



Member Development and Standards Sub Committee

Date: TUESDAY, 9 DECEMBER 2025

Time: 2.00 pm

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

Members:

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

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. **PUBLIC MINUTES**

To agree the public minutes and non-public summary of the meeting held on 8 July 2025.

For Decision
(Pages 5 - 10)

4. **MEMBER LEARNING AND DEVELOPMENT STRATEGY 2025-29 AND ROLLING PROGRAMME OF TRAINING EVENTS 2025-26**

Report of the Town Clerk.

For Decision
(Pages 11 - 30)

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

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

Part 2 Non Public Agenda

7. **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 items on the grounds that they involve the likely disclosure of exempt information as defined in Part I of the Schedule 12A of the Local Government Act or relate to functions of the Court of Common Council which are not subject to the provisions of Part VA and Schedule 12A of the Local Government Act 1972.

For Decision

8. **NON-PUBLIC MINUTES**

To agree the non-public minutes of the previous meeting held on 8 July 2025.

For Decision
(Pages 31 - 32)

9. **STANDARDS IN RELATION TO PAST MEMBERS (TO FOLLOW)**

Report of the Town Clerk (To Follow).

For Decision

10. **NON-PUBLIC QUESTIONS ON MATTERS RELATING TO THE WORK OF THE SUB-COMMITTEE**

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

This page is intentionally left blank

MEMBER DEVELOPMENT AND STANDARDS SUB COMMITTEE

Tuesday, 8 July 2025

Minutes of the meeting of the Member Development and Standards Sub Committee held at Committee Room - 2nd Floor West Wing, Guildhall on Tuesday, 8 July 2025 at 2.00 pm

Present

Members:

Deputy Henry Pollard, Chief Commoner (Chair)
Deputy Helen Fentimen OBE JP (Deputy Chair)
Sandra Jenner
Charles Edward Lord, OBE JP

Officers:

Polly Dunn	- Town Clerk's Department
Isaac Thomas	- Town Clerk's Department
Kate Doidge	- Town Clerk's Department
Kevin Colville	- Comptroller and City Solicitor's Department

The Chairman welcomed those Members that were new to the Member Development and Standards Sub Committee and extended his personal thanks and those of the Sub-Committee to Deputy Peter Dunphy for his support and contributions during his time as Chief Commoner and Chairman.

1. **APOLOGIES**

Apologies were received from Deputy Peter Dunphy, Alderman Alison Gowman, Deputy Christopher Hayward, Deputy Jaspreet Hodgson, Tim McNally, Naresh Sonpar and Deputy James Thomson.

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

There were no declarations.

3. **ELECTION OF A DEPUTY CHAIR**

The Committee proceeded to elect a Deputy Chair in accordance with Standing Order 26.

Deputy Helen Fentimen, as the only Member expressing their willingness to serve, was duly elected as Deputy Chairman for the year ensuing.

RESOLVED, that - Deputy Helen Fentimen be elected Deputy Chairman of the Member Development & Standards Sub-Committee for the year ensuing.

4. **PUBLIC MINUTES**

RESOLVED, that the minutes of the meeting held on 7 February 2025 be approved as a correct record.

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

The Sub-Committee considered a report of the Town Clerk presenting recent 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. The report also contained details of the Panel's recent recruitment activity and a request for a review of the Independent Person's day rate.

A Member indicated that, in reviewing the Independent Person's day rate, it would be useful to know how regularly the Panel had sat and what they were paid on average. It would also be useful to consider the day rate paid by comparators in the market for similar independent panels, in order to assess whether the City Corporation should pay the same, less or more to its own Independent Person's. Officers confirmed that the total cost over the last year was £2,500 and agreed that it would be useful to consider the views of other major bodies in this area, such as the civil service, in order to benchmark the data.

Members were mindful that the day rate had remained unchanged since the Panel's inception in January 2021 and therefore suggested that it be lifted to align with CPI (Consumer Price Index), as had been done previously with Member's Allowances. This would be subject to further data on comparators' day rates to ensure that the City Corporation's day rate was not out of kilter with other bodies. This recommendation would be made to the Policy and Resources Committee for further discussion ahead of its presentation to the Court of Common Council.

