



**MEMBER LEARNING AND
DEVELOPMENT STRATEGY
2023-2025**

VERSION 2 (UPDATED JULY 2023)



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1. INTRODUCTION TO THE MEMBER DEVELOPMENT AND STANDARDS

SUB-COMMITTEE

This Member Learning and Development Strategy has been fully endorsed by the Member Learning Development Steering Group who have, until May 2023, been involved in and have driven the drafting of this document.

The Group first agreed its terms of reference in 2003 in order to ensure all Members have access to opportunities to broaden their specialist knowledge and skills in relation to their duties as Aldermen or Common Councillors. The Group was re-established in 2022 following the implantation of the Lord Lisvane's Governance Review and the strategy re-invigorated.

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

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

The Sub-Committee (formerly the Steering Group) has a number of responsibilities including:

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

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

Good practice dictates that effective Members' learning and development programmes are those that are informed by Members. Consequently, after the Induction Programme following the 2022 Ward Elections, all Members of the Court of Common Council were surveyed to establish what knowledge and skills gaps may exist. A formal Member Learning and Development offer has therefore been developed, taking into account the views, requirements and relevance to Members and will be delivered on a quarterly basis from 2023-2025. This rolling programme should feature formal in-person training courses, online courses and recordings, visits and practical skills sessions, developed in consultation with the Sub-Committee, and delivered to all Members. In addition to this, but outside of the formal Member Learning and Development offer, committee-specific training will be provided by Chief Officers as and when necessary and the Chairmen will continue to deliver a series of topical briefings for Members.

A structured programme, delivered on a rolling basis, is being offered to Members and this will continue through to the next Ward elections in March 2025. During this time, there will be a focus on rebranding the service to raise the profile and add creditability to the programme

This Strategy is intended to enhance the profile of the City Corporation's commitment to Member Learning and Development by providing clarity about what support is available to all Members and how this can be accessed; and to identify the key issues that will be addressed in the formulation, delivery and evaluation of the rolling programme between April 2023 and March 2025.

3. HOW MEMBER LEARNING AND DEVELOPMENT NEEDS WILL BE IDENTIFIED

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

Members will be provided with regular updates from the Governance and Member Services Team through the Members' Briefing and Members' Portal (new digital platform). They will be encouraged to identify areas/issues that should be addressed in the rolling programme and draw these to the Sub-Committee's attention. Feedback from attendees at learning and development events will also inform the content and delivery of the rolling programme of learning and development activities. Qualitative and quantitative tools will be used as part of the evaluation arrangements to effectively measure impact and satisfaction levels. A structured Learning and Development Programme, which will be delivered on a rolling basis as of March 2023, will focus on the following:

Essential Training Needs

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

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

Newly-elected Members joining through by-elections will have access to the same induction offering as those who joined in March 2022. This is facilitated through one-to-one discussions and access to recordings of sessions. Refresher learning and development activities will be included in the rolling programme of activities to ensure that Members are able to fulfil their roles most effectively. Where possible, the Member Services Team will endeavour to record all events, to be made available via the Members' Digital Platform for future viewing.

Areas of knowledge that will be relevant to all Members, were included in the 2022 induction but will be made available for the 2023-2025 Member Development Programme include:

- Code of Conduct
- The Member/Officer Protocol
- Disclosure of pecuniary and other significant interests
- Knowledge of the demographic profile of the City of London and the social, environmental and economic issues facing the residential and business communities
- The City Corporation's departments and key members of staff
- Meeting regulations and committee/Court of Common Council procedures
- Relevant legislation (licensing/planning)
- Data protection and Freedom of Information responsibilities

Recommended Training

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

Specialised Roles, Needs and Related Factors

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

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

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

There will be areas related to our institutions, such as the City's Family of Schools, that demand specialist training and will be responsible for delivering this directly to the relevant Members. This will be managed by the experts within those relevant departments, however, going forward over the 2023-25 period, the Member Services Team will be seeking to draw together all of these threads, for a collaborative and considered offering.

Identifying personal development needs

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

be overseen and monitored by the Member Development and Standards Sub-Committee.

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

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

Individual personal learning and development requests

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

Data Collection and use

The Member Services Team have an ambition to capture data relating to Member skills and interests, particularly as they develop over time and build from experience in a non-City Corporation capacity. It is hoped that this can be achieved once the main programme has bedded in. Reminders encouraging updates from Members, other engagement methods will be considered in order to maximise response.

Whilst the Team is committed to better using the information available to tailor the approach to Member Learning and Development, this data will also continue to be shared with Innovation and Growth, Remembrancer's Department and Mansion House to help inform relevant events – therefore generating benefits across multiple departments and areas of the City Corporation

Corporate and strategic objectives

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

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

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

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

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

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

- In-house briefings and workshops delivered at various times throughout the day on a broad range of topics
- External conferences, seminars and training events (off-site or on-site collective or 1-2-1)
- Written briefings and learning materials
- E-learning packages
- Recording of each session available via the Members' Portal to increase attendance and exchange of learning
- Site visits
- Sharing of knowledge amongst Members
- Mentorship and shadowing opportunities from 2024.

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

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

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

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

Email: june.haynes@cityoflondon.gov.uk

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

5. ROLLING PROGRAMME OF TRAINING EVENTS

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

2023/24	Quarter commencing	Theme/Focus
Q1	01 April 2023	Leadership Skills
Q2	01 July 2023	Health, Safety & Wellbeing
Q3	01 October 2023	Equality, Diversity and Inclusion
Q4	01 January 2024	Data and Information
2024/25		
Q1	01 April 2024	Leadership Skills
Q2	01 July 2024	Health, Safety & Wellbeing
Q3	01 October 2024	Equality, Diversity and Inclusion

The rolling programme will be delivered on this basis until **31 December 2024** in advance of the Ward elections in **March 2025**.

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

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

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

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

6. EQUALITY OF ACCESS AND OPPORTUNITIES

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

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

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



7. MONITORING AND EVALUATION

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

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

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

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

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