Equity, Equality, Diversity & Inclusion Sub-Committee

Date:	**WEDNESDAY, 18 FEBRUARY 2026**
Time:	1.45 pm
Venue:	**COMMITTEE ROOMS - 2ND FLOOR WEST WING, GUILDHALL**

Members: Deputy Caroline Haines (Chair)
Joanna Tufuo Abeyie
Alderman Sir Charles Bowman
Deputy Anne Corbett
Anthony David Fitzpatrick
Gregory Lawrence
Charles Edward Lord, OBE JP
Deputy Henry Pollard
Deputy James Thomson CBE
David Williams
Philip Woodhouse

Enquiries: **Zoe Williams**
Zoe.Williams@cityoflondon.gov.uk

Ian Thomas CBE
Town Clerk and Chief Executive

AGENDA

Part 1 - Public Agenda

1. **APOLOGIES**

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

3. **MINUTES**

    To approve the public minutes and non-public summary of the meeting held on 20 November 2025.

    For Decision
    (Pages 7 - 14)

4. **BARBICAN EQUITY, DIVERSITY AND INCLUSION STRATEGY UPDATE**

    Report of the Barbican Interim Chief Executive Officer.

    For Information
    (Pages 15 - 30)

5. **EQUITY, EQUALITY, DIVERSITY AND INCLUSION STRATEGIC FRAMEWORK: DELIVERY ROADMAP**

    Report of the Chief Strategy Officer.

    For Decision
    (Pages 31 - 46)

6. **CITY BELONGING PROJECT**

    Representative for Campaigns and Community Engagement to be heard.

    For Information
    (Verbal Report)

7. **MEMBER LEARNING & DEVELOPMENT: DISCUSSION OF EQUITY, EQUALITY, DIVERSITY & INCLUSION QUARTERLY TRAINING THEME**

    Report of the Town Clerk and Chief Executive.

    For Discussion
    (Pages 47 - 64)

8. **ANNUAL EQUALITIES REPORT UPDATE**

Representative from Equity, Equality, Diversity and Inclusion to be heard.

For Information
(Verbal Report)

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 - Non Public Items

12. **NON-PUBLIC MINUTES**

To approve the non-public minutes of the meeting held on 20 November 2025.

For Decision
(Pages 65 - 66)

13. **TRANSATLANTIC TRAFFIC OF ENSLAVED AFRICAN PEOPLE**

Report of the Deputy Town Clerk.

For Discussion
(Pages 67 - 112)

14. **BARBICAN EQUITY, DIVERSITY AND INCLUSION STRATEGY UPDATE - NON-PUBLIC APPENDIX**

To be read in conjunction with item 4.

For Information
(Pages 113 - 120)

15. **NON PUBLIC QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**

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

Part 3 - Confidential Items

17. **CONFIDENTIAL MINUTES**

To agree the confidential minutes of the previous confidential session held on 20 November 2025 as a correct record.

For Decision

18. **SUPREME COURT RULING ON THE DEFINITION OF SEX**

Comptroller and City Solicitor to be heard.

For Information
(Verbal Report)

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EQUITY, EQUALITY, DIVERSITY & INCLUSION SUB-COMMITTEE
Thursday, 20 November 2025

Minutes of the meeting of the Equity, Equality, Diversity & Inclusion Sub-Committee held at Committee Rooms, West Wing, Guildhall on Thursday, 20 November 2025 at 10.30 am

Present

Members:
Joanna Tufuo Abeyie (Deputy Chair)
Charles Edward Lord, OBE JP
Deputy Henry Pollard
David Williams

Officers:

Mark Gettleson	-	Communications & External Affairs
Dionne Corradine	-	Chief Strategy Officer
Sarah Guerra	-	Corporate Strategy & Performance
Helena Mattingley	-	Corporate Strategy & Performance
Kate MacLeod	-	City of London Police
Cindy Vallance	-	People & Human Resources
Genine Whitehorne	-	Chamberlain's Department
John Cater	-	Town Clerk's Department

1. **APOLOGIES**
   Apologies were received from the Deputy Caroline Haines (Chair), Deputy Anne Corbett and Deputy James Thomson CBE in advance of this meeting.

2. **MEMBERS' DECLARATIONS UNDER THE CODE OF CONDUCT IN RESPECT OF ITEMS ON THE AGENDA**
   There were no declarations.

3. **MINUTES**
   Deputy Henry Pollard requested that the attendance be updated to reflect their apologies for the meeting.

   RESOLVED – That, subject to the above amendment, the public minutes and non-public summary of the previous meeting held on 25 September 2025 be agreed as a correct record.

4. **PROPOSED AMENDMENTS TO THE SUB-COMMITTEE'S TERMS OF REFERENCE (DRAFT)**
   The Sub-Committee considered a report of the Town Clerk which proposed changes to their Terms of Reference to certify that they are in line with the City of London Corporation's EEDI mission to ensure that the City is the best place in the world to live, work, learn, and explore.

Officers confirmed that they had worked collectively on the proposed Terms of Reference and were confident they succinctly captured the duties of the Sub-Committee.

RESOLVED – That, the Sub-Committee agreed to the proposed changes to the terms of reference of the Equity, Equality, Diversity and Inclusion Sub-Committee for onward submission to the Policy and Resources Committee for its approval at its next meeting

5. **CITY OF LONDON POLICE EDI STRATEGY**
   The Sub-Committee received a report of the Commissioner of Police which provided Members with an update on the work being led by the City of London Police 'Inclusivity, Culture and Organisational Development' (ICOD) team since the launch of their force wide Equity, Diversity and Inclusion (EDI) Strategy in July 2024.

   A Member commended Officers on the efforts made on the strategy and the thoroughness of the report. They queried where the report was publicly available, how often it was refreshed, and whether City of London Police cadets had made input on the report. Officers confirmed that the report had been published on the City of London Police website, and it would be refreshed in three years' time, however an earlier review was possible in order to consider whether the measurements are functioning as intended. They also confirmed that cadets and the Youth Independent Advisory Scrutiny Group (YIASG) had been consulted.

   In response to a query about the composition of the YIASG, Officers noted they were separate to youth Cadets, and they were recruited from various areas. They noted that they would respond to the Member in due course confirming its composition and the impact this group has had on City of London Police strategy. The Member noted that this would be an important opportunity for young people to contribute to the community, and it there would be of advantage to the trust in the City of London Police to communicate its inclusivity to young people at an early stage. They noted that YIASG should include a group of people from a diverse range of backgrounds, such as those at risk of serious youth violence, rather than just high achievers from areas around the City of London.

   The Deputy Chair noted that they had attended several YIASG events where they had intentionally visited organisations with at risk individuals who had distrustful relationships with the police to help children understand the challenges they face and build positive relationships. Officers noted the Member's comments were helpful and they would take these onboard. The Member noted that it would be useful to see detail in future reports about the learnings and changes that had been made as a result of the contributions from those young people.

   RESOLVED – That, the report was received, and its contents noted.

6. **SOCIAL MOBILITY EMPLOYER INDEX RESULTS**
   The Sub-Committee received a report of the Chief Strategy Officer which shared the City of London Corporation's performance in the 2025 Social Mobility Employer Index (SMEI).

A Member queried why data collection was a poor outlier in the feedback displayed in table 2 of the report. Officers responded that data collection on social mobility was a recent addition to the staff diversity questions, and impacted by HR issues and transformation projects. They noted that to drive up disclosure and completion rates, there needed to be trust and better timing so that colleagues were comfortable in sharing their diversity information.

The Deputy Chair asked whether Officers were aiming for a specific rank in the SMEI and what other indicators would demonstrate improvement. Officers noted that it would be helpful to understand Members' views on the City Corporation's ambition and desired outcomes in this regard.

The Chief Strategy Officer explained that there was no set rank targeted, partly because the number of organisations contributing to the index varied each year. In previous years, the City Corporation had focused on creating impact and the outcomes of its activity, which should play out in the ranking. They added that ability to demonstrate sustained impact and clearly articulate the outcomes of these activities would be a key indicator of success, which would likely lead to an improved ranking.

The Deputy Chair commented that it would be useful to also capture the qualitative data and whether this reflects the success in the quantitative data. Officers responded that staff surveys include questions that allow them to analyse answers by socio-economic background.

A Member commented that, regarding the rank sought in the SMEI, the City Corporation should aspire to be world-leading, as it does in other areas such as financial services. They emphasized that the City Corporation should be aiming high and deploy the necessary resources to achieve the highest possible ranking in such indices. The Chief Strategy Officer agreed and assured the Member that they were already aiming to achieve word-class results in these areas.

RESOLVED – That, Members:

 a. Noted the progress of social mobility as measured by Social Mobility Employer Index.
 b. Noted the areas of focus and next steps.
 c. Noted the next Social Mobility Employer Index submission due in 2028.

7. **FAITH IN THE CITY**
The Sub-Committee received a verbal report from the Director of Campaigns and Engagement which provided an update on Faith in the City and its progress in the past two months.

A Member commended the achievements that had been made thus far and noted they were glad this had moved forward.

The Deputy Chair added that it would be valuable to strengthen engagement with schools and students. They noted that students from schools of various faiths felt their teachers were not adequately equipped to facilitate discussions about their well-being and the impact of current events. The Deputy Chair suggested that the Faith in the City explore ways to support and educate teachers in this area.