The Chairman sought clarity on the process that would be undertaken to fill the Panel's vacancies. Officers indicated that up to 4 new Independent Person's would be elected to the Panel, with interviews and a selection panel likely to take place in September 2025, followed by a recommendation to the Court towards the end of the year.

RESOLVED: That Members: -

- Noted the report.
- Recommended to the Policy & Resources Committee that the Independent Person's day rate be increased to align with CPI.

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

The Sub-Committee considered a report of the Town Clerk providing 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 up until Summer recess, 2025.

Members were invited to provide feedback on the induction programme, reflect on lessons learned and provide suggestions on how future inductions could be improved, particularly in terms of the focus and timing of events.

During the discussion, the following points were raised:

- a) Members thanked officers for their hard work and provided broadly positive feedback on the induction programme in terms of its organisation and design, its reach to Members and the number of subjects available. Members also commented that the content of each briefing session was carefully designed with recipients in mind and that the style of delivery was clear and comprehensible.
- b) A Member queried whether, following the initial fortnightly phase of core and essential training, briefing sessions could be advertised with an indication of which Committees their content would be most relevant to. Signposting relevant Committees would enable Members to target sessions of particular importance to their own Committee interests. Officers were supportive of this suggestion and indicated that this additional detail could be incorporated into induction arrangements following the Ward elections in 2029, enabling sessions to be better tailored to Members' interests.
- c) A Member questioned whether officers had identified any particular obstacles to Members' participating in the induction programme, particularly following the intensive first couple of weeks, in terms of the timing of the briefing sessions. If any patterns or trends were identified, the Member suggested that this could help officers think flexibly about future delivery. Officers responded that the induction programme had been designed to offer a mixture of hybrid morning, lunchtime and afternoon slots around the formal schedule of committee meetings. Training was also recorded in order to provide further accessibility and flexibility. While no trends were identified, officers noted that attendance to briefing sessions did tend to tail off towards the latter stages of the programme. Anticipating this, officers had ensured that key sessions, deliberately tailored towards new Members, were scheduled earlier on in the programme.
- d) The Sub-Committee discussed the Member Buddying Scheme, which had been introduced as a recommendation from the Member Behaviour Review. The Scheme offered new Members contact with a pool of returning 'Member Buddies', who volunteered their time to help with signposting and providing advice on issues affecting the life of a Member. While Members agreed that launching the Buddying Scheme had been worthwhile, the Sub-Committee also noted that the scheme was resource intensive. It had also been difficult to monitor whether Member Buddies were engaged specifically as 'buddies' and it was noted that new Members had tended to approach the Full Court for support and advice. While acknowledging the benefits of upholding the buddying scheme in principle, Members discussed other, less resource

intensive options to administer a similar scheme in future inductions. It was suggested that the Member Development and Standards Sub-Committee membership would be best placed as buddies in future induction programmes, in place of the formal appointments process that was undertaken for the 2025 induction.

- e) Officers updated the Sub-Committee on the continuous updates being made to the Members' Portal as it was intended for the Portal to remain in place and be continually improved upon up until the next scheduled induction that would follow the Ward-elections in 2029.
- f) Officers reported that of the Full Court, 57.6% of Members had attended a Mandatory Code of Conduct training session. The Sub-Committee was concerned by the substantial number of Members that had failed to attend the compulsory training and discussed actions going forward in order to ensure compliance. It was agreed that officers would write to all Members who had not attended training on the Code, providing the link to the recording on the Members' Portal and asking that they confirm in writing once they had watched the training. Officers would highlight that the City of London Corporation had designated it as mandatory following the Code's adoption by the Court of Common Council, effective from 19th March 2025. If Members were not to comply with the training, they would therefore run the risk of contravening the standards regime.
- g) Once the raw data had been processed, it was proposed that the key attendance statistics for the induction programme be emailed to Members of the Sub-Committee in a digestible format.

RECEIVED

7. MEMBER LEARNING AND DEVELOPMENT - FUTURE PROGRAMME

The Sub-Committee received a report of the Town Clerk providing an update in respect of the longer-term Member Development offer following the successful delivery of the induction programme from March-July 2025.

