best interests of the charity to consider in a public meeting (engaging similar considerations as under paragraphs 3 and 5 of Schedule 12A of the 1972 Act) and will be considered in non-public session.

The meeting ended at 2.29pm

Chair

Contact Officer: Isaac Thomas, Member Services Officer
isaac.thomas@cityoflondon.gov.uk

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City of London Corporation Committee Report

Committee(s): Member Development and Standards Sub-Committee – <i>For decision</i> Policy and Resources Committee – <i>For decision</i> Court of Common Council – <i>For decision</i>	Dated: 8 July 2025 18 September 2025 9 October 2025
Subject: Annual Report of the Panel of Independent Persons	Public report: For Decision
This proposal: <ul style="list-style-type: none"> • delivers Corporate Plan 2024-29 outcomes 	All
Does this proposal require extra revenue and/or capital spending?	No
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
Report author:	Kate Doidge, Town Clerk's Department

Summary

This annual report presents activity undertaken by the Panel of Independent Persons in relation to both Complaints received under the Members' Code of Conduct and applications for dispensation since May 2024. This report has been placed by the Town Clerk's office in the usual format, in order to facilitate submission to the Member Development and Standards Sub-Committee and the Policy and Resources Committee ahead of its presentation to the Court of Common Council, where it will need to go as a report of the Policy and Resources Committee given that neither the Panel nor the Sub-Committee have any direct reporting mechanism.

This report also contains details of the Panel's recent recruitment activity and a request for a review of the Independent Person's day rate.

Recommendation(s)

Members are asked to:

- Note the report.
- Consider what action to take in relation to the request to review the Independent Person's day rate (paragraphs 15 – 17).

Main Report

Background

1. The Panel of Independent Persons (The Panel) was initially established by the City of London Corporation (the Corporation) by way of Court of Common Council Resolution on 14 January 2021. This was following an independent Governance Review of the City Corporation, which proposed the establishment of an Independent Panel composed only of independent persons (convening as smaller sub-Panels of three), to receive allegations of misconduct under the Code of Conduct, determine whether to investigate, present findings to the Court, and hear any appeal. The Panel also has responsibility for making recommendations as to whether or not dispensations should be granted or refused.
2. The Panel was formally established in July 2021, initially of nine members, with a further three members approved in October 2023, to bring the Panel to a total of twelve to ensure that adequate panel members were available to cover all necessary stages of a complaint noting that no one Independent Person may sit on more than one stage of the same complaint, but also to take into account availability and any potential conflicts of interest.
3. Details of all current members of the Panel can be found at Appendix 1. The Panel's current terms of reference are attached at Appendix 2 of this report, drafted by the Panel and subsequently received by the Court in October 2022.
4. Following the resignation of two Panel Members, the Panel currently sits at ten members. During its annual meeting, the Panel agreed that two existing Independent Persons would also 'rotate off' the Panel, ending their terms at the end of 2025, and allow for the recruitment of three (now four) new Independent Persons to the Panel. A recommendation on the recruitment of four new members of the Panel is envisaged to be presented to the Court of Common Council by December 2025, following a recruitment campaign to be held over the Autumn.
5. This report is being used by the Panel as the means of communicating its activity and the activity of all Assessment, Hearing, Appeal and Dispensations Sub-panels called to sit during the period May 2024 to June 2025.

Current Position

Operation of the Panel

6. The Panel operates within the framework of its terms of reference and all Panel members agree to follow the Nolan Principles and also the Code of Conduct in place for members and co-opted members of the Corporation. Each of the Panel members Register of Interests can be found [online](#). The Panel was chaired by Amanda Orchard until June 2025, with Robert Coyle chairing the Panel from June 2025. Tom Ketteley serves as Deputy Chair from June 2025. He replaces former Deputy Chair Gary Rogers who resigned in January 2025.
7. Eight full Panel meeting have taken place since July 2021. Agendas for these meetings are approved by the Chair. All full Panel meetings have been quorate in

line with the Terms of Reference. The Terms of Reference are regularly reviewed to ensure that they remain fit for purpose. The Panel currently arranges an annual meeting, with any further meetings arranged to suit organisational requirements. The Panel also take the opportunity to share best practice and undertake training relevant to their roles at full meetings. The most recent meeting was kindly hosted by the Chief Commoner in February 2025.