Officers noted that this link with schools had not previously been considered and agreed it would be valuable to explore such opportunities. They highlighted that existing partnerships with organisations and initiatives such as Nisa-Nashim and Solutions Not Sides could provide useful support in this area. Officers added that it would be interesting to consider whether students from City Corporation schools could be brought into the Square Mile for discussions around faith, to build schools and students into the Faith in the City programme. Officers further commented that in their engagement with City of London schools, they had observed programmes and resources. They noted that these could be leveraged and spread to the wider schools.

The Deputy Chair noted that, through the Community Infrastructure Levy Neighbourhood Fund, the London Museum Studios offers free bookable space to partner organisations. They asked whether these spaces could be made available to stakeholders in the Square Mile for conversations on faith-related matters. Officers confirmed that they were in discussion with the London Museum and it would be interesting to explore whether they could be potential spaces for prayer and chaplaincy in the immediate term.

Regarding Faith in the City's engagement with the City of London Police, it was observed that some young people at the intersection of neurodivergence and faith may be vulnerable to harmful or unhealthy discourse around faith. It was suggested that Faith in the City consider how this issue could be addressed. Officers confirmed that they would explore this further.

8. **EEDI STRATEGIC FRAMEWORK**
   The Sub-Committee received a verbal report from the Equalities Director which provided an update on the development of the wider EEDI Strategic Framework and the road map for delivering the framework.

   The Deputy Chair noted that they were pleased to see the delivery and collaboration on this framework and thanked Officers for their work.

   A Member highlighted risks related to service delivery, specifically around procurement and staff recruitment. They noted that failures in these areas could significantly slow future progress. The Member observed that recent procurement processes within the City Corporation could have better incorporated EEDI considerations and emphasized the need for improvements to embed EEDI requirements into tendering processes. This would ensure alignment with the ambitions of the strategic framework. They stressed that these changes should be implemented promptly, given the number of upcoming tenders that could benefit from the approach.

   Officers assured the Member that this was a core consideration in developing the City Corporation's approach to procurement and contract management. They explained that there was a lot of work being done around responsible procurement which considered priorities such as social impact and diversifying supply chains. They noted that they were reviewing procurement governance and EEDI Officers would be involved in a working group to deliver this. The Member requested that the paper on this governance review is considered by the Sub-Committee in the future.

9. **CULTURE STRATEGY**
   Consideration of this item was deferred to be considered at a future meeting in 2026.

10. **STATUES**
    Consideration of this item was deferred to be considered at a future meeting in 2026.

11. **TTEAP - TRANSATLANTIC TRAFFIC OF ENSLAVED AFRICAN PEOPLE**
    The Sub-Committee received a verbal update from the Equalities Director on behalf of the Director of The London Archives and Senior Responsible Officer for Culture which provided an update on the Transatlantic Traffic of Enslaved African People.

    Members commented that they were pleased this work was being completed and they would like to be regularly updated on the progress of this work. In response to a query about when the information would go to the Sub-Committee, Officers explained that they were in the processes of working out the governance processes.

    A Member noted that the paper on this issue should be presented to the EEDI Sub-Committee for comments before it was considered by the Policy & Resources Committee. The Chief Strategy Officer confirmed this and noted they would be considering how the EEDI Sub-Committee would work with the sequencing of the report, whether this is through an extraordinary or an informal meeting. They assured the Member that the Sub-Committee would have the opportunity to consider this.

    A Member noted that they would need to consider what needed to be communicated to Members on this issue, as reactions may vary. They commented that Members may need more information and guidance than what might usually be offered from a voluntary informal briefing. The Deputy Chair noted that psychological safety would need to be considered in this consultation, and Officers would need to make clear what the scope of the consultation would be.

    The Deputy Chair highlighted that lessons identified during the early stages of the research included considerations around how best to support various groups, such as individuals and families who may be affected. They noted that several groups would require tailored support and assured Members that their feedback would be taken into account. They also noted that Members would also receive sufficient guidance to help them review and understand the information.

    A Member asked whether there was a confirmed publication date for the data from Lancaster University. Officers advised that publication was expected in early 2026 and they would respond in due course on more specific dates. The Member expressed concern about the risks if the process was not managed effectively and stressed the need for comprehensive guidance for Members before the data is released.

    The Chief Strategy Officer confirmed that Officers would write to Sub-Committee Members to confirm publication dates, address points raised during the meeting,

outline ongoing support, and clarify when the issue would be considered by the Sub-Committee.

12. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE SUB COMMITTEE**
A Member asked whether they could expect to receive a report on the Hampstead Heath Ponds at the next meeting of the Sub-Committee. The Chief Strategy Officer responded that the consultation would close on 25 November 2025 and an update would be provided to the by the Sub-Committee for its next meeting in February 2026.

13. **ANY OTHER BUSINESS THAT THE CHAIR CONSIDERS URGENT**
There was no other business that the Chair considered urgent.

14. **EXCLUSION OF THE PUBLIC**
RESOLVED – That, under Section 100(A) of the Local Government Act 1972, the public be excluded from the meeting for the following items of business, on the grounds that they involve the likely disclosure of exempt information as defined in Part I of Schedule 12A of the Local Government Act.

15. **NON-PUBLIC MINUTES**
RESOLVED – That, the non-public minutes of the previous meeting held on 25 September 2025 were agreed as a correct record.

16. **NON PUBLIC QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
There were no questions.

17. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE COMMITTEE AGREE SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**
There was no other business.

18. **CONFIDENTIAL MINUTES**
RESOLVED – That, the confidential minutes of the previous confidential session held on 25 September 2025 were agreed as a correct record.

19. **REPORT OF ACTION TAKEN**
The Sub-Committee received a report of the Town Clerk.

The meeting ended at 11.45am

 Chairman

Contact Officer: Zoe Williams

Zoe.Williams@cityoflondon.gov.uk

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City of London Corporation Committee Report

Committee(s):	Dated:
People, Culture and Inclusion (PCI) Subcommittee of the Barbican Board	10 December 2025
Equity, Equality, Diversity and Inclusion (EEDI) Subcommittee	18 February 2026
Subject: Barbican Equity, Diversity and Inclusion (EDI) Strategy Update	**Public** – For Information
This proposal: • **delivers Corporate Plan 2024-29 outcomes** • **provides statutory duties** • **provides business enabling functions**	Diverse engaged communities Vibrant thriving destination Public Sector Equality Duty
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:	David Farnsworth, Interim CEO (Barbican)
Report author:	Emma Green, Head of EDI (Barbican)

Summary

The Barbican Equity, Diversity, and Inclusion (EDI) Strategy was launched in February 2023 and is outlined on the EDI pages of the Barbican website. For previous updates, please see earlier associated papers sent to this committee, or our EDI update pages on the Barbican website. This paper outlines the progress of the Strategy and associated action plans since the last update in June 2025.

We are in the latter implementation phases of the main strategy action plan, followed (in order of likely completion) by our anti-racism action plan and our access and adjustments action plan.

The Barbican continues to be on a journey of transformation and is about to enter a pivotal chapter of change with the introduction in early 2026 of a new permanent CEO, our 10 Year Plan, a new Operating Model, and substantial building Renewal activity on the horizon. Much has been achieved, as can be seen in appendix 1 (our maturity assessment and competency framework).

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We aimed to meet 29 of 35 EDI competencies in 2025 but have met 26. There are a number of key EDI competencies where progress continues to be slower than predicted (e,g. general learning and development, recruitment practices, objectives and performance, and wellbeing). This is largely due to resourcing within the PCI team.

Accordingly, the majority of the remaining incomplete competencies are related to key People and Culture processes/projects which will be resolved through the delivery of the PCI Strategy and new Operating Model throughout 2026/27 (competencies 1.3, 2.2, 2.3, 2.4, 2.5, 2.6, 4.3, 4.4 as seen in appendix 1).

Presuming the resolution of issues related to the above, and the timely delivery of Ambition 25 and the SAPphire project by the City of London Corporation (CoL), we forecast that 31 out of 35 competencies can be met by the end of 2026. The remaining competencies are then likely to be able to be met by the end of 2027.

Given the starting point of the Barbican at the beginning of this process (Levels 1 and 2 of the maturity model), it is still very positive to be in this position and a testament to the commitment of Barbican colleagues from all teams that we have achieved so much in under three years. As noted at the end of this report and in the Barbican's overall risk monitoring, Barbican EDI risk levels have decreased because of this progress (Risk Code: 'BBC Arts 023'). However, with the scale and pace of organisational transformation that is on the horizon we cannot afford to delay progress against these final and imperative EDI competencies much further (or indeed, the People and Culture projects associated with them).

Recommendation(s)

Members are asked to:

- Note and discuss this update.

Main Report

Key achievements

    i.   **Anti-Racism line management training:** Over 130-line managers took part in the training between June and July 2025 and rated it 4.8 out of 5. 99% of staff felt the training was extremely or quite helpful for their teams with 56% reporting it was extremely helpful. 97% of staff reported they would recommend it to their teams.

    ii.   **Anti-Racism online learning module:** This online module marks the final stage of the anti-racism learning programme and was launched in October

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2025 to staff across the Barbican. This module represents a standard of anti-racism learning at the Barbican that all staff will be provided with as new starters. It will be completed within 3 months of their start date, along with being recommended to be refreshed annually to all staff.

iii. **Barbican Workplace Adjustments Guidance:** Developed as a practical resource to remove or minimise barriers that prevents all staff (including casual colleagues) from fully participating in the workplace. The guidance is translated from the CoL Policies relating to these areas, and outlines responsibilities and processes for requesting adjustments. It is now live on the Nest to improve visibility and build staff confidence in accessing support.

iv. **Pay gap reporting:** For the first time, we have been able to report on gender, disability and ethnicity pay gaps for Barbican staff. Previously, this information had only been available at a Corporation level, and we have now been able to obtain institution-specific data. This data has been analysed, and an accessible summary has been published for all staff, which includes infographics, FAQs, and recommendations agreed by Directors. See Section 1c for further information.

