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Member Development and Standards Sub Committee

Date: **THURSDAY, 11 JUNE 2026**

Time: 2.00 pm

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

Members:

Philip Woodhouse (Chairman)
Susan Farrington
Deputy Helen Fentimen OBE JP
Deputy Christopher Hayward
Deputy Caroline Haines
Deputy Jaspreet Hodgson
Sandra Jenner
Charles Edward Lord, OBE JP
Deputy Deborah Oliver
Deputy Henry Pollard
Naresh Hari Sonpar
Deputy James Thomson CBE

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Ian Thomas CBE
Town Clerk and Chief Executive

AGENDA

Part 1 - Public Agenda

1. **APOLOGIES**

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

3. **ELECTION OF A DEPUTY CHAIR**

   To elect a Deputy Chair in accordance with Standing Order 29.

   For Decision

4. **PUBLIC MINUTES**

   To agree the public minutes of the meeting held on 23 February 2026.

   For Decision
   (Pages 5 - 10)

5. **PROPOSAL FOR A COMMITTEE BUDDY SCHEME FOR NEW COMMITTEE MEMBERS**

   Report of the Town Clerk.

   For Decision
   (Pages 11 - 16)

6. **PROPOSAL FOR A MICROSOFT COPILOT PILOT SCHEME FOR MEMBERS**

   Report of the Town Clerk.

   For Decision
   (Pages 17 - 22)

7. **PROPOSAL FOR AN INFORMAL AND CONFIDENTIAL REPORTING MECHANISM FOR MEMBER BEHAVIOUR**

   Report of the Town Clerk.

   For Decision
   (Pages 23 - 28)

8. **CASEWORK MANAGEMENT SYSTEM – ORAL UPDATE**

   The Town Clerk to be heard.

For Information

9. **MEMBER LEARNING AND DEVELOPMENT UPDATE**

Report of the Town Clerk.

For Discussion
(Pages 29 - 38)

10. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE SUBCOMMITTEE**

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

Part 2 - Non-Public Agenda

12. **EXCLUSION OF THE PUBLIC**

MOTION, that – under Section 100(A) of the Local Government Act 1972, the public be excluded from the meeting for the following items on the grounds that they involve the likely disclosure of exempt information as defined in Part I of the Schedule 12A of the Local Government Act or relate to functions of the Court of Common Council which are not subject to the provisions of Part VA and Schedule 12A of the Local Government Act 1972.

For Decision

13. **NON-PUBLIC MINUTES**

To agree the non-public minutes of the previous meeting held on 23 February 2026.

For Decision
(Pages 39 - 40)

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

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

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MEMBER DEVELOPMENT AND STANDARDS SUB COMMITTEE
Monday, 23 February 2026

Minutes of the meeting of the Member Development and Standards Sub Committee held at COMMITTEE ROOM - 2ND FLOOR WEST WING, GUILDHALL on Monday, 23 February 2026 at 2.00 pm

Present

Members:
Deputy Henry Pollard (Chair)
Deputy Helen Fentimen OBE JP (Deputy Chair)
Deputy Jaspreet Hodgson
Sandra Jenner
Naresh Hari Sonpar
Philip Woodhouse

Officers:

Polly Dunn	-	Assistant Town Clerk
Isaac Thomas	-	Town Clerk's Department
Edward Wood	-	Comptroller and City Solicitor's Department

The Chairman informed Members that Tim McNally had made the decision to step down from the Sub-Committee. The Chairman recorded thanks on behalf of the Sub-Committee for Mr McNally's contribution and service over a significant period of time and noted that he had left the Committee to pursue other areas of interest.

1. **APOLOGIES**
Apologies were received from Alderman Alison Gowman, Deputy Christopher Hayward and Deputy James Thomson.

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

3. **PUBLIC MINUTES**
RESOLVED, that the minutes of the meeting held on 9 December 2025 be approved as a correct record.

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

A Member noted that item (e), which referenced the 'Director of HR,' should be updated to 'Chief People Officer' to reflect the revised title of the role. The Sub-Committee agreed that this update should be made to the Terms of Reference.

RESOLVED, that the terms of reference of the Member Development and Standards Sub-Committee were approved subject to a minor amendment.

5. **MEMBER LEARNING & DEVELOPMENT UPDATE**

The Sub-Committee received a report of the Town Clerk providing an overview of ad hoc Member Learning and Development activity delivered during Quarters 3 and 4 of 2025/26, including updated attendance records as previously requested. The Sub-Committee also considered the forthcoming quarterly training theme for Apri-June 2026, which will focus on Equity, Equality, Diversity and Inclusion (EEDI).

Members noted that the views of the EEDI Sub-Committee had been sought at its meeting on 18 February 2026, enabling its Members to provide input in their capacity as subject matter experts on the upcoming EEDI theme. Officers had requested input on desired outcomes, strategic priorities, knowledge or confidence gaps, statutory responsibilities, and potential reputational or governance risks.

Key points arising from that discussion were reported as follows:

- Support was expressed for incorporating a light-touch mandatory element to the training in the form of a module on Members' statutory responsibilities, with particular emphasis on duties under the Public Sector Equality Duty.
- The EEDI Sub-Committee supported the introduction of a short baseline training needs survey to assess Members' confidence levels and development priorities, moving towards a more Member-led approach. It was suggested that this be framed as a governance and capability self-assessment rather than a formal 'training needs analysis' to encourage engagement.
- Members highlighted priority topics on City Belonging, unconscious bias, and the City Corporation's historical links to the transatlantic slave trade.
- The introduction of a light-touch annual appraisal process for Chairs and Deputy Chairs was proposed, to support role effectiveness and identify development needs.
- Emphasis was placed on engagement and reach, such as promoting training through the Members' Portal, the Chief Commoner's Monthly Bulletin, and the role of Ward Deputies in engaging with their fellow Ward Members to inform and advertise training.

