

## City of London Corporation Committee Report

<b>Committee(s):</b> Member Development and Standards Sub-Committee – For decision	<b>Dated:</b> 09/12/25
<b>Subject:</b> Member Learning and Development Strategy 2025-29 and Rolling Programme of Training Events 2025-26	<b>Public report:</b>  For Decision
<b>This proposal:</b> <ul style="list-style-type: none"> <li>provides statutory duties</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 and Chief Executive
<b>Report author:</b>	Isaac Thomas, PA & Member Services Officer

### Summary

This report provides the Member Development and Standards Sub-Committee with a first look at a new Member Learning and Development Strategy for 2025-29, which has been produced to include a delivery plan for an ongoing, structured, rolling programme which aims to support all Members of the Court of Common Council in ensuring that they have access to opportunities to broaden their specialist knowledge and skills in relation to their duties.

Following the delivery of the Member Induction and Refresher Programme immediately following the Ward elections on 19/20<sup>th</sup> March 2025 up until Summer recess 2025, we now turn our attention to the Member Learning and Development Strategy for 2025-2029 and to the development of a new Rolling Programme of Training Events for the ensuing year. Members are now asked to consider the report and to provide any feedback or direction in respect of the forward learning and development programme and such additional / alternative offerings as they see fit.

## Recommendation(s)

Members of the Member Development and Standards Sub-Committee are asked to:

1. Note the report and to provide any feedback or direction in respect of the forward learning and development programme and such additional / alternative offerings as they see fit.
2. Approve the refreshed Member Learning and Development Strategy (attached at Appendix 1)

## Main Report

### Background

1. At the last meeting of the Member Development & Standards Sub-Committee on 8 July 2025, Members were presented with the previous Member Learning and Development Strategy and the Rolling Programme of Training Events for 2023-2025. The Sub-Committee used this opportunity to examine the previous strategy and programme of events, commenting upon the courses delivered and the quarterly themes. This information was used to inform the Sub-Committee's suggestions in respect of the Member Learning and Development Strategy for 2025-2029 and the rolling training programme going forward for the civic year, 2025-2026.
2. Members were in broad agreement that the previous Learning and Development programme had worked well in providing a comprehensive and informative programme of training for all Members. It was therefore suggested that the rolling programme for 2025-2026 should operate on the same quarterly themed basis as was used in the rolling programme for 2023-2025.
3. The previous quarterly training programme for 2023-2025 is provided below, for reference:

2023/24	Theme/Focus
Q1	Leadership Skills
Q2	Health, Safety & Wellbeing
Q3	Equality, Diversity and Inclusion
Q4	Data and Information
2024/25	
Q1	Leadership Skills
Q2	Health, Safety & Wellbeing

4. With the Sub-Committee's feedback and direction in mind, it was agreed that a new, refreshed Learning and Development Strategy for 2025-2029 and Rolling Programme of Training Events for 2025-2026 would be presented to the Sub-Committee at its next meeting on Tuesday 16<sup>th</sup> September 2025. Following the cancellation of the meeting on Tuesday 16<sup>th</sup> September, this is now being brought to the Sub-Committee on Tuesday 9<sup>th</sup> December.
5. The Strategy for 2025-2029 is available to view at Appendix 1.

### **Rolling Programme**

6. As in the previous programme, it is considered that any ongoing Member Learning and Development Programme should make use of the opportunities and expertise already available in-house. Not only would this allow for greater tailoring of Learning and Development activities to reflect the Corporation's sometimes unique arrangements, but it would also provide for a more comprehensive yet cost-effective approach. The recording of training sessions is also now routine to promote accessibility and value for money. As with the Induction and Refresher programme, it is intended that recordings will be uploaded to the Members' Portal, allowing Members to revisit previous learning sessions at their leisure for refresher purposes. Similarly, Member attendance is due to be captured throughout the rolling programme, and individual training records will be adopted.
7. As was the case previously, the rolling programme will operate on a thematic basis and will be continually informed by Member feedback throughout. While each quarter will operate around a general thematic strand, ad-hoc training will also continue to be held as and when opportunities arise, even when it does not align with the assigned quarterly theme. 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.
8. The primary focus for Quarters 1 and 2 of 2025-26 were upon the delivery of the Member Induction and Refresher Programme. It is proposed that the rolling programme shall resume for Quarter 4.
9. In light of this and as suggested at the meeting of the Sub-Committee on 8 July, the themes for 2025-2027 are as follows:

<b>2025/2026</b>	<b>Dates</b>	<b>Theme/Focus</b>
Q1	April - June 2025	Member Induction and Refresher Programme
Q2	July - September 2025	Member Induction and Refresher Programme
Q3	October - December 2025	Ad-hoc training (including requests made during the Member Induction)
Q4	January - March 2026	Equality, Diversity and Inclusion
<b>2026/2027</b>	<b>Dates</b>	<b>Theme/Focus</b>
Q1	April -June 2026	Leadership Skills
Q2	July-September 2026	Health, Safety & Wellbeing
Q3	October-December 2026	Data and Information
Q4	January-March 2027	Equality, Diversity and Inclusion

10. As was the case previously, it is considered beneficial to add a specific statutory training theme, in addition to the above themes, with all Members afforded the opportunity to undertake requisite licensing and planning training, 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.
11. The rolling programme does not explicitly list all training/induction requirements and offerings that Members should have access to upon appointment to specific Committees. This will continue to be provided by the relevant Chief Officer(s) in conjunction with the Committee Clerk on an ongoing basis.
12. In producing the Strategy, due consideration was given to the experiences of newly appointed Members of Court and their comments on the Induction Programme. Additional training requests that arose during the induction were scheduled for delivery during Quarter 3. These sessions are as follows:
  - Chair's Training (for Chairs, Deputy Chairs and aspiring chairs)
  - Planning Training (for All Members, including non-planning Members)

### **Members' Portal**

13. The Members' Portal is a dedicated Member Resource page on the City Corporation intranet, which provides Members with access to key documents, contacts and information that should help support them in their role as a Common Councillor or Alderman.
14. In addition to the formal Induction offer of briefings, a comprehensive refresh and review of the Member Portal pages was undertaken in March 2025 to

ensure that all relevant documentation was included. The new Members' Portal was launched in the week following the March 2025 Ward elections, with the link being provided to all new and returning Members.

15. The Member's Portal was subsequently installed as the default 'homepage' on all Members' City of London Corporation devices, ensuring that it does not require any additional effort on the Members' part to gain access.
16. It is intended that the Portal will not only allow Members to find out about training opportunities and book onto courses, but also operate as a 'one-stop shop' for the dissemination of a large volume of Member-related material. The Portal currently contains information on the following:
  - Training materials (recordings and slide decks)
  - Code of Corporate Governance and Members' Standards
  - Key Contacts
  - Committee and Member Information
  - Useful Policies (e.g. Member Car Park Policy, Member Attendance Policy)
  - Committee Lunch bookings app
  - Member Facilities (Member Bedrooms and Overnight Accommodation)
  - Hospitality and Events
  - Various forms for completion (e.g., Gifts and Hospitality, Dispensation, Skills and Experience, Car Parking Pass application form)
17. The Members' Portal is ever growing and evolving, and we hope to continue updating this site in line with Member feedback and guidance, to ensure that up-to-date information and resources continue to be accessible to all Members of the Court. The Sub-Committee's feedback on the Portal pages, including any suggestions of improvements or additions, would be gratefully received.
18. It is intended for the Member's Pocket Book (previously issued in hard copy) to be integrated through the Members' Portal Page so that Members can access up-to date information at any time. This will also ensure that there is a helpful and accurate resource available as and when by-elections are held.

### **Measurement and Analysis**

19. 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.
20. The first qualitative update report will be presented to the next meeting of your Sub-Committee, once data has been assessed.

### **Corporate and Strategic Implications**

21. Ensuring that we have a comprehensive, 'fit-for-purpose' Member Induction and longer-term Member Development Programme promotes high standards of corporate governance throughout the organisation and demonstrates support and democratic services which meet the needs of our elected Members and electorate.

### **Strategic Implications:**

22. 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:**

23. There is an annual budget allocation of £9k made by the City Corporation for Member Learning and Development. Efforts will be made to provide training internally, at no cost.

### **Resource Implications:**

24. Additional resources have been put in place with the appointment of a dedicated Member Services Officer as of November 2024, who is responsible for ensuring that the objectives are met. This has helped to draw together a team of officers across departments who are collectively responsible for the Member Learning and Development offer.

### **25. Legal Implications:**

None.

### **Risk Implications:**

26. 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, the 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:**

27. 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 ensure that all delegates have the

same opportunities. Where possible, reasonable adjustments will be made to allow equality of access.

**Climate Implications:**

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

**Security Implications:**

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

**Conclusion:**

30. This report presents a refreshed Member Learning and Development Strategy and programme of proposed training events. Members are asked to consider the report and to provide any feedback or direction in respect of the forward learning and development programme and such additional / alternative offerings as they see fit.

**Appendices**

Appendix 1 – Member Learning and Development Strategy 2025-2029

**Contact:**

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