Progress against KPIs

1. **EDI Strategy theme 1: Create equitable outcomes**

   a. **KPI 1: Recruitment: demographics of applicants vs. shortlisted vs. hires:** As outlined in section 6.2, the central Corporation Management Information & Systems team will be building a central EDI dashboard for all CoL institutions and departments in 2026, which will include information on diversity within recruitment stages. Once we are able to access this, we will be able to establish baseline figures for this KPI.

   b. **KPI 2: Leavers: demographics of leavers vs. existing staff:** As outlined in the table below, 2025 figures to date show a somewhat disproportionate amount of LGBQ+ staff among leavers compared to our current staff population. There are elevated proportions of staff belonging to the Global Majority and to minoritised religions amongst leavers compared to our current staff population. The proportions of female and disabled staff among leavers in 2025 are very similar compared to our current staff population.

Characteristic	2024			2025		
	Staff (%)	Leavers (%)	Discrepancy (%)	Staff (%)	Leavers (%)	Discrepancy (%)
LGBQ+	15	25	**10**	15	30	**15**

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Global Majority	16	15	**-1**	14	23	**9**
Minoritised religions	6	10	**4**	6	13	**7**
Disabled	10	14	**4**	11	13	**2**
Female	54	66	**12**	55	53	**-2**

c. **KPI 3: Size of pay gaps:** We are now able to establish baseline figures for gender, ethnicity and disability pay gaps for Barbican staff. Below is the 2024 pay gap data for the Barbican based on hourly pay rates. As per government guidance, the analysis is based on a snapshot of pay data which was taken on 31 March 2024. This includes all 635 workers paid on that date across the Barbican, including both employees and casual workers. The calculations are based on total pay, i.e. basic pay and any additional payments such as Market Forces Supplements or unsocial hours payments. The most recent dataset currently available to us is from 2024; the 2025 dataset should be made available to us in early 2026. For future years, we also hope to be able to publish data on other pay gaps, e.g. LGBTQ+ pay gaps and socio-economic background pay gaps, should we have sufficient data to do so.

Pay gap (hourly pay rates)		**Barbican**	**CoL**
Gender	Median	14.7%	0.0%
	Mean	5.1%	5.1%
Ethnicity	Median	13.0%	9.7%
	Mean	6.4%	15.2%
Disability	Median	-4.6%	0.0%
	Mean	-9.4%	6.8%

d. **KPI 4: Presence of process in which audience data and feedback is used as standard to make decisions around programming:** Across all artforms are post evaluative mechanisms including washups where audience feedback and data is discussed inconsistently. The EDI team has conducted sector-wide research to recommend key changes across artform planning and evaluation processes. These recommendations were presented to the Barbican's Director team and will be considered in audience planning as part of the 10 Year Plan.

2. **EDI Strategy theme 2: Serve a larger, more diverse audience**

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a. **KPI 1: Audience numbers:** Audience numbers are measured via footfall figures and ticket sales figures. Overall visitor numbers for the period April-September 2025 track well against the same period in 2024 and 2023, with increases to both Silk Street Footfall and ticket sales.

	04-09/23	04-09/24	04-09/25
Silk Street Footfall	619,890	734,296	781,754
Tickets	623,404	664,732	707,377

b. **KPI 2: Diversity of audience demographics:** Compared to our baseline figures recorded in January 2025, our figures for November 2025 are broadly similar. We have a slightly lower proportion of Global Ethnic Majority, disabled, and working-class audiences, and a slightly higher proportion of young people. However, the change is minimal. Below are some indicative benchmarks below to help contextualise our audience figures (please note the final decision on which benchmarks are to be used will be made in partnership with the Audiences working group and is yet to be made).

Target audience	Barbican audiences (Jan 2025)	Barbican audiences (Nov 2025)	Arts Council England national audiences (2022/3)	London population (Census 2021)
Global Ethnic Majority	20%	17%	10%	41%
Disabled & d/Deaf	12%	11%	10%	16%
Young People	10%	12%	7%	20%
Working class	9%	8%	unavailable	39%[1]

3. **EDI Strategy theme 3: Build an inclusive culture**
   a. **KPI 1: Barbican People survey results: the percentage discrepancy between marginalised and non-marginalised staff in terms of feelings of inclusion.**

Discrepancy in inclusion score	**2024**	**2025**

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[1] UK national figure as per Social Mobility Commission data (2020). London-specific data is currently unavailable for this group.

Socio-economic background	18%	2%
Gender	16%	22%
Ethnicity	13%	9%
Trans identity	12%	24%
Disability	9%	4%
Religion	5%	-3%
Sexual orientation	2%	4%
Caring responsibilities	n/a	-5%
Average	**11%**	**7%**

Priority action plan areas in detail

4. **Inclusive Leadership and Line Management**
    1. **Diversity network leadership, including network chairs and executive sponsors:** All co-chairs and executive sponsors of our five diversity networks are nearing the end of a year-long leadership development coaching programme delivered by Huma Qazi consultancy. The programme consists of both individual and group sessions designed to better understand and engage with the scope of their network roles (e.g. their own leadership style and how chairs might guide, inspire and collaborate enabling change for their members and the organisation. The EDI team continues to support the co-chairs and executive sponsors of the networks, meeting with them monthly to provide advice and guidance.
    2. **Anti-Racism Line Management Training:** The EDI Team worked in partnership with Hustle Crew to deliver anti-racism line management training to over 130 line managers as part of the anti-racism learning programme. Staff rating this training 4.8 out of 5, while also reporting 97% of staff would recommend the training to their colleagues. The final stage of this learning programme is now in place in the form of an online learning module for new starters, and as an annual refresher for current staff.

5. **Empowered and Collaborative Teams**
    1. **EDI Forum:** The EDI Forum continues to be a place for teams across the Barbican to share best practice and updates. All attendees are welcome to add their own topics and learnings to the agenda. Some recent key discussion items include:
        - Anti-Racism Working Group and Online Training Module
        - Reasonable Adjustments Guidance
        - Online Visual Stories and Communication Cards Implementation

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- Access Desk in our Front of House
- Updates to our Zero Tolerance Platform
- The 2025 Barbican People Survey

2. **Staff diversity networks:** Our five staff diversity networks continue to be active in their role helping the Barbican deliver on our commitment to EDI. As outlined in the table below, the networks meet regularly, hold a variety of events, and create spaces for staff with marginalised and minoritised identities to come together.

Diversity network	Current membership (± Jan 2025)	Key activities over past 6 months
Barbican Parents, Carers & Guardians	59 (+22)	• Carers Week event Massage and Meditation • Parents, Carers & Guardians Holi'DAY' Lunch • Carers Anonymous sessions • Family Film Club screening & picnic
Barbican Women	145 (+20)	• Welcomed 3 new members of the committee • Hosted monthly coffee mornings and drinks evenings for staff • Organised a 'Demystifying Menopause' workshop for staff for menopause awareness month • Continued project planning for International Women's Day in 2026 • Improved resource lists for staff on The Nest staff network pages
Barbican Global Majority	86 (+11)	• Black History Month programme to celebrate the year's official theme of 'Standing Firm in Power and Pride'. To mark the month, the Global Majority Network curated a programme they hope will forge a deeper understanding and appreciation of Black art and culture and bring everyone closer together. Events included a curator tour, theatre tickets, performances at Milton Court and more.
Barbican Disability	49 (+9)	• Continued support and advocacy for staff members • Continued contributions to Barbican Renewal, EDI Forum, and Access and Adjustments Action Plan groups • Hosted social events and drop-in sessions

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		• Collaborated with DAWN on plans for Purple Tuesday and Disability History Month • Full Disability History Month programme commencing with a launch breakfast for all staff
Barbican Pride	75 (+3)	• Lakeside flag raising ceremony • Cross-city LGBTQIA+ networks event with Bishopsgate • Quarterly network drinks & social • Monthly coffee mornings • Feel the Sound exhibition tour • Network trips and tickets to: Queer 70s Cinema, Classical Pride, and Lenny

6. **Data and Analytics**

   1. **Barbican People Survey:** The EDI team continue to work with individual departments on their People Survey Inclusion Action Plans, which were developed following the first Barbican People Survey in Autumn 2024. An EDI Business Partner has been assigned to each of the 20 teams to help them monitor and achieve the inclusion goals set out in their action plans. Engagement levels have varied across departments, but many departments established detailed action plans which they have made good progress against over the course of the past year. Goals have varied across departments and include actions such as: improving the inclusivity of recruitment processes to increase the proportion of women in the department, increasing levels of engagement in EDI training, improving feedback processes, increasing awareness of adjustments, holding EDI slots in team meetings. We intend to follow a similar process following the 2025 survey, which runs from 17 November to 7 December. Results are expected in January 2026 and will be compared to our baseline data from 2024 to create a picture of which teams are improving and which are not.

   2. **Staff EDI data dashboard:** We continue to work with the central Corporation Management Information and Systems team on building a dashboard visualising Barbican staff diversity data. There have, however, been significant delays in this work due to capacity challenges in the central Corporation HR team. Going forward, efforts will be focussed on building a central EDI dashboard for all departments and institutions of the CoL. The team will use the Barbican EDI dashboard as a foundation for this work, and the Barbican EDI team have worked with the central Corporation EEDI team to develop a detailed specification for the central EDI dashboard, which will be built in 2026. The specification includes data on: current staff diversity profile; diversity within salary bands; diversity within length of service; diversity of starters and leavers,

benchmarking data; response rates; diversity within recruitment; trends over time.

