



## Member Development and Standards Sub Committee

**Date:** MONDAY, 23 FEBRUARY 2026

**Time:** 2.00 pm

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

**Members:**

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

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

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

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

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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. **PUBLIC MINUTES**

To agree the public minutes and non-public summary of the meeting held on 9 December 2025.

**For Decision**  
(Pages 5 - 8)

4. **TERMS OF REFERENCE**

Report of the Town Clerk.

**For Decision**  
(Pages 9 - 12)

5. **MEMBER LEARNING & DEVELOPMENT UPDATE**

Report of the Town Clerk.

**For Discussion**  
(Pages 13 - 30)

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

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

## **Part 2 Non-Public Agenda**

8. **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**

9. **NON-PUBLIC MINUTES**

To agree the non-public minutes of the previous meeting held on 9 December 2025.

**For Decision**  
(Pages 31 - 34)

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

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

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## MEMBER DEVELOPMENT AND STANDARDS SUB COMMITTEE

Tuesday, 9 December 2025

Minutes of the meeting of the Member Development and Standards Sub Committee held at Committee Room - 2nd Floor West Wing, Guildhall on Tuesday, 9 December 2025 at 2.00 pm

### Present

#### Members:

Deputy Henry Pollard  
Deputy Helen Fentimen OBE JP  
Deputy Jaspreet Hodgson  
Charles Edward Lord, OBE JP  
Tim McNally  
Naresh Hari Sonpar

#### In attendance:

Philip Woodhouse (Online)  
Deputy Bethany Coombs (In Guildhall)  
Susan Farrington (In Guildhall)

#### Officers:

|                     |                               |
|---------------------|-------------------------------|
| Gregory Moore       | - Deputy Town Clerk           |
| Isaac Thomas        | - Town Clerk's Department     |
| Christopher Rumbles | - Town Clerk's Department     |
| Kevin Colville      | - City Solicitor's Department |

### Part 1 - Public Agenda

#### 1. APOLOGIES

Apologies were received from Alderman Alison Gowman, Deputy Chris Hayward, Sandra Jenner and Deputy James Thomson. Philip Woodhouse observed the meeting virtually.

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

There were no declarations.

#### 3. PUBLIC MINUTES

**RESOLVED**, that the minutes of the meeting held on 8 July 2025 be approved as a correct record.

The Sub-Committee noted a minor error at item 11 of the public minutes concerning the reason for exclusion, which referred to the City Corporation acting as a Charity Trustee. Members were advised that this had been amended to indicate that the reason for exclusion fell under the Section 100(A) of the Local Government Act 1972.

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

The Sub-Committee considered a report of the Town Clerk, presenting a refreshed Member Learning and Development Strategy for 2025–2029, together with a rolling programme of training events for 2025–26. At its meeting on 8 July 2025, the Sub-Committee had considered the previous Strategy and rolling programme for 2023–2025, and had agreed that the future programme should continue to operate on a quarterly themed basis.

Members welcomed the refreshed Strategy and programme, and discussed opportunities to strengthen clarity around mandatory and statutory training requirements. It was suggested that the programme should clearly identify which training sessions were mandatory, including areas that would require annual refreshers, and where specific training obligations applied to Members serving on particular Committees, with Planning and Transportation Committee Members given as an example. The Sub-Committee also highlighted the importance of reminding colleagues of their wider statutory responsibilities through the provision of courses or materials, for example in relation to corporate parenting.

Members proposed that greater use be made of external learning opportunities, including those offered by bodies such as the Local Government Association, and that links to relevant external courses and resources continue to be signposted through the Members' Portal. Officers confirmed that the Portal was currently being used to host and signpost such links.

The Sub-Committee discussed the potential value of being able to understand overall training uptake, patterns of attendance and preferred methods of training delivery. During the discussion, Members noted that feedback mechanisms like evaluation forms were not always completed and that alternative ways of understanding Member engagement could be explored going forward.