The Sub-Committee discussed the inclusion of a mandatory training element within the EEDI theme and was supportive of strongly recommending a module focused on Members' statutory and legal obligations. Officers confirmed that mandatory training on the Members' Code of Conduct was delivered to and successfully completed by all Members of the Court as part of the 2025 Member Induction and Refresher Programme. This training included guidance on equalities considerations and Members' responsibilities under the Equality Act 2010. With this in mind, the Sub-

Committee resolved that the upcoming course on legal obligations should be strongly recommended, rather than mandatory.

Members considered mechanisms for identifying and responding to training needs. Views were mixed on issuing a formal survey in advance of the EEDI quarter, with some concerns expressed regarding officer capacity and the risk of over-engineering the process. Several Members favoured a simpler annual check-in framed around learning and development, rather than an explicit training needs assessment.

Members raised the possibility of undertaking a skills audit of the full Court to better tailor training provision. Officers advised that a Skills and Experience form currently exists, primarily used by the Remembrancer's Department for events and invitational purposes.

Referring to the training log and evaluation at Appendix 1, Members supported retaining attendance records for internal value-for-money monitoring. The Sub-Committee discussed whether attendance data should be broken down further (for example, by Aldermen and Common Councillors) and whether personalised training logs could be publicised. Officers indicated that a breakdown of Aldermen and Commoners was feasible but noted that, given the differing group sizes (25 Aldermen and 100 Common Councillors), proportional participation would need to be reflected to ensure fair comparison. Officers reiterated that the primary purpose of internal monitoring is to support Members in their City Corporation roles.

Members also supported the introduction of a post-session evaluation form to assess the impact and effectiveness of training. Officers confirmed that this could be provided for future courses.

A Member emphasised that training success should not be measured solely by attendance numbers, but also by whether the appropriate Members were attending relevant sessions and deriving value from them. Targeting training to those most in need of specific development areas was considered more meaningful than maximising overall attendance. It was also recognised that many Members undertake professional training in their external roles. Internal provision should therefore remain focused on the specific context and responsibilities of being an effective City Corporation Member.

Concern was expressed regarding low attendance at some sessions. Members emphasised the importance of leadership in encouraging participation. The Chair, also the Chief Commoner, reaffirmed his commitment to promoting training through his Monthly Bulletin and the Members' Portal, and to engaging Ward Deputies in supporting take-up. A Member reported difficulty locating training recordings on the Members' Portal and officers confirmed some recordings had expired, but that these would be reinstated.

The Sub-Committee was supportive of introducing an annual assessment of Chairs and Deputy Chairs, noting that continuous development is relevant at all levels of

experience and that an appraisal process would support effectiveness and accountability in leadership roles.

RESOLVED, that Members:

- Noted the report and the attendance data set out at Appendix 1.
- Noted the revised timing and development approach for the EEDI quarterly training theme and discuss training content for Quarter 1 of 2026.
- Provided feedback on the monitoring and reporting of training.

6. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE SUBCOMMITTEE**
There were no questions.

7. **ANY OTHER BUSINESS THAT THE CHAIR CONSIDERS URGENT**
Two items of additional business were raised:

7.1 **Local Government Association (LGA) Corporate Peer Challenge: Supplemental Report**

The Sub-Committee was invited to discuss the observations set out in the LGA Peer Challenge feedback report, which provided feedback on the City Corporation's local authority services. The Chair highlighted that it was a positive and constructive peer review.

A Member drew attention to the peer review recommendations, observing that while several themes (such as governance, housing engagement, and finance) were being progressed in other Committees, Recommendation 3, which concerned improving effective working between Members and officers, was directly relevant to this Sub-Committee. Officers advised that work was already underway within the Governance & Member Services team to progress relevant actions.

Concerns were also raised about difficulties identifying the correct officers to contact, particularly for newer Members. Members highlighted that there were areas of the organisation where it was unclear who held responsibility for particular areas of work, which was compounded by the absence of up-to-date organisational charts and by officers' contact details not always being readily available. Related frustration was expressed regarding redundant landline numbers that were no longer monitored. Members were encouraged by officers to flag incorrect or obsolete contact details when found so that they could be corrected.

Members were also reminded that, pending wider improvements, contacting the relevant Chief Officer or seeking advice from fellow Members or Committee Chairs remained the most effective route where responsibility was unclear. Officers acknowledged the challenges raised and highlighted upcoming improvements linked to the new SAP HR and organisational structure system, which would help clarify reporting lines and responsibilities. Members were assured that their comments would be fed into the ongoing governance improvement work.

A question was raised regarding whether there was any trend or change in the volume of complaints arising in Member-officer relations, and whether the Sub-Committee should consider if any further action was needed. Officers advised that they could not

provide exact figures, nothing that while formal complaints were reported annually to this Sub-Committee, Policy & Resources Committee, and the Court of Common Council, many issues were also resolved informally, either by Chief Officers handling Member-officer matters, or through the Chief Commoner's pre-complaints mitigation process for Member-on-Member matters. Members were reminded that, where a Member wished to raise a concern about an officer, this should be directed to the relevant Director or Chief Officer of that service.

7.2 **Ad Hoc Training Session on Emergency Planning**

The Town Clerk enquired whether Members would be interested in a briefing session being held on emergency planning, major incident response, and the Member role. The Sub-Committee responded positively, noting that it would help Members respond to stakeholder queries.

8. **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 on the grounds that they involve the likely disclosure of exempt information as defined in Part I of the Schedule 12A of the Local Government Act.

9. **NON-PUBLIC MINUTES**
RESOLVED, that the non-public minutes of the meeting held on 9 December 2025 be approved as a correct record.

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

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

The meeting ended at 3.08 pm

Chairman

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Committee(s): Member Development & Standards Sub-Committee – For Decision	**Date:** 11 June 2026
Subject: Proposal for a Committee Buddy Scheme for New Committee Members	**Public report:** For Decision
This proposal: • **delivers Corporate Plan 2024-29 outcomes** • **provides business enabling functions**	• Diverse Engaged Communities • Providing Excellent Services
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?	No
Report of:	Deputy Town Clerk
Report author:	Isaac Thomas

Summary

This report proposes the introduction of a Committee Buddy Scheme intended to support Members who are newly appointed to Committees and Sub-Committees during the course of a civic year.