3. **Audience dashboard:** The audience dashboard – which visualises various pieces of data on ticketed audiences, including key diversity measures and general feedback - has undergone major improvement works in the past year. This work has been delayed due to resourcing issues in the Barbican's Marketing and Business Systems & Data teams. Recent work has focussed on significant improvements to the back-end infrastructure, specifically a switch to a superior data platform, Databricks. This resulted in improvements to how the data is structured and received, which will ultimately enhance dashboard performance. The audience dashboard has needed to be re-built on top of the new data platform and is now almost complete.

7. **A Strategic Approach to Audiences**

1. **Audience zero tolerance working group:** This is a cross-organisational working group with colleagues from the audience delivery, EDI, and HR teams. This working group was created from staff feedback given in the anti-racism training sessions and by front of house managers. This working group has created guidance for Zero Tolerance instances that occur with visitors across the Centre. The guidance acts as a resource for line managers to reinforce expectations around managing Zero Tolerance instances and distinguishing between inappropriate behaviour and difficult customer behaviour.

2. **EDI Checklist for Visual Arts and other artforms:** The EDI team has developed an EDI Checklist in collaboration with the Visual Arts team to embed better EDI provisions in their exhibition planning processes. This checklist covers key areas including socio-political themes, reputational risk, accessible physical space and inclusive language. With this checklist we have imbedded better EDI provisions for audiences and artists throughout the planning process, allowing the EDI team to respond effectively to EDI risk. This checklist is now being implemented across Visual Arts exhibition planning and is being extended and adapted to meet the needs of other artforms.

3. **Access and Adjustments – Audience Actions:** The Audience Subgroup has continued its focus on improving the access customer journey, with particular attention to both pre-arrival experience and on-site support. Members of the subgroup have been exploring how we can better communicate access information before a visit, ensuring that customers feel informed and confident about what to expect. This includes reviewing the clarity, visibility, and relevance of access details provided on our website and in booking communications. In October 2025, we piloted a dedicated access desk at the Black British Book Festival enabling staff to provide personalised, face-to-face

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support to audience members with access requirements. The desk also allowed staff to respond in real time, reducing barriers and improving the overall experience for audiences. The initiative was well received, with many attendees returning throughout the day to express their appreciation. One member of the Audience Experience team shared:

"Throughout the day, many attendees returned to express their gratitude to the Barbican for ensuring they could fully access the festival. Several described it as the best access support they had ever received from a large arts institution."

The EDI team and Audience Experience team will continue working together to ensure access desk provision becomes a permanent feature at future events.

8. **Informing the People Agenda**

   1. **Access and Adjustments Action Plan:** Over the past six months, cross-functional subgroups have continued to progress the action plan.
      The Attitudinal Subgroup developed and launched the Barbican Workplace Adjustments Guidance in response to 2024 staff survey findings, which revealed that 60% of respondents were unaware of where to find relevant information. The guidance clarifies responsibilities across HR, EDI, Health & Safety, and line managers, and provides step-by-step support for all staff, including casual colleagues. Written in accessible language and clearly signposted on the Nest (the Barbican's intranet), initial feedback from staff suggests that this is already having a positive impact on their confidence and awareness, we will check these findings against the next staff survey.
      The Tech Subgroup delivered a Meeting Room Accessibility Audit, now live on the Nest, to address immediate barriers in shared spaces. With increased office attendance and limited accessible rooms, the audit provides practical, room-specific information on physical and digital accessibility. It supports inclusive working practices and reinforces the importance of hybrid meetings, particularly for disabled and neurodivergent colleagues. This work complements longer-term goals to improve staff spaces under the Barbican Renewal programme.

   2. **Report and support:** The zero-tolerance reporting system, 'Report and Support', continues to be actively used by staff, including casual colleagues, to report zero tolerance issues. In 2025 thus far, there have been a total of 30 reports, compared to 20 in 2024 (although the system was launched in May 2024).
      Our report and support working group, consisting of representatives from the EDI, HR, Audience Experience and Retail teams, has made great progress over the past six months. The group has sought to streamline the reporting process and to make the platform more accessible to both employees and

casuals. We are now coming to the end of the project, which has involved making changes to the website, the questionnaire, terminology used to describe the system, the way the system is advertised to staff, introducing a process map to increase transparency, and changes to how reports are allocated to case managers.

3. **People policies:** The EDI team continue to work with the CoL HR Policy Manager to feed into the Corporation people policy review. We are awaiting the next batch of revised policies from the central Corporation so that we, alongside HR and our staff diversity networks, can provide feedback as appropriate. The EDI team are also involved in the Corporation-wide Gender Identity Policy working group to establish next steps regarding the recently withdrawn Gender Identity Policy. We attend regular working group meetings and contribute towards policy contents and strategy.

2. **Mental health and wellbeing:** The EDI Team continues to support the implementation of mental health and wellbeing practices across the Centre. The renewal of Headspace Membership has been greatly appreciated by staff. We currently have 249 actively enrolled members, with over 233,228 minutes of mediation listened to this year. 40% of active users are engaging with 'Letting Go of Stress' course – our most popular course month on month. We recently did a Headspace deep dive via The Bulletin (weekly internal newsletter) and The Nest with many hands-on resources for all levels of staff. The Communications team and Mental Health First Aiders across the Barbican have delivered all-staff comms about the importance of talking about mental health, support, resources and how to sign up to become a MHFA at work.

3. **Learning and Development**
   1. **Line Management Anti-Racism Training:** Following all-staff anti-racism training, the EDI team delivered line management training to over 130 line managers (out of approximately 150 line managers at the Barbican). We monitored feedback through surveys pre and post training sessions, our KPIs included two key measurements:
      i. Line manager confidence in creating safe environment to talk about race and racism
      ii. Line manager confidence in role modelling anti-racism behaviour within their teams

   These KPIs were defined in line with the learning outcomes of these training sessions and the insights gained within the anti-racism workshops with global majority staff. The growth in confidence to create safe environments and to role model anti-racist behaviours is listed below:

KPIs	Pre-workshop survey 2024/2025	Post workshop data 2025/2025
Confidence creating safe environment	Very confident – 10%	Very confident – 43%
	Quite confident – 76%	Quite confident – 53%
	Not very confident – 13%	Not very confident – 0%
	Not at all confident – 0%	Not at all confident – 0%
Role-modelling anti-racist behaviour	Very Confident – 13%	Very Confident – 36%
	Quite confident – 71%	Quite Confident – 61%
	Not very confident – 14%	Not very confident – 1%
	Not at all confident – 0%	Not at all confident – 0%

In addition to these KPIs, line managers rated the training 4.8 out of 5 and more importantly 99% of staff felt it was extremely or quite helpful for their teams, with 56% reporting it was extremely helpful. Finally, 97% said they would recommend the training to their colleagues. Other feedback from line managers included:

- *'The scenarios were extremely generative. They revealed how important it is to accept that challenging racism will feel uncomfortable and how it is important to sit with this and feel confident to persist in challenging discrimination.'*
- *'Great session, thank you. Really insightful and felt like a real safe space. Abadesi was a very engaging, empathetic and supportive trainer.'*
- *'Everyone dreads a roleplay situation, but it was handled really nicely and genuinely showed something beyond what a discussion would.'*
- *'The roleplaying was good for getting the whole group working together and diving into the real-world nuance of some of the scenarios.'*
- *'Facilitator was super knowledgeable and patient. Case studies were relevant and important, thank you for pushing us out of our comfort zone!'*

2. **Anti-Racism e-Learning Module:** The final component of the anti-racism learning programme is the e-learning module (including quizzes and scenario-based learning) available to all staff and new starters on the CoL learning and development platform. This module was designed by EDI team and Hustle Crew as an online version of the all-staff training session which was delivered to approximately 450 staff across 2024 and 2025. The online module is split into two parts:

    i. Module 1: Setting the Scene: Systemic Issues, Establishing a Shared Understanding of Racism and Anti-Racism and Zero Tolerance Statement

      ii.   Module 2: Scenario-based learning, Anti-Racism Leadership Framework and Space 2 Model for Mindful inclusion

This online module went live in October 2025 and all new starters will be required to enroll on this module within the first three months of joining the Barbican. It will also be recommended to all staff to annually redo module 2 to practice scenarios.

3. **Cultural Intelligence:** In October 2025, the EDI team participated in two half-day Cultural Intelligence (CQ) workshops, facilitated by an accredited CQ trainer. This was organised by the central Corporation EEDI team and was an opportunity to come together to increase our knowledge of CQ. The training consisted of a comprehensive psychometric test to determine our current CQ levels and then provided us with an opportunity to reflect on our values and behaviours in relation to CQ. We then discussed different aspects of CQ (drive, strategy, action, knowledge) and made individual action plans for improving our levels of CQ in each area. The team will embed their learnings in their day-to-day work to facilitate communication and collaboration with staff across the Barbican.

4. **Theory of Change:** In July 2025, the EDI team participated in two half-day workshops about Theory of Change, facilitated by an external expert in Evaluation. This was organised by the central Corporation EEDI team and was an opportunity to come together to increase our understanding of Theory of Change. The training consisted of learning the basic principles of Theory of Change and identifying situations to which this could be applied. We then developed our own theories of change for EDI initiatives we are working on, to help us map out the aims, inputs, outputs and desired outcomes. The team will embed their learnings in their day-to-day work with teams across the Barbican to facilitate action planning.