The Chairman drew the Sub-Committee's attention to a supplementary paper providing the previous Member Learning and Development Strategy and programme of training events for 2023-2025, which the Sub-Committee would use to inform the training offer going forward.

Members were in broad agreement that the previous Learning and Development programme had worked well in providing a comprehensive and informative programme of training for all Members and suggested that the rolling programme for 2025-2026 should operate on the same quarterly themed basis as was used in the rolling programme for 2023-2025. The quarterly themes for 2023-25 were 'Leadership Skills', 'Health, Safety & Wellbeing', 'Equality, Diversity and Inclusion,' and 'Data and Information.' A Member also highlighted that training on the Corporation's statutory and legal obligations would be useful, as well as the provision to all Members of an organisation-wide organogram.

With this feedback in mind, officers agreed to draw up a refreshed strategy and programme of training events, which would be presented to Members at the next meeting of the Sub-Committee.

RECEIVED

8. MEMBER BEHAVIOUR ACTION PLAN UPDATE

The Sub-Committee heard the Town Clerk.

Members were provided with a progress update on the Member Behaviour Action Plan. Members were informed that much of the focus over the last year was geared towards actions that could be delivered as part of the Member Induction and Refresher Programme. These included a Code of Conduct review in line with the new model Code, which was implemented in March 2025, the introduction of a Member Budding Scheme and the delivery of Mandatory Training on the Code of Conduct. A suite of actions remained on the Action Plan and would be tackled over the coming year following the delivery of the induction programme. Future actions included the development of a clear mission statement, in consultation with the Corporate Services Committee, a review of the Member/Officer Charter, and an ongoing review on Equalities, Diversity and Inclusion, being led by the Equality, Diversity & Inclusion Sub-Committee.

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

There was none.

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.

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

An additional item of business was raised in the non-public session, relating to debts to the Guildhall Club.

13. **CONFIDENTIAL MINUTES**

RESOLVED, that the confidential minutes of the meeting held on 7 February 2025 were approved as a correct record.

The meeting ended at 2.50 pm

Chairman

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

City of London Corporation Committee Report

Committee(s): Member Development and Standards Sub-Committee – For decision	Dated: 09/12/25
Subject: Member Learning and Development Strategy 2025-29 and Rolling Programme of Training Events 2025-26	Public report: For Decision
This proposal: <ul style="list-style-type: none"> provides statutory duties 	
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 and Chief Executive
Report author:	Isaac Thomas, PA & Member Services Officer

Summary

This report provides the Member Development and Standards Sub-Committee with a first look at a new Member Learning and Development Strategy for 2025-29, which has been produced to include a delivery plan for an ongoing, structured, rolling programme which aims to support all Members of the Court of Common Council in ensuring that they have access to opportunities to broaden their specialist knowledge and skills in relation to their duties.

Following the delivery of the Member Induction and Refresher Programme immediately following the Ward elections on 19/20th March 2025 up until Summer recess 2025, we now turn our attention to the Member Learning and Development Strategy for 2025-2029 and to the development of a new Rolling Programme of Training Events for the ensuing year. Members are now asked to consider the report and to provide any feedback or direction in respect of the forward learning and development programme and such additional / alternative offerings as they see fit.

Recommendation(s)

Members of the Member Development and Standards Sub-Committee are asked to:

1. Note the report and to provide any feedback or direction in respect of the forward learning and development programme and such additional / alternative offerings as they see fit.
2. Approve the refreshed Member Learning and Development Strategy (attached at Appendix 1)

Main Report

Background

1. At the last meeting of the Member Development & Standards Sub-Committee on 8 July 2025, Members were presented with the previous Member Learning and Development Strategy and the Rolling Programme of Training Events for 2023-2025. The Sub-Committee used this opportunity to examine the previous strategy and programme of events, commenting upon the courses delivered and the quarterly themes. This information was used to inform the Sub-Committee's suggestions in respect of the Member Learning and Development Strategy for 2025-2029 and the rolling training programme going forward for the civic year, 2025-2026.
2. Members were in broad agreement that the previous Learning and Development programme had worked well in providing a comprehensive and informative programme of training for all Members. It was therefore suggested that the rolling programme for 2025-2026 should operate on the same quarterly themed basis as was used in the rolling programme for 2023-2025.
3. The previous quarterly training programme for 2023-2025 is provided below, for reference:

2023/24	Theme/Focus
Q1	Leadership Skills
Q2	Health, Safety & Wellbeing
Q3	Equality, Diversity and Inclusion
Q4	Data and Information
2024/25	
Q1	Leadership Skills
Q2	Health, Safety & Wellbeing

4. With the Sub-Committee's feedback and direction in mind, it was agreed that a new, refreshed Learning and Development Strategy for 2025-2029 and Rolling Programme of Training Events for 2025-2026 would be presented to the Sub-Committee at its next meeting on Tuesday 16th September 2025. Following the cancellation of the meeting on Tuesday 16th September, this is now being brought to the Sub-Committee on Tuesday 9th December.
5. The Strategy for 2025-2029 is available to view at Appendix 1.

Rolling Programme

6. As in the previous programme, it is considered that any ongoing Member Learning and Development Programme should make use of the opportunities and expertise already available in-house. Not only would this allow for greater tailoring of Learning and Development activities to reflect the Corporation's sometimes unique arrangements, but it would also provide for a more comprehensive yet cost-effective approach. The recording of training sessions is also now routine to promote accessibility and value for money. As with the Induction and Refresher programme, it is intended that recordings will be uploaded to the Members' Portal, allowing Members to revisit previous learning sessions at their leisure for refresher purposes. Similarly, Member attendance is due to be captured throughout the rolling programme, and individual training records will be adopted.
7. As was the case previously, the rolling programme will operate on a thematic basis and will be continually informed by Member feedback throughout. While each quarter will operate around a general thematic strand, ad-hoc training will also continue to be held as and when opportunities arise, even when it does not align with the assigned quarterly theme. Where free, ad-hoc training opportunities present themselves, these will be advertised to the whole Court (cost depending). Where there are costs associated with training, proposals will be brought to the Sub-committee, providing there is sufficient time to do so. If there is insufficient time to bring forward proposals to the Sub-committee, the Deputy Town Clerk and Assistant Town Clerk will be authorised to approve the cost of training and the appropriate recipient(s) of the training, in consultation with the Chief Commoner and Deputy Chair of the Sub-Committee.
8. The primary focus for Quarters 1 and 2 of 2025-26 were upon the delivery of the Member Induction and Refresher Programme. It is proposed that the rolling programme shall resume for Quarter 4.
9. In light of this and as suggested at the meeting of the Sub-Committee on 8 July, the themes for 2025-2027 are as follows:

2025/2026	Dates	Theme/Focus
Q1	April - June 2025	Member Induction and Refresher Programme
Q2	July - September 2025	Member Induction and Refresher Programme
Q3	October - December 2025	Ad-hoc training (including requests made during the Member Induction)
Q4	January - March 2026	Equality, Diversity and Inclusion
2026/2027	Dates	Theme/Focus
Q1	April -June 2026	Leadership Skills
Q2	July-September 2026	Health, Safety & Wellbeing
Q3	October-December 2026	Data and Information
Q4	January-March 2027	Equality, Diversity and Inclusion

10. As was the case previously, it is considered beneficial to add a specific statutory training theme, in addition to the above themes, with all Members afforded the opportunity to undertake requisite licensing and planning training, so as to allow them to discharge their duties in this respect should the need arise and committee memberships change unexpectedly or at short notice.
11. The rolling programme does not explicitly list all training/induction requirements and offerings that Members should have access to upon appointment to specific Committees. This will continue to be provided by the relevant Chief Officer(s) in conjunction with the Committee Clerk on an ongoing basis.
12. In producing the Strategy, due consideration was given to the experiences of newly appointed Members of Court and their comments on the Induction Programme. Additional training requests that arose during the induction were scheduled for delivery during Quarter 3. These sessions are as follows:
 - Chair's Training (for Chairs, Deputy Chairs and aspiring chairs)
 - Planning Training (for All Members, including non-planning Members)

Members' Portal

13. The Members' Portal is a dedicated Member Resource page on the City Corporation intranet, which provides Members with access to key documents, contacts and information that should help support them in their role as a Common Councillor or Alderman.
14. In addition to the formal Induction offer of briefings, a comprehensive refresh and review of the Member Portal pages was undertaken in March 2025 to

ensure that all relevant documentation was included. The new Members' Portal was launched in the week following the March 2025 Ward elections, with the link being provided to all new and returning Members.

