



## Corporate Services Committee – Appendices Pack

**Date:** WEDNESDAY, 10 APRIL 2024

**Time:** 1.45 pm

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

**Members:**

Deputy Alastair Moss (Chair)	Alderman & Sheriff Dame
Florence Keelson-Anfu (Deputy Chair)	Susan Langley
Deputy Randall Anderson	Gregory Lawrence
Deputy Keith Bottomley	Deputy Charles Edward Lord
Alderman Sir Charles Bowman	Catherine McGuinness
Deputy Henry Colthurst	Timothy James McNally
Anthony David Fitzpatrick	Tom Sleigh
Steve Goodman	Mandeep Thandi
Deputy Christopher Hayward	James Tumbridge
	Philip Woodhouse

**Enquiries:** John Cater  
John.Cater@cityoflondon.gov.uk

### Accessing the virtual public meeting

Members of the public can observe all virtual public meetings of the City of London Corporation by following the below link:

<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.

Whilst we endeavour to livestream all of our public meetings, this is not always possible due to technical difficulties. In these instances, if possible, a recording will be uploaded following the end of the meeting.

**Ian Thomas CBE**  
Town Clerk and Chief Executive

## AGENDA

4. **HR POLICY CHANGES (VARIOUS) - APRIL 2024**

Report of the Executive Director of Human Resources & Chief People Officer.

**For Decision**  
(Pages 85 - 106)

5. **MEMBER-LED RECRUITMENT PROCEDURES AND ROLES INCLUDED**

Report of the Executive Director of Human Resources & Chief People Officer.

**For Decision**  
(Pages 107 - 136)

6. **NATIONAL GRADUATE DEVELOPMENT PROGRAMME**

Report of the Executive Director of Human Resources & Chief People Officer.

**For Decision**  
(Pages 137 - 144)

7. **UPDATED HEALTH & SAFETY POLICY**

Report of the Interim Deputy Town Clerk.

**For Decision**  
(Pages 145 - 162)

8. **HEALTH AND SAFETY UPDATE**

Report of the Interim Deputy Town Clerk.

**For Information**  
(Pages 163 - 188)

15. **AMBITION 25: MY CONTRIBUTION, MY REWARD - UPDATE**

Report of the Executive Director of Human Resources & Chief People Officer.

**For Information**  
(Pages 189 - 190)

# Flexible Working Policy

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## Table of Contents

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Statement of intent.....	2
Scope .....	2
Purpose .....	2
Aims.....	2
Rights and responsibilities .....	2
Employees .....	2
Managers .....	4
Human Resources.....	4
Applying for flexible working.....	5
Application.....	5
Consulting an employee .....	5
Decision .....	6
Appealing a flexible working decision.....	8
List of appendices .....	8
Links / Other resources .....	9

## Statement of intent

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1. The City of London Corporation strives to provide excellent service delivery by ensuring the most effective use of its resources and we are committed to maximising the opportunities offered by the modern working environment and advances in technology. This policy supports our vision of being an employer of choice and attracting and retaining employees. We are committed to considering requests to work flexibly in a positive way.

## Scope

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2. This policy and the processes, guidance appended to it apply to all employees of the City Corporation and support staff in City of London Police, with the exception that an amended version applies to teaching staff in the City Corporation's schools.
3. This policy does not apply to ad hoc, occasional informal flexible working arrangements or temporary arrangements which have been agreed between the employee and line manager i.e., a phased return after a period of sickness absence.

## Purpose

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4. The purpose of this policy is to:
  - comply with the Employment Rights Act 1996 (as amended) and regulations made under it.
  - ensure that all requests for flexible working are dealt with in accordance with legislative requirements.
  - ensure that a consistent approach is taken across the organisation.

## Aims

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5. This policy is designed to comply with the 'ACAS Code of Practice on requests for flexible working' and to provide clarity for employees and managers about the right to request flexible working, the process by which it is considered and the right to appeal.

## Rights and responsibilities

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### Employees

6. Employees:
  - can make a statutory application to request flexible working, from the start of their employment.

- can make two statutory applications in any 12-month period, any agreement to a change in working pattern will be a permanent or temporary contractual change to terms and conditions.
- can only have one live request for flexible working at a time. Once a request has been made, it remains live until any of the following occur:
  - a decision about the request is made by the employer.
  - the request is withdrawn.
  - an outcome is mutually agreed.
  - the statutory two-month period for deciding requests ends.

(A request continues to be live during the statutory two-month decision period for deciding requests, which commences from the date the request was received to notification of any appeal decision, unless the employer and employee have mutually agreed an extension. In certain circumstances the manager can treat the application as withdrawn, see 'Treating the application as withdrawn' below).

- can have a companion with them if they wish when meeting the manager to discuss their request i.e., a trade union representative or a co-worker.
- will be informed of the decision in writing.
- can appeal against a decision to refuse a request whether in part or in full, to their line manager's manager.

#### 7. Employees should:

- provide a carefully thought-out application providing all of the information that is necessary i.e., days/hours/times worked, locations etc. and when they would like the change to come into effect.
- provide details if and when they have made a previous application for flexible working to the employer.
- ensure the application is made well in advance of when they want the change to come into effect, noting that all requests will be dealt with within the statutory two-month decision period, from receipt of the request to notification of any appeal decision unless an extension is mutually agreed.
- confirm the name of their companion in advance when meeting the manager to discuss the request i.e., a trade union representative or a co-worker.
- confirm attendance at any meetings related to their request or notify in advance why they cannot.
- utilise the consultation meeting with their manager to be as open as possible about their needs, so that the manager can engage in a constructive discussion about what is feasible.
- be aware that they are requesting a change in terms and conditions, this could be a permanent or a temporary contractual variation; and a trial period may be proposed to provide the opportunity to assess the feasibility by both parties of any arrangement before a final decision is made.

## Managers

8. Managers when handling flexible working requests will:

- consider requests reasonably i.e., potential benefits and impact.
- process requests in a timely manner, noting that a request continues to be live during the 'statutory two-month decision period' for deciding requests, which commences from the date the request was received to notification of any appeal decision; unless the employer and employee have mutually agreed an extension.
- hold a consultation meeting to discuss the request with the employee.
- provide the employee with appropriate support and information throughout the process.
- consult HR when considering requests to work flexibly.
- only decline a request where there is a genuine business reason and explain to the employee in writing why it applies having liaised with HR (see Decision section below).
- consider if a modified or an alternative arrangement can be agreed after consulting with the employee, rather than rejecting a request.
- ensure adherence to the time limits contained within this policy.
- offer an appeal process if the request or part of the request is rejected.
- ensure that any variation with the procedure is agreed in advance with the employee provided that it does not infringe on the legislation (refer to Acas Code of Practice on requests for flexible working).
- ensure care is taken not to discriminate against employees because of any protected characteristic under the Equality Act 2010 at any stage of the process.
- ensure reasonable adjustments to remove any disadvantage related to a person's disability under the Equality Act 2010 are in place.
- be responsible, to ensure that details regarding the provision of equipment are documented in departments where equipment has been provided to facilitate flexible working.

## Human Resources

9. Human Resources:

- are responsible for provision of advice and guidance on the application and monitoring of this policy, to ensure consistency of approach.
- will be consulted by managers considering requests to work flexibly that require a change to terms and conditions of employment.

- are responsible for processing any changes to terms and conditions as a result of the flexible working application and maintaining records on personal files. This should be done as soon as possible but usually no later than 8 working days after from receipt of the managers decision to approve the request.

## **Applying for flexible working**

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### **Application**

10. To apply for flexible working an employee should make a request using the application form at Appendix 1.
11. Employees can make 2 applications for flexible working in any 12-month period. Once the flexible working request application is submitted, it will be dealt with as soon as possible, and not later than two-months, from receipt of the request to notification of any appeal decision; where this is not possible the timescales within this policy may be extended if this is mutually agreed.
12. An employee must wait for the outcome of one flexible working request, including any appeal before submitted another application.
13. The manager will hold a consultation meeting with the employee to discuss their request unless they are happy to agree the request in full without the need for a meeting, or the employee has decided to withdraw their application.
14. Each flexible working request will be considered on a case-by-case basis, where one request has been agreed for an employee, it will not set a precedent or create the right for another employee to be granted a similar change to their working patterns.
15. If an employee fails to attend, without good reason, both the first and a second rearranged meeting to discuss their application, or both the first and a second rearranged meeting to discuss their appeal, their application will be treated as withdrawn. If a manager does consider the request withdrawn, they must inform the employee of this in writing.

### **Consulting an employee**

16. A consultation meeting should be held without unreasonable delay, usually within 7 days of receiving the application. The employee and manager should have reasonable time to prepare for the discussion, while taking into account a statutory two-month period for deciding requests including any appeal.

17. The manager's arrangements for the meeting should provide a reasonable opportunity for the employee to attend. However, if an employee fails to attend without good reason, for both the first and a second rearranged meeting to discuss their application, they risk their application being treated as withdrawn.
18. The manager should inform the employee prior to the consultation meeting that a companion can accompany them to the meeting to discuss their flexible working request i.e., a trade union representative or a co-worker.
19. The consultation meeting is an opportunity for the employee to explain how the proposed working arrangements would benefit them and for the manager to consider and discuss any alternative flexible working options that may be available and suitable for the employee and the organisation. It is also an opportunity to discuss any reasonable adjustments related to an employee's disability.
20. The manager should ensure a written record of the consultation meeting and any follow-up meetings required are kept which provides an accurate reflection of the discussion that has taken place, and that this is shared with the employee.