5. **Menopause training:** In October 2025 for World Menopause Day, the Barbican Women's Network organised menopause training for staff at the Barbican, facilitated by a certified Menopause and Health Behaviour Change Coach. The training unpacked the science behind menopause, and the steps one can take to ensure a smoother transition - no matter their age. It explored the biological changes that occur during menopause as well as the broader context: how socio-economic factors and societal expectations shape each individual's experience of this transition. By understanding these influences, staff were able to better prepare themselves for this stage of life and help to reduce the stigma that surrounds it.

Next steps

As outlined at the beginning of this report, if the key barriers to progress against the PCI Strategy can be resolved in a timely manner, the action areas under the EDI Strategy will be meaningfully embedded into a broader framework for transformation which will connect directly to the new Operating Model. We are hopeful this could enable us to address some of the most significant core issues which technically sit beyond the scope of the EDI Strategy but are essential both to building EDI maturity, and to the success of the Barbican and its long-term plans as a whole. These include:

 i. Organisational capability in data and insights
 ii. Intra-organisational autonomy/delegated responsibilities related to the sharing and analysis of people data
 iii. A learning culture
 iv. Integration of OD, EDI and HR practices
 v. Prioritisation of line management responsibilities and 'self-service'
 vi. Leadership and management development
 vii. Collaboration between departments and embracing cross-Barbican working practices which enable strategic delivery
 viii. Consistent, timely and effective planning and evaluation practice
 ix. Ethical decision-making competency
 x. Emphasis on 'audience centred' and 'people centred' programming and decision making across artforms and functions

Conclusion

The Barbican's EDI Strategy has delivered significant progress since its launch in 2023, moving the organisation from early stages of maturity toward a more inclusive and equitable culture. While 26 of 35 competencies have been achieved, remaining gaps largely relate to People and Culture processes that will be addressed through the PCI Strategy and new Operating Model in 2026–27. With strong foundations in place, reduced EDI risk levels, and continued commitment across teams, the Barbican is well-positioned to meet its remaining objectives and embed lasting change. However, given the scale of upcoming organisational transformation, maintaining momentum and prioritising these final competencies will be critical to sustaining progress and achieving full maturity by 2027.

Corporate and strategic implications

Strategic implications

The Barbican EDI strategy aligns with the City of London Corporate Plan. It is broadly accepted that more diverse, inclusive organisations bring multiple benefits for both the

organisation itself and wider society. Ensuring that we deliver our EDI Strategy directly supports the success of the Barbican Purpose, Values and associated strategies including the Strategic Framework, Creative Vision and Audience Strategy.

Financial implications

Successful delivery of the EDI strategy should result in financial benefits in terms of long-term relevance and audience development, enhanced enterprise opportunities, stronger reputation and higher staff engagement leading to reduced turnover, longer retention and increased motivation and performance levels.

Resource implications

Broadly this strategy requires a commitment by all staff to embed EDI into their work, which by its nature impacts the prioritisation of resource.

Legal implications

There are legal implications for us if this work is not undertaken or fails. We could be subject to tribunal and/or challenges under the Equality Act (2010).

Risk implications

The main EDI risk area for the Barbican has recently decreased following a review, as a result of the progress outlined in this report against the maturity model. For reference, risk code 'BBC Arts 023: Failure to build EDI maturity'.

Equalities implications

The EDI strategy and associated action plans are designed in partnership with people across a full spectrum of experiences including those with lived experience of oppression, our Diversity Networks and key stakeholders, and takes into account the engagement and feedback of over half of the Barbican staff population, plus several commissioned reports and expert advice. The EDI strategy, intended to create equity for all, should result in everyone, and particularly marginalised staff, seeing an overall improvement in their experience of the Barbican. The work should benefit people regardless of their protected characteristics, including those from lower socio-economic backgrounds and will have positive impacts for intersectional issues.

Climate implications

None

Security implications

None

Appendices (non-public)

- Appendix 1 – EDI Maturity Assessment update December 2025

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City of London Corporation Committee Report

Committee(s): Equity, Equality, Diversity and Inclusion Sub-Committee	Dated: 18/2/2026
Subject: Equity, Equality, Diversity and Inclusion Strategic Framework: Delivery Roadmap	Public report: For Decision
This proposal: **delivers Corporate Plan 2024-29 outcomes** **provides statutory duties** **provides business enabling functions**	Supports all the Corporate Plan outcomes Statutory duties in Equality Act 2010 and various aspects of employment law. EEDI is by nature an enabling function.
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:	Dionne Corradine, Chief Strategy Officer
Report authors:	Sarah Guerra, Equalities Director Arfan Bhatti, Senior EEDI Change Partner Helena Mattingley, Senior EEDI Change Partner

Summary

In September 2025 the Equity, Equality, Diversity and Inclusion Sub-Committee approved (in principle) the development of the EEDI strategic framework.

The Framework sets out the tools and approach to embed equity, equality, diversity and inclusion across all functions of City Corporation, ensuring City Corporation is a fair and inclusive space for all who live, work, study and visit. The Framework includes:

- three strategic pillars: Vision, Connection and Delivery;
- five component parts.

Three components were discussed in detail and approved in September 2025: Theory of Change, Maturity Matrix and Service Model.

Following September's EEDI Sub Committee the Corporate EEDI team conducted widespread engagement across the City Corporation (including Institutions) to socialise and strengthen the Framework.

This report provides more detailed information on the two final components for the Committee's consideration (Delivery Roadmap 2026-2029 and the Staff Network Approach).

The Delivery Roadmap 2026-2029 sets the EEDI vision for the City of London Corporation and outlines the priority workstreams and sequencing required to realise the impact and outcomes we seek. The Delivery Roadmap 2026-2029 incorporates steers from the EEDI Review, Tackling Racism Taskforce and Members. It aligns with the Corporate Plan and statutory duties. It is informed by the extensive engagement undertaken across staff, stakeholders, and institutional partners in relation to the EEDI strategic framework.

The Delivery Roadmap 2026-2029 seeks to strengthen Staff Networks as supported and sustainable drivers of EEDI by refreshing their purpose, governance and resource; supporting a shared, consistent and transparent understanding with confident leadership of high-impact networks that embed lived experience insight appropriately into decision-making. This will enhance organisational culture and EEDI reputation.

Recommendation(s)

Members are asked to:

- Agree the proposed Delivery Roadmap 2026-2029
- Agree annual progress reporting for the EEDI Strategic Framework to EEDI Sub Committee from 2027/8.
- Feedback on potential outcome and impact progress metrics and key performance indicators.
- Note the proposed workstreams in the Delivery Roadmap 2026-2029 and the federated operating model.

Main Report

Background

1. The EEDI Strategic Framework was developed with City Corporation's ambitions to be 'world-class' in its outcomes and impacts across all its spheres. The framework aids us being impact and outcome focused in EEDI implementation. It is flexible, scalable, and adaptable to the diverse needs of City Corporation, including its Institutions. It will enable us to identify, agree and track performance.

2. The EEDI Strategic Framework comprise five components: Theory of Change, Delivery Roadmap, Maturity Matrix, EEDI Function Model, and Staff Network Approach. The Framework was agreed in principle at the September 2025 EEDI Sub-Committee. (A governance overview is in Appendix 1). Extensive Officer engagement has been undertaken since then (see Appendix 2).

3. The EEDI Strategic Framework is also grounded in external insight and evidence drawn from:
   - community and stakeholder conversations, including via the City Belonging Project and Faith in the City;
   - public feedback gathered through City Question Time and independent consultations, such as the internal City Corporation EEDI Review 2025;
   - professional bodies, such as the Chartered Institute of Personnel and Development;
   - partnerships with a specialist organisations, such as the Sutton Trust (social mobility);
   - sector wide best practice via engagement with the Local Government Association;
   - academic research, such as the More in Common (2025) report on British public attitudes toward equality, diversity and inclusion.

Current Position

4. The City Corporation has made significant progress since transferring EEDI to the remit of the Chief Strategy Officer, including establishing a dedicated EEDI function, strengthening staff diversity networks, and embedding EEDI principles into governance and service delivery. We have assured basic compliance with our statutory responsibilities.

5. Chief Officer Risk Management Group (CORMG) assessed that corporate level risks are minimal due to the stable corporate EEDI function and ongoing work which act as effective mitigating controls. Department and service level risks have been identified and will continue to be monitored and managed.

6. However, there remain variable levels of EEDI maturity. We know service users and staff have inconsistent experiences and that there are ongoing challenges around data, psychological safety, accessibility and a perceived cultural resistance to change.

7. Our vision is to create a truly inclusive and trusted City of London Corporation. Our five Equity, Equality, Diversity and Inclusion Objectives shape our focus for change until 2029. Delivery requires strategic and tactical activity that is connected across the breadth of the City of London Corporation.

8. This will be delivered by implementing the overall strategic framework, key elements include:

- A federated model to enable reach and scale, balancing flexibility and consistency.
- Identifying and agreeing key performance indicators.
- An approach that embeds EEDI fluency and operational capacity into enabling functions and services.
- Developing and maintaining robust dialogue, engagement and feedback loops with all stakeholders to enable co-development and co-creation.
- Phasing of delivery as per the Delivery Roadmap 2026-2029.