This proposal has emerged from feedback gathered by the Chief Commoner during discussions with newer Members approximately one year into their term of office. Members highlighted that joining Committees after work programmes and discussions are already underway can make it challenging to fully understand the context of ongoing issues and existing priorities, as well as established working practices. It was also recognised that Members may feel reluctant to ask basic or procedural questions in formal committee settings, given pressures on time within meetings.

The proposed 'Committee Buddy Scheme' would seek to provide new Committee Members with informal peer support from an experienced Member perspective, in addition to the existing officer support from Committee Clerks, Chief Officers and relevant departmental officers. This report sets out several potential delivery models, which include the designation of a Committee Buddy by each Committee, the option for Chair or Deputy Chair to undertake the role directly, or the Chair nominating an existing Member to fulfil the role with support from the Committee Clerk.

This proposal also reflects upon the lessons learned from the wider Member/Member Buddying Scheme introduced as part of the 2025 Induction Programme and seeks to

develop a more targeted and proportionate approach focused specifically on Committee integration and understanding.

Recommendations

Members are asked to:

1. Note the contents of this report.
2. Approve, in principle, the introduction of a Committee Buddy Scheme for Members newly appointed to Committees and Sub-Committees.
3. Endorse the principle that the Chair, Deputy Chair, or a Member nominated by the Chair should undertake the Committee Buddy role, supported by the Committee Clerk.
4. Agree that the Town Clerk develop further operational guidance and implementation proposals for future consideration by this Sub-Committee.

Main Report

Background

1. In the build up to the all-out Ward elections in March 2025, this Sub-Committee considered and approved proposals relating to the introduction of a wider Member/Member Buddying Scheme as part of the 2025 Member Induction Programme.

2. The scheme was intended to provide newly elected Members with informal support, advice, and signposting from returning Members alongside the formal support already provided by officers, Ward colleagues, Aldermen, and the wider Member Services offer.

3. At its meeting on 8 July 2025, Members of this Sub-Committee undertook to review the 2025 Member Induction Programme, which provided the opportunity for Members to reflect upon the operation of the Member/Member buddying scheme.

4. Members agreed that, whilst the scheme had been worthwhile in principle, it had proven resource intensive and difficult to monitor in practice. It was also noted that many new Members had continued to seek support organically through existing Member relationships and the wider Court, rather than from the list of designated Member buddies.

5. During separate discussions convened by the Chief Commoner with newer Members approximately one year into their term of office, feedback was received regarding the challenges associated with joining Committees partway through ongoing work streams.

6. Members highlighted that Committee discussions often proceed on the assumption that all participants already understand the context and history of matters under consideration, which can create difficulties for newly appointed Members seeking to contribute effectively. It was also noted that newer Members

may hesitate to ask questions in formal Committee settings due to concerns about appearing inexperienced, which may in turn limit their confidence and ability to contribute fully to discussions

7. It was suggested that a more focused "Committee Buddy" approach may therefore assist Members in understanding ongoing issues, committee culture, procedures and priorities from an existing Member perspective alongside the provision of officer-led inductions and support.

Current Position

8. At present, new Committee Members receive support from Committee Clerks and officers through various means of engagement, including briefings and email updates; however, these can vary in quality or consistency depending on the complexity of the issue(s) and scope of the committee, as well as the experience of the Clerk and supporting Officers with the subject material.

9. Whilst these arrangements provide procedural and technical support, it has been recognised that there may be value in introducing an additional informal Member-led mechanism to assist new Committee Members in understanding:

   • ongoing or 'live' issues before Committees;

   • committee working practices and culture;

   • background and context behind current discussions; and

   • informal practical advice from a Member perspective.

10. It has also been recognised that some Members may feel reluctant to ask questions in formal settings where they feel they may be expected already to understand matters under discussion.

11. The proposed Committee Buddy Scheme would seek to address elements of this through an informal peer-support arrangement.

Options

12. Members are invited to discuss the below options for delivery, noting that, under all of these options, officer support would remain an important component of the wider support framework.

<u>Option 1 – Committee-nominated Buddy</u>

Each Committee or Sub-Committee could formally nominate a designated Member Buddy.

This option would provide clarity and consistency but might also introduce additional administrative and governance processes, particularly given the number of Committees and Sub-Committees across the organisation. To reduce this burden, it could be limited in scope to Grand Committees only, although it is worth noting that newly appointed Members of Sub-Committees might similarly benefit from buddy support.

Option 2 – Chair or Deputy Chair-led Buddying Role

The Chair or Deputy Chair could undertake the Committee Buddy function as part of their broader leadership responsibilities, consistent with the job description for Committee Chairs.

This option would align naturally with existing roles and responsibilities of Chairs and may provide a more streamlined approach.

Option 3 – Chair-nominated Member Buddy

The Chair could nominate an existing Committee Member to undertake the role, supported by the Committee Clerk. This slightly more informal option would provide flexibility whilst still enabling Committees to identify individuals best placed to support new Members. This approach is considered to provide sufficient flexibility whilst avoiding the creation of additional formal appointment processes or unnecessary administrative burdens. Feedback from the Member/Member Buddying Scheme suggested that Members would benefit from a less formalised approach.

Option 4 – A hybrid approach of Options 2 and 3 (recommended)

Giving Chairs the discretion to decide whether to do this themselves, or nominate a more appropriate (and willing) individual, would seem to represent the most effective option.

Option 5 – Retain current arrangements (do nothing)

No formal buddying arrangement would be introduced, with support continuing to be provided through existing channels (Committee Clerks and officers). This option would avoid any additional administrative burden but may not address the identified need for more structured peer support for Members.

Proposals

13. This paper invites Members to consider the utility of a Committee Buddy Scheme to support Members newly appointed to Committees and Sub-Committees.

14. The purpose of the scheme would be to:

- help new Members understand ongoing Committee business and priorities;
- provide informal peer support and signposting;
- encourage earlier and more confident participation in Committee discussions; and
- complement existing officer-led induction and governance support arrangements.

15. The Committee Buddy role would be intended to operate informally and would not replace the formal responsibilities of officers or Member Services.