## Decision

21. After the consultation meeting, the manager will consider the request taking into account this policy and the associated ACAS Code of Practice on requests for flexible working. The manager will weigh up, the potential benefits to both the employee and the organisation, and any adverse impact of implementing the changes.
22. The manager will reach a decision on the request and use the relevant template from 'Management Response – Flexible Working Request' (Appendix 2), without unreasonable delay, usually within 7 days.
23. Noting that, all requests, including any appeals, must be decided, and communicated to the employee within the statutory two-months decision period for deciding requests. This period commences from the date the request was received to notification of any appeal decision. The time limit may be extended by mutual agreement with the employee, for example if a trial period is agreed.
24. **Where the request is granted.** The flexible working arrangement may be granted in full or in part. For example:
  - a modified version of the original request;
  - on a temporary basis; or
  - on a trial period.
25. Where the request is granted, the manager should meet the employee to discuss how and when the changes might be implemented.



26. **Where a trial period is agreed.** A trial period provides the opportunity to assess the feasibility by both parties of any arrangement before a final decision is made. The statutory two-months decision period for dealing with a flexible working request does not pause for a trial period, therefore it is probable that an agreement needs to be reached with the employee for the two-month statutory decision period to be extended for sufficiently long enough to cover the trial period and any appeal decision, should the trial be unsuccessful.
27. **Where the request is rejected.** While we are committed to encouraging flexible working patterns, however even after careful consideration of alternative options, in some cases there will be genuine business reasons set out in the Employment Rights Act 1996 why it may not be possible to agree the request because of:
- the burden of additional costs
  - an inability to reorganise work amongst existing staff
  - an inability to recruit additional staff
  - a detrimental impact on quality
  - a detrimental impact on performance
  - detrimental effect on ability to meet customer demand
  - insufficient work for the periods the employee proposes to work
  - a planned structural change to your business.
28. The manager will also include any additional information that is reasonable to help to explain their decision when not agreeing (in part or in full) to flexible working requests.
29. **Written confirmation of the decision.** The manager will ensure copies of the application, and their decision provided to the employee (Appendix 2) are sent to People and HR / HR contact, including:
- the start date of the new arrangement
  - any review dates on how the arrangements are working,
  - if the arrangements are temporary the end date.
  - the right of appeal against the decision where a flexible working request is rejected or only agreed in part (see Appealing a flexible working decision below).
30. People and HR / HR contact will confirm in writing any changes to the employee's terms and conditions of employment (i.e., a permanent or temporary contractual variation, or a trial period before a final decision can be made), as an amendment to their contract of employment usually no later than 8 working days of receipt of the managers decision.

## **Appealing a flexible working decision**

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31. If the employee wishes to appeal the decision to reject or only agree the flexible working request in part, they should do so within 5 days of being notified of the decision by submitting an appeal statement setting out the grounds on which they are appealing to their line manager's manager (as long as they have not been involved in the process) for consideration, along with the original application and management response. Grounds of appeal may for example include: the decision itself, the business reason the manager has relied on, new information they wish to be considered, or they believe the request has not been handled in a reasonable manner.
32. An appeal meeting will be held without unreasonable delay while taking into account the statutory two-month decision period for deciding requests, which commences from the date the request was received to notification of any appeal decision unless the employer and employee have mutually agreed an extension.
33. The Appeal Manager, who will be accompanied by an HR representative, will arrange to meet with the employee who may if they wish to be accompanied by their trade union representative or a co-worker. The Appeal Manager may also require the attendance of the line manager who made the original decision to outline the reason for their decision.
34. The Appeal Manager will notify the employee of the decision usually within 5 - 7 working days of meeting with the employee and within two-months of the original application being made (unless there has been agreement to extend the timeline by mutual consent). The outcome of the appeal is final.
35. Alternatively, the employee may request that the appeal is a review of the paperwork only, without the attendance of either party at a meeting.
36. A written record of the appeal meeting should be kept which provides an accurate reflection of the discussion that has taken place.
37. If despite the employer making reasonable arrangements to hold the appeal meeting, the employee fails to attend without good reason, both the first and a second rearranged meeting to discuss their appeal, the Appeal Manager can treat their appeal as withdrawn and write to the employee accordingly.

## **List of appendices**

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- Appendix 1 Application for Flexible Working
- Appendix 2 Management Response – Flexible Working Request
- Appendix 3 FAQs

## Links / Other resources

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Colnet:

- Health & Safety - Display Screen Equipment
- Health & Safety - Home / Remote Working Safely Guidance
- Workplace Attendance Policy
- HR Topics Guide, Reasonable Adjustments Passport

External website:

- ACAS, Code of Practice on requests for flexible working
- The government's 'Access to Work' service can help an employee to stay in work who have a physical or mental health condition or disability. The support given depend on an individual's needs. The employee makes the application: [Access to Work: get support if you have a disability or health condition: Apply for an Access to Work grant - GOV.UK \(www.gov.uk\)](https://www.gov.uk/guidance/access-to-work-get-support-if-you-have-a-disability-or-health-condition-apply-for-an-access-to-work-grant)

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# Paternity Leave Policy

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## Table of Contents

---

Introduction .....	2
Scope .....	2
Time off to accompany to ante-natal appointments .....	2
Amount of paternity leave .....	3
Paternal leave (birth) .....	3
Eligibility .....	3
Timing .....	4
Notification .....	4
Paternal leave (adoption and surrogacy) .....	5
Eligibility .....	5
Timing .....	6
Notification .....	6
Surrogacy arrangements .....	7
Pay during paternity leave (birth & adoption) .....	7
Changing the dates of paternity leave (birth & adoption) .....	7
Multiple children per birth or adoption .....	7
Rights during paternity leave .....	8
Support for parents with premature babies .....	8
Responsibilities .....	8
Links / Other resources .....	9
List of appendices .....	9

## **Introduction**

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1. Through the provision of paternity leave, the City of London Corporation is pleased to support employees if their partner is having a baby, or if they are adopting a child, or having a baby through a surrogacy arrangement.
2. Paternity leave is provided to eligible employees for the purpose of supporting the mother/birth parent, the primary adopter, or having a baby through surrogacy arrangements and caring for a child.
3. Employees seeking paternity leave must complete the appropriate forms within the timeframes prescribed within this policy. All forms are downloadable the gov.uk website.

## **Scope**

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4. The Paternity Leave Policy applies to all City Corporation employees (an amended version applies to teaching staff in the City Corporation's schools) regardless of sexual orientation or gender identity who meet the eligibility requirements for paternity leave.
5. This policy does not form part of any employee's contract of employment, and it may be amended at any time.
6. This policy does not apply to agency workers, consultants or other workers providing services to the City Corporation.

## **Time off to accompany to ante-natal appointments**

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7. Employees who have a qualifying relationship with the pregnant mother/birth parent, or the expected child are eligible for unpaid time off to attend up to two ante-natal appointments capped at six and a half hours per appointment. A qualifying relationship would be:
  - the spouse or civil partner of the pregnant mother/birth parent;
  - the partner of the mother/birth partner, regardless of their sexual orientation or gender identity who live with the mother/birth parent;
  - the father/second parent of the expected child;
  - a parent of the expected child by virtue of section 42 or 43 of the Human Fertilisation and Embryology Act 2008 (HFEA) (same gender partner treated as parent in case of assisted reproduction);
  - a potential applicant for a parental order under section 54 of HFEA in respect of the expected child (surrogacy cases).

8. Employees wishing to take time off to attend ante-natal appointments should provide a written declaration confirming they have a qualifying relationship with the pregnant mother/birth parent or expected child as well as details about the appointment to their line manager in the first instance or follow their department's procedure if/where one exists.

## **Amount of paternity leave**

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9. Employees can take up to two weeks' paternity leave, subject to the eligibility criteria set out in this policy. Employees may take their paternity leave in one single block of one week, one single block of two weeks, or two separate blocks of a week each. There is no provision for employees to take less than one week's leave, or to interrupt or foreshorten their paternity leave e.g., by taking one or two days' leave here, and two or three days' leave there.
10. A week of paternity leave is the same duration as an employee's normal working week i.e., if contracted to work 4 days per week, then a week of paternity leave is 4 days.
11. Employees can take only two weeks' paternity leave per pregnancy or adoption, even if more than one child is born as a result of the pregnancy, or more than one child is placed under the same adoption arrangement.

## **Paternity leave (birth)**

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### **Eligibility**

12. Employees can take paternity leave for the purpose of caring for the child or supporting the child's mother if they:
  - have been continuously employed by the City Corporation for at least 26 weeks by the end of the 15<sup>th</sup> week before the Expected Week of Childbirth (EWC) (or would have satisfied that condition but for the fact that the child was born before the end of that 15<sup>th</sup> week, was stillborn after 24 weeks of pregnancy or had died). The City Corporation will allow employees to include their continuous service with public bodies covered by the Local Government Modification Order;
  - continue to work for the City of London Corporation up until the date the baby is born;
  - have responsibility for the child's upbringing and be:
    - the child's biological father/second parent;
    - the spouse, civil partner, or partner of the mother/birth parent, regardless of their sexual orientation or gender identity, and have or

- expect to have the main responsibility (apart from the mother) for the child's upbringing; or
- the intended parent (if you are having the baby through a surrogacy arrangement).
- have not taken any shared parental leave in respect of the same child;
- have formally notified the City Corporation of meeting the eligibility requirements for paternity leave by completing the gov.uk online Statutory Paternity Pay and/or Paternity Leave form (formerly known as form SC3).

## Timing

13. Paternity leave can start on any day from the child's birth, but it must end within 52 weeks of the birth (or due date if the child is born early).
14. Employees who wish to also take shared parental leave, must take their paternity leave first.
15. If there is a need to change the dates of the leave, see below 'Changing the dates of paternity leave (births & adoptions)'.