8. Administrative and legal support to the Panel and all sub-panels is provided through the Town Clerk's Department, and Comptroller and City Solicitor's Department, respectively. Where there may a perception that the Monitoring Officer's team might be in any way conflicted, or it is otherwise considered beneficial to obtain independent legal advice, external Counsel are called upon to assist the Panel.

Matters considered by the Panel from May 2024 – June 2025.

Dispensations

9. The Panel have been asked to make recommendations on two applications for a dispensation in this reporting period. The Panel would like to use this platform to encourage all seeking dispensations to complete the necessary applications in sufficient detail with reference to the guidance provided and in sufficient time so as to enable decisions to be taken.
10. The outcome of the recommendations for all requests for a dispensation are published in the Register of Dispensations [online](#). This also includes the certain types of straightforward requests for a dispensation that are granted by the Town Clerk via delegated authority, and those requests granted under urgency procedures by the Monitoring Officer.

Alleged breaches of the Code of Conduct

11. The Panel has considered one formal complaint in this reporting period, summarised below.
12. In accordance with the Complaints Procedure, the first determination at Assessment must be whether or not a complaint is admissible and meets the following tests:
 - (i) It is a complaint against one or more named members of the Corporation;
 - (ii) The named member was in office at the time of the alleged conduct and the code of conduct was in force at the time;
 - (iii) The complaint, if proven, would be a breach of the code of conduct under which the member was operating at the time of the alleged misconduct;
 - (iv) The complaint is about something that happened or came to light within the last three months, or is connected to alleged misconduct within the last three months, unless there are reasonable grounds for the complaint not having been made within that time period.

If the complaint fails one or more of these tests, it is deemed 'inadmissible' and cannot be investigated as a breach of the code and the complainant will be

informed by the Town Clerk that no further action will be taken in respect of this complaint.

13. Should a Member be found in breach of the Code, there are a number of sanctions available to the Panel to recommend. These must be reasonable and proportionate in all of the circumstances. The available sanctions for a breach of the code of conduct are:-

- (i) censure;
- (ii) withdrawal of Corporation hospitality for an appropriate period;
- (iii) removal from one or more committees;
- (iv) other action.

14. There is no power to impose any alternative sanctions, although the willingness of a member to co-operate in the matters listed below may have a bearing on any sanction that is imposed:-

- (i) that the member submits a written apology in a form specified;
- (ii) that the member undertakes specified training;
- (iii) that the member participates in such conciliation as is specified.

Matter No.	Source of Complaint	Alleged breaches of the Code	Outcome/Status
03 - 24	Officers v Member	<i>Failing to act and take decisions impartially, fairly and on merit, using the best evidence and without discrimination or bias; failing to actively promote and robustly support the Nolan principles and be willing to challenge poor behaviour wherever it occurs; failing to value your colleagues and officers of the Corporation and engage with them in an appropriate manner and one that underpins the mutual respect that is essential to good local governance; bringing your office or authority into disrepute; failing to uphold the Corporation's obligations under the Equality Act 2010 by promoting equality, and not discriminating</i>	<i>An initial request for anonymity was rejected by the Assessment Panel due to a lack of exceptional circumstances. A number of named officers then came forward. The Assessment Panel subsequently determined that, whilst the complaint was admissible, no further action should be taken given that the Subject Member had apologised.</i>

		<i>unlawfully against any person on the grounds of race, gender, disability, religion or belief, sexual orientation or age.</i>	
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Request from the Panel to Review the Day Rate.

15. At present, the Independent Persons have a daily attendance allowance of £300, and reasonable travel expenses are also reimbursed.
16. The Panel would like to use this platform to request that the day rate be reviewed, to ensure that it remains proportionate and appropriate. The current rate has remained unchanged since the Panel's inception in January 2021. Members are asked to consider what action they wish to take pertaining to this request.

Conclusion

17. Over the almost four-year period that the Panel has been active, a number of matters have been considered and refined as part of the formal Complaints Procedure now in operation, the latest of which have been presented in this report.
18. Compared to the previous year's report, the Panel have had fewer matters to consider (although the previous report covered a longer period of time). This may be connected to a successful deployment of the informal resolution mechanisms (with external mediation if agreeable by all parties) that are expressly included in the Complaints Procedure. There is also now a requirement that Member-on-Member complainants first explore a resolution with either the Chief Commoner, or the Chair of General Purposes Committee of Aldermen or the Chair of Nominations Committee of Aldermen, at an early stage.
19. The Panel's continued aim is for the complaints procedure they operate to be effective and efficient, accessible and widely understood by both members of the public and members of the Corporation alike.

