

<b>Committee(s):</b> Member Development and Standards Sub-Committee	<b>Date:</b> 15 <sup>th</sup> September 2023
<b>Subject:</b> Member Learning and Development Update	<b>Public</b>
<b>Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?</b>	<b>All</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 and Chief Executive	<b>For Discussion</b>
<b>Report author(s)</b> June Haynes, Member Services Officer	

### Summary

This report provides the Sub-Committee with an update in respect of the preparations for an enhanced and refreshed approach to the delivery of the Member Learning and Development programme, as outlined in the Members' Learning and Development Strategy.

Since the meeting of the Sub-Committee on 21<sup>st</sup> July 2023, work has been undertaken to enable the delivery of Quarter One of the themed, structured rolling programme. This quarter will focus on Leadership Skills. A series of sessions have been arranged with the aim of supporting and building resilient Member leadership by providing opportunities for Members to broaden their knowledge and develop skills.

### **Recommendations**

Members are asked to note the report and to provide any feedback on the contents of this report or direction in respect of future offerings.

### Main Report

#### **Background**

1. At its meeting on 21<sup>st</sup> July 2023, the Member Development and Standards Sub-Committee agreed to endorse a Member Learning and Development programme. The four themes are 1) leadership; 2) health, safety and wellbeing; 3) equalities, diversity and inclusion; and 4) data and information. Officers were tasked to source a range of offerings with the objective of each session developing skills and enhancing subject knowledge to support leadership amongst Members. It was agreed that, where appropriate co-opted and external members would be invited to attend sessions; It was also agreed that all offerings should be appropriate, timely and provide value for money.
  
2. In addition to the rolling programme, a structured approach would be followed for any Members appointed following by-elections necessitated by casual vacancies arising throughout the four-year election term. It should also be

employed as and when, if viewed as appropriate, Co-opted and external members are appointed to committees.

3. It was agreed that the ongoing Learning and Development programme should make use of opportunities and expertise already available in-house. Not only would this allow for greater tailoring of L&D activities to reflect the Corporation's sometimes unique arrangements, but it would also provide for a more comprehensive yet cost-effective approach.

### Current Position

4. In consultation with the Chair of the Sub-Committee, a list of offerings will be compiled to support Members in their roles as leaders. In the interest of completeness, the full programme with themes can be viewed in the table below. More detail on each of the sessions is included in the full programme which is attached at Appendix A of this report.

2023/24	Theme/Focus
Q1	Leadership Skills <ul style="list-style-type: none"> <li>- Chairing in the City of London Corporation</li> <li>- Decision Making and Influencing Change</li> <li>- Speech Writing (Pt1)</li> <li>- Public Speaking (Pt2)</li> <li>- Code of Conduct</li> <li>- Finance in the City of London Corporation</li> <li>- Recruitment and Selection</li> <li>- Introduction to Planning</li> <li>- Introduction to Licensing</li> </ul>
Q2	Health, Safety & Wellbeing <ul style="list-style-type: none"> <li>- Mental Health Awareness and building resilience</li> </ul>
Q3	Equality, Diversity and Inclusion
Q4	Data and Information
<b>2024/25</b>	
Q1	Leadership Skills
Q2	Health, Safety & Wellbeing
Q3	Equality, Diversity and Inclusion

5. Officers are actively seeking out offerings to populate the entire programme and will approach internal officers and known reliable networks to gain intelligence and signposting to previously highly rated providers; this will influence a list of future options. In addition to the scheduled offerings, there will remain the opportunity to react to L&D need and to provide necessary updates in order to respond to changes in legislation and or internal policy.

6. The programme operates on a thematic basis, informed by Member feedback. However, broader L&D will continue to be delivered, notwithstanding the general thematic strand. In addition to the themes, a suggestion has been made that it might be beneficial to add specific statutory L&D themes, with all Members afforded the opportunity to undertake requisite licensing and planning sessions, so as to allow them to discharge their duties in this respect should the need arise and committee memberships change unexpectedly or at short notice.
7. Wherever possible, all sessions will be recorded to promote accessibility, engagement and value for money, allowing for a refresher of the subject when required and to facilitate viewing of the session by Members unavailable to attend at the scheduled time. Recordings will be made available via the members portal and for those co-opted members with a City Corporation email address. At the conclusion of each session, Members will be requested to complete a feedback form in recognition of the importance of post evaluation, to influence future events, to enable future appropriateness of sessions and to keep content relevant.
8. The rolling programme does not seek to deliver an exhaustive list of opportunities and Members will require specific learning in place when appointed to various roles and committees. If a gap in Member L&D is identified, this will be captured by the relevant Chief Officer(s) supported by the Committee Clerk.
9. In conjunction with the relaunch of the L&D strategy, Officers used the opportunity to raise the profile of the service and felt that this would be supported by the introduction of an identifiable brand that would become familiar to Members. The “logo” would act as a recognisable flag to direct members to L&D opportunities. In consultation with the Communication Team the following has been recommended with the intention to be used on all L&D interactions with Members.