## Notification

16. Employees who meet the eligibility criteria and wish to take paternity leave must complete the gov.uk online Statutory Paternity Pay and/or Paternity Leave form (formerly known as form SC3).
17. Employees must provide the completed form to their line manager by the end of the 15<sup>th</sup> week before the mother's/birth parent's Expected Week of Childbirth (EWC).
18. Employees are encouraged to provide as much notice as possible as this will assist the City of London Corporation with staffing plans.
19. Employees must follow the notification requirements above for each occasion of paternity leave requested, confirming when they wish to start their leave, and whether this is one single block of one week, one single block of two weeks, or two separate blocks of a week each and that the purpose of the leave is to care for the child or support the child's mother. There is no requirement for proof of pregnancy or birth.
20. People and HR/HR contact will formally respond in writing to the employee's notification of their paternity leave plans within 28 days of receipt, confirming the relevant start and end dates for paternity leave if eligible.
21. If an employee does not qualify for Statutory Paternity Pay (SPP), the Payroll Office will complete an SPP1 form on receipt of the paternity leave request. The SPP1 form will be sent directly to the employee.



## Paternity leave (adoption and surrogacy)

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### Eligibility

22. To be eligible for paternity leave for the purpose of caring for the adopted child or supporting the child's adopter, an employee must:
- be continuously employed by the City Corporation for at least 26 weeks by the 'matching week' which is either the end of the week in which the child's adopter received the official notification of being matched with a child for adoption (UK adoptions), or the date the child enters the UK or if they have already entered the UK the date of entry (adoptions from abroad). The City Corporation will allow employees to include their continuous service with public bodies covered by the Local Government Modification Order;
  - continue to work for the City Corporation up until the date the child is placed with the adopter;
  - have responsibility for the child's upbringing and:
    - be the spouse civil partner, or the partner of the child's adopter, regardless of sexual orientation or gender identity;
    - be the child's adopter;
    - have or expect to have the main responsibility (apart from the adopter) for the child's upbringing;
  - not have taken any shared parental leave in respect of the same child;
  - formally notify the City Corporation of meeting the eligibility requirements for paternity leave in writing via the gov.uk form SC4 [Statutory Paternity Pay and Leave: becoming an adoptive or parental order parent \(SC4\) - GOV.UK \(www.gov.uk\)](https://www.gov.uk/government/forms/statutory-paternity-pay-and-leave-becoming-an-adoptive-or-parental-order-parent-sc4) for adoptions within the UK, or via gov.uk form SC5 [Statutory Paternity Pay and leave: adopting a child from abroad \(SC5\) - GOV.UK \(www.gov.uk\)](https://www.gov.uk/government/forms/statutory-paternity-pay-and-leave-adopting-a-child-from-abroad-sc5) for adoptions from abroad.
23. When jointly adopting as part of a couple, only one partner in the couple will be entitled to take adoption leave, the other may elect to take a period of paternity leave, provided that the relevant qualifying conditions are met.
24. An employee is not entitled to take paternity leave if they have taken paid time off to attend an adoption appointment prior to the commencement of the adoption placement in respect of the same child.
25. Different arrangements apply in cases of surrogacy, see Surrogacy Arrangements below.

## Timing

26. For adoptions the period of paternity leave can start as early as:
  - the date of placement;
  - the date the child arrives in the UK if you're adopting from overseas;
  - the date the child's born (or the day after if you are working that day) if you are a surrogate parent;
  - a date you choose which falls after the date of birth or placement.
27. In the case of an adopted child, paternity leave must end within 52-week period from the date on which the child was placed for adoption with the adopter (or the child's entry into Great Britain for adoptions from overseas).
28. For surrogate parents, paternity leave must end within 52-weeks of the child's birth.
29. If you wish to take shared parental leave, you must take your paternity leave first. You cannot take paternity leave if you have already taken a period of shared parental leave in relation to the same child.
30. If there is a need to change the dates of the leave, see below 'Changing the dates of paternity leave (births & adoptions)'.

## Notification

31. Employees must formally notify the City Corporation of meeting the eligibility requirements for paternity leave for adoptions via gov.uk using form SC4 for adoptions within the UK, or via gov.uk using form SC5 for adoptions from abroad to their line manager within 7 days, or as soon as is reasonably practical, after being notified of: the adoption match, the date the child is expected to be placed for adoption (or if already placed for adoption, the date of the placement); and your declaration confirming that you meet the eligibility requirements to take paternity leave.
32. Employees are encouraged to provide as much notice as possible as this will assist the City Corporation with staffing plans.
33. Employees must follow the notification requirements above for each occasion of paternity leave requested, confirming when they wish to start their leave, and whether this is one single block of one week, one single block of two weeks, or two separate blocks of a week each and that the purpose of the leave is to care for the child or support the child's adopter. There is no requirement for proof of adoption.
34. People and HR/HR contact will formally respond in writing to the employee's notification of their paternity leave plans within 28 days of receipt, confirming the relevant start and end dates for paternity leave.

35. If an employee does not qualify for Statutory Paternity Pay (SPP), the Payroll Office will complete an SPP1 form within 28 days of receipt of the SPP request stating the reason. The SPP1 form will be sent directly to the employee.

### **Surrogacy arrangements**

36. To be eligible for paternity leave, an employee using a surrogate to have a baby must:
- be in a couple;
  - be responsible for the child (with their partner);
  - have worked for the City Corporation continuously for at least 26 weeks by the end of the 'qualifying week' (the 15<sup>th</sup> week before the baby is due).
37. Employees must give their line manager at least 15 weeks' notice to claim paternity pay, and 28 days' notice to claim paternity leave.

### **Pay during paternity leave (birth & adoption)**

38. During paternity leave employees have no statutory right to be paid their normal wages or salary during their leave period, although if they meet the statutory eligibility criteria for paternity leave, statutory paternity pay is paid. However, the City Corporation will pay normal pay during paternity leave in line with the eligibility criteria in this policy.
39. If an employee does not qualify for Statutory Paternity Pay (SPP), the Payroll Office will complete an SPP1 form on receipt of the paternity leave request. The SPP1 form will be sent directly to the employee.

### **Changing the dates of paternity leave (birth & adoption)**

40. Employees should give 28 days' notice if they wish to change their paternity leave start date. However, if an employee has been unable to meet the notification deadlines, there is flexibility for less notice to be accepted in extenuating circumstances.

### **Multiple children per birth or adoption**

41. An employee may take just one period of paternity leave per pregnancy or adoption, regardless of the number of children born as a result of the pregnancy or the number of children placed under the same adoption arrangement.

## **Rights during paternity leave**

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42. During paternity leave, the employee's contract of employment continues in force for the remaining terms and conditions and the employee will remain entitled to receive all contractual benefits.

## **Support for parents with premature babies**

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43. The City Corporation wishes to support parents when their baby is born prematurely (the NHS defines premature babies as those born before 37 weeks). In order to minimise financial pressures for employees whose baby is born before 37 weeks they are entitled to receive two additional week's paid Premature Baby Leave. Employees can choose if they wish this period of leave to run consecutively with their period of paternity leave or if they wish to have two separate periods of leave.
44. If the baby has been born prematurely, before the correct paternity leave gov.uk form is completed, managers should remind the employee in their early conversations to forward this to them as soon as possible. Managers will also discuss with the employee what they would like their colleagues to be told about the situation, and what contact they may/may not want.

## **Responsibilities**

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45. Employees are responsible for ensuring they adhere to this policy and provide adequate notice in the correct format when requesting paternity leave or changes to paternity leave dates.
46. Line managers are responsible for a sending paternity leave requests to People & HR/HR contact.
47. People & HR/HR contact are responsible for responding in writing to the employee's notification of their paternity leave plans within 28 days of receipt, confirming the relevant start and end dates for paternity leave.
48. The Payroll Office are responsible for completing an SPP1 form if an employee does not qualify for Statutory Paternity Pay (SPP), on receipt of the paternity leave request which they will send directly to the employee.

## Links / Other resources

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For further information regarding paternity leave, employees are advised to contact their line manager or People & HR/HR contact.

Colnet

Adoption Policy

External websites

Legislation.gov.uk – Paternity leave provisions are provided in line with the Paternity and Adoption Leave Regulations 2002, the Paternity Leave (Amendment) Regulations 2004 and 2024 and the Paternity and Adoption Leave (Adoption from Overseas) Regulations 2003 which may be amended from time to time.

[www.gov.uk](http://www.gov.uk) - Application forms for paternity leave:

- [Ask your employer for Statutory Paternity Pay and/or Paternity Leave \(tax.service.gov.uk\)](http://www.tax.service.gov.uk) (formerly known as form SC3 – Paternity Leave)

Use this form to request Paternity Leave and/or Statutory Paternity Pay if you are a baby's birth parents - including female partner in a same-gender couple.

- Form SC4 [Statutory Paternity Pay and Leave: becoming an adoptive or parental order parent \(SC4\) - GOV.UK \(www.gov.uk\)](http://www.gov.uk)

Use form SC4 to request Paternity Leave and/or Statutory Paternity Pay if you are becoming an adoptive parent and the child is being adopted from within the UK.

- Form SC5 [Statutory Paternity Pay and leave: adopting a child from abroad \(SC5\) - GOV.UK \(www.gov.uk\)](http://www.gov.uk)

Use form SC5 to request Paternity Leave and/or Statutory Paternity Pay if you are becoming an adoptive parent and the child is being adopted from abroad.

## List of appendices

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None

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## **Carer's Leave [Insert to the Special Leave Policy]**

The City Corporation recognises the challenges that employees with caring responsibilities for dependants' face while trying to balance the demands of caring, work, and looking after their own health.