16. Subject to Member views, officers would develop light-touch guidance setting out:

- the purpose of the role;
- suggested expectations and boundaries;
- interaction with officer support arrangements; and
- suggested approaches to supporting new Committee Members.

17. Consideration would also be given to whether the scheme should apply to all Committees and Sub-Committees or whether a more targeted approach would be appropriate.

Key Data

18. Feedback from newer Members indicates that joining Committees during an ongoing term can create challenges in understanding the context of ongoing work and discussions.

19. The 'Review of the 2025 Member Induction Programme,' which was conducted by this Sub-Committee following the induction programme in 2025, identified both the value of informal Member support arrangements and the need for sustainable approaches that avoid unnecessary administrative burden.

Corporate & Strategic Implications

- **Strategic implications –** The proposal supports the Corporate Plan 2024–2029 objective of Diverse Engaged Communities by supporting inclusion, participation, and engagement amongst Members. The proposal also supports Providing Excellent Services through strengthening Member support arrangements and encouraging effective governance and decision-making.
- **Financial implications -** There are no direct financial implications arising from this proposal at this stage.
- **Resource implications –** Depending on what this Sub-Committee agrees, limited officer support would be required from Committee Clerks and Governance staff in facilitating and supporting the scheme.
- **Legal implications –** No legal implications have been identified at this stage.
- **Risk implications –** No risk implications have been identified at this stage.
- **Equalities implications –** The proposal may positively support equality of participation by helping newer Members feel more confident and informed in Committee settings.
- **Climate implications -** No climate implications have been identified at this stage.
- **Security implications -** No security implications have been identified at this stage.

Conclusion

20. This report proposes the introduction of a Committee Buddy Scheme intended to support Members joining Committees and Sub-Committees during an ongoing term of office.

21. The proposal seeks to build upon feedback received from newer Members and lessons learned from the wider 2025 Member/Member Buddying Scheme by introducing a more focused approach to Committee integration and support.

22. Members are therefore invited to consider and endorse the proposals set out within this report, specifically through Option 4 set out above.

Background Papers

- Member/Member Buddying Scheme Report – Member Development & Standards Sub-Committee – 7 February 2025 (Agenda Item 7)
- Review of the 2025 Member Induction Programme – Member Development & Standards Sub-Committee – 8 July 2025

Isaac Thomas
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Committee: Member Development & Standards Sub-Committee – For Decision	**Date:** 11 June 2026
Subject: Proposal for a Microsoft Copilot Pilot Scheme for Members	**Public report:** For Decision
This proposal: • **delivers Corporate Plan 2024-29 outcomes** • **provides business enabling functions**	• Providing Excellent Services • Diverse Engaged Communities
Does this proposal require extra revenue and/or capital spending?	Y (subject to Member decision)
If so, how much?	To be determined subject to the scope and scale of any pilot scheme, if adopted (see financial implications section).
What is the source of Funding?	Member Learning & Development Budget
Has this Funding Source been agreed with the Chamberlain's Department?	Y
Report of:	Deputy Town Clerk
Report author:	Isaac Thomas

Summary

This report sets out proposals for exploring the potential introduction of a limited Microsoft Copilot trial scheme for Members.

This has been developed in response to Member feedback concerning the quality and overall digestibility of lengthy committee reports and agenda packs. While work is underway to support the quality of report writing across the organisation, during recent informal discussions with the Chief Commoner, several Members suggested that artificial intelligence ("AI") tools such as Microsoft Copilot might assist Members in the interim in summarising, processing, and understanding committee papers more efficiently. This tool would be particularly valuable for large and complex agenda packs.

It is recognised, however, that providing premium Microsoft Copilot licences to the full Court membership could carry significant financial implications, while the practical value of such tools for Members has not yet been fully established. The Sub-Committee should also note that Members already have access to the free version of Microsoft Copilot (known as "Copilot Chat") and that Digital, Information and Technology Services ("DITS") have recently begun to provide tailored training sessions and guidance to Members on its use.

This report therefore invites Members to consider whether

- the current free Copilot provision (currently available to all Members) alongside further training and guidance, is considered sufficient at this stage; or

- a limited pilot scheme involving a small cohort of volunteer Members trialling the premium version of Microsoft Copilot would be beneficial in assessing its value and practical application for Members (recommended).

Recommendations

Members are invited to:

1. Note the contents of this report, particularly that Members already have access to Microsoft Copilot Chat (the free version of the tool) and that DITS have commenced Member training and guidance sessions relating to its use.

2. Determine whether the current free provision and associated training offer are considered sufficient at this stage, or whether officers should instigate a limited pilot scheme providing a small cohort of volunteer Members with premium Microsoft Copilot licences for a defined trial period.

3. If supportive of a pilot scheme in principle, authorise the Town Clerk, in consultation with the Director of Digital Information & Technology and the Chairman and Deputy Chairman of this Sub-Committee, to determine arrangements related to the cost, duration and cohort size, with funding for the pilot to be drawn from the Member Learning & Development budget.

Main Report

Background

1. Approximately one year on from the March 2025 Ward Elections, the Chief Commoner convened a follow-up discussion with the cohort of newly elected Members to reflect upon their experiences to date, to gather feedback on the support arrangements currently in place, and to better understand any challenges encountered during their first year in office as elected Members.

2. During these discussions, Members raised concerns regarding the quality, accessibility, and digestibility of some committee reports and agenda packs. Members noted that the volume, complexity, and technical nature of Committee documentation, together with an expectation of historic knowledge relating to the genesis of items, can make it challenging to process information efficiently, particularly where Members serve across multiple Committees and Sub-Committees. Acknowledging these concerns, the Town Clerk is continuing to work towards improving the quality and accessibility of report writing across the organisation.

3. Alongside these broader improvements to report writing, Members also suggested that artificial intelligence ("AI") tools such as Microsoft Copilot could play a role in summarising, information processing and identifying key points, statistics and decisions within committee papers, thereby helping Members engage more effectively with their committee business.

4. The LGA Corporate Peer Challenge conducted in 2025 highlighted the need to revisit and streamline decision-making processes, improve Member and officer working, and enhance organisational understanding of complex issues, including financial matters. In this context, providing Members with Copilot Premium licences could strengthen the Corporation's governance and enable more informed and effective decision-making by Members.