Appendices

- Appendix 1 – Panel Membership and Terms of Appointment
- Appendix 2 – Panel Terms of Reference

Kate Doidge

Town Clerk's Department

T: 020 3834 8881

E: kate.doidge@cityoflondon.gov.uk

PANEL MEMBERSHIP AND TERMS OF APPOINTMENT

The current Independent Panel Members are:

Name	
Miranda Carruthers-Watt	Appointed 2021
Robert Coyle	Chair from June 2025 Appointed 2021
Chris Fraser	<i>Until the end of 2025</i> Appointed 2021
Amina Hossain	Appointed 2023
Tom Ketteley	Deputy Chair from June 2025 Appointed 2021
Karen McArthur	Appointed 2023
Amanda Orchard	Appointed 2021
Rahul Sinha	Appointed 2021
Phillip Thicknesse	<i>Until the end of 2025</i> Appointed 2021
Atiyyah Younis	Appointed 2021
Vacancy	
Vacancy	
Vacancy	
Vacancy	

PANEL OF INDEPENDENT PERSONS

Terms of Reference

Functions and Authority of the Panel

The Independent Persons Panel (the Panel) was established by the City of London Corporation Court of Common Council (the Corporation) by way of Court of Common Council Resolution on 14 January 2021.

The purpose and powers of the Panel is to establish and administer a Complaints Process and to also deal with the granting of Dispensations (the Scheme).

The Panel is to independently consider complaints made by anyone against an elected or co-opted member of the Corporation.

The Panel will also consider granting Dispensations for Members to participate in a particular item of business at a City Corporation meeting where a disclosable pecuniary interest exists that must be disclosed, relating to in any matter that is being considered.

The Panel has authority to develop the Policy on the process for dealing with complaints referring to any Sanctions that may be applied. The Panel is also authorised to consider Dispensations under the Scheme.

The Panel is responsible for providing from its membership, the persons to form Assessment, Hearing and Appeal Sub-panels, required to investigate and consider complaints, by informal and/or formal process under the Scheme.

The Panel considers all complaints referred to the Scheme and where formal process is followed will recommend to the Corporation the final outcome for approval. The Panel also issues the deciding determination on dispensation applications.

The Panel is responsible for developing a Policy for Publication of the outcomes of complaints, as recommended to the Corporation.

Membership

The Panel is formed of up to twelve members in total, comprised of all independent members.

All Panel members agree to follow the Nolan Principles and also the Code of Conduct in place for members and co-opted members of the Corporation.

The Panel will maintain a Register of Interests for all independent members which will be published on the City Corporation's Library webpages and updated regularly.

Independent panel members are selected by the Corporation. All appointments are for terms of up to two years, with a maximum of three terms being served.

Chair and Deputy Chair

The members of the Panel shall elect one of its members as Chair, and another member as Deputy Chair, both for a period of 12 months which can be renewed for a maximum of up to 36 months

Where the Chair is not present at a meeting, or is conflicted, the Deputy Chair will take the Chair for the meeting or for any conflicted item

Quorum, Frequency and Records of Panel Meetings

The Panel quorum is five.

The Panel will as standard meet annually each municipal year, but meetings may be cancelled or called more frequently if required.

The Panel shall hold additional meetings as required to deal with any business arising at the request of the Executive of the Corporation or at the request of two members of the Panel.

At least three weeks' notice of the time, date and venue of each Panel meeting shall be provided to all members. All relating paperwork will be issued to all no later than five clear working days before each meeting wherever possible.

It is acceptable for routine business to be conducted electronically.

The Secretariat of the Corporation will prepare minutes and provide each member with a copy. Such minutes will be reviewed at the next meeting and, subject to any amendment, agreed and will be signed by the Chair. The amendment of minutes shall not affect the validity of decisions taken by the panel in the meeting to which the minutes relate.

Duties

The Panel is responsible for establishing and maintaining a Complaints Process and applying the Sanctions Policy, both of which should be reviewed regularly

The Panel is also responsible for considering applications for dispensations submitted by Members.

The complaints process and any guidance will be available to all who want to make a complaint.

The Dispensations form and related guidance will be available to all who wish to submit an application for consideration.