Employees have a statutory right to take one week of unpaid Carer's Leave in any 12-month rolling period to provide or arrange care for a dependant with a long-term care need as detailed below. However, the City Corporation will pay for the week of leave, at normal pay.

A 'week' of Carer's Leave means the length of time the employee usually works over 7 days e.g., if someone usually works 3 days a week, they can take 3 days of Carer's Leave. For employees working an irregular working pattern, please contact People and HR / HR contact. The leave can be taken in one continuous block, as individual days, or as half days.

The dependant does not have to be a family member, it can be anyone who reasonably relies on the employee for care with a long-term care need i.e.,

- have an illness or injury (whether physical or mental) that requires, or is likely to require, care for more than three months; or have a terminal illness;
- have a condition that amounts to a disability under the Equality Act 2010; or
- require care for a reason connected to their old age.

However, Carer's Leave excludes general childcare, except when the child meets the definition of a dependant with a long-term care need. An alternative form of leave to look after a child maybe unpaid Parental Leave.

If caring for more than one dependant, there is no additional entitlement to Carer's Leave for each dependant. However, the time taken as Carer's Leave can be used for the care of more than one dependant.

Employees wishing to apply for Carer's Leave should refer to their line manager in the first instance, reasonable advance notice should be given.

While every effort will be made to meet a request for Carer's Leave, this may be postponed where operational or organisational requirements dictate. Your line manager will consult with you on an alternative leave period within one month of the requested date and put the reason for the delay and new date(s) in writing to you within 7 days of the request and before the revised start date.

Carer's Leave is intended to be for planned and foreseen caring commitments of a dependant. Employees who need to take time off to manage unexpected or sudden problems relating to a dependant, please see Emergency Dependants Leave above.

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**Appendix 1**  
**DRAFT RECOMMENDATIONS**  
**MEMBER-LED RECRUITMENT PROCEDURES**  
**As of 26 March 2024**

## **Introduction: Member-led Recruitment**

The most recent procedures for Member-led recruitment were written in 2016<sup>1</sup> and the tables listing applicable roles created in 2021.<sup>2</sup> Given significant adjustments to roles, organisational structures, and changes to committees over the last three years the existing procedures are now deemed as too complex, slow, and out of date.

There are four key elements to the procedures that follow for recruitment to Member-led roles.

- Vacancy Reporting
- Agreeing Grade, Salary & Contract type
- Recruitment Plan Reporting
- Recruitment Procedures

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<sup>1</sup> See Appendix 2: 2016 Member-led recruitment procedures.

<sup>2</sup> See Annex 2.1: 2021 Report and Member-led roles / committee table.

## Vacancy Reporting

1. The definition of roles requiring Member-led recruitment includes all Chief Officers and Senior Management Group (SMG) Officers, and a very small number of additional critical high-profile roles that have been carried forward from the 2021 Member-led table. These roles are identified in **Annex 1.1**.
2. All Member-led role vacancies included on Annex 1.1 and any re-evaluated roles that are not currently Member-led but that are determined and approved through the re-evaluation process<sup>3</sup> to become Member-led must be immediately reported for information to the Employing Service Committee(s) to which the post reports, the Town Clerk & Chief Executive, the Chief People Officer, and the Court of Common Council through the Corporate Services Committee.
3. In exceptional cases where a vacancy and need to recruit has arisen due to confidential circumstances including a live employee case, a termination or a redundancy with complex timescales, the Town Clerk & Chief Executive in consultation with the Chair of Policy and Resources, the Chair of Corporate Services Committee, and the Chief People Officer will have the authority to determine the timing and approach to reporting and recruiting to the vacancy.
4. In the cases of the vacancies of 'High Officers', eg. the Town Clerk & Chief Executive, Chamberlain & Chief Financial Officer, Commissioner of Police, Comptroller & City Solicitor, and Remembrancer, the Employing Committee(s) should inform the Court of Common Council as quickly as possible. In these cases, a report setting out the vacancy and the plans for recruitment must also go to the Court of Common Council. These roles require a further step, namely a final interview by and approval of the Court of Common Council, in addition to the procedure set out in this document (see paragraph 46). All details concerning the procedures for these roles are available from the Deputy Town Clerk.

## Agreeing Grade, Salary & Contract type

5. Recruitment cannot commence without agreement on the grade, salary range, and content of the role profile. The Salary Setting Framework is included at **Annex 1.2** and is applicable to all Member-led recruitment activities across all services, departments, and institutions. To ensure parity and equity, any proposed changes to the above must be approved under urgency ahead of any recruitment activity commencing.
6. Where an interim arrangement such as an acting-up / secondment or external fixed term appointment is required the Town Clerk & Chief Executive in consultation with the

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<sup>3</sup> All re-evaluated member-led roles of Grade I or above or over £100K must also be approved by Senior Remuneration Sub-Committee as outlined in Annex 1.2.

Chair of the Employing Committee can determine any adjustments to the recruitment process.

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## **Recruitment Plan Reporting**

7. Following vacancy reporting and agreement on the grade, salary range and content of the role profile as outlined in the salary setting framework, a second report outlining plans for recruitment will be required for decision by the Employing Committee(s) as soon as is practical as set out below. Urgency Procedures (in accordance with Standing Order 41(a)) may be used where necessary and appropriate.
8. All members of the Corporate Services Committee and the Policy and Resources Committee will be copied for information in all cases when not already on the Employing Committees list.
9. The Chair(s) of the key Employing Committees, the Town Clerk & Chief Executive, and the Chief People Officer will meet and create the recruitment plan to be contained in the report.
10. Reports must include proposals for:
  - Recruitment timetable.
  - The intended use of executive search suppliers.<sup>4</sup>
  - Members who will be involved in each stage of the recruitment process.
  - Assessment and panel process.
  - Salary range confirmation based on the notification process above.

## **Recruitment Procedures**

11. In cases where any of the key individuals are unavailable for any element of the recruitment procedures that follow, decisions may be delegated to the next relevant level of Officer or Member, e.g. the Deputy Town Clerk or the Deputy Chief Executive for the Town Clerk and Chief Executive. The Assistant Director of HR for the Chief People Officer, a relevant Committee Deputy Chair for the Chair.
12. Recruitment for Member-led roles should be led by the Chair of the Employing Committee first mentioned on Annex 1.
13. The Chair of Policy and Resources Committee will be a panel member for ALL Chief Officer recruitment unless they choose to delegate this role, as per the provisions of paragraph 11.

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<sup>4</sup> Note: a competitive process administered by HR will be used to determine the search supplier and the final decision will be delegated to the Town Clerk and Chief Executive and Chief People Officer in consultation with the Chair of the panel. Further information is noted below.

14. More specifically, while members may be involved in other elements of the process such as stakeholder panels or fireside chats, the final interview panel will normally consist of the following:

### **Voting Panel Members**

#### **For Member-led Chief Officer Appointments with one Employing Committee:**

- The Chair will be the Chair of the Employing Committee as mentioned on Annex 1
- The Deputy Chair of the Employing Committee
- The Chair of Policy and Resources Committee (if not the Chair of the Employing Committee)
- The Town Clerk & Chief Executive

#### **For Member-led Chief Officer Appointments with more than one Employing Committee:**

- The Chair will be the Chair of the first mentioned Employing Committee as outlined on Annex 1
- The Chair or Deputy Chair of each of the other Employing Committees
- The Chair of Policy and Resources Committee (if not the Chair of any of the Employing Committee)
- The Town Clerk & Chief Executive

#### **For Member-led Non-Chief Officer posts (Annex 1+)**

In addition to the above, the panel for Member-led Non-Chief Officer posts will have an additional voting member:

- The Chief Officer of the area that is recruiting or their delegate

At times, it may be appropriate for the panel to be supplemented or adjusted by the involvement of other voting members. The panel may be made up to a maximum of seven voting panel members in exceptional circumstances.

## **Non-Voting Panel Members**

- The Chief People Officer (or a senior HR staff member such as a HR Assistant Director) will be a non-voting member of the Panel, will hold the role of expert resource, and will manage the panel decision-making process.

15. *For the Commissioner of the City of London Police and the Recorder of London appointments, the composition of the panels must be supplemented by appropriate external representatives as required by law. The appointment procedure adopted for these posts will therefore be varied as necessary and appropriate with the Town Clerk & Chief Executive authorised to determine such arrangements.*

## **Re-evaluated Chief Officer Roles**

16. In the case of a re-evaluated roles with an existing incumbent (e.g. when responsibilities have significantly increased and the role has been evaluated at a higher grade and salary), then placement of the incumbent into the re-evaluated role may be made directly with agreement by the first mentioned Chair of the Employing Committee, the Chair of Policy and Resources Committee, the Chair of Corporate Services Committee, the Town Clerk & Chief Executive and the Chief People Officer. While this situation sits outside recruitment explicitly, it is relevant in relation to the grade and salary notes in Annex 2.

## **External Stakeholder Involvement**

17. At the discretion of the panel, external stakeholder involvement, typically as part of a stakeholder engagement panel, can be considered as part of the process. However, care must be taken to assess any conflict of interest or undue influence.

## **Member Recruitment Training**

18. The Chair and Deputy Chair of all panels must undertake the City of London Corporation Member Recruitment, selection, equality, diversity and inclusion and unconscious bias training and refresh their skills at least every three years. Reminders for training refreshers will be sent annually to all Committee Chair & Deputy Chair members from the HR team in consultation with Member Services Officer(s) who oversee Member training to avoid last minute occurrences arising where training has not been completed.

## **Preferred Candidates**

19. If the panel decides that there is an obvious internal choice for a single preferred candidate, for instance a deputy role holder or a role holder for a job that is very

similar, then an appointment may be made following successful interview without further advertising.