15. The Member's Portal was subsequently installed as the default 'homepage' on all Members' City of London Corporation devices, ensuring that it does not require any additional effort on the Members' part to gain access.
16. It is intended that the Portal will not only allow Members to find out about training opportunities and book onto courses, but also operate as a 'one-stop shop' for the dissemination of a large volume of Member-related material. The Portal currently contains information on the following:
 - Training materials (recordings and slide decks)
 - Code of Corporate Governance and Members' Standards
 - Key Contacts
 - Committee and Member Information
 - Useful Policies (e.g. Member Car Park Policy, Member Attendance Policy)
 - Committee Lunch bookings app
 - Member Facilities (Member Bedrooms and Overnight Accommodation)
 - Hospitality and Events
 - Various forms for completion (e.g., Gifts and Hospitality, Dispensation, Skills and Experience, Car Parking Pass application form)
17. The Members' Portal is ever growing and evolving, and we hope to continue updating this site in line with Member feedback and guidance, to ensure that up-to-date information and resources continue to be accessible to all Members of the Court. The Sub-Committee's feedback on the Portal pages, including any suggestions of improvements or additions, would be gratefully received.
18. It is intended for the Member's Pocket Book (previously issued in hard copy) to be integrated through the Members' 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.

Measurement and Analysis

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

Corporate and Strategic Implications

21. 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.

Strategic Implications:

22. 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:

23. There is an annual budget allocation of £9k made by the City Corporation for Member Learning and Development. Efforts will be made to provide training internally, at no cost.

Resource Implications:

24. Additional resources have been put in place with the appointment of a dedicated Member Services Officer as of November 2024, who is responsible for ensuring that the objectives are met. This has helped to draw together a team of officers across departments who are collectively responsible for the Member Learning and Development offer.

25. Legal Implications:

None.

Risk Implications:

26. 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, the objectives will not be met. If successful, the delivery of the Strategy ought to help mitigate against corporate risks across the organisation, with Members being better equipped to discharge their various responsibilities.

Equalities Implications:

27. 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 ensure that all delegates have the

same opportunities. Where possible, reasonable adjustments will be made to allow equality of access.

Climate Implications:

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

Security Implications:

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

Conclusion:

30. This report presents a refreshed Member Learning and Development Strategy and programme of proposed training events. Members are asked to consider the report and to provide any feedback or direction in respect of the forward learning and development programme and such additional / alternative offerings as they see fit.

Appendices

Appendix 1 – Member Learning and Development Strategy 2025-2029

Contact:

Isaac Thomas, PA and Member Services Officer

isaac.thomas@cityoflondon.gov.uk

This page is intentionally left blank



MEMBER LEARNING AND DEVELOPMENT STRATEGY 2025-2029



CONTENTS

1. Introduction to the Member Development and Standards Sub-Committee
2. Aim of the Strategy
3. How Member Learning and Development Needs will be Identified
4. How Member Learning and Development Needs will be Met
5. Rolling Programme of Events
6. Equality of Access and Opportunities
7. Monitoring and Evaluation



1. INTRODUCTION TO THE MEMBER DEVELOPMENT AND STANDARDS

SUB-COMMITTEE

This Member Learning and Development Strategy has been fully endorsed by the Member Development and Standards Sub-Committee. The Sub-Committee was established in 2023 and agreed its terms of reference that same year to ensure that all Members have access to opportunities to broaden their specialist knowledge and skills in relation to their duties as Aldermen or Common Councillors.

The Member Development and Standards Sub-Committee will take on oversight of the strategy and its implementation and may periodically update contents throughout its lifetime.

