

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

<b><u>Suggested Areas of Improvement/Reflection</u></b>	<b><u>Actions Proposed to Support</u></b>	<b><u>Proposed Delivery</u></b>	<b><u>Owner</u></b>	<b><u>Goal Date</u></b>
<b>1) Defining what good looks like</b>	a) 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.	<b><u>Assistant Town Clerk</u></b>	<b><u>To be prepared by April 2025, for the new Court.</u></b>
	b) 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.	<b><u>Comptroller and City Solicitor / Assistant Town Clerk</u></b>	<b><u>To be delivered by October 2024.</u></b>

		<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><b><u>Revised Code to be presented to the Policy and Resources Committee and subsequently the Court of Common Council for formal adoption in Autumn 2024.</u></b></p>		
	c) 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.	<b><u>Executive Director of HR &amp; Chief People Officer/Comptroller and City Solicitor</u></b>	<u>Await response to the Staff Survey and take forward once Code of Conduct review has been delivered.</u>
	d) Member Training and Development on the Code of Conduct	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	<b><u>Comptroller and City Solicitor / Assistant Town Clerk</u></b>	<u>A minimum of four sessions a year to be scheduled from April 2025. Training should</u>

		<p>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>		<p><u>also be provided to 'External' Members who are held to account against the same Code.</u></p>
	<p>e) Member Training and Development on protected characteristics but also on 'cultural competency' and non-apparent diversity</p>	<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 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><b><u>Assistant Town Clerk</u></b></p>	<p><u>Aim to have a 100% completion of relevant e-learning modules by the new 2025 Membership by September 2025.</u></p> <p><u>A report to come forward in due course setting out options and costs of such opportunities.</u></p> <p><u>To be implemented by April 2025.</u></p>

<p><b>2) Introduction of a buddying system for new Members</b></p>	<p>a) 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 set out the broad expectations of the role.</p>	<p><b><u>Assistant Town Clerk</u></b></p>	<p><u>To be actioned as part of the 2025 Member Induction offer.</u></p>
	<p>b) Improvement and standardisation of Committee on-boarding process</p>	<p>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</p>	<p><b><u>Assistant Town Clerk</u></b></p>	<p><u>To be actioned as part of the 2025 Member Induction offer.</u></p>

	c) Additional support for new Ward Deputies and revised Ward Deputy Role Descriptions	<p>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.</p> <p>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.</p>	<b><u>Assistant Town Clerk</u></b>	<u>A report to come forward in time for implementation in April 2025.</u>
<b>3) Training for Committee Chairs</b>	a) 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 will continue to be regularly delivered in-house as part of the wider programme.	<b><u>Assistant Town Clerk</u></b>	<u>To be provided from April 2025.</u>
	b) 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.	<b><u>Assistant Town Clerk</u></b>	<u>A report to come forward in time for implementation for the 2025/26 civic year.</u>

	c) '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.	<b><u>Assistant Town Clerk</u></b>	To be provided following the <u>new Member Induction (i.e. from September 2025).</u>
	d) 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	<b><u>Assistant Town Clerk</u></b>	A report to come forward in time for <u>implementation in April 2025.</u>
<b>4) Role of the Chief Commoner in supporting informal resolutions to potential complaints and in Member behaviour/relationships more generally</b>	a) 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 Procedure regarding Informal resolution of Member/Member Complaints and ensure all other relevant updates	Governance and Member Services Team to review and update existing Chief Commoner Role Description ensuring alignment with all other relevant Corporate Governance documents such as the Complaints Procedure for Complaints under the Member Code of Conduct.	<b><u>Assistant Town Clerk</u></b>	A report to come forward in time for <u>implementation in April 2025.</u>
	b) Exploration of similar Informal Resolution mechanisms for Officer/Member complaints	Provision of this to be explored within the forthcoming Member/Officer Charter Review.	<b><u>Comptroller and City Solicitor / Assistant Town Clerk</u></b>	Take forward <u>once Code of Conduct review has been delivered.</u>

<p><b>5) Encouraging “Allyship”</b></p>	<p>a) Increased and Improved Member Training in this respect</p>	<p>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.</p> <p>Liaison with City of London Police colleagues who have recently offered such training with positive feedback.</p>	<p><b><u>Assistant Town Clerk</u></b></p>	<p>To be provided following the <u>new Member Induction (i.e. from September 2025).</u></p>
	<p>b) Renewed focus on Chairs in calling out poor behaviours in a Committee setting</p>	<p>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.</p> <p>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.</p>	<p><b><u>Comptroller and City Solicitor/Assistant Town Clerk</u></b></p>	<p><u>Review of the SOs is to be delivered before April 2025.</u></p> <p><u>Work on Chairs job descriptions to be prepared for April 2025.</u></p> <p><u>Appraisal process to be introduced for 2025/26</u></p>
	<p>c) EDI Sub-Committee members as ‘champions’ of allyship</p>	<p>The EDI Sub-Committee to consider this suggestion further and ways in which they might best take on and promote themselves in this way.</p>	<p><b><u>Assistant Town Clerk</u></b></p>	<p><u>Report to go to EDI Sub-Committee ahead of the 2025 Elections.</u></p>