Delivery Roadmap 2026-2029

9. The Delivery Roadmap 2026-2029 (see Appendix 3) is designed to support the multiple functions of the City Corporation in mind - using the 'GSECT' (Governor, Service Provider, Employer, Convenor, Trustee) lenses. It sets out a four-year phased approach to take us from our current position towards our ambitions to be world-class:

    2026: Assessment and design:

    - solidifying EEDI function establishing our partnering and consultancy services
    - develop appropriate infrastructure including agreeing and aligning EEDI metrics and performance measures
    - scope improvement workstreams using EEDI maturity matrix
    - map dependencies and opportunities to embed in pre-existing City Corporation workstreams and programmes
    - maintain established workstreams

    2027: Stabilise and strengthen:

    - consistent EEDI function delivery
    - commence improvement workstreams
    - establish annual reporting

    2028: Sustain and build:

    - continue consistent delivery and improvement workstreams to build cultural competency
    - scope new equality objectives

    2029: Evaluate and evolve:

    - review progress, identify steps to enable world class recognition

10. Whilst we present these stages sequentially, practical delivery will be iterative and responsive to emerging needs.

11. Nine core workstreams are identified to focus EEDI delivery. User experience, compliance and Equality Objectives are at the core of our strategy. The

composition of the Delivery Roadmap will allow us to ensure clear accountability and build the necessary capacity and capability in relevant parts of the organisation. The workstreams were devised with our goal being to assure the equitable and inclusive experience and outcomes for staff, partners and the complete range of end service users including residents, students and workers of the City.

1.	Enabling the Enablers	Partnering to embed EEDI fluency into services and behaviours across the City 's enabling functions such as HR, Chamberlain's and Comptrollers.
2.	Data, Reporting and Insight	Developing a robust, transparent and outcome-focused EEDI data model to inform decision-making, monitor progress and drive evidence-led interventions.
3.	Dialogue and Connection	Creating structured opportunities for meaningful engagement, listening and relationship building across communities, staff and stakeholders to strengthen trust, belonging and inclusion.
4.	Staff Network Approach	Enhancing the role, visibility and impact of Staff Networks as expert partners, ensuring they are supported, resourced and aligned to organisational priorities.
5.	Accessibility	Embedding inclusive design and addressing physical, digital and systemic barriers to ensure that all people can fully access COLC spaces, services and opportunities.
6.	EEDI Service Development	Integrating EEDI principles into service design, delivery and evaluation to improve fairness, quality and reach across all City Corporation services.
7.	EEDI Learning Curriculum	Delivering a coherent learning offer that builds organisation-wide capability, strengthens inclusive behaviours and supports members, leaders and staff to apply EEDI in practice.
8.	EQIA Integration	Embedding Equality Impact Assessment into everyday decision-making to ensure policies, projects and services proactively consider and mitigate impacts.
9.	Socio-Economic Inclusion	Addressing socio-economic inequality, improving access, opportunity and outcomes for people from lower-income and disadvantaged backgrounds.

12. EEDI will take a dual approach. The first five workstreams are services and programmes which involve collaboration between EEDI and other areas within City Corporation, the remaining four workstreams are predominantly EEDI led.

13. The EEDI Sub Committee were clear in interrogating the new EEDI strategic framework that the setting of metrics and key performance indicators would be key to success. We will prioritise identifying the measures in the first year. Following that we will produce annual reports for the EEDI Sub Committee. We will incorporate assessments and updates on organisational readiness and capacity as part of the annual reporting cycle. This will enable us to collectively identify any barriers to progress and address them. This assurance process will enable the EEDI Sub Committee to monitor the organisation's progress and intervene if additional support or adjustments are required. A range of potential measures are included at Appendix 4. We will develop these in more detail and would welcome input from the committee.

14. EEDI is often described as a 'golden thread' that needs to be woven throughout the organisation. These nine workstreams are the warp to the weft of the three principles of Vision, Connection and Delivery. We have designed our approach to fit with the existing budget envelope. Resource sufficiency will be kept under review. We will ensure the EEDI Sub Committee is kept informed of any emerging challenges so timely action can be taken to ensure successful implementation. Appendix 3 provides a visual summary of the workstreams and Delivery Roadmap trajectory.

Staff Network Approach

15. The EEDI Delivery Roadmap will seek to strengthen Staff Networks as supported and sustainable drivers of equity, equality, diversity and inclusion (EEDI) by refreshing their purpose, governance and resource. We have worked in collaboration and partnership with HR colleagues and Network leaders and will continue to do so.

16. Intended outcomes in 2026 include: a shared understanding of Staff Networks, improved consistency, transparency and greater confidence among Co-Chairs, Sponsors and Network leads.

17. Intended outcomes from 2027 onwards include: sustainable, inclusive and high-impact Staff Networks, stronger integration of lived experience into decision-making and enhanced internal culture and external EEDI reputation. More detail can be found in Appendix 5.

18. Corporate & Strategic Implications

Strategic implications: Directly supports Corporate Plan 2024–2029, People Strategy 2024-2029, statutory duties, and Equality Objectives 2024-2029.

Financial implications: Within existing budget envelope.

Resource implications: Delivery dependent on current EEDI staffing and support from enabling functions.

Legal implications: Enables compliance with Equality Act 2010 and Public Sector Equality Duty.

Risk implications: Ongoing monitoring of change readiness, fatigue, and resource constraints.

Equalities implications: Positive impact on all protected characteristics; EQIA integration is a core workstream.

Climate implications: No direct implications – improving service delivery enables better understanding and deployment of resources.

Security implications: Improved EEDI speaks directly to community cohesion and psychological safety – both of which support a secure work culture.

Conclusion

18. The EEDI Strategic Framework is designed to enable the Sub Committee to fulfil its governance responsibilities by providing a clear, high-level structure for oversight and assurance. The Framework sets out the strategic vision, objectives, and phased Delivery Roadmap for EEDI across the City Corporation, ensuring alignment with statutory duties and corporate priorities. Through annual progress reporting and regular updates, the Sub-Committee will be able to monitor delivery, assess impact, and provide strategic steer as required.

Appendices

- Appendix 1: Governance for EEDI and Delivery Model
- Appendix 2: Stakeholder Engagement and Insight Summary
- Appendix 3: EEDI Workstreams and Delivery Roadmap Overview
- Appendix 4: EEDI Metrics and Key Performance Indicators
- Appendix 5: Network Design Principles

Background Papers

- EEDI Review 2025
- Corporate Plan 2024–2029
- EEDI Strategic Framework – 25 September 2025 Draft Equity, Equality, Diversity and Inclusion Strategic Framework

- EEDI Review Update – 16 June 2025 Report - EEDI Review Public.pdf / EDI Sub Committee Report - EEDI Review NON PUBLIC - FINAL.docx
- EEDI Review Update – 5 February 2025 Report - EEDI Review.pdf
- EEDI Review Update – 22 November 2024 Report - EEDI Review Update.pdf
- EEDI Review – Terms of Reference, 4 September 2024 report to EDI Sub Committee
- EEDI Work and Priorities – 26 June 2024 report to EDI Sub Committee

Sarah Guerra
Equalities Director
Sarah.Guerra@cityoflondon.gov.uk

Appendix 1: Governance for EEDI and Delivery Model

Governance

EEDI Sub Committee
- Approve Strategic Framework
- Agree High Level Roadmap
- Receive Annual Progress Report

Corporate Services Committee
- Information and Feedback

ELB
- Approve and steer inflight strategic direction
- Receive Executive Reporting for EEDI Function and Programmes

Institution Boards
- For information

Corporate EEDI Team
- Day to day accountability

Cross City Corporation Engagement
- Engagement with EEDI leads, working groups
- Focused feedback from Dept SLTs
- One to one engagement with Institutions SLTs and Boards

EEDI Three Line Model

Governance
Decision making and assurance

Executive
Actions, including managing risk, to achieve corporate objectives

First Line Operational Delivery/Front line engagement
CoLC Corporate, Service and Institutional Teams directly providing products and services to customers, clients and staff
Diversity Networks - providing internal peer support, engagement and feedback channels

Second Line EEDI Function Oversight and Support
EEDI advisory and consultancy second line function supporting, monitoring, advising first line operators on EEDI problem solving, compliance and strategy alignment

Third Line
Independent Assurance and Second line support

EEDI provides independent and objective assurance and advice aligned with the Corporate Plan and People Strategy

External Assurance
Benchmarking and Accreditation

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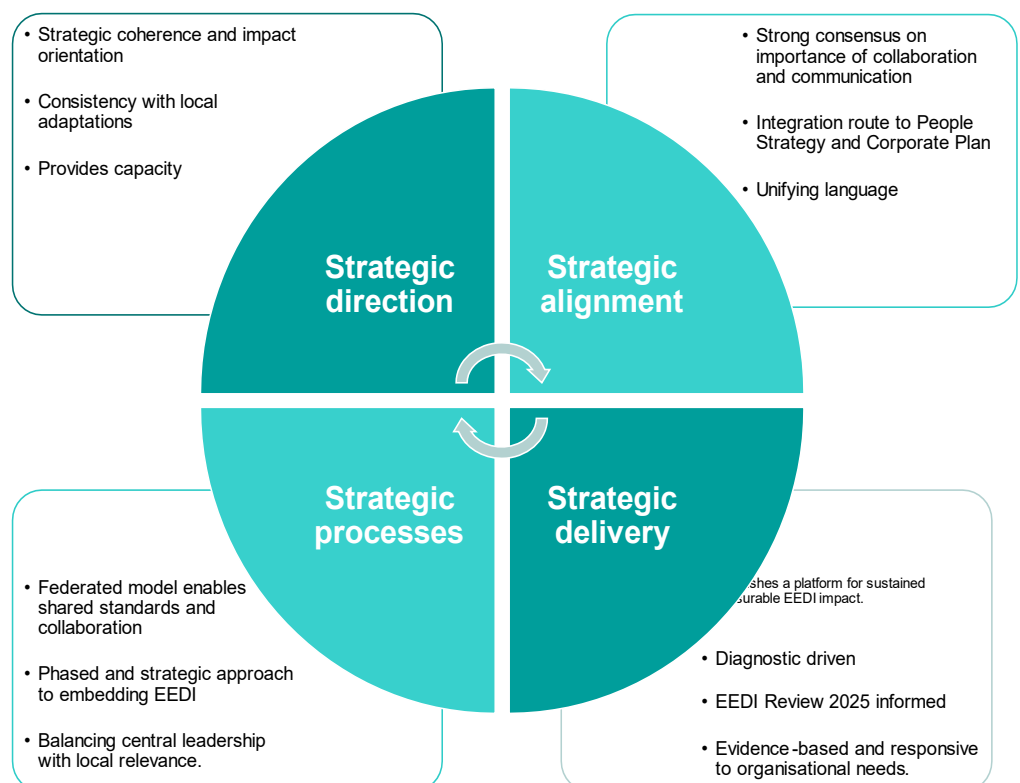**Appendix 2: Stakeholder Engagement and Insight Summary**