Whilst this strategy is designed to support and structure the City Corporation's work and commitment to Member development, every Member is encouraged to take personal responsibility for their own development.

The Sub-Committee has a number of responsibilities including:

- Development and review of a learning and development strategy that is relevant to, and continues to meet the needs of, all Members.
- Developing a comprehensive induction programme for all new Members as they join the Court
- Establishing a range of development opportunities which Members may pursue individually or in groups, based on an analysis of their needs
- Setting out and monitoring a budget allocated to Member development and ensuring it is used effectively and delivers value for money
- Ensuring Members are made aware of, and encouraged to pursue, all the learning and development opportunities that are available
- Monitoring how learning and development opportunities - formally as part of a structured Member Learning and Development Programme and also informally - are being delivered across the organisation, and their effectiveness
- Monitoring Member involvement in the learning and development activities that are provided and take relevant action, as required, to improve attendance/participation.

2. THE CITY CORPORATION'S MEMBER LEARNING AND DEVELOPMENT STRATEGY

A formal Member Learning and Development offer has therefore been developed, taking into account the views, requirements and relevance to Members and will be delivered on a quarterly basis from 2025-2027. This rolling programme should feature formal in-person training courses, online courses and recordings, visits and practical skills sessions, developed in consultation with the Sub-Committee, and delivered to all Members. In addition to this, but outside of the formal Member Learning and Development offer, committee-specific training will be provided by Chief Officers as and when necessary and the Chairmen will continue to deliver a series of topical briefings for Members.

A structured programme, delivered on a rolling basis, is being offered to Members and this will continue through to the next Ward elections in March 2029.

This Strategy is intended to enhance the profile of the City Corporation's commitment to Member Learning and Development by providing clarity about what support is available to all Members and how this can be accessed; and to identify the key issues that will be addressed in the formulation, delivery and evaluation of the rolling programme between October 2025 and March 2029.

3. HOW MEMBER LEARNING AND DEVELOPMENT NEEDS WILL BE IDENTIFIED

To ensure that the Member Learning and Development Programme remains Member-led, surveys will be undertaken periodically to ascertain Members' learning and development requirements.

Members will be provided with regular updates from the Governance and Member Services Team through the Members' Briefing and Members' Portal platform. They will be encouraged to identify areas/issues that should be addressed in the rolling programme and draw these to the Sub-Committee's attention. Feedback from attendees at learning and development events will also inform the content and delivery of the rolling programme of learning and development activities. Qualitative and quantitative tools will be used as part of the evaluation arrangements to effectively measure impact and satisfaction levels. A structured Learning and Development Programme, which will be delivered on a rolling basis as of October 2025, will focus on the following:

Essential Training Needs

The Sub-Committee will routinely review the learning and development programme to ensure that it continues to meet the needs of Aldermen and Common Councillors and reflects any relevant changes in the internal and external environment. Such factors may include changes in corporate priorities, new legal requirements, or developments and changes in local government services and structures.

It is vital that any learning and development activities relate directly to Members to fulfil their individual roles. To ensure this is the case each newly elected Member will be provided with an induction programme that delivers an overview of what the City of London Corporation does and how its diverse services are funded and delivered. In addition, committee-specific issues will be addressed in a variety of ways including presentations from Chief Officers, one to one sessions with officers, site visits, access to virtual learning events and the circulation of written briefings. Additional learning and development opportunities, that address practical skills and Members' wider roles, will also be available.

Newly-elected Members joining through by-elections will have access to the same induction offering as those who joined in March 2025. This is facilitated through one-to-one discussions and access to recordings of sessions. Refresher learning and development activities will be included in the rolling programme of activities to ensure that Members are able to fulfil their roles most effectively. Where possible, the Member Services Team will endeavour to record all events, to be made available via the Members' Portal for future viewing.

Recommended Training

The Sub-Committee will identify opportunities that it recommends that Members undertake to support the discharging of their duties.

Specialised Roles, Needs and Related Factors

It is important that all Members are fully aware of the breadth of the organisation's services, its history, its tradition and its on-going relevance. Likewise, as above, some Members will have additional roles that they currently fulfil or are likely to fulfil in the future and therefore specialist or focused training will be delivered where such needs are identified.