20. If the decision is to move an incumbent interim role-holder to a substantive appointment, this can occur only if the Employing Committee Members have been formally involved in the original interim recruitment process and requires the agreement of the Chair of the Employing Committee and the Town Clerk & Chief Executive.

### **Advertising**

21. For both internal or external recruitment, the panel must agree in advance all the assessment activities and dates for recruitment activities to be undertaken.
22. The advertisement will be drafted to include the salary range, how to apply, and all relevant deadline dates. The final advertisement will be delegated for decision to the Town Clerk & Chief Executive in consultation with the Chair of the panel.

### **Candidate Attraction Pack**

23. The candidate attraction pack will be in a standard format with minor variations made for each post. The pack will include a welcome (see Advertising section above) from the Town Clerk & Chief Executive, a short synopsis of the department, service, or institution and wider organisation, a role profile, a person specification, and an organisation chart. To assist candidates, other relevant links will be included in the candidate attraction pack for additional research purposes.

### **Internal and/or External Adverts**

24. If there is more than one strong internal candidate, the panel can opt to advertise the vacancy within City Corporation only.
25. If the panel wishes to gauge the strength of internal applicants against external applicants, the panel can decide that the vacancy should be advertised externally as well as internally simultaneously. All decisions will be made based on the essential criteria for the specific role as outlined on the role profile.

### **Executive Search Partners**

26. For Member-led recruitment, a specialist executive search supplier will be engaged as a partner. Procurement will be coordinated directly through HR according to standard competitive procedures. A minimum of three suppliers will be written to and asked to submit proposals. The final selection of the search

supplier will be delegated to the Town Clerk & Chief Executive and Chief People Officer in consultation with the Chair of the panel.

### **Longlisting**

27. All longlist decision panels will include the Chair of the panel, the Executive Search Partner representative and / or the appointed Recruitment Administrator for roles which are advertised internally only. Applications will be sorted into Yes, Maybe and No categories.
28. Anonymised Yes / Maybe applications will be provided to the Longlisting panel by email five days in advance of the longlist meeting. All anonymized applications will be available for the full panel to examine if required.

### **Shortlisting**

29. The panel will receive copies of the anonymised applications by email five days in advance of the shortlisting meeting.
30. The panel will review the applications with the executive search partner and will express a view on each one. Applications will be sorted into 'Yes', 'No' and 'Maybe' categories utilising the criteria set in the person specification.
31. The 'Yes' pile are those applications that are unanimously agreed by the panel, the 'No' pile are those that are unanimously rejected by the panel and the 'Maybe' pile are those where there is majority support for inclusion, but where the view is not unanimous.
32. If there are sufficient applications in the 'Yes' pile, then these will be invited for assessment by the executive search partner or the recruitment administrator (where roles are advertised internally only) to explore experience further and to probe anything raised at the initial meeting with the panel.
33. If there are insufficient 'Yes' candidates, the panel may supplement these with an agreed number from the top ranked of the 'Maybe' category.

### **Assessment Centre / Selection Process**

34. An assessment approach must be used for all Member-led appointments. The content of the assessment may vary between roles but can include a psychometric review, verbal presentation, and, where appropriate, other group stakeholder and job-related assessments and exercises such as Senior Leadership Team stakeholder panels, and time management or written exercises, where applicable.
35. The format of the assessment will be decided at the start of the process to ensure that any external technical assessors that may be required (e.g. for psychometric



reviews and debriefs) can be booked by the allocated Recruitment Administrator in advance.

## **References**

36. Referees, including contact information and working relationships with the candidate, are typically requested prior to interview by the executive search partner / administrator as part of the application process. Referees are then contacted following successful interview with timing of contact agreed with the candidate. This is particularly the case when checking in with current employer referees. No other panel members should contact referees.

## **Interview Scheduling**

37. The Administrator will prepare an interview schedule and provide interview questions and scoring criteria which the panel will discuss and agree in advance of the interviews.
38. The schedule will allocate a minimum of 30 minutes before the first interview to enable the panel to decide allocation of questions, including any supplementary questions arising from the selection tests.
39. Each interview should be no longer than 45 minutes. Depending on the time of day and number of candidates, the schedule should incorporate lunch and refreshment breaks for the panel and time should be allocated after the interviews for the panel discussion / decision.

## **Interview Panel Preparation**

40. While it is expected that candidates must be on time, all panel members must also arrive well in advance of the panel and give full attention to the proceedings at hand. Mobile phones and other personal devices should not be used during the panel interviews.
41. Applicants for interview will be advised of the time, the date, and the location of the interviews. Applicants will also be advised of the subject of any written exercise / verbal presentation which may be required and will be asked to confirm technology requirements in advance of the interviews.

## **Interviews**

42. All applicants should be asked the same core questions. Supplementary questions relating to answers given to the core questions or issues arising from the selection assessments may be added, but questions of a personal nature (e.g. are you married, do you have any children, what does your partner do, etc.)

must not be asked as these are not relevant to the selection and may give rise to claims of discrimination.

43. Interview performance must be scored on the assessment forms provided during or after each interview. There is room on these forms for the panel member to make notes, but care must be taken to avoid any comment of a discriminatory nature as all notes are disclosable through Freedom of Information or Subject Access Requests.
44. A senior HR representative (typically the Chief People Officer) will attend the interviews to provide expert advice should questions arise and will also take the lead in managing the administration in the room, including facilitating the discussion and agreement of the scoring process for all panel members.
45. At the end of the interviews, the panel members should discuss their notes on the candidates and reach a consensus on whom to appoint. The decision is subject to all appropriate pre-employment checks. A reserve candidate may be selected as a back-up if there is a second appropriate candidate in case the first choice cannot be appointed for any reason.

### **Court of Common Council Appointments**

46. In the case of appointments to posts that require the involvement of the Court of Common Council, the final applicant should appear before the Court of Common Council for confirmation of appointment. In these situations, as mentioned previously, all details concerning the procedures for these roles are available from the Deputy Town Clerk and Assistant Town Clerk.

### **Recruitment Decision**

47. With the exception of the process followed for High Officers (see paragraph 46), only those members who have been party to the whole selection process are able to make a valid assessment of the candidates. Therefore, the panel's decision is final.
48. *Members must not let their political or personal preferences influence their judgement. Members must not canvass the support of colleagues for any candidate and should resist any attempt by others to canvass their support. They must not contact a candidate's referees.*

### **Offer of Employment**

49. A provisional offer can be made following the decision by the panel. Once all pre-employment checks have been confirmed, the offer and acceptance can be

confirmed, and the employing Committee(s) may be advised by email, outside of committee meetings, of the panel's decision.

### **Administration Support & Processes**

50. The administration for the recruitment campaign will be led by the Head of Workforce and Resourcing in People & HR or another qualified individual as determined by the Chief People Officer.
51. The hiring department/service/institution must also provide an administrator to support with operational logistics and calendar support for the entire recruitment campaign.
52. The administrator will provide all documents to the panel for final approval, five days prior to the final panel date. The preparation of the candidate attraction pack and the choice of media in which to advertise will be delegated to the Administrator who will work with the executive search supplier and /or seek advice from the Advertising Agency used by City Corporation for the placing of advertisements in publications.

### **Annual Recruitment Reporting**

53. To ensure appropriate transparency and governance oversight of salaries and recruitment for all senior roles, a full list of all member-led role job titles, grades, salaries, areas of the business and results of recruitment that has taken place over the previous year will be created and circulated annually following the end of the financial year to the Senior Remuneration Sub-Committee.
54. Additionally, in addition to considering any new roles, a review of Annex 1 will take place annually to account for any future evolution of committee structures. The annex, highlighting any recommended adjustments, will be circulated as a joint report by Member Governance Services and People and Human Resources to Corporate Services Committee and to any other relevant committees impacted by the changes for approval following the end of each financial year and will be updated on the intranet following approval.

### **Workforce Planning**

55. Additionally, a business area-based workforce planning consultation process (initially a manual exercise in advance of the new ERP) will be implemented for expected senior recruitment for the following 12 months for each financial year, beginning in 2024/25. This new element will be the first step in formalising workforce planning. The process will also enable the early identification of new roles and placement as Member-led, member-involved, or neither, well in advance of recruitment to these roles.

**Annex 1.1**  
**CORPORATE SERVICES COMMITTEE**  
**COMMITTEE RESPONSIBILITY FOR**  
**MEMBER-LED APPOINTMENTS**  
**As of March 2024**

**CORPORATE & SERVICE DEPARTMENTS**

CO	Town Clerk & Chief Executive*	Policy & Resources Committee Corporate Services Committee General Purposes Committee of the Court of Aldermen
CO	Chamberlain & Chief Financial Officer *	Finance Committee Investment Committee
	Financial Services Director +	Finance Committee
	Head of Audit and Risk Management +	Audit and Risk Management Committee
CO	Comptroller & City Solicitor *	Policy & Resources Committee Corporate Services Committee
CO	Deputy Chief Executive (Note: this role is typically combined as an additional responsibility role. All Chief Officers are eligible with the exception of the Town Clerk and Chief Executive & Chief Executive)	Policy & Resources Committee Corporate Services Committee General Purposes Committee of the Court of Aldermen
CO	Remembrancer *	Policy & Resources Committee General Purposes Committee of the Court of Aldermen
	Deputy Remembrancer +	Policy and Resources Committee
CO	Deputy Town Clerk	Policy & Resources Committee Corporate Services Committee General Purposes Committee of the Court of Aldermen
CO	City Surveyor & Executive Director of Property	Policy & Resources Committee Investment Committee
	Markets Director +	Markets Board