The EEDI Strategic Framework is grounded in external insight and evidence drawn from:

- community and stakeholder conversations, including via the City Belonging Project and Faith in the City;

- public feedback gathered through City Question Time and independent consultations, such as the internal City Corporation EEDI Review 2025;

- professional bodies, such as the Chartered Institute of Personnel and Development;

- partnerships with a specialist organisations, such as the Sutton Trust (social mobility);

- sector-wide best practice via engagement with the Local Government Association;

- academic research, such as the More in Common (2025) report on British public attitudes toward equality, diversity and inclusion.

- Between September and November 2025, the draft EEDI Strategic Framework was socialised across a wide range of stakeholders at the City of London Corporation.

- The vast majority of key audiences have been engaged, with via meetings and correspondences as. Key audiences include: City Corporation departments Senior Leadership teams. City Corporation departments EEDI Working Groups, Trade Unions, programme boards such as Ambition 25, Executive Leadership Boards as well as Institution Boards. An outline of the audiences engaged alongside a summary of their feedback is outlined on the following page:

Audience	
Meeting	Comptroller's SLT
Executive Leadership Board	EEDI Practitioners
EEDI Sub Committee	Executive Leadership Board
Corporate Services Committee	Staff Networks and EEDI Forum
EEDI Senior Practitioner group, inc Institutions	Staff Network Sponsors
Chamberlain's SLT	Trade Unions
Remembrancer's SLT	City of London Police
City Surveyors SLT	City of London Schools
DCCS SLT	Barbican People, Culture and Inclusion Board
HR SLT	GSMD Board
Environment SLT	CBF Board* *(scheduled for 4 February 2026)*
I &G SLT	Correspondence
Communications SLT	Heads of Profession
CSPT SLT	Future Ambition 25
Deputy Town Clerk SLT	

Stakeholder engagement:
Key strengths

Emerging from stakeholders with the (draft) EEDI Strategic Framework

- Strategic coherence and impact orientation
- Consistency with local adaptations
- Provides capacity

- Strong consensus on importance of collaboration and communication
- Integration route to People Strategy and Corporate Plan
- Unifying language

Strategic direction

Strategic alignment

Strategic processes

Strategic delivery

- Federated model enables shared standards and collaboration
- Phased and strategic approach to embedding EEDI
- Balancing central leadership with local relevance.

...shes a platform for sustained ...surable EEDI impact.

- Diagnostic driven
- EEDI Review 2025 informed
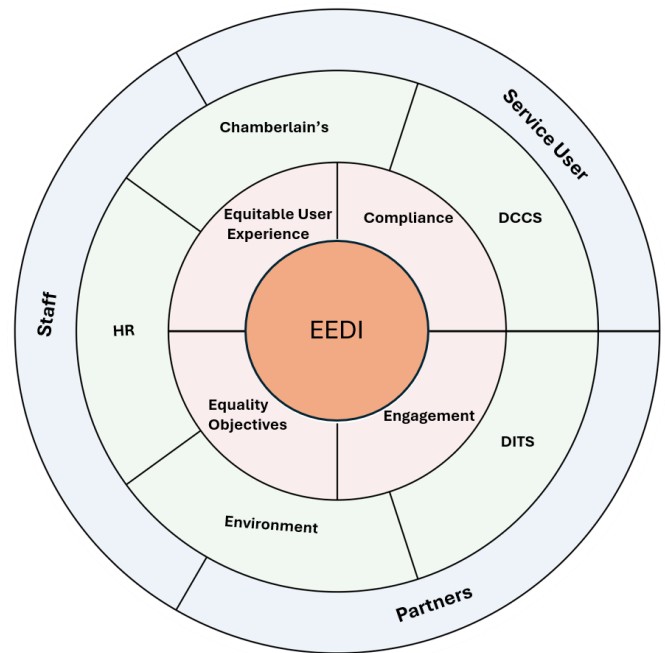- Evidence-based and responsive to organisational needs.

EEDI Integrated Picture

EEDI centres on
> Equitable User Experience
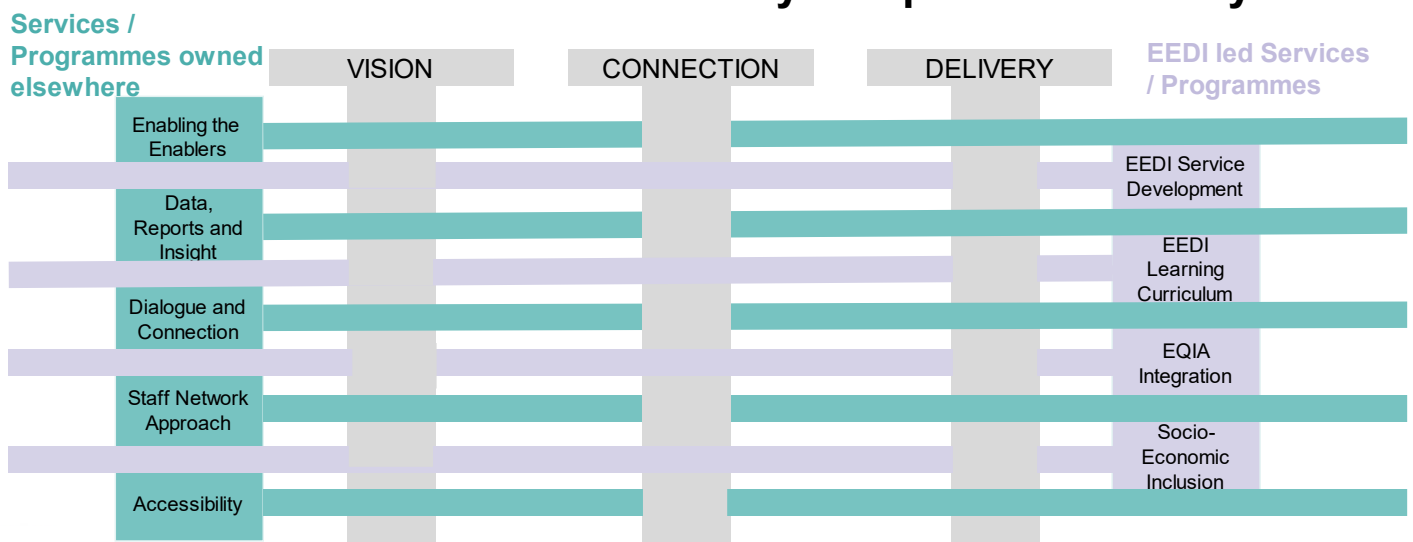> Engagement and Dialogue
> Equality Objectives
> Compliance

EEDI Enables the Enablers
> HR
> Chamberlain's
> DITS
> DCCS
> Environment

Ultimately, this impacts and benefits
> Service Users
> Partners
> Staff

Live, Work, Learn, Explore

EEDI Workstreams – direct delivery + dependent delivery

Services / Programmes owned elsewhere

VISION	CONNECTION	DELIVERY	**EEDI led Services / Programmes**

- Enabling the Enablers
- EEDI Service Development
- Data, Reports and Insight
- EEDI Learning Curriculum
- Dialogue and Connection
- EQIA Integration
- Staff Network Approach
- Socio-Economic Inclusion
- Accessibility

EEDI delivery as multiple, tightly woven strands: Vision, Connection and Delivery (EEDI Review) threads weave through EEDI led services (lilac) and programmes and services which involve collaboration through City Corporation (teal)
- Multiple interdependencies in EEDI workstreams– both services owned by EEDI and elsewhere
- Many dependencies and opportunities with wider City Corporation workstreams
- Speed and scale depends on levels of resourcing

Roadmap Overview

2026
Assessment and design

- Consolidate function and services
- Deliver regular compliance duties
- Scope improvement workstreams (resourcing/ dependencies)
- Relevant process and resource mapping
- Develop infrastructure e.g. dashboards and engagement mechanisms

2027
Stabilise and Strengthen

- Consistent delivery of function and services
- Deliver regular compliance duties
- Continue to deploy workstreams as scoped in 2026
- Commence annual reporting

2028
Sustain and build

- Continue from 2026 and 2027
- Build on Cultural Competency, Accessibility and best practice sharing
- Set new equality objectives

2029
Evaluate and Evolve

- Identify steps to Soar

Workstreams

1. Enabling the Enablers
2. Data, Report and Insights
3. Dialogue and Connection
4. Staff Network Approach
5. Accessibility