The Panel, and its Sub-panels, are to have regard to the Complaints Process; any Sanctions specified in legislation or in any Sanctions Policy; the Policy and Guidance on the granting of dispensations under the Localism Act 2011; and the Members Code of Conduct when dealing with any complaints or dispensation requests before it.

All formal complaints and/or appeal recommendations will be referred to the Corporation for oversight approval. After the matter has been addressed by the Corporation the outcome will be published where the process requires this.

A recommendation or other outcome at any stage of the complaints process, will be recorded in writing and reported to the next full Panel meeting after the end of the full process for that complaint.

All determinations made by the Corporation will also be reported back to the Panel.

The Panel will adhere to best practice in terms of managing data and do so in line with the City of London Corporation Data Subject Rights Policy.

The Panel will produce an Annual Report that will be published.

Sub-Panels

Each Sub-panel will be comprised of up to three persons.

Appointments to Sub-panels will be undertaken on a rota basis. The Panel can select particular members for a complaint to replace any rota allocations, if specific skills are required to deal with a particular complaint. Also allocations should ensure, as far as possible, a mix of persons to each Sub-panel to reflect the range of diversity within the panel.

A panel member cannot be part of more than one Sub-panel for each individual complaint.

Voting mechanism

The Panel or any Sub-panel, may vote on and determine any matter arising at the meeting and each member present at the meeting shall have one vote.

Decisions of the Panel or any Sub-panel shall be by simple majority of the votes cast (excluding any abstentions).

Approved February 2025.

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Committee(s): Member Development and Standards Sub-Committee	Date: 08/07/2025
Subject: Member Induction Review	Public report: For Decision
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?	No
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
Report author:	Isaac Thomas, Town Clerk's Department

Summary

This report provides a review of the Member Induction and Refresher Programme that was delivered for new and returning Members immediately following the Ward elections on 19/20th March 2025 and which will continue to be delivered up until Summer recess, 2025.

A range of activities were provided to support the wider Member Induction Programme for new and returning Members, including:

- Two New Member Induction Days.
- A series of hybrid briefings on key issues, open to both new and returning Members.
- Member's Portal: Following a comprehensive refresh and review, the new Member's Portal was launched as the landing page on all Members City of London Corporation devices.
- New Member Buddying Scheme: A new addition to the Member induction, whereby a pool of returning Members volunteered to offer support and advice to newly elected Members on an informal basis.

The Town Clerk was pleased to receive positive feedback on the Member Induction as a whole. Feedback from both new and returning Members indicated that the induction programme was an overall success and served to provide a comprehensive and effective introduction to the wide-ranging responsibilities and intricacies of the City of London Corporation. Members are now invited to reflect on what went well during the induction, as well as any areas that could be changed or improved on in future Member inductions.

Recommendation

The Sub-Committee is asked to provide feedback on the induction arrangements provided to all Common Councillors in the initial few weeks and first quarter following the Ward elections on 20th March 2025. Members are invited to provide suggestions on how future inductions can be improved, in terms of the focus and timing of events, any gaps in the initial training, as well as any improvements that could be made to the Member's Portal. Members are also invited to consider whether improvements could be made to the Member Buddying Scheme and/or whether the scheme should be repeated for future intakes.

Main Report

Background – Induction Arrangements

1. The City Corporation's 'all out' Ward elections (in contested wards) took place on 20th March 2025. It was agreed that a comprehensive Induction and Refresher programme would be offered to all Common Councillors in the quarter after this date (running from April – June 2025), under the direction of the Member Development & Standards Sub-Committee.
2. The induction arrangements were considered by the Sub-Committee at several meetings in the build-up to the Ward elections. At meetings on 8th March 2024, 17th July 2024 and 24th October 2024, Members offered their views in respect of the proposed timetable and focus for delivery of the initial induction and the following Induction/Refresher programme arrangements.
3. At its meeting on 7th February 2025, which would be the final meeting before the Ward elections on 20th March, the Sub-Committee was presented with a final report that set out the induction proposals in more detail, including a finalised induction schedule and a flyer that detailed the proposed timings for the two new member induction days. Members offered their final comments and expressed their approval of the induction arrangements that had been made.
4. Due to the positive feedback received by the Town Clerk and the level of Member engagement in the programme after the Ward elections in March 2022, by both new and returning Members, it was intended that the 2025 induction programme would follow a similar format and consider the areas of activity that Members found most useful.
5. Following the positive feedback from the 2022 induction, the Member Induction programme for 2025 offered Members an appropriate mixture of hybrid briefings that were intended to be helpful and informative to both new and returning Members, with some earlier activities being tailored to the needs of newly elected Members, such as the two New Member Induction Days.
6. In looking at the timetable for delivery of the 2025 Member Induction Programme, the calendar of meetings was carefully reviewed. It was noted that the first Court of Common Council meeting would take place on 25 April 2025, and that a fair portion of April 2025 was taken out by the Easter recess period.