	Investment Property Director +	Investment Committee
CO	Executive Director of Communications and External Affairs	Policy & Resources Committee
CO	Executive Director of Community & Children's Services	Community & Children's Services Committee Culture Heritage & Libraries Committee Education Board Health & Wellbeing Board
CO	Executive Director of Environment	Planning & Transportation Committee Port Health & Environmental Services Committee Licensing Committee
	Planning & Development Director +	Planning and Transportation Committee
	Port Health & Public Protection Director +	Port Health and Environmental Services Committee Licensing Committee
	Natural Environment Director +	Natural Environment Board Epping Forest and Commons Committee West Ham Park Committee Hampstead Heath Committee
CO	Chief People Officer and Executive Director of Human Resources	Corporate Services Committee
CO	Executive Director of Innovation & Growth	Policy & Resources Committee
	Innovation and Growth: Managing Director, Brussels +	Policy and Resources Committee
	Innovation and Growth: Managing Director, US + (new role since 2023)	Policy and Resources Committee
CO	Chief Strategy Officer of Corporate Strategy and Performance	Policy & Resources Committee Corporate Services Committee
	Director of London Metropolitan Archives +	Culture, Heritage, and Libraries Committee
	Director of Police Authority +	Policy Authority Board Corporate Services Committee
	Executive Director of Governance & Member Services +	Policy & Resources Committee

		Corporate Services Committee
	Executive Director and Private Secretary to the Lord Mayor +	General Purposes Committee of Aldermen Corporate Services Committee
	Executive Director and Private Secretary to the Chair of the Policy & Resources Committee +	Policy & Resources Committee Corporate Services Committee

## INSTITUTIONS

CO	Commissioner of the City of London Police *	Police Authority Board
CO	<a href="#">Chief Executive Officer</a> of the Barbican Centre	Barbican Centre Board
CO	Principal of the Guildhall School of Music & Drama	Board of Governors, Guildhall School of Music & Drama
CO	Heads of the City of London Schools	Relevant Board of Governors
CO	Managing Director of <a href="#">City Bridge Foundation</a>	City Bridge Foundation Board

### KEY

CO = Chief Officers

\* High Officer elected by the Court of Common Council  
(see Deputy Town Clerk for further information)

+ Member-led roles that are not Chief Officers

Note:

Adjustments to responsible 'employing' committees and role titles above in [blue](#).  
Committee name changes (eg. Establishment to Corporate Services, have not been highlighted).

## **Annex 1.2: Salary Setting Framework** **As of March 2024**

1. The annually revised and published **2024/25 Pay Policy Statement** states:
  - a. “The Localism Act (2011) requires local authorities to produce a ‘Pay Policy Statement’ to set out their policy relating to the remuneration of their highest paid staff alongside their policies towards their lowest paid staff. The statement is required to be reviewed annually and agreed by ‘a resolution of the authority’, which in the City of London Corporation’s case is the Court of Common Council. This statement meets these requirements for the City of London Corporation for the financial year 2024-2025.” (1.1.1) *Note: the £100K+ figure noted below is a legal requirement.*
  - b. For posts where the salary is Grade I or the package is £100,000 or more, the following approvals are required:
    - i. in respect of all new posts (including when existing posts are subject to re-evaluation and/or a Market Forces Supplement that takes them over the Grade I or £100k threshold), the Court of Common Council (via the Corporate Services Committee)
    - ii. in respect of all existing posts, as delegated by the Court of Common Council. (4.2.2)
  - c. As distinct roles, each role is individually evaluated and the pay for that role is benchmarked against the external market. The Senior Remuneration Sub-Committee sets the initial salary on appointment, together with the individual salary band, for staff with posts in the Senior Management Grade. The range for the role is based on the market rate for the role, which is used, alongside corporate importance, to determine the ‘datum point’ for the salary range.” (Appendix A2)

*(See 2024/25 Pay Policy Statement, approved by Court of Common Council on 7 March 2024).*

2. The **May 2023 Standing Orders of the Court of Common Council** further explain:
  - a. “The creation of posts of Grade I or above requires the approval of the appropriate Chief Officer, the Corporate Services Committee, and the Court of Common Council. The re-designation of posts of Grade I and above, where there are no grading implications, must be referred to the Town Clerk and Chief Executive or the Service Committee where appropriate.”

*(See paragraph 62.3 Standing Orders of the Court of Common Council, May 2023).*

3. Finally, the **2023/24 Terms of Reference of the Corporate Services Committee** state

- a. "The Corporate Services Committee approves: Reports of Chief Officers recommending changes to or creation of senior management posts of Grade I and above which need the approval of Court."

*(See 4(b)(i). Submitted by the Governance Team to CSC in January 2024 for 2024/25; not yet finalised for 2024/25).*

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## Appendix 2

### **2016 CHIEF OFFICER APPOINTMENT PROCEDURE**

#### **1. Reporting Vacancy**

All Chief Officer vacancies must be reported to the Town Clerk and the employing Committee for information. In the cases of the vacancies of Town Clerk, Chamberlain, Commissioner of Police, Comptroller and City Solicitor and Remembrancer, the employing Committee should inform the Court of Common Council immediately. A report setting out the resignation/retirement should go to the next appropriate Court of Common Council.

A Report will be required for the Employing Committee and Establishment Committee setting out the proposed timetable for recruitment, including the use of headhunters. This to be done as soon as resignation received (can be done by urgency if dates do not fit with proposed timetable)

In most cases for Chief Officer recruitment a specialist head hunter will be engaged. Three to four companies will be written to and asked to submit proposals.

However, if the panel decides that there is an obvious choice then they may make an appointment without further advertising. If there is more than one strong internal candidate then the panel may opt to advertise the vacancy within the City of London Corporation only.

#### **2. The Recruitment Panel**

The panel for Chief Officer appointments should normally consist only of the following:-

- The Chairman and Deputy Chairman of the Employing Committee (or of each Employing Committee if more than one)
- The Chairman of the Establishment Committee and
- The Town Clerk

In addition, however, it may be appropriate for the panel to be supplemented by up to 3 further trained members, making the panel up to a maximum of 7. The Chairman of the employing committee and of the Establishment Committee and the Town Clerk would be members of this panel.

The Employing Committee Chairman is the Chairman of the Panel. If there is more than one Employing Chairman involved then the Chairman of the Establishment Committee will be the Chairman of the Panel.

*For the Commissioner of the City of London Police and the Recorder of London appointments, the composition of the panels has to be supplemented by appropriate external representatives as dictated by statute. The appointment procedure for these two posts may vary from these guidelines*

It is recommended that the panel have undertaken the City of London Corporation's recruitment and selection e-learning module for Members. It is a requirement that the Chair and Deputy Chair have undertaken the e-learning module.

The administration for the recruitment campaign should be undertaken by a qualified employee in Corporate HR (referred to below as the Administrator).

The recruitment literature will be drafted which will include a Job Description, Person Specification, Organisation Chart and a short synopsis of the department. Links can be provided to candidates so they can review the website and departmental information at their leisure.

If the responsibilities of the post have changed significantly then the Senior Management Job Evaluation panel will review the information but would fall within the SMG pay scales.

### **3. Advertising**

If the panel wish to gauge the strength of internal applicants against external applicants and decide that the vacancy should be advertised externally as well as internally. If a vacancy is to be advertised externally, then the panel should agree in advance dates for advertising, closing date, shortlisting, selection testing and interviews from the proposed timetable mentioned above.

### **4. Recruitment Administration**

If the panel decides to advertise a vacancy externally and have agreed the documents named in 3. above, then the preparation of the recruitment literature for applicants and the choice of media in which to advertise should be delegated to the Administrator who will seek advice from the Advertising Agency used by the City of London for the placing of adverts in publications.

The recruitment literature will be in a standard format with minor variations only required for each post and the Administrator will provide this to the panel for final approval.

## **5. Longlisting**

The (Headhunter) (Administrator if carried out internally) will undertake a preliminary sift referred to as long listing. This will enable them to place the applicants in categories A, B and C in terms of meeting the criteria set in the person specification. These should be brought to the longlisting meeting and be available for the panel to examine if required

## **6. Shortlisting**

The panel should receive in advance of the shortlisting meeting copies of the applications (if the timetable does not allow hard copies to be produced and forwarded in time then an emailed pack will be forwarded to the panel by the Administrator).

The Panel will go through the applications with the representative from the head hunters and will express a view on each one. These will be sorted into 'Yes', 'No' and 'Maybe' piles.

The 'Yes' pile are those applications that are unanimously agreed by the panel, the 'No' pile those that are unanimously rejected by the panel and the 'Maybe' pile those where there is majority support for inclusion but this is not unanimous.

If there are sufficient applications in the 'Yes' pile, then these will be invited for interview by the head hunters to explore experience further and to probe anything raised at the initial meeting with the Panel.

If not there are not sufficient 'yes' candidates, then the panel can supplement these with the agreed best of the 'Maybes'.

Once the head hunters have completed their interview on a face to face basis with the longlisted candidates, the longlisting meeting scheduled will take place with the Panel to select the final shortlist to go to the Assessment Centre.

## **Assessment Centre / Selection Process**

Interviewing alone is now widely recognised as inadequate for making selection decisions. An assessment centre approach should be used which also includes

psychometric tests and other job related tests and exercises such as an in-tray exercise, a written exercise and a verbal presentation.

The format of the Assessment Centre will be decided earlier in the process to ensure that any external technical assessors are booked in good time.

## **7. References**

References should be taken up prior to interview unless interviewees specify otherwise. Should there be any concern over the content of a reference then the Administrator/ will attempt to obtain further clarification from the referee preferably before the interview.

## **8. Interview Preparation**

The Administrator/Corporate HR will prepare an interview schedule and provide interview questions which the panel will discuss and agree in advance of the interviews.