6. EEDI Service Development
7. EEDI Learning Curriculum
8. EQIA Integration
9. Socio-Economic Inclusion

Live, Work, Learn, Explore

Example EEDI Metrics and KPIs

- Senior Leadership's 360 Review Scores
- Employee Engagement Scores
- Customer Feedback Scores
- Staff Turnover, Retention Rate and Absence Rates
- Time between Disclosure to Response
- Time between Disclosure to Resolution
- # Unique Users on self service platforms (SafetyNet, HR, Diversity Dashboard)
- # EEDI Data requests to HR
- # Complaints and Tribunals
- Diversity of Candidates for Election, Members, Workforce and Service Users

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- Social Value – protecting and enhancing the health and wellbeing on local people and environment, promoting local economy and building resilience through diverse supply chains

  - Community
  - Work
  - Economy
  - Planet

ROI estimation (Inclusive Employers Methodology)
- # Employees
- #Average salary
- £ EEDI spend
- Pre EEDI Strategic Framework (e.g., 2025-2026)
  - Employee Turnover
  - Employee Engagement Score
  - Sick Absence Rate
- Post EEDI intervention
  - Employee Turnover
  - Employee Engagement Score
  - Sick Absence Rate

Live, Work, Learn, Explore

Appendix 5: Network Design Principles

Staff Network Approach

The EEDI Delivery Roadmap will seek to strengthen Staff Networks as supported and sustainable drivers of equity, equality, diversity and inclusion (EEDI) by refreshing their purpose governance and resource.

The updated approach will include the following key areas of focus:

Clear purpose & role	Fit-for-Purpose Operating Model	Inclusive Membership & Leadership	Support, Sponsorship & Accountability	Enabling Infrastructure
Affirm a shared, organisation-wide understanding of what Staff Networks are, who they are for and how they contribute to EEDI and organisational priorities.	Align policies, governance, guidance and support mechanisms to create a network operating model that enables effectiveness, sustainability and impact.	Embed inclusive, transparent and fair approaches to membership, allyship and leadership, supporting succession, continuity and leadership development.	Clarify expectations for Executive Sponsors and administrative support and introduce proportionate accountability to strengthen trust, visibility and impact.	Strengthen practical enablers such as protected time, recognition and reward, demonstrating organisational commitment through fair and visible support.

Intended outcomes

By 2026: Shared understanding of Staff Networks, improved consistency and transparency and greater confidence among Co-Chairs, Sponsors and Network leads.

From 2027 onwards: Sustainable, inclusive and high-impact Staff Networks, stronger integration of lived experience into decision-making and enhanced internal culture and external EEDI reputation.

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City of London Corporation Committee Report

Committee(s): Equity, Equality, Diversity & Inclusion Sub-Committee – for discussion	Dated: 18.02.26
Subject: Member Learning & Development: Discussion of Equity, Equality, Diversity & Inclusion Quarterly Training Theme	Public report: For Discussion

This proposal:
   • **provides statutory duties**
   • **provides business enabling functions**
	Public Sector Equality Duty

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 is brought to the Equity, Equality, Diversity & Inclusion (EEDI) Sub-Committee to support discussion on the proposed Equity, Equality, Diversity and Inclusion quarterly theme within the Member Learning and Development Programme for 2026-27.

At its meeting on 9 December 2025, the Member Development & Standards Sub-Committee (MDSSC) approved a refreshed Member Learning and Development Strategy for 2025–2029 and a rolling programme of training events for 2025–26. As part of that approval, Members agreed that the programme should continue to operate on a quarterly themed basis and confirmed that Equity, Equality, Diversity and Inclusion would be a dedicated quarterly focus within the rolling programme.

The purpose of this report is to provide EEDI Sub-Committee Members with background on what was agreed by MDSSC and to invite Members to contribute their views in advance of delivery. In particular, the Sub-Committee is asked to consider areas where Members may benefit from additional EEDI-focused learning, including perceived gaps in knowledge, confidence or consistency, and to suggest

topics or approaches that would add most value to Members in discharging their roles.

Recommendation(s)

Members of the Equity, Equality, Diversity & Inclusion Sub-Committee are asked to:

- Note the background set out in this report; and
- Provide views, suggestions and feedback to inform the development of the Equity, Equality, Diversity and Inclusion quarterly theme within the Member Learning and Development Programme.

Background

1. At its meeting on 9 December 2025, the Member Development & Standards Sub-Committee considered and approved a refreshed Member Learning and Development Strategy for 2025–2029, together with a rolling programme of training events for 2025–26.

2. In approving the Strategy and programme, the Sub-Committee reaffirmed its support for a quarterly themed approach to Member learning and development, building on the structure used successfully in previous civic years. Members emphasised the importance of clarity around statutory and mandatory training, the ability to respond flexibly to emerging needs, and the value of treating the programme as a live and iterative offer. It was confirmed that while training on the Code of Conduct is mandatory, all other training is voluntary.

3. As part of the agreed rolling programme, Equity, Equality, Diversity and Inclusion was identified as a dedicated quarterly theme. It was agreed that relevant Sub-Committees would be invited to contribute to the shaping of themed content, to ensure that training is relevant, proportionate and aligned with Members' roles and responsibilities.

4. The training themes for 2026-2027 are as follows:

2026/27	Dates	Theme/Focus
Q1	April- June 2026	Equity, Equality, Diversity and Inclusion (EEDI)
Q2	July-September 2026	Leadership Skills
Q3	October-December 2026	Data and Information
Q4	January-March 2027	Health, Safety & Wellbeing

Current Position

5. Following the delivery of the Member Induction and Refresher Programme earlier in the civic year, officers are now turning attention to the development of themed learning activity within the rolling programme.

6. This report is therefore brought to the Equity, Equality, Diversity & Inclusion Sub-Committee to seek Members' early input on the scope and focus of EEDI-related learning. The intention is to ensure that the quarterly theme reflects Members' priorities, supports effective governance and decision-making, and addresses areas of higher legal, reputational or delivery risk where appropriate.

7. No specific programme of EEDI training has been finalised at this stage. Members' views are sought in advance of a finalised programme to inform the design and content of any future sessions.

Options

8. The EEDI Sub-Committee may wish to consider a range of approaches to EEDI learning, including but not limited to:

   - Training focused on statutory and legal duties, including Members' responsibilities under the Equality Act 2010;
   - Sessions addressing practical application of EEDI principles in governance, committee decision-making and Members' external-facing roles;
   - Strategic briefings on relevant City policies and strategies; and
   - Signposting to external learning opportunities, such as those provided by the Local Government Association.

9. The Sub-Committee may also wish to consider whether a light-touch training needs analysis, for example via a short Member survey, would be helpful in identifying confidence levels and priority areas for development. If supported by the Sub-Committee, a training needs survey could be distributed to Members prior to the delivery of training in April-June 2026 order to ensure that the training is reflective of Members' skill gaps and training needs.

Proposals

10. It is proposed that feedback from this discussion be used to shape the content, format and emphasis of EEDI-themed learning within the rolling programme.

11. The Sub-Committee is also asked to consider whether there is an appetite for a training needs survey to be rolled out to the full Court to ascertain potential skills gaps and training needs.

12. Indicative areas that Members may wish to comment on include:

    - Particular gaps in Members' EEDI knowledge or confidence;
    - Whether priority should be given to legal and statutory responsibilities, strategic themes, or practical decision-making;

- Any specific EEDI risks or challenges where additional learning could support assurance; and
- Whether different expectations or learning needs apply to Members in leadership, governance or representative roles.

13. Officers will take account of the Sub-Committee's views when developing proposals for future EEDI learning sessions.

Key Data

14. At this stage, no delivery data is available. Attendance, engagement and feedback will be captured and reported in line with the commitments set out in the Member Learning and Development Strategy once sessions are delivered.

Corporate & Strategic Implications –

- **Strategic implications** – The Member Learning and Development Programme supports delivery of the Corporate Plan 2024–2029 by ensuring Members are equipped with the knowledge and skills required to promote inclusive, engaged communities and uphold high standards of governance and leadership.
- **Financial implications** - There are no financial implications arising from this report. Any training delivered will be managed within existing Member Learning and Development budgets.
- **Resource implications** - Delivery will be supported through existing officer capacity and established arrangements for Member learning and development.
- **Legal implications** - There are no direct legal implications arising from this report.
- **Risk implications** - Ensuring that Members are supported to understand and discharge their EEDI responsibilities helps to mitigate legal, reputational and governance risks across the organisation.
- **Equalities implications** – This report supports the City Corporation's commitment to the Public Sector Equality Duty by seeking to strengthen Members' understanding of equality, diversity and inclusion considerations in the exercise of their functions.
- **Climate implications** – There are no climate implications arising from this report.
- **Security implications** – There are no security implications arising from this report.

Conclusion

15. This report provides background on the agreed Member Learning and Development Programme and invites the Equity, Equality, Diversity & Inclusion Sub-Committee to contribute to the shaping of EEDI-themed learning in Quarter 1 of 2026/2027 (running from April-June 2026). Members' views will help ensure that future training is relevant and aligned with Members' roles and responsibilities.

Appendices

- Appendix 1: Member Learning and Development Strategy 2025-2029

Background Papers
Public report - Member Learning and Development Strategy 2025-29 and Rolling Programme of Training Events 2025-26, Member Development and Standards Sub-Committee, 9 December 2025

Isaac Thomas
PA & Member Services Officer, Town Clerk's Department

E: isaac.thomas@cityoflondon.gov.uk

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MEMBER LEARNING AND DEVELOPMENT STRATEGY

2025-2029

CONTENTS

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.

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