The following list is not exhaustive but highlights areas of specialised training that will be included in the programme:

- Regulatory awareness (i.e. Licensing, Planning, etc.)
- Staff Appeals training
- The Governance Framework (i.e. Standing Orders, Code of Conduct)
- Ceremonial protocol
- Key topics relevant to the City of London Corporation
- Changes in legislation

There will be areas related to our institutions, such as the City's Family of Schools, that demand specialist training and will be responsible for delivering this directly to the relevant Members. This will be managed by the experts within those relevant departments, however, going forward over the 2025-29 period, the Member Services Team will be seeking to draw together all of these threads, for a collaborative and considered offering.

Identifying personal development needs

The above aspects will define generic learning and development needs linked to corporate aims or activities and, most importantly, Members' roles. However, for the programme to be truly reflective of, and to meet individual Members' needs and interests, an element of self-analysis is required. All Members are therefore strongly encouraged to undertake a certain amount of self-analysis and to advise the Committee and Member Services Team about any skills or knowledge gaps that could be addressed through the learning and development programme. The process will be overseen and monitored by the Member Development and Standards Sub-Committee.

Practical skills that might be of interest to Members, and which will be included in the Member Learning and Development Programme, include:

- Chairmanship Skills
- Presentation Skills
- Communication skills including negotiating, conflict resolution, advocacy and lobbying
- Public speaking
- Problem solving, scrutiny and analytical skills

- Social media

Individual personal learning and development requests

Where Members have specific learning and development interests that are relevant to their role as an elected Member but not met through the structured Member development programme, requests to attend particular events (i.e. external conferences, seminars and training sessions) should be submitted to the Member Development and Standards Sub-Committee, via the Committee and Member Services Team, for approval. Where attendance/event costs are to be met from the Member Development budget, the Member Development and Standards Sub-Committee approval is required in advance.

Data Collection and use

The Member Services Team are working to capture data relating to Member skills and interests, particularly as they develop over time and build from experience in a non-City Corporation capacity. All Members of Court have been offered the opportunity to complete a Skills and Experience form. This data will not only help us to tailor the approach to Member Learning and Development, but will also continue to be shared with Innovation and Growth, Remembrancer's Department and Mansion House to help inform relevant events – therefore generating benefits across multiple departments and areas of the City Corporation

Corporate and strategic objectives

It is essential that this programme works towards supporting Members in delivering the City Corporation's Corporate Strategy. The Member Services Team will engage with the Chief Strategy Officer, and all Chief Officers on a regular basis, to ensure that any areas of development are identified and addressed pro-actively.

4. HOW MEMBER LEARNING AND DEVELOPMENT NEEDS WILL BE CONTINUED TO BE MET

Due to the intensive nature and short timeframe of a typical induction programme, all of the learning and skills development needs of Members are unlikely to be met solely through induction. Aldermen and Councillors will therefore have access to continuing, needs-based learning and skills development opportunities throughout their term to enhance their effectiveness.

When looking to identify appropriate development activities, there is a need to be mindful of ensuring that those activities represent value for money. In the current economic situation, wherever possible, development needs will be addressed through in-house provision and free resources. Pan-London opportunities will also be explored and, where relevant, made available to Members. In some circumstances, particularly where practical skills-based learning and development is required, external training providers will be engaged.

Where a course is considered valuable, but where costs will not allow participation to all Members, a view will be taken on whether it would be appropriate to offer the opportunity to the relevant Chairs and Deputy Chairs.

The development of an effective training and development programme is based on identifying the skills and knowledge required by Members to perform their roles and responsibilities effectively. Throughout the year, Aldermen and Councillors will be able to undertake a variety of general learning and development activities. Likewise, a variety of tailored activities will be made available to Chairs, Committee Members or those that have expressed an interest in undertaking practical skills-based training. Learning and development activities will be delivered in a variety of methods including:

- In-house briefings and workshops delivered at various times throughout the day on a broad range of topics
- External conferences, seminars and training events (off-site or on-site collective or 1-2-1)
- Written briefings and learning materials
- E-learning packages
- Recording of each session available via the Members' Portal to increase attendance and exchange of learning
- Site visits
- Sharing of knowledge amongst Members
- Mentorship and shadowing opportunities from 2026.