The schedule will allow for at least 20 / 30 minutes before the first interview in order that the panel can decide who is to ask which questions and any supplementary questions arising from the selection tests.

Each interview should be no longer than 45 minutes - Depending on the time of day and number of candidates, each interview and the schedule should incorporate lunch and refreshment breaks and time after the interviews for the panel decision.

Applicants for interview will be advised of the time, the date and the location of the interviews. Applicants will also be advised of the subject of any written exercise/oral presentation which may be required and confirm that they are going to attend the interviews.

## **9. Interviews**

Applicants should be asked the same core questions. Supplementary questions relating to answers given to the core questions or issues arising from the selection tests can be added but questions of a personal nature (e.g. are you married, do you have any children, what does your partner do, etc) must not be asked as these are not relevant to the selection and may give rise to claims of discrimination.

Interview performance should be scored on the assessment forms provided by the Administrator either during or after each interview. There is room on these forms

for the panel member to make notes but again care must be taken to avoid any comment of a discriminatory nature.

At the end of the interviews, the panel members should discuss their notes on the interviewees and reach a consensus on whom to appoint. This decision is subject to medical clearance and it is advised that a reserve interviewee should be selected as a back up in case the first choice cannot be appointed for any reason.

Once medical clearance and satisfactory references have been received, and an offer has been made and accepted, then the employing Committee should be advised of the panel's decision.

*The law and standing orders lay down rules for the appointment, discipline and dismissal of staff. Members must ensure that they observe these scrupulously at all times. Special rules apply to the appointment of assistants to political groups. In all other circumstances, if Members are called upon to take part in appointing an officer, the only question they should consider is which candidate would best serve the whole council. Members should not let their political or personal preferences influence their judgement. Members should not canvass the support of colleagues for any candidate and should resist any attempt by others to canvass their support.*

The panel's decision is final and this should be reported for information only to the Court of Common Council.

The reason for this is that only those who have been party to the whole selection process are in a position to make a valid assessment.

## **10. Court of Common Council Appointments**

In the cases of appointments to the posts of Town Clerk, Chamberlain, Commissioner of Police, Comptroller and City Solicitor and Remembrancer the current procedure of the final applicants appearing before the Court of Common Council should continue.

## **11. Appointment Letter, Employment Contract and Start Arrangements**

The Administrator/Corporate HR is responsible for preparing the provisional offer letter and employment contract in line with the standard documents in the Policies and Procedures Manual.

Corporate HR will be responsible for ensuring that all necessary pay, pension and associated forms are completed and the successful candidate placed on the Corporate HR System.

*The Administrator should also notify the Public Relations Office of the appointment in order for the appropriate press releases and communications to be progressed.*

Corporate HR (PA to the Director of HR) will arrange for the newly appointed Chief Officer to meet the Town Clerk, the Chamberlain and the Comptroller and City Solicitor, and other relevant senior managers soon after commencing with the City of London Corporation.

Corporate HR - 2016

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## Annex 2.1

### 2021 Report and Appendix Tables

#### ITEM 8(B)

Report – Establishment Committee

Recruitment Panels for Tier 1 and 2 positions

*To be presented on Thursday, 15<sup>th</sup> April 2021*

*To the Right Honourable The Lord Mayor, Aldermen and  
Commons of the City of London in Common Council  
assembled.*

#### **SUMMARY**

The new Target Operating Model brings about departmental changes which will affect which Committees and therefore which Members could be involved in the recruitment process for Senior Officers, this report proposes an interim position for the recruitment of Tier 1 or Tier 2 roles.

#### **RECOMMENDATION**

It is recommended to the Court of Common Council that it approves the interim position as given in appendix 1 and authorise the necessary amendments to relevant Committee Terms of Reference.

#### **MAIN REPORT**

1. At its meeting on 10<sup>th</sup> December 2015, your Establishment Committee considered a report of the Director of Human Resources regarding the recruitment of senior officers and the appropriate involvement of Members at each stage of the recruitment process.
2. The Committee agreed with the findings in the Report and asked that a proposal for a formal procedure for Member involvement in senior officer recruitment be drawn up. This was brought back to the Committee on 4<sup>th</sup> February 2016 and the list of senior officer posts was agreed. The Committee also agreed that the determination of the level of Member involvement for the recruitment of a Senior Officer was to be a joint decision between the Chief Officer and the respective Service Committee Chair, and that there should be an option for Members to be involved in final interview panels.

#### **Interim Position due to the Target Operating Model**

3. The new Target Operating Model brings about departmental changes which will affect which Committees, and, therefore, which Members could be involved in the recruitment process for Senior Officers. These may change with the Governance Review, but, in the interim, a list of Committee involvement has been drawn up. This is attached at Appendix 1. Members are asked to agree this list so that any recruitment to these roles can be expedited without delay for agreement.

4. The process will remain the same, all Chief Officer posts will be Member led and the attached list is coded so that posts which are agreed by Court are indicated.
5. The coding used in the appendix is:

**KEY**

	Posts confirmed in TOM Tier 1
	Posts subject to further review in TOM Tier 2
*	High Officer elected by the Court of Common Council
~	Table Officer
+	Member Led Appointment
=	Member Involved Appointment
#	Senior Management Grade or Police/Teachers' equivalent

*\*This key is given in the appendix but is repeated here to make the list easier to read.*

**Proposal**

6. This list is proposed to be used in the interim so that it is clear which Members would lead or be involved in the recruitment to Tier 1 or Tier 2 roles.

**Appendices**

- Appendix: Committee Responsibility for Senior Officer Recruitment

All of which we submit to the judgement of this Honourable Court.

DATED this 27<sup>th</sup> day of January 2021.

SIGNED on behalf of the Committee.

**Deputy Charles Edward Lord, OBE JP**  
Chair, Establishment Committee



**2021: CITY OF LONDON CORPORATION  
ESTABLISHMENT COMMITTEE  
COMMITTEE RESPONSIBILITY FOR SENIOR OFFICER APPOINTMENTS**

Following the Court's approval of the Target Operating Model and new Organisation Design, there is a need to review committee responsibility for the appointment of Chief and Senior Officers. Whilst some of this will change following consideration of Lord Lisvane's recommendations in the Governance Review and any changes in Tier 2 and further layers of the TOM, it is important to clarify the current committees responsible for the appointment of current posts. The tables that follow recommend a revised list of committee responsibilities for agreement by this Committee and onward transmission to the Court of Common Council in respect of posts referred to in Committee terms of reference.

**CORPORATE & SERVICE DEPARTMENTS**

Town Clerk & Chief Executive *+#	Policy & Resources Committee Establishment Committee General Purposes Committee of Aldermen
Deputy Town Clerk & Chief Executive ~+#	Policy & Resources Committee Establishment Committee General Purposes Committee of Aldermen
Chief Operating Officer ~+#	Policy & Resources Committee Establishment Committee Finance Committee
Chamberlain & Chief Financial Officer *+#	Finance Committee Investment Committee
Comptroller & City Solicitor *+#	Policy & Resources Committee Establishment Committee
Remembrancer *+#	Policy & Resources Committee General Purposes Committee of Aldermen
City Surveyor ~+#	Policy & Resources Committee Investment Committee
Executive Director, Environment ~+#	Planning & Transportation Committee Port Health & Environmental Services Committee Open Spaces & City Gardens Committee Licensing Committee
Executive Director, Innovation & Growth ~+#	Policy & Resources Committee Culture Heritage & Libraries Committee
Executive Director, Community & Children's Services ~+#	Community & Children's Services Committee Culture Heritage & Libraries Committee Education Board

	Health & Wellbeing Board
Assistant Town Clerk & Executive Director, Governance & Members' Services (DTC) ~+#	Policy & Resources Committee Establishment Committee
Chief Strategy Officer (DTC) +#	Policy & Resources Committee Establishment Committee
Executive Director, Communications (DTC) +#	Policy & Resources Committee
Executive Director, Human Resources (COO) +#	Establishment Committee
Executive Director & Private Secretary to the Lord Mayor (DTC) +#	General Purposes Committee of Aldermen Establishment Committee
Executive Director & Private Secretary to the Chair of the Policy & Resources Committee (DTC) +#	Policy & Resources Committee Establishment Committee

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Director, Town Clerk's Office & Police Authority (DTC) =	Establishment Committee Police Authority Board
Head of Climate Action (DTC) =	Policy & Resources Committee
Project Governance Director (COO) =	Policy & Resources Committee (Projects Sub) Capital Buildings Committee
Technology Director (COO) =	Finance Committee (Digital Services Sub)
Commercial Director (COO) =	Finance Committee (Procurement Sub)
Markets Director (COO) +	Markets Committee
Assistant Directors of Human Resources (COO) =	Establishment Committee
Head of Employee Services (COO) =	Establishment Committee
Head of Equality, Diversity & Inclusion (COO) =	Establishment Committee
Investment Property Director (CS) +	Investment Committee (PIB)
Corporate Property Director (CS) =	Finance Committee (Corporate Asset Sub)
Operations Director (CS) =	Finance Committee (Corporate Asset Sub)
Property Projects Delivery Director (CS) =	Policy & Resources Committee (Projects Sub)
Deputy Chamberlain (CFO) +	Finance Committee
Treasurer (CFO) =	Finance Committee Investment Committee (FIB)
Head of Internal Audit (CFO) +	Audit & Risk Management Committee
Assistant City Solicitors x 3 =	Establishment Committee
Deputy Remembrancer (REM) +	Policy & Resources Committee (PR&PA Sub)
Director, Remembrancer's Affairs (REM) =	Policy & Resources Committee (PR&PA Sub)
Assistant Remembrancer, Ceremonial (REM) =	Policy & Resources Committee (HWP)
Innovation Director (IG) =	Policy & Resources Committee
Trade & Investment Director (IG) =	Policy & Resources Committee General Purposes Committee of Aldermen
Regulatory Affairs Director (IG) =	Policy & Resources Committee
Research & Intelligence Director (IG) =	Policy & Resources Committee
Policy Director (IG) =	Policy & Resources Committee
Managing Director, Brussels (IG) +	Policy & Resources Committee
External Affairs Director (IG) +	Policy & Resources Committee
Cultural & Visitor Development Director (IG) =	Policy & Resources Committee Culture Heritage & Libraries Committee
Chief Planning Officer & Development Director (ENV) +	Planning & Transportation Committee