Current Position

5. Members currently have access to Microsoft Copilot Chat (the free version of Copilot), which is included within the Microsoft suite provided to all staff across the City of London Corporation.

6. On Thursday 21 May 2026, DITS officers delivered a demonstration session to Members regarding the use of Copilot Chat, including demonstrations of how committee reports and agenda packs can be uploaded and summarised.

7. At the demonstration session, officers advised that Microsoft Copilot Chat operates within the Corporation's approved Microsoft environment, meaning that appropriate security protections and guardrails are in place, and that Corporation documents (including non-public information) can be handled securely.

8. Members were further advised that external AI tools, including platforms such as ChatGPT, are not approved for Corporation use and may not offer equivalent safeguards or protections. For example, content entered into such platforms may be used to inform and train their own AI language models and should therefore not be used for Corporation business.

9. In summary, CoPilot Chat currently allows users to:
    - upload and summarise documents;
    - ask questions about uploaded papers;
    - generate summaries and key action points; and
    - assist with drafting and information processing tasks.

10. By contrast, the premium version of Microsoft Copilot may offer additional functionality, including:
    - integration with Outlook, Teams, OneDrive, and other Microsoft 365 applications;
    - access to broader organisational context through Microsoft Graph integration;
    - enhanced workflow and productivity functionality; and
    - more advanced AI agents and automation features.

Options

11. The following options have been identified for Members' consideration:

Option 1 – Continue with existing free Copilot provision and training only

Members could continue their existing access to CoPilot Chat, supported by further training and guidance from DITS.

This option would avoid additional licensing costs whilst allowing Members to develop familiarity with some existing, free AI functionality.

Option 2 – Introduce a limited premium Copilot pilot scheme (recommended for further exploration):

Subject to this Sub-Committee's endorsement, a small cohort of volunteer Members could be provided with premium Microsoft Copilot licences for a defined trial period.

The purpose of the pilot would be to:

- assess whether premium functionality provides meaningful additional benefit to Members;
- identify practical use cases and limitations;
- develop guidance and training materials for wider Membership if appropriate; and
- establish a cohort of informed "super users" able to support future adoption and understanding.

Option 3 – Full rollout of premium Copilot licences to all Members

Premium licences would be provided to all Members. At this stage, this option is not recommended due to cost implications and the absence of evidence regarding its likely uptake, effectiveness, or value for money; however, depending on the efficacy of the trial at Option 2 (if chosen), this could be explored at a later date.

In doing so, it should be noted that the City Corporation is exploring with Microsoft the potential for a more cost-effective, bulk licensing arrangement. This could significantly reduce per-licence costs for any wider rollout. Microsoft has also proposed a time-limited, scaled offer, with reduced costs over a three-year period, as well as training and adoption support. Should the pilot demonstrate clear benefits for Members, this could provide a more viable financial model for broader deployment.

Proposals

12. It is proposed that Members first consider whether the existing free Copilot provision, combined with additional training and guidance, may sufficiently meet Members' needs.

13. Subject to Member views, officers could then further explore the feasibility of a limited premium Copilot pilot scheme involving a small cohort of volunteer Members.

14. The purpose of any pilot scheme would be to:
    - evaluate the practical value of premium Copilot functionality for Members;
    - assess training and support requirements;
    - understand limitations and risks; and
    - support the development of practical guidance for the wider Court membership.

15. Any pilot would need to be accompanied by:
    - appropriate training;
    - clear guidance on information governance and acceptable use;
    - evaluation criteria and feedback mechanisms; and
    - oversight from relevant Digital Services officers.

16. It is proposed that officers continue to work closely with DITS colleagues to ensure alignment with the Corporation's wider digital and AI workstreams.

Key Data

17. Members currently have access to Microsoft Copilot Chat through the Corporation's Microsoft environment at no additional licensing cost.

18. Preliminary discussions with DITS indicate that the free version may already provide sufficient functionality for summarisation and document-processing tasks.

19. Premium Microsoft Copilot licences would carry additional licensing costs which would require further consideration before any wider rollout.

20. Recent Member training sessions on Copilot and AI tools have demonstrated active Member interest in AI-enabled productivity support.

Corporate & Strategic Implications –

- **Strategic implications –** The proposal supports the Corporate Plan 2024–2029 objective of Providing Excellent Services through exploring opportunities to improve Members' access to information and support effective decision-making. The proposal also supports Diverse Engaged Communities by promoting accessibility and confidence in engaging with committee business.

- **Financial implications -** Any future pilot scheme involving premium licences would carry financial implications relating to the licence purchase(s). The cost

of a licence is £25.50 per user per month, for a 12-month period: the overall cost of a pilot for, say, 5 Members for the period would be £1530.

- **Resource implications -** Officer resource would be required in relation to training, administration, technical support, and evaluation of any pilot scheme that is adopted. It is anticipated that this can be absorbed by the Member Services and DITS teams, on the basis of a small and contained trial.

- **Legal implications -** Appropriate consideration would need to be given to information governance, confidentiality, data protection, and acceptable use requirements.

- **Risk implications -** Risks include concerns around data protection and financial cost, which are indicated elsewhere ein this report.

- **Equalities implications –** The proposal would positively support accessibility and understanding for Members engaging with large volumes of committee information.

- **Climate implications –** None specific to this limited use.

- **Security implications –** None, given that corporate systems (i.e. CoPilot) are proposed for use, which provide sufficient guiderails to manage any data security concerns.

Conclusion

21. This report sets out proposals relating to the potential introduction of a limited Microsoft Copilot pilot scheme for Members.

22. The proposal arises from Member feedback regarding the digestibility and quality of committee papers and seeks to explore whether AI-enabled tools may assist Members in processing information more effectively.

23. The report also recognises that Members already have access to Microsoft Copilot Chat and that training and guidance activity is already underway.

24. Members are therefore invited to consider whether existing arrangements are sufficient at this stage or whether a limited premium pilot scheme should be explored further, in addition to this.