7. With that in mind, we wanted to focus specifically on which sessions might be considered most valuable to offer to new and returning Members in the first three weeks following election. It was therefore agreed that the week commencing 24th March would be occupied with the two New Member Induction Days, which took place on Monday 24th March and Wednesday 26th March, respectively. This left the w/c 31st March 2025 and 7th April 2025 as a primary focus ahead of April Court and any Committee appointments.
8. The following timetable was delivered immediately after the elections on 20th March 2025:
 - **New Member Induction Days** – A choice of sessions on either Monday 24th March (from 9.45am), and Wednesday 26th March (from 9.45am).
 - **Induction Fair Event** – Taking place from 12-2pm on both New Member Induction Days. This event provided an opportunity for new Members to meet Chief Officers, learn more about the departments, and garner interest for particular Committees ahead of the formal Committee appointment process.
 - **All-Member Reception** (hosted by the Chief Commoner) – This was held on the rising of Court, Friday 25th April.
 - **Policy Chairman's All Member Reception** – Wednesday 2nd April (6-8pm).
 - **Policy Chairman's Breakfast Briefings** – A series of five breakfast briefing sessions led by the Chairman of Policy and Resources.
 - **Induction Programme for new and returning Members** – A series of key briefing sessions (hybrid) more deliberately tailored to new Members (e.g. your first Court meeting) were delivered between 31st March 2025 and 11th April 2025, ahead of the Easter recess period ('Phase 1'). Thereafter, a broader series of hybrid sessions and visits were delivered between 28th April 2025 and 25th July 2025.
9. As was the case in previous years, candidates were provided with details of the induction arrangements prior to the election so that the events could be diarised by all in good time and thereby ensure maximum engagement. The Assistant Town Clerk took the opportunity to speak to prospective candidates at two Candidates and Agents Briefing sessions that were held at Guildhall on Thursday 9th January and Thursday 16th January. At these events, the Assistant Town Clerk introduced the role of Governance and Member Services and asked prospective candidates to take note of several important dates in the induction schedule, details of which were included in the candidate packs distributed at the events.
10. This information was then re-circulated to all candidates following the commencement of the nomination period on 17th February 2025. Candidates were once again encouraged to take note of key dates included within the Member Induction Programme so that they could benefit from as many of the planned activities as possible, if elected.

New Member Induction Days and 'Induction Fair' Event

11. Two New Member Induction Days were held at Guildhall on Monday 24th March and Wednesday 26th March respectively, with new Members being required to

attend on only one of the two days. Across the two induction days, 21 out of the 28 newly elected Members were welcomed to the City Corporation.