### **Members' Portal**

10. As well as highlighting offerings via email, Members are supportive of proposals to deliver a new member dedicate digital platform – i.e., a dedicated Member Resource page on the City Corporation intranet. The portal has been designed and will be rolled out to all Members. Feedback on the use and function of the Member's portal would be sought to enable relevant information and signposting and to keep the platform fit for purpose.

- 11.
12. Officers have liaised with colleagues in IT to give access to the portal as the Members landing page. It has always been the intention that the portal would be an electronic tool to support Members not only in their L&D but also to support all functions involving Members. The portal is currently only available on the Members' City device.
13. Following the last meeting of the Sub-Committee, direction and comments in relation to the portal have been taken away and remodelled; a presentation demonstrating this resource will be provided to Members.

### **Measurement and Analysis**

14. As previously reported, it will be crucial to monitor and measure delivery to ensure not only the appropriate use of resources, but to allow us to take forward learnings for the future. There is a commitment to this within the Strategy, and we plan to deliver against this by reporting quarterly on the following metrics:
  - Course offerings for the previous quarter;
  - Course attendance figures;
  - Qualitative feedback for individual courses;
  - Budget and cost updates.
14. The first qualitative update report will be presented to the next meeting of your Sub-Committee, once data for Q1 has been assessed.

### **Corporate and Strategic Implications**

#### **Strategic Implications:**

15. The profile of the L&D function, both internally and externally, demonstrates Members' commitment to ensuring that they have the relevant skills to deliver on all areas of the City's Corporate Plan, including the ambitions to embrace best practice and to deliver on value for money requirements, and to support individuals to promote and cultivate communities within the organisation and amongst the City's resident population.

#### **Financial Implications:**

16. There is an annual budget allocation of £9k made by the City Corporation for Member Learning and Development. The Civic-Affairs Sub-Committee, noting that this was significantly lower sum than that allocated by other local authorities, agreed to commit a further £11k (via the Policy Contingency fund) which has been transferred to this Sub-Committee for the coming financial year. This provides a total of £20k for Member Learning and Development opportunities in the coming period.

#### **Resource Implications**

17. No further resource implications have been identified following previous reporting. Additional resources have been put in place with the appointment of a dedicated

Member Services Officer as of August 2022 to be responsible for ensuring that objectives are met. This has helped to draw together a team of officers across departments to be collectively responsible for the Member Learning and Development offer.

### **Risk Implications**

18. The success of the Member Learning and Development Programme is reliant on the level of Member engagement. If the offer is not sufficiently appropriate or engaging, objectives will not be met. If successful, the delivery of the Strategy ought to help mitigate against corporate risks across the organisation, with Members being better equipped to discharge their various responsibilities.

### **Equalities Implications**

19. Under the Equality Act 2010, all public bodies have a duty to ensure that when exercising their functions they have due regard to the need to advance equality of opportunity between people who share a protected characteristic and to take steps to meet the needs of people with certain protected characteristics where these are different from the needs of other people and encourage people with certain protected characteristics to participate in public life or in other activities where their participation is disproportionately low. The proposals contained in this report do not have any potential negative impact on a particular group of people based on their protected characteristics. Instead, the strategy will ensure that the programme is accessible to all Members and would accommodate those requiring support to enable all delegates to have the same opportunities. Where possible, reasonable adjustments will be made to allow equality of access.

### **Climate Implications:**

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

### **Security Implications:**

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

### **Conclusion**

22. This report presents an update on the delivery to-date of the Member Learning and Development Strategy, the actions taken to deliver the strategy, and invites Members' thoughts and reflections on alterations or additions that might be made to the rolling programme moving forwards.
24. Members are requested to comment on the Members Portal in advance of a period of review and testing by the Sub-Committee along with colleagues of the Digital Services Committee.

### **Appendices**

Appendix A – Member Learning and Development Programme 2023/24

### **Contact:**

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