Members agreed that the Strategy and rolling programme provided a strong foundation and should continue to be treated as a live and iterative offer, with scope for Members to proactively suggest additional topics or courses where gaps were identified. Officers confirmed that new courses could be considered or external provision promoted where demand was identified.

**RESOLVED:** That Members of the Member Development and Standards Sub-Committee:

- Noted the report and provided feedback in respect of the forward learning and development programme and potential additional or alternative learning opportunities; and
- Approved the refreshed Member Learning and Development Strategy for 2025–2029, as set out at Appendix 1.

5. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE SUB-COMMITTEE**  
There were none.

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

There was none.

7. **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.

**Part 2 - Non-Public Agenda**

8. **NON-PUBLIC MINUTES**

**RESOLVED**, that the non-public minutes of the meeting held on 8 July 2025 be approved as a correct record.

9. **PAST MEMBERS: BEHAVIOURS AND PRIVILEGES**

The Sub-Committee considered a report of the Town Clerk concerning the behaviour and privileges of past Members.

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

There was one question raised as follows:

- The settlement of outstanding debts to the Guildhall Club

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

There was a discussion around compliance with security instructions at the Lady Mayor's Banquet and German State Banquet.

**The meeting ended at 2.50 pm**

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Chairman

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

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|   |                             |
|---|-----------------------------|
| <b>Committee:</b><br>Member Development and Standards Sub-Committee –<br>For Decision                     | <b>Dated:</b><br>23/02/2026 |
| <b>Subject:</b> Member Development and Standards Sub-Committee - Terms of Reference                       | <b>Public</b>               |
| <b>Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?</b> | <b>N/A</b>                  |
| <b>Does this proposal require extra revenue and/or capital spending?</b>                                  | <b>N</b>                    |
| <b>If so, how much?</b>   | <b>N/A</b>                  |
| <b>What is the source of Funding?</b>   | <b>N/A</b>                  |
| <b>Has this Funding Source been agreed with the Chamberlain’s Department?</b>                             | <b>N/A</b>                  |
| <b>Report of:</b> Town Clerk & Chief Executive  | <b>For Decision</b>         |
| <b>Report author:</b> Isaac Thomas, Town Clerk’s Department   |                             |

## Summary

An annual review of the Member Development and Standards Sub-Committee's Terms of Reference enables any proposed changes to be considered in time for the annual re-appointment, composition and Terms of Reference of Sub-Committees review undertaken by Policy and Resources Committee.

This annual review also affords Members an opportunity to review the frequency of a Committee’s meetings and determine whether the frequency remains appropriate or requires any adjustment.

## Recommendations

It is recommended that:

- Members approve the terms of reference of the Member Development and Standards Sub-Committee.

## Appendices

- Appendix 1 – Terms of Reference 2025/26 – Member Development and Standards Sub-Committee

## Isaac Thomas

Personal Assistant & Member Services Officer

Town Clerk’s Department

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## Member Development and Standards Sub-Committee

### Composition

- The Chief Commoner (to act as Chairman)
- Immediate past Chief Commoner\*
- Chairman and Deputy Chairman (or a Vice Chairman) of the Policy & Resources Committee
- One Alderman nominated by the Court of Aldermen
- Two Members nominated by the Policy & Resources Committee
- Two Members nominated by the Education Board
- Two Members nominated by the Corporate Services Committee
- Together with two Members of the Court of Common Council, to be elected by the Court.

*\*For part of the year and then the Chief Commoner Designate for the remainder of the year (elected in October each year)*

### Terms of Reference

To be responsible for:-

### Member Learning and Development

- (a) To agree, a programme of Member training and development, to ensure that all Members have access to opportunities

### Standards

- (b) promoting and maintaining high standards of conduct by Members and Co-opted Members of the City of London Corporation and to assist Members and Co-opted Members to observe the City of London Corporation's Code of Conduct;
- (c) preparing, keeping under review and monitoring the City of London Corporation's Member Code of Conduct and making recommendations to the Court of Common Council in respect of the adoption or revision, as appropriate, of such Code of Conduct;
- (d) keeping under review, monitoring and revising as appropriate the City of London Corporation's Guidance to Members on the Code of Conduct;
- (e) keeping under review by way of an annual update by the Director of HR, the City of London Corporation's Employee Code of Conduct and, in relation to any revisions, making recommendations to the Corporate Services Committee;
- (f) keeping under review and monitoring the Protocol on Member/Officer Relations and, in relation to any revisions, making recommendations to the Corporate Services Committee;
- (g) advising and training Members and Co-opted Members on matters relating to the City of London Corporation's Code of Conduct.