12. The Induction Days commenced with refreshments and registration from 9.45-10.15am. New Members were advised to arrive at the West Wing reception during this timeslot, where they were met by officers of the Governance & Member Services team and led to the Committee Rooms on the second floor. A Chairman's Room was also allocated for new Members to have their photographs taken for their security passes. Security passes were then promptly issued ahead of the induction fair in the afternoon.
13. Registration was followed by welcome speeches from the Town Clerk & Chief Executive (10.15-10.30am), the Chairman of Policy and Resources (10.30-10.45am) and the Chief Commoner and Chief Commoner Elect (10.45-11.00am). After a short refreshments break, the Deputy Town Clerk provided a presentation on the role of Members.
14. Based on the feedback and suggestions of the Sub-Committee, an 'Induction Fair' event was held in the Livery Hall on both Induction Days from 12-2pm. The aim of the 'Induction Fair' was to provide an opportunity for new Members to learn more about the departments, meet Chief Officers and other relevant officers within departments, and garner interest for relevant committees in advance of the annual appointment of Committees that would take place at the first Court of Common Council meeting on Friday 25th April 2025.
15. We liaised with all major departments about hosting a 'stall' setting out what they do, which Committees they report into and information as to key documents (the City Plan for example), live issues and key contacts for Members to take away. We were pleased that a total of 17 stalls were hosted by Chief and Senior Officers on each day, enabling new Members to meet and greet key officers from across the Corporation. A buffet was also provided, and several officers from the Governance and Member Services Team attended the events to help signpost different areas of interest and respond to general enquiries.
16. The opportunity was also taken to invite all available 'Member Buddies' to the Induction events for face-to-face introductions with New Members.
17. Both induction fairs received positive feedback, with suggestions that this style of event should be hosted on future occasions. It was also suggested that these events should be replicated as part of the induction for future intakes.
18. Useful feedback was provided at the Induction Fair on Monday 24th March as several Member Buddies and officers indicated that, due to the large number of Members and officers attending the event, it was difficult to pinpoint who was a New Member. This feedback enabled the Member Services & Governance Team to provide name badges to New Members at the event on Wednesday 26th March, making the second cohort of New Members more easily identifiable.
19. At the close of the 'Induction Fair,' several practical issues were also helpfully addressed. New Members were provided with a tour of the Guildhall complex,

specifically the Members' areas; new Members were able to make their IT preferences; pigeon-holes were allocated and new Members were assisted with robe fittings.

20. New Members were also advised of several documents that would need to be completed, each with associated deadlines. Hard copy forms were provided on both induction days to encourage and expedite their completion. The issuing of hard copy forms was followed by an email to all New Members that provided electronic copies of all documentation that required their completion, along with the associated deadlines.
21. Following the delivery of the two induction days, the Governance & Member Services team reached out to those 7 New Members that were unable to attend either of the induction days, offering the opportunity to run through the various tasks and requests that they had missed at a convenient time (e.g., tour of Guildhall, robe fitting, security pass issuing, business card request and IT offering). This was then accommodated on an individual basis at a convenient time for each Member.

Policy Chairman hosted breakfast briefings

22. The Policy Charman held a series of five breakfast briefings, tailored for newly elected Members, which provided an overview of some of the priorities of the Policy and Resources Committee and the City of London Corporation. The Breakfast Briefings received positive feedback from New Members.

Policy Chairman's All Member Reception

23. The Policy Chairman held a supper for all newly elected Members on Wednesday 2nd April, which provided all with an opportunity to meet one another as well as some key Officers in a less formal setting and to pose specific queries of the Chair as to his vision and wider corporate priorities.

All-Member Reception (hosted by the Chief Commoner)

24. Following the first meeting of the Court of Common Council on Friday 25th April, the Chief Commoner hosted an early evening All-Member Reception. All Members and Chief Officers were invited to attend on the rise of Court. The reception received positive feedback from both new and returning Members.

New Member Induction Programme 2025 31st March 2025 - 11th April 2025 – Phase 1

25. Following the two New Member Induction Day slots during the week commencing 24th March 2025, a series of hybrid briefing sessions were provided to all new and returning Members. Member Briefings were split in two phases, with Phase 1 being more deliberately tailored to new Members. The first phase was delivered between 31st March 2025 and 11th April 2025, ahead of the Easter Recess.

26. The following sessions took place during this initial period:

- Members' Code of Conduct
- Police Authority Obligations
- First City Corporation Ceremonial Event / The City's Relations with Parliament and Royal Household
- City of London Corporation Financial Framework
- Corporate Health and Safety / Corporate Risk Management
- How the Decision-Making Process Works
- Accessing your committee papers (Mod.gov)
- Corporate Parenting
- IT and How to Make the Most of IT as a Councillor / GDPR Obligations

27. Session presenters were provided with an 'aide memoire' which detailed useful guidelines for session content and presentation, based on past feedback that we have received from Members. These guidelines underscored our expectations on areas such as a session's accessibility, the incorporation of EEDI implications and advice around taking questions at the end of sessions. This was intended to strike the best possible balance between what new Members needed to know around each subject to fulfil their roles to the best of their ability from the outset, whilst also being cognisant of the need to not overwhelm them with information.

28th April 2025 – 25th July 2025 – Phase 2

28. The broader Induction and Refresher Programme was delivered as of 28th April 2025 and will run through to the summer recess.