Members are encouraged to be involved in the development of fellow Members where appropriate by supporting induction and on-going training activities, disseminating expert knowledge; and offering mentoring.

Where relevant and practical, learning and development activities will be promoted and made available to the City Corporation's Co-opted Members.

The day-to-day management of appropriate Member Learning and Development activities will be the responsibility of the Committee and Member Services Team, in consultation with the Member Development and Standards Sub-Committee

Members should contact the Governance and Member Services Team at any time to discuss learning and development needs and interests:

Email: Members.Enquiries@cityoflondon.gov.uk

All Members will be regularly notified of the learning and development activities available and encouraged to participate where possible.

5. ROLLING PROGRAMME OF TRAINING EVENTS

The learning and development programme will be delivered on a quarterly themed-basis as follows:

2025/2026	Quarter Commencing	Theme/Focus
Q4	01 January 2026	Equality, Diversity and Inclusion
2026/2027		
Q1	01 April 2026	Leadership Skills
Q2	01 July 2026	Health, Safety & Wellbeing
Q3	01 October 2026	Data and Information
Q4	01 January 2027	Equality, Diversity and Inclusion

The rolling programme will be delivered on this basis until **31 December 2028** in advance of the Ward elections in **March 2029**.

Information setting out the details of all learning and development activities that will take place during each quarter will be published in advance and circulated to all Members.

Where free, ad-hoc training opportunities present themselves, these will be advertised to the whole Court (cost depending). Where there are costs associated with training, proposals will be brought to the Sub-committee, providing there is sufficient time to do so. If there is insufficient time to bring forward proposals to the Sub-committee, the Deputy Town Clerk and Assistant Town Clerk will be authorised to approve the cost of training and the appropriate recipient(s) of the training, in consultation with the Chief Commoner and Deputy Chair of the Sub-Committee.

Advance notification of anticipated attendance at all events will be required and in the event that low attendance is anticipated, the relevant Chief Officer and the Chief Commoner will be consulted as to whether or not a session should be postponed and rearranged to take place on an alternative date.

Where low attendance at externally facilitated sessions is anticipated, to ensure that the Member Development Budget is used appropriately, the Chief Commoner and Deputy Chair of the Sub-Committee will be consulted and if necessary, practical skills sessions will be postponed until the optimum attendee number can be guaranteed.

6. EQUALITY OF ACCESS AND OPPORTUNITIES

The City recognises its responsibility to offer equality of access to learning and development for all elected Members. In practice this means making sure that there are no physical, social, religious or cultural barriers to Members who want to participate in development opportunities, including those with work and family responsibilities, and using a range of methods to meet learning needs.

All Members shall have the opportunity to benefit from learning and development opportunities regardless of their physical circumstances, ethnicity, race, gender, sexuality, age or religion.

Information about learning and development opportunities will publicised appropriately and well in advance and in a format that all participants can access.



7. MONITORING AND EVALUATION

It is important to monitor and evaluate Members' learning and development to ensure that it has met its objectives, to ensure that the Corporation has received value for money in terms of the cost and the benefits, and to identify where improvements can be made in the future.

Attendance at learning and development sessions will be recorded in order to monitor interest and Members will be encouraged to give feedback on all learning and development activities. This will inform the on-going learning and development programme and commissioning work with external training providers; as well as ensuring that there is continuous improvement in the delivery of the Member Learning and Development Programme and maximisation of the benefits to Members.

Members will be asked to complete a short evaluation form after attending a learning and development event but in some instances other evaluation methods might be used including:

- Pre and post course questionnaires
- Feedback from the event facilitator (i.e. Chief Officer delivering a briefing or an external training provider)
- Verbal or written feedback from either the group or individuals who took part in the activity.

All feedback about the learning and development programme will be reviewed by the Member Development and Standards Sub-Committee on a quarterly basis.

Document is Restricted

This page is intentionally left blank