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## City of London Corporation Committee Report

|   |  |
|---|--|
| <b>Committee(s):</b><br>Member Development & Standards Sub-Committee – For discussion   | <b>Dated:</b><br>23/02/26                  |
| <b>Subject:</b><br>Member Learning and Development Update   | <b>Public report:</b><br>For Discussion    |
| <b>This proposal:</b> <ul style="list-style-type: none"> <li>• delivers Corporate Plan 2024-29 outcomes</li> <li>• provides statutory duties</li> <li>• provides business enabling functions</li> </ul> |  |
| <b>Does this proposal require extra revenue and/or capital spending?</b>  | No   |
| <b>If so, how much?</b>   | N/A  |
| <b>What is the source of Funding?</b>   | N/A  |
| <b>Has this Funding Source been agreed with the Chamberlain's Department?</b>   | N/A  |
| <b>Report of:</b>   | Town Clerk & Chief Executive               |
| <b>Report author:</b>   | Isaac Thomas, PA & Member Services Officer |

### Summary

This report provides the Member Development and Standards Sub-Committee (MDSSC) with an overview of Member Learning and Development activity delivered during the 2025/26 civic year, in accordance with the Member Learning and Development Strategy 2025–2029.

The report sets out:

- A summary of training delivered so far under the Induction and Refresher Programme and subsequent rolling programme;
- Attendance data and engagement trends (detailed at Appendix 1);
- An update in respect of actions and feedback arising from the Sub-Committee meeting held on 9 December 2025; and
- An update on the rescheduling and development of the Equity, Equality, Diversity and Inclusion (EEDI) quarterly theme, now to be delivered in Quarter 1 (April–June/July 2026), following further consultation and planning.

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

## **Recommendation(s)**

Members are invited to:

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

## **Main Report**

### **Background**

1. The Member Learning and Development Strategy 2025–2029 was approved by this Sub-Committee at its meeting on 9 December 2025. 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 through to March 2029.
2. 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 consolidated annual update on delivery and attendance since approval of the refreshed Strategy and addresses actions arising from the December 2025 meeting.

### **Current Position**

4. During Quarters 1 and 2 (April – September 2025), the primary focus remained on the Member Induction and Refresher Programme following the March 2025 Ward Elections. This included core governance briefings, mandatory Code of Conduct training and a range of introductory sessions that provided an overview of the City of London Corporation's various departments, designed to support newly elected and returning Members.
5. Quarter 3 (October – December 2025) focused on ad-hoc and requested sessions arising from induction feedback and Member/officer requests, including:
  - a. Chair's Training (for Chairs, Deputy Chairs and aspiring Chairs)
  - b. Cyber Security Training
  - c. Digital Transformation Workshops

6. A full schedule of sessions delivered in Quarter 3 (October – December 2025) and those that have taken place so far in Quarter 4 (January – March 2026), together with attendance figures, is attached at Appendix 1.
7. In total, 5 training sessions delivered internally in Quarter 3.
8. The average (mean) attendance per session in Quarter 3 was 8 Members.
9. External opportunities, including those provided by the Local Government Association (LGA) and other bodies, continue to be signposted. In Quarter 3, these consisted of sessions on the following:
  - a. Building effective member and officer relationships
  - b. Personal Safety for Councillors
  - c. Handling Online Abuse and Intimidation
10. The Quarterly Training Themes, as agreed by this Sub-Committee on 9 December 2025, are as follows:

| <b>2026/2027</b> | <b>Dates</b>          | <b>Theme/Focus</b>                |
|------------------|-----------------------|-----------------------------------|
| 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              |