29. The programme offers a mixture of morning, lunchtime and early evening slots that are set aside, around the formal schedule of committee meetings, enabling Chief Officers to deliver a series of briefings on relevant corporate issues and priorities.

30. The Corporation aspires to be a leader in equality and inclusion, serving a wide range of communities including staff, residents, businesses, and the workforce of the Square Mile. It was therefore important to stress the Corporation's commitment to equality, diversity, and inclusion at every level as a public authority.

31. Training on committee-specific issues, including site visits, was also rolled out to Members as Committee memberships were established.

32. The following programme of events was scheduled for the period 28th April – 25th July, with additional briefings being added to the programme at the request of Members and officers:

- Member Safety
- Corporate Strategies
- City Bridge Foundation
- City Belonging
- Wardmotes
- Procurement Awareness
- Lord Mayor, Sheriffs and Common Hall (to be rescheduled)

- The Livery (to be rescheduled)
- People Strategy
- Suicide Prevention (new addition)
- Project Governance
- City Surveyors (new addition)
- Port Health & Environmental Services (new addition)
- Digital and Social Media

Members' Portal

33. In addition to the formal Induction offer of briefings, a comprehensive refresh and review of the Member Portal pages was undertaken to ensure that all relevant documentation was included.
34. A new Member's Portal was launched in the week following the election, with the link being provided to all new and returning Members. The Member's Portal was subsequently installed as the landing page on all Members City Corporation devices.
35. The Member's Portal provides Members with access to key documents, contacts and information that should help support you in your role as a Common Councillor or Alderman. The Sub-Committee's feedback on the Portal pages, including any suggestions of improvements or additions, would be gratefully received.
36. We are hoping that the E-Handbook (previously issued as a PDF) might be integrated through the Member Portal Page so that Members can access up-to-date information at any time. This will also ensure that there is a helpful and accurate resource available as and when by-elections are held. In the event this is not feasible, a like-for-like update will be provided.

Member Buddying Scheme

37. A new addition to the Member Induction, a Member-on-Member Buddying Scheme was introduced to offer new Members contact with a pool of returning Members, or 'Member Buddies', who volunteered their time to help with signposting and providing advice on issues affecting the life of a Member, given their unique position of being able to provide a first-hand account of this. Throughout the induction, Buddies were 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.
38. The buddying scheme was 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 was hoped that this new system will complement these more formal and well-established structures already in place.

39. On 7th February 2025, the Sub-Committee noted the outcome of the selection process for identifying Member buddies and approved the introduction of a Member/Member buddying scheme as part of the 2025 Induction Plan.
40. In light of the Sub-Committee's approval of the Buddying Scheme, the full list of Members Buddies (which numbered 15 Members in total) and their supporting statements, was added to the Member's Portal. As mentioned previously, all Member Buddies were invited to the lunchtime Induction Fair events on 24th and 26th March, as an opportunity for face-to-face introductions with new Members.
41. Feedback has since been sought on the Member Buddying Scheme to ascertain whether it should be repeated in future inductions and/or whether any improvements could be made for future intakes. The feedback from Member Buddies has been mixed and a verbal update will be provided at the meeting.

Future Member Development Activities

42. Proposals in respect of the longer-term Member Development are being submitted to the Sub-Committee for consideration in a separate report.

Corporate & Strategic Implications

43. 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

44. There is an annual budget allocation of £9k made by the City Corporation for Member Learning and Development.

Resource Implications

45. No further resource implications have been immediately identified following previous reporting. The vast majority of learning and development events proposed will be offered in-house, unless otherwise directed by this Sub-Committee. Where relevant, subsequent reports setting out the final Induction offering will set these out in greater detail.

Legal Implications

46. 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.

Risk Implications

47. 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. 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

48. 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:

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

Security Implications:

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

Conclusion

51. 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.
52. The Town Clerk was pleased to receive positive feedback on the 2025 Member Induction as a whole. Feedback from both new and returning Members indicated that the induction programme was an overall success and served to provide a comprehensive and effective introduction to the wide-ranging responsibilities and intricacies of the City of London Corporation. Members are now invited to reflect on what went well during the induction, as well as any areas that could be changed or improved on in future Member inductions.

53. The Sub-Committee is asked to provide feedback on the induction arrangements provided to all Common Councillors in the initial few weeks and first quarter following the Ward elections on 20th March 2025. Members are invited to provide suggestions on how future inductions can be improved, in terms of the focus and timing of events, any gaps in the initial training, as well as any improvements that could be made to the Member's Portal. Members are also invited to consider whether improvements could be made to the Member Buddying Scheme and/or whether the scheme should be repeated for future intakes.

