

City of London Corporation Committee Report

Committee(s): Member Development & Standards Sub-Committee – For discussion	Dated: 23/02/26
Subject: Member Learning and Development Update	Public report: For Discussion
This proposal: <ul style="list-style-type: none">• delivers Corporate Plan 2024-29 outcomes• provides statutory duties• provides business enabling functions	
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 & Chief Executive
Report author:	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:

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

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

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