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Committee(s): Member Development & Standards Sub-Committee	**Date:** 11 June 2026
Subject: Proposal for an informal and confidential reporting mechanism for Member Behaviour	**Public report:** For Decision
This proposal: • **delivers Corporate Plan 2024-29 outcomes** • **provides business enabling functions**	• Diverse Engaged Communities • Providing Excellent Services
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:	Deputy Town Clerk
Report author:	Isaac Thomas

Summary

This report proposes the introduction of an informal and confidential reporting mechanism to enable concerns regarding lower-level Member behavioural issues to be raised and addressed appropriately outside of the formal Code of Conduct process.

It is recognised that certain behaviours may not meet the threshold for formal standards complaints or disciplinary action, but may nevertheless warrant intervention or informal resolution. It is also recognised that Members may, in some cases, feel uncomfortable raising concerns formally due to sensitivities, professional relationships, or concerns about confidentiality.

The mechanism proposed in this report would provide a simple reporting function via the Members' Portal through which concerns could be submitted confidentially and, where appropriate, anonymously, to the Chief Commoner, Deputy and Assistant Town Clerks. The intention is that concerns could then be addressed informally through discussion, advice, or other proportionate interventions, rather than through formal investigation procedures. This would be explicitly distinct from the existing Code of Conduct regime and the management of complaints through that process.

The proposal is intended to support a respectful and professional Member culture whilst encouraging early intervention and informal resolution where appropriate.

If approved, it is also recommended that Officers be permitted to report informal complaints via the same platform. If this would help address an outstanding action arising from the Local Government Association's Review into Member Behaviour from November 2023, namely: the introduction of a reporting framework to manage informal complaints from officers against Members.

Recommendation(s)

Members are asked to:

1. Approve, in principle, the development of an informal and confidential reporting mechanism for lower-level Member behavioural concerns lodged by both officers and Members.
2. Delegate authority to the Town Clerk, in consultation with the Chairman and Deputy Chairman of the Member Development and Standards Sub-Committee, to develop detailed proposals for future consideration by the Sub-Committee.

Main Report

Background

1. The City of London Corporation maintains formal standards and conduct arrangements through the Member Code of Conduct and associated complaints procedures.

2. While these arrangements provide a mechanism for addressing serious or formal complaints, it has been recognised that there may be occasions where behaviours fall below expected standards but do not necessarily meet the threshold for invoking formal Code of Conduct procedures.

3. Several Members have indicated that there could be occasions where they may be reluctant to raise such concerns formally, either because of the nature of the behaviour not meeting the relevant threshold, or due to the perceived seriousness of those processes and the associated administrative burden, particularly where matters involve colleagues, personal relationships, or situations that may be regarded as sensitive or embarrassing.

4. Informal discussion has, therefore, taken place regarding the potential introduction of a confidential reporting mechanism that would allow lower-level concerns to be raised and addressed proportionately and informally, where appropriate. This could provide a constructive opportunity to address low-level behaviours at an early stage.

5. This aligns with some of the findings from the LGA Peer Review, as well as the previous LGA Member Behavior Review from November 2023, and will support the strengthening of positive culture and behaviours.

Current Position

6. At present, there is no dedicated consistent mechanism for Members or officers to confidentially raise lower-level behavioural concerns outside of the formal complaints process, beyond personal approaches to the Chief Commoner (or, in the case of officers, their manager and/or the Assistant and Deputy Town Clerk). A number of Members have reflected that the ability to speak to the Chief confidentially can be challenging logistically, given varying commitments and availibility, and as such the "moment" can pass before they have the ability to highlight something to support a timely intervention. This is also experienced by officers. As a result, concerns which may benefit from early intervention or informal resolution may go unreported or unresolved, potentially leading to repeated incidences or low-level behaviours going unchallenged and growing into more serious behaviours.

7. The proposed mechanism would seek to address this gap by introducing a simple reporting function through the Members' Portal. Reports would then be directed confidentially to the Chief Commoner (or past Chief Commoner) by the Assistant or Deputy Town Clerk, who could then determine whether informal engagement or intervention would be appropriate. Where officers are involved, we may engage with the relevant Chief Officer and/or senior director.

Options

8. The following options have been identified:

<u>Option 1: Maintain Current Arrangements</u>

No additional reporting mechanism would be introduced. Members would continue to rely solely on the existing formal procedures. This option would avoid additional administrative requirements but would not address the identified gap relating to lower-level behavioural concerns.

<u>Option 2: Introduce an informal confidential reporting mechanism (Recommended)</u>

A confidential reporting function would be established via the Members' Portal, enabling Members and Officers to escalate lower-level behavioural concerns directly with the Chief Commoner.

This option would support early intervention, informal resolution, and the promotion of positive Member conduct and culture.

Proposals

9. It is proposed that Members endorse the development a proportionate and carefully governed confidential reporting mechanism through the Members' Portal.

10. The mechanism would be intended solely for lower-level behavioural concerns that do not warrant formal Code of Conduct proceedings but which may benefit from informal intervention or resolution.

11. The proposal is not intended to replace or undermine existing formal complaints processes, nor form part of that process. Serious allegations or matters engaging the Code of Conduct would continue to be addressed through the established route.

12. Appropriate governance arrangements would be put in place so that reports submitted through the mechanism would be directed confidentially to the Chief Commoner, supported by the Deputy Town Clerk and Assistant Town Clerk (as is current longstanding practice). Provision would also be made for alternative reporting route (such as to a past Chief Commoner, or a relevant Officer) in the event that the nature of the issue is such that the individual would rather not engage the Chief Commoner of the day. Officers would develop appropriate safeguards and data protection arrangements to ensure that they system operates fairly.

13. Anonymised, aggregated data on the number of submissions received through the mechanism could be reported periodically to MDSSC, if this is considered to be of value.

Key Data

14. No formal data currently exists regarding the volume of lower-level behavioural concerns that are not progressed through formal complaints procedures.

15. Informal Member feedback has suggested that some Members may currently be reluctant to raise concerns through the established mechanisms where issues are regarded as sensitive, minor, or interpersonal in nature.