### **Update on EEDI Quarterly Theme**

11. At its meeting on 9 December 2025, MDSSC confirmed that Equity, Equality, Diversity and Inclusion (EEDI) would form a dedicated quarterly theme within the rolling programme. The initial intention had been to deliver this theme during Quarter 4 (January - March 2026).
12. Following further consideration, and in consultation with relevant officers, it has been agreed that the EEDI theme will now be delivered in Quarter 1 of 2026/27 (April - June/July 2026).
13. This adjustment has been made to allow sufficient time to undertake a structured training needs analysis and informed programme design. The intention is to ensure that:
  - The content reflects genuine knowledge gaps and practical challenges faced by Members;

- Training is proportionate, role-relevant and aligned with statutory responsibilities under the Equality Act 2010 and the Public Sector Equality Duty;
  - There is sufficient officer capacity to deliver high-quality sessions; and
  - The programme is strategically aligned with wider corporate EEDI priorities and risk considerations.
14. This approach is consistent with the L&D Strategy's commitment to treat the rolling programme as a live and iterative offer, informed by regular Member feedback.
15. A report discussing the Equity, Equality, Diversity & Inclusion Quarterly Training Theme has been added to the agenda for the meeting of the Equity, Equality, Diversity & Inclusion (EEDI) Sub-Committee on 18 February 2026 (for discussion), inviting Members' views on the scope and focus of the EEDI-themed quarter. That report set out:
- The background to MDSSC's decision to include EEDI as a quarterly theme;
  - The proposed training themes for 2026/27, with EEDI scheduled for Quarter 1 (April–June 2026); and
  - Options for shaping the programme, including a range of suggested training topics and a proposed light-touch training needs survey of the full Court.
16. The report invites the EEDI Sub-Committee to comment on:
- Gaps in Members' knowledge or confidence;
  - The balance between legal/statutory responsibilities and practical application in committee decision-making; and
  - Areas of higher legal, reputational or governance risk;
17. Subject to Member feedback, it is proposed that a short training needs survey be issued to all Members in advance of delivery, to ensure that sessions scheduled for April–June/July 2026 are evidence-led and responsive to identified needs.
18. The finalised programme for the EEDI quarter will be reported back to this Sub-Committee for final decision-making. Attendance and engagement data throughout Quarter 1 of 2026/27 will be captured and reported in line with the monitoring framework set out in the Strategy.
19. The full report to EEDI Sub-Committee can be found at Appendix 2, for reference.
20. For the avoidance of doubt, whilst the views of the EEDI Sub-Committee are being sought to inform programme design, responsibility for agreeing the final content and structure of the Member Learning and Development Programme rests solely with the Member Development & Standards Sub-Committee, in accordance with this Sub-Committee's Terms of Reference.

## **Options**



21. The Sub-Committee may provide suggestions on future training delivery and topics in accordance with the agreed Learning & Development Strategy. In particular, Members views are sought on training content at Quarter 1 (April-June 2026).

## Proposals

22. It is proposed that the Sub-Committee:

- Endorse the continuation of the structured quarterly model set out in the Strategy.
- Note the revised delivery timetable for the EEDI-themed quarter, now scheduled for Quarter 1 (April–June/July 2026).