Isaac Thomas

Personal Assistant and Member Services Officer

E: isaac.thomas@cityoflondon.gov.uk

Committee(s): Member Development and Standards Sub-Committee	Date: 08/07/2025
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	For Discussion
Report author(s) Isaac Thomas Town Clerk's Department	

Summary

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

At the meeting of the Member Development and Standards Sub-Committee on 8th July 2024, it was proposed that the wider Learning and Development Programme be wound down from Quarter 2 (July 2024) onwards for the remainder of that civic year to enable preparations for a comprehensive Induction and Refresher programme to be prioritised.

The Induction and Refresher programme following the Ward elections on 20th March 2025, has now almost fully been delivered and is due to finish on 25th July 2025. Following a review and evaluation of the learning captured and feedback received during the Induction/Refresher Programme, Members are now asked to consider the longer-term Member Development offer.

Recommendation:

Members are asked to discuss proposals for the rolling Member Development programme which will commence in September 2025 after the summer recess.

Main Report

Background

1. At its meeting of 8th July 2024, the Member Development and Standards Sub-Committee endorsed proposals for the wider Learning and Development Programme to be wound down for Quarters 3 and 4 in order to prioritize the Member Induction and Refresher Programme offerings for the remainder of the civic year, ahead of the all-out Ward elections on 20th March 2025.
2. It was agreed that proposals in respect of the longer-term Member Development offer would be submitted to the Sub-Committee for consideration ahead of the summer recess in 2025, following a review and evaluation of the learning captured and feedback received during the Induction/Refresher Programme and once the on-going learning and development interests of a new cohort are therefore better understood.
3. In addition to the formal Induction offer of briefings, a comprehensive refresh and review of the Member Portal pages was undertaken to ensure that all relevant documentation was included.

Members Portal

4. A new Member's Portal was launched in the week following the election, with the link being provided to all new and returning Members. The Member's Portal was subsequently installed as the landing page on all Members City Corporation devices.
5. The Member's Portal provides Members with access to key documents, contacts and information that should help support you in your role as a Common Councillor or Alderman. The Sub-Committee's feedback on the Portal pages, including any suggestions of improvements or additions, would be gratefully received.
6. We are hoping that the E-Handbook (previously issued as a PDF) might be integrated through the Member Portal Page so that Members can access up-to-date information at any time. This will also ensure that there is a helpful and accurate resource available as and when by-elections are held. In the event this is not feasible, a like-for-like update will be provided.
7. It is hoped that we utilise this page considerably as part of Members ongoing learning and development, to ensure it becomes a 'go-to' site for Member enquires.

Previous Learning and Development Programme

8. The previous Member Learning and Development programme will be circulated with Members of the Sub-Committee ahead of the meeting on 8th July 2025, to help generate discussion.

Measurement and Analysis

9. Monitoring and analysis continues to form an important part of the delivery of the Member Development Strategy to ensure not only the appropriate use of resources, but to allow us to take forward learning to influence the future. We continue 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.

Corporate and Strategic Implications

Strategic Implications:-

9. 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:-

10. The annual budget allocation of £9k made by the City Corporation for Member Learning and Development has and will continue to remain stable.

Resource Implications:-

11. The practice and intention is to actively seek out internal expertise before engaging external presenters.

Risk Implications:-

12. The success of the Member Learning and Development Programme is reliant on 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. In this Quarter the programme has been delivered according to plan, however Member attendance remains a concern. Officers have, following requests and comment, revised the method by which Members are notified of upcoming sessions. A Microsoft Teams invitation is now circulated to the full Court on each occasion with those wishing to attend encouraged to accept the invitation. However an acceptance of the invitation has proved not to be a reliable method of calculating attendance to date. Officers welcome consideration and comments from the Sub-Committee regarding how to increase attendance figure and improve Member interest/response rates moving forward.

Equalities Implications:-

13. 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:-

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 presents an update on the delivery to-date of the Member Learning and Development programme, and Members are invited to discuss proposals for the rolling Member Development programme which will commence after the summer recess 2025.

Contact:

Isaac Thomas,
PA and Member Services Officer
Isaac.Thomas@cityoflondon.gov.uk