Corporate & Strategic Implications

- **Strategic implications -** The proposal supports the Corporate Plan 2024–2029 objective of fostering Diverse Engaged Communities by promoting respectful behaviours, positive - working relationships, and an inclusive organisational culture. The proposal also supports the objective of Providing Excellent Services by strengthening governance arrangements.
- **Financial implications –** There are no financial implications.
- **Resource implications –** There may be minor officer resource implications within the Governance & Member Services team associated with administration and oversight of the mechanism.
- **Legal implications –** There are no legal implications to this decision.
- **Risk implications –** Risks would be mitigated through clear governance arrangements and oversight.

- **Equalities implications** – The proposal is intended to have a positive impact on equaslities as it would support and inclusive and respectful Member environment.
- **Climate implications –** There are no climate implications.
- **Security implications –** Appropriate digital and information securities would be considered throughout development.

Conclusion

16. This report proposes the development of an informal and confidential reporting mechanism to address lower-level Member behavioural concerns outside of formal Code of Conduct processes. The proposal would seek to encourage early intervention and support a positive Member/Member and Member/Officer culture.

17. Members are invited the approve the recommendations set out in the report.

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City of London Corporation Committee Report

Committee(s): Member Development & Standards Sub-Committee – For discussion	**Dated:** 11/06/26
Subject: Member Learning and Development Update	**Public report:** For Discussion
This proposal: • **delivers Corporate Plan 2024-29 outcomes** • **provides statutory duties** • **provides business enabling functions**	• Providing Excellent Services • Diverse Engaged Communities
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, Town Clerk's Department

Summary

This report provides the Member Development and Standards Sub-Committee (MDSSC) with an update on Member Learning and Development activity delivered since the Sub-Committee's last meeting on 23 February 2026, in accordance with the Member Learning and Development Strategy 2025–2029.

The report sets out:

- Training delivered since February 2026 under the rolling programme;
- Attendance data during this period (detailed at Appendix 1);
- An update on the delivery of the Equity, Equality, Diversity and Inclusion (EEDI) quarterly theme in Quarter 1 of 2026/27; and
- Any emerging feedback and considerations for future programme delivery.

Members are asked to note the report and appendices, and provide any further direction in respect of future delivery and monitoring arrangements.

Recommendations

Members are asked to:

- Note the report and the attendance data set out at Appendix 1.
- Note the progress in delivery of the EEDI quarterly training theme.
- Provide any feedback on future training priorities and delivery approach.

Main Report

Background

1. The Member Learning and Development Strategy 2025–2029, approved on 9 December 2025, established a structured quarterly programme of Member development activity through to March 2029.

2. The L&D Strategy sets out a structured, rolling programme of development opportunities for all Members of the Court of Common Council, delivered on a quarterly themed basis. The Strategy commits the Sub-Committee to:

   - Monitoring Member participation in learning and development activities;
   - Reviewing attendance and engagement data;
   - Identifying essential, recommended and specialist training needs; and
   - Ensuring that value for money is achieved through effective use of the Member Development budget.

3. This report provides a further update following the Sub-Committee's last meeting on 23 February 2026 and reflects ongoing delivery under the agreed quarterly model.

4. The Quarterly Training Themes, as agreed by this Sub-Committee, are as follows:

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

5. Since the last meeting, delivery has progressed into Quarter 1 of the 2026/27 programme, with a particular focus on the Equity, Equality, Diversity and

Inclusion (EEDI) themed quarter which launched in April 2026. Ad hoc training sessions on various topics have also been delivered throughout this period. A full schedule of sessions delivered since the last meeting of this Sub-Committee on 23 February 2026, together with attendance figures, is attached at Appendix 1.

Current Position

EEDI Quarterly Theme – Delivery Update

6. At the last meeting of this Sub-Committee on 23 February 2026, Members noted that the views of the EEDI Sub-Committee had also been sought at its meeting on 18 February 2026 to inform development of the programme. Input was invited in respect of strategic priorities, desired outcomes, knowledge and confidence gaps, statutory responsibilities, and areas of potential governance or reputational risk.

7. In considering the development of the EEDI-themed quarter, the Sub-Committee:

   - Expressed support for the inclusion of a 'strongly recommended' module focused on Members' statutory responsibilities, particularly under the Public Sector Equality Duty;
   - Identified priority topics including City Belonging, unconscious bias, and the City Corporation's historical links to the transatlantic slave trade; and
   - Emphasised the importance of engagement and effective promotion of training opportunities, including through the Members' Portal, the Chief Commoner's communications, and Ward-level engagement.

8. This feedback was taken into account in the development of the Quarter 1 programme, and the following training sessions were scheduled for delivery internally in a hybrid format:

   - **Members & Equalities Law – Monday 1 June, 9-10am**

     This session was delivered by the City Solicitor and the Equalities Director, with a focus on the Code of Conduct, basic discrimination law and the Public Sector Equality Duty (PSED).

     Member feedback is currently being collated and will be reported to the Sub-Committee in due course. Initial feedback received during the session was positive, including a request for a follow-up session ('Part B'), and a number of further queries which officers will respond to directly following the session.

   - **Member Training on Bias – Tuesday 9 June, 10.30am–12.30pm**

     In response to this Sub-Committee's request for training on unconscious bias, a bespoke session has been developed by the City Corporation's EEDI team.

   - **Beyond the Boardroom: Engaging with Businesses and Workers in your Ward – Tuesday 16 June, 3-5pm**

This session will provide an opportunity for Members to learn more about the City Belonging Project, the City Corporation's worker engagement initiative - and how you can work with the programme to deepen your engagement with and representation of City workers, including those from diverse backgrounds.

- **Examining our history with honesty: Research into historic links to slavery**

  Following the request for a briefing session on the City Corporation's historical links to the transatlantic slave trade, opportunities are being provided in collaboration with the London Archives to support Member engagement with this work.

  The City of London Corporation has commissioned Professor William Pettigrew. a leading expert on the transatlantic trafficking of enslaved African people, to produce a research report examining the extent of its historical links to the transatlantic trafficking of enslaved African people. The report is scheduled for publication on 16 June.

  Professor Pettigrew's research draws on records held at The London Archives and evidence from the Register of British Slave Traders, a national research database. The research focuses on the period between 1640 to 1807, when the UK was actively engaged in the trade.