## Key Data

23. Key data for the Quarter 3 reporting period includes:

- Total number of training sessions delivered internally in Quarter 3: 5
- Total number of training sessions delivered externally in Quarter 3: 3
- Average (mean) attendance per session in Quarter 3: 8 Members

## Corporate & Strategic Implications

- **Strategic implications** - The structured and monitored delivery of the Learning and Development Programme supports high standards of governance and enables Members to discharge their statutory and representative responsibilities effectively.
- **Financial implications** - The annual Member Learning and Development budget remains £9,000. As training has been provided in-house, spending remains within the approved budget.
- **Resource implications** - Delivery is managed within existing officer resources and budget provision.
- **Legal implications** - Clear identification and monitoring of statutory and mandatory training, such as training on the Code of Conduct, supports compliance with relevant legislation and statutory duties.
- **Risk implications** - Ensuring Members are appropriately equipped to understand and discharge statutory and equality responsibilities mitigates legal, reputational and governance risk.
- **Equalities implications** – The ongoing delivery of Member training, particularly the planned EEDI-themed quarter, supports the Public Sector Equality Duty by strengthening Members' understanding of equality considerations within their decision-making and governance roles.
- **Climate implications** - There are no climate implications arising from this report.
- **Security implications** - There are no security implications arising from this report.

## Conclusion

24. This report provides the Sub-Committee with an overview of training delivered during Quarter 3 2025/26, including attendance and engagement data in line with

the commitments set out in the Member Learning and Development Strategy 2025–2029.

25. It also provides an update on the rescheduling and development of the EEDI quarterly theme, now to be delivered in Quarter 1 (April–June/July 2026).

26. Members are invited to note the report, consider the attendance data at Appendix 1 and note the report to EEDI Sub-Committee at Appendix 2. The Sub-Committee is asked to provide any further direction in respect of oversight, monitoring and future delivery of the Member Learning and Development Programme.

## **Appendices**

- Appendix 1 – Evaluation of Quarter 3 – October – December 2025 and Quarter 4 January – March 2026
- Appendix 2 – Report to EEDI Sub-Committee

**Isaac Thomas**

PA & Member Services Officer

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### Member Learning and Development Programme

#### Evaluation of Quarter 3 – October – December 2025 and Quarter 4 January – March 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 in Quarter 3 (October – December 2025) and those that have taken place so far in the current Quarter (Quarter 4, running from January – March 2026)
2. In response to feedback from this Sub-Committee at its meeting on 9 December 2025, 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 for Quarter 3 and 4. This is followed by a more in-depth review of each session.

| Title of the Event                                       | Date and Time                  | Format and offered to                     | Members in attendance                           |
|--|--------------------------------|---|---|
| <b>Quarter 3 – October – December 2025</b>               |                                |   |   |
| <b>Cyber Security Training (Session 1)</b>               | Thursday 13 November 11am-12pm | In person training offered to all Members | 1 in person<br><b>(1 overall)</b>               |
| <b>Member Briefing: Strengthening Charity Governance</b> | Monday 17 November, 1-1.45pm   | Hybrid training offered to all Members    | 3 in person<br>11 online<br><b>(14 overall)</b> |

|   |   |   |   |
|---|---|---|---|
| <b>Building effective member and officer relationships</b>        | Tuesday 18 November, 2-3.30pm             | External session hosted by the Local Government Association (LGA), Online Only, Offered to all Members  | 9 online<br><b>(9 overall)</b>                  |
| <b>Cyber Security Training (Session 2)</b>                        | Tuesday 18 November 11am-12pm             | In person training offered to all Members   | 5 in person<br><b>(5 overall)</b>               |
| <b>Cyber Security Training (Session 3)</b>                        | Tuesday 25 November 4pm-5pm               | In person training offered to all Members   | 8 in person<br><b>(8 overall)</b>               |
| <b>Chairs Training</b>  | Thursday 27 <sup>th</sup> November, 3-5pm | Hybrid training offered to all Members<br><br>(Particularly relevant to current Chairs, Deputy Chairs and Members who aspire to stand for these positions in the future.) | 6 in person<br>13 online<br><b>(19 Overall)</b> |
| <b>Personal Safety for Councillors</b>                            | Tuesday 9th December                      | External session hosted by the Local Government Association (LGA), Online Only, Offered to all Members  | 4 online<br><b>(4 overall)</b>                  |
| <b>Handling Online Abuse and Intimidation</b>                     | Thursday 11th December                    | External session hosted by the Local Government Association (LGA), Online Only, Offered to all Members  | 5 online<br><b>(5 overall)</b>                  |
| <b>Quarter 4 – January – March 2026</b>                           |   |   |   |
| <b>Digital Transformation Workshop on Enterprise Architecture</b> | Thursday 15 January, 11-12pm              | In person training offered to all Members   | 12 in person<br><b>(12 overall)</b>             |

## **Cyber Security Training**

*Three sessions held on Thursday 13 November (11:00–12:00), Tuesday 18 November (11:00–12:00) and Tuesday 25 November (16:00–17:00), respectively.*

The Chief Commoner was keen to hold training on Cyber Security as it was a key priority to ensure that Members and the City Corporation's information remained secure. It was recognised that Members may have access to sensitive or confidential information and were therefore at increased risk of being targeted by cyber criminals.

To mitigate this risk and strengthen information security practices, bespoke Cyber Security training was developed and delivered specifically for Members. The training aimed to increase awareness of cyber threats, reinforce good digital security practices, and support Members in safeguarding both personal and City Corporation information.

Three in-person training sessions were delivered and made available to all Members, with calendar holds being sent to the full Court.

All sessions were delivered in person and covered core cyber security risks, practical prevention measures, and guidance on recognising and responding to potential threats.

The total attendance across all sessions was 14 Members, amounting to 11.2% of all Members.

Attendance increased progressively across the three sessions, with the highest attendance recorded at Session 3. The delivery of multiple sessions at different times was intended to provide flexibility and improved accessibility for Members.

The slides used in these sessions were circulated with all Members and made available on the Members' Portal. Continued engagement and refresher opportunities may further support sustained awareness and good practice.

## **Member Briefing: Strengthening Charity Governance**

*Monday 17 November, 1-1.45pm*

Training on Strengthening Charity Governance was provided to Members to support the City of London Corporation in fulfilling its legal and regulatory responsibilities as trustee across its extensive charity portfolio. Given the Corporation's role as trustee of, or nominator to, a significant number of charities, it was felt important that Members understood the specific duties attached to acting on behalf of the CoLC in its capacity as corporate trustee.

As the proposals would require approval by the Policy & Resources Committee, the training was necessary to ensure Members were fully informed and prepared to consider and support the framework. The sessions equipped Members with the knowledge and awareness needed to support robust governance, protect the

reputation of the Corporation and its charities, and ensure continued compliance with Charity Commission requirements.

14 Members attended this hybrid briefing, amounting to 11.2% of all Members. The slides, a briefing note and the recording were circulated with Members and added to the Members' Portal.

### **Building effective member and officer relationships**

*Tuesday 18 November, 14.00-15.30*

On Tuesday 18 November from 2–3.30pm, the LGA held a UK Government-funded webinar for elected members and senior officers titled 'Building effective member and officer relationships'. The webinar was delivered to explore new LGA guidance designed to support effective member/officer working relationships, with the purpose of enabling participants to fulfil their respective roles and responsibilities for the benefit of local communities. It included actionable advice and shared experiences from elected members and officers on managing and enhancing member/officer dynamics, with particular focus on the development, use, and embedding of protocols as a catalyst for improvement.

As the City of London Corporation is a member organisation of the LGA, the webinar was made freely available to all City of London Corporation Members.

A total of 9 Members confirmed their attendance at this session (7.2% of all Members of the Court), as well as 3 City Corporation officers.

### **Chairs Training (for all Members)**

*Thursday 27<sup>th</sup> November 2025, 15.00-17.00*

This training session was open to all Members, including current Chairs, Deputy Chairs and Members aspiring to stand for these positions in the future.

The purpose of this session was to provide City Corporation-specific training for current and aspiring Chairs. The training covered the following topics:

- Constitutional Position and Conventions
- Getting elected as a Chair or Deputy Chair
- Setting the agenda and support for Chairs
- Managing Meetings
- In between meeting
- Role at the Court of Common Council
- Time Commitments and Individual Quirks
- Handover and ongoing support

The session was well attended, with 19 Members joining, which amounted to 15.2% of the full Court. The recording and PowerPoint presentation was circulated with Members and made available on the Members' Portal.