  To support understanding of the research, a series of engagement opportunities have been organised for Members, including:

  - Q&A with Professor Pettigrew – 11 June, 3.00–4.00pm, at The London Archives and online via YouTube
  - Walking tour for staff and Members – 24 June, 6.00–8.00pm
  - Walking tour for staff and Members – 1 July, 6.00–8.00pm

  These opportunities were shared with Members via the Members' Portal.

  Equity, Equality, Diversity, Inclusion - Our Commitment E-Module

  Available via SuccessFactors, this course focuses on providing learners with the skills and confidence to not only comply with legal requirements but to be allies and help make the workplace a more supportive and inclusive environment.

  This course has been previously promoted to Members, and a further reminder will be issued following the Bias session on Tuesday 9 June. This approach is intended to encourage in-person attendance ahead of any wider promotion of the e-module.

External Training Opportunities

9. External learning opportunities provided by organisations such as the Local Government Association (LGA) and other partners continue to be promoted to Members.

10. These opportunities supplement the internal programme and support broader professional development.

Digital Services All-Member Sessions

11. As part of efforts to draw on the significant talent, experience, and skills of Members in supporting the delivery of Digital Services across the City Corporation, a series of Member training sessions have been arranged by the Chairman of the Digital Services Committee, open to all Members of the Court of Common Council.

12. These sessions focus on key priority areas within the Committee's work programme for 2026 and have been scheduled to take place immediately prior to meetings of the Court of Common Council, to maximise accessibility and Member attendance. Each session is held from 11.00am to 12.00pm on the same day as the Court of Common Council.

13. Since the last meeting of the Member Development and Standards Sub-Committee, two sessions have been delivered, on 5 March 2026 and 23 April 2026.

14. The programme will continue to run alongside the remaining scheduled Court of Common Council dates in 2026, namely: 21 May, 25 June, 23 July, 10 September, 8 October, and 3 December.

15. Each session provides a comprehensive overview of areas of current strategic importance, which include:

    - Enterprise Architecture and Digital Transformation activities
    - Data and Analytics
    - Artificial Intelligence and Automation
    - Customer Relationship Management (CRM)

16. These sessions aim to strengthen Member understanding and engagement, supporting effective oversight and contribution to the City Corporation's digital priorities.

Options

17. The Sub-Committee may provide suggestions on future training delivery and priorities in line with the Learning and Development Strategy. In particular, Members' views are sought on the ongoing delivery and format of themed quarterly programmes, including the next theme focussed on 'Leadership Skills.'

Proposals

18. It is proposed that this Sub-Committee:

- Notes the continued delivery of the structured Learning and Development programme
- Notes the progress in the delivery of the EEDI quarterly theme
- Provides any feedback that could inform the development of future quarters.

Key Data

19. Key attendance figures are reported in Appendix 1. An update on Member feedback is to follow.

Corporate & Strategic Implications –

Strategic implications – Delivery supports high standards of governance and effective Member decision-making.

Financial implications – There are none. The current delivery remains within the approved annual £9,000 Member Development budget, with a small fee paid for the Members & Equalities Law briefing session.

Resource implications – There are none. The L&D programme has been managed within existing officer capacity.

Legal implications – There are none.

Risk implications – There are none.

Equalities implications – There are none.

Climate implications – There are none.

Security implications – There are none.

Conclusion

20. This report provides an update on Member Learning and Development activity delivered since 23 February 2026, including initial delivery of the EEDI-themed quarter.

21. The continued implementation of the structured quarterly model supports effective governance and aligns with the objectives set out in the Member Learning and Development Strategy 2025–2029.

22. Members are invited to note the report and provide any further direction on future delivery and monitoring arrangements.

Appendices

- Appendix 1 – Training Delivery and Attendance Data (February – June 2026)

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Appendix 1

Member Learning and Development Programme

Evaluation of Training Delivered in Quarter 1 (April-June) 2026

1. The purpose of this paper is to provide the Member Development and Standards Sub-Committee with a snapshot of the learning and development sessions that have taken place since the last meeting of the Sub-Committee on 23 February 2026 and those that have taken place so far in the current Quarter (Quarter 1, April-June 2026).

2. This report seeks to provide Members with an evaluation and attendance statistics of training sessions that were held.

3. Individual Microsoft Outlook invitations were circulated to all Members, with session details for all offerings and information as to how to register their interest/attendance. Reminders of each session were also communicated using chaser emails and via the Chief Commoner's monthly bulletin. Officers continued to offer a range of days of the week and times in the hope of maximising attendance. Member attendance on the day continues to be varied.

4. For ease of reference the following table provides an overview of offerings.

Title of the Event	Date and Time	Format and offered to	Members in attendance
Quarter 4 (January-March 2026)			
Digital Services Session on AI	Thursday 5 March, 11am-12pm	In person training offered to all Members	18 in person **(18 overall)**
Quarter 1 (April-June 2026)			

Digital Services Session on Cyber Security	Thursday 23 April, 11am-12pm	In person training offered to all Members	9 in person **(9 overall)**
Digital Services Session covering: Microsoft Copilot (Chat functionality), Outlook best practice and mobile working	Thursday 21 May, 11am-12pm	In person training offered to all Members	8 in person **(8 overall)**
Member Training: Accessing Your Committee Papers (Mod.gov)	Friday 29 May, 2–3pm	Hybrid training offered to all Members	2 online **(2 overall)**
Members and Equalities Law	Monday 1st June, 9-10am	Hybrid training offered to all Members	5 in person 9 online **(14 overall)**
Member Training: Accessing your Committee Papers (Mod.gov)	Monday 1st June, 3-4pm	Hybrid training offered to all Members	4 in person 3 online **(7 overall)**

List of e-modules available to Members via the SuccessFactors Platform:

1. Action Counters Terrorism
2. Cyber Ninja – Cyber Security Training
3. Fire Safety Awareness
4. Equity, Equality, Diversity, Inclusion - Our Commitment
5. Health, Safety, and Wellbeing
6. New Starters' Orientation
7. Fraud Awareness
8. Data Protection
9. Prevent

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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