## **Personal Safety for Councillors and Handling Online Abuse and Intimidation**

*A two-part online workshop, with sessions held on Tuesday 9th December and Thursday 11th December respectively.*

Two online workshops were held by the LGA on Tuesday 9th December and Thursday 11th December, respectively. The first workshop, 'Personal Safety for Councillors', was delivered to provide practical advice and guidance aimed at improving Members' awareness of personal safety. The second, 'Handling Online Abuse and Intimidation for Councillors', was designed to raise awareness of steps that could be taken to manage trolls and cyber-bullies, including a gentle introduction to the legal framework surrounding social media posts. The sessions also offered guidance on staying safe online generally, as well as tips on creating a positive online presence.

As the City of London Corporation is a member organisation of the LGA, the workshops were made freely available to all City of London Corporation Members. The training was held to equip Members with the knowledge and practical skills necessary to protect themselves both offline and online, reflecting the importance of personal safety and resilience in public roles.

A total of 9 Members attended across the two sessions, amounting to 7.2% of all Members of the Court.

## **Digital Transformation Workshop on Enterprise Architecture (EA)**

*Thursday 15 January, 11-12pm*

At the request of the Digital Services Committee Chairman, in consultation with the Chief Commoner, it was agreed that sessions will be held on key areas of work that the Digital Services Committee wishes to focus on through 2026. The purpose of these sessions is to utilise the significant talent, experience, and skills that Members possess for the benefit of the delivery of Digital Services across the City Corporation.

These sessions are scheduled to take place prior to meetings of the Court of Common Council throughout 2026, to make them as accessible as possible for Members. The sessions will run from 11-12:00pm ahead of the 2026 Court of Common Council dates, which are as follows: 15th January, 5th March, 23rd April, 21st May, 25th June, 23rd July, 10th September, 8th October, 3rd December.

Each session will provide a comprehensive overview and address topics of current significance including:

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

### Objectives of the Digital Transformation Workshops:

- Strategic Alignment: The "Golden Thread"
- Our Current Estate: The "Burning Platform"
- Our Target Vision: The Future City Delivery Model
- The Roadmap (Discussion): Sequencing the Journey
- Next Steps & Focus Areas for Workshop 2

This first of these sessions was held on Thursday 15 January, 11-12pm, and explored Enterprise Architecture (EA) and its role as a foundation for our Digital Transformation initiatives. The session will focus on these aspects of EA.

### **Budget and Costs**

Value for money has been a contributing factor in delivering the programme and it can be reported that the above sessions were provided at no cost, either delivered in-house or hosted free of charge by the LGA.



## City of London Corporation Committee Report

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| <b>Committee(s):</b><br>Equity, Equality, Diversity & Inclusion Sub-Committee – for discussion  | <b>Dated:</b><br>18.02.26                  |
| <b>Subject:</b><br>Member Learning & Development: Discussion of Equity, Equality, Diversity & Inclusion Quarterly Training Theme                    | <b>Public report:</b><br>For Discussion    |
| <b>This proposal:</b> <ul style="list-style-type: none"> <li>• provides statutory duties</li> <li>• provides business enabling functions</li> </ul> | Public Sector Equality Duty                |
| <b>Does this proposal require extra revenue and/or capital spending?</b>  | No   |
| <b>If so, how much?</b>   | N/A  |
| <b>What is the source of Funding?</b>   | N/A  |
| <b>Has this Funding Source been agreed with the Chamberlain's Department?</b>   | N/A  |
| <b>Report of:</b>   | Town Clerk and Chief Executive             |
| <b>Report author:</b>   | 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:

| <b>2026/27</b> | <b>Dates</b>          | <b>Theme/Focus</b>                               |
|----------------|-----------------------|--|
| 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

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By virtue of paragraph(s) 3 of Part 1 of Schedule 12A  
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