Transportation & Public Realm Director (ENV) +	Planning & Transportation Committee
Port Health & Consumer Protection Director (ENV) +	Port Health & Environmental Services Committee Licensing Committee
Open Spaces Director (ENV) +#	Open Spaces & City Gardens Committee
District Surveyor & Environment Director (ENV) =	Planning & Transportation Committee
Policy & Performance Director (ENV) =	Planning & Transportation Director Port Health & Environmental Services Committee
People Director (C&CS) =	Community & Children's Services Committee
Barbican & Property Director (C&CS) =	Community & Children's Services Committee Barbican Residential Committee
Strategic Education, Culture & Skills Director (C&CS) =	Community & Children's Services Committee Education Board
Head of Barbican & Community Libraries (C&CS) =	Culture Heritage & Libraries Committee, Community & Children's Services Committee
Commissioning & Partnerships Director (C&CS) =	Community & Children's Services Committee
Head of Community Safety (C&CS) =	Policy & Resources Committee
Public Health Director (C&CS) =	Community & Children's Services Committee Health & Wellbeing Board

## INSTITUTIONS

Commissioner of Police for the City of London *+#	Police Authority Board
Assistant Commissioner, City of London Police =	Police Authority Board
Commanders, City of London Police =	Police Authority Board
<i>Whilst there is Member involvement in the process, it is important to clarify that such senior appointments to the CoLP are made by the Commissioner of Police for the City of London.</i>	
Managing Director, Barbican Centre +#	Barbican Centre Board
Chief Operating & Financial Officer, Barbican Centre & GSMD =	Barbican Centre Board Board of Governors, Guildhall School
Arts & Learning Director, Barbican Centre =	Barbican Centre Board
Operations & Buildings Director, Barbican Centre & GSMD =	Barbican Centre Board Board of Governors, Guildhall School
Principal, Guildhall School of Music & Drama +#	Board of Governors, Guildhall School
Vice-Principals, Guildhall School of Music & Drama =	Board of Governors, Guildhall School
Heads of the City of London Schools +#	Relevant Board of Governors
Senior Deputy Heads and Bursars of the City Schools =	Relevant Boards of Governors
Executive Director, City Bridge Trust & Chief Grants Officer +#	City Bridge Trust Committee
Director, London Metropolitan Archive & Guildhall Library =	Culture Heritage & Libraries Committee

## KEY

	Posts confirmed in TOM Tier 1
	Posts subject to further review in TOM Tier 2
*	High Officer elected by the Court of Common Council
~	Table Officer
+	Member Led Appointment
=	Member Involved Appointment
#	Senior Management Grade or Police/Teachers' equivalent

**C E Lord**

25 January 2021

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## Executive Leadership Board Report Cover Sheet

<b>Report Title</b>	Graduate Schemes – Second Proposal to the Executive Leadership Board
<b>Sensitivity (please bold)</b>	<del>Sensitive – Limited to ELB only</del>
	Not sensitive – ELB can share with teams as needed
<b>Report Sponsor (ELB)</b>	
<b>Report Author Name &amp; contact details</b>	Thomas Wrench, YEN Co-Chair ( <a href="mailto:thomas.wrench@cityoflondon.gov.uk">thomas.wrench@cityoflondon.gov.uk</a> ) Eva Shackelford, YEN Co-Chair ( <a href="mailto:eva.shackelford@cityoflondon.gov.uk">eva.shackelford@cityoflondon.gov.uk</a> )
<b>List key colleagues who have been sighted on the report for each department and institution below (where none please state none)</b>	
Town Clerk's & Deputy Town Clerk's	Caroline Jack Jen Beckermann
Comptroller and City Solicitor's	None
Operations	Marcelle Moncrieffe Saida Bello Cindy Vallance Mark Williams Kaye Saxton-Lea Melody Thornton
City Surveyor's	None
Remembrancer's	None
Chamberlain's	Caroline Al-Beyerty
Environment	None
Innovation and Growth	None
Community and Children's Services	None
City of London Police	None
Police Authority Board	None
Bridge House Estates	None
Barbican	None
Guildhall School of Music and Drama	None
City of London School	None
City of London School for Girls	None
Freemans School	None
Other	N/A

### Summary of report:

This paper presents the results of the research undertaken to scope the development of a generalist graduate scheme at the City Corporation and makes a series of recommendations, the most significant of which proposes that the City Corporation registers to deliver the Local Government Association's (LGA) National Graduate Development Programme (NGDP).

**Decision/action required of ELB:**

It is recommended that ELB members:

1. Authorise HR officers to register the City Corporation with the National Graduate Development Programme, managed by the Local Government Association, for 2024/2025 (first cohort).
2. Agree that the graduate scheme is funded centrally, with departments and Institutions bidding to host a National Management Trainee for a six-month placement.
3. Approve the proposal to appoint a full-time Graduate Scheme Coordinator (grade E, subject to JE approval) to the Talent & Organisational Development Team to manage the scheme internally and liaise with the Local Government Association as required.



## **Generalist Graduate Scheme – Second Proposal to the Executive Leadership Board**

**17 April 2023**

### **1. Introduction**

In January 2023, the ELB agreed that a generalist graduate scheme should be reintroduced to the City Corporation and tasked the Young Employees Network Co-Chairs and HR officers to undertake additional research and determine the scope of such a scheme. This paper presents the results of this research and makes a series of recommendations, the most significant of which proposes that the City Corporation registers with the Local Government Association's (LGA) National Graduate Development Programme (NGDP).

The benefits of reintroducing a graduate scheme to the City Corporation were outlined in the paper considered by ELB in January. However, it should be noted that the scheme will go some way to facilitating greater social mobility within the organisation and will help to build professional confidence among a new cohort of graduate employees.

### **2. Recommendations**

It is recommended that ELB members:

1. Authorise HR officers to register the City Corporation with the National Graduate Development Programme, managed by the Local Government Association, for 2024/2025 (first cohort).
2. Agree that the graduate scheme is funded centrally – as outlined in section 5 – with departments and Institutions bidding to host a National Management Trainee (NMT) for a six-month placement.
3. Approve the proposal to appoint a full-time Graduate Scheme Coordinator (grade E, subject to JE approval) to the Talent & Organisational Development Team to manage the scheme internally and liaise with the Local Government Association as required.

### **3. The National Graduate Development Programme (NGDP)**

The NGDP is a two-year graduate development programme and is the only graduate scheme specifically for local government. It is managed by the Local Government Association. Every year, it attracts 4-5,000 applications from graduates from a range of backgrounds and disciplines. The NGDP team run a rigorous, competitive national recruitment process, matching the highest calibre of candidates to councils nationwide.

With around 200 graduates in each annual cohort across England and Wales, the National Management Trainees (NMTs) build an extensive network, which they can call upon throughout their career. Participation in a national graduate scheme gives NMTs access to leaders in local government and greater opportunities for mentoring and shadowing.

Graduates are employed by councils and complete at least three placements to develop skills across a variety of services. Councils have the flexibility to decide which areas these

placements cover. Alongside their employment, graduates undertake a prestigious learning and development offer provided by the LGA, which includes an ILM Level 7 qualification.

The scheme's Three-Way Partnership outlines the responsibilities of the three main partners of the NGDP, i.e., the local authority, LGA and the NMTs. A Development Framework, a self-assessment tool for NMTs, is used by participating councils to support the NMT's development and progress while on the NGDP.

The NGDP has a local recruitment offer. This is a recent initiative that gives councils the opportunity to recruit local talent. The registration deadline for the local recruitment campaign ahead of a September 2024 cohort start is October 2023. Without the local recruitment offer, the registration deadline is March 2024.

#### Key requirements:

- Graduates must undertake a minimum of three placements over a two-year contract.
- Councils must pay a minimum salary of SCP 20 – this is currently £28,371 (subject to pay negotiations).
- There is a one-off registration fee per graduate, only paid once they have been successfully recruited and have started work (£3,200 per graduate for 2023). This covers both the recruitment and the two-year learning and development programme. Councils are expected to cover travel costs to and from NGDP learning and development events.

## **4. Case Studies**

Research has been undertaken to understand the delivery of the NGDP at two local authorities – Westminster City Council and Cambridgeshire County Council.

### *Westminster City Council*

The scheme is funded by the Apprenticeship Levy. Placements are on a rotation basis, and NMTs are given five days of study leave per year. Retention is relatively good, with some exchange programmes with other local authorities in place. Interviews are held each May in advance of a September start date.

### *Cambridgeshire County Council*

Cambridgeshire County Council has offered the NGDP for 10 years and recruits up to four NMTs each year. NMTs are given a fixed-term contract for two years and are supported to find permanent roles within the council. Retention is fairly high. The scheme is centrally funded through the corporate learning and development budget. By providing evidence against progression criteria, the NMT's salary increases in their second year.

The placement co-ordinator role is shared between a Learning & Development Adviser and a Career Development Adviser (both in the Corporate Learning & Development Team). The coordinator line manages the NMTs and is supported by the placement managers. Mid-placement and end-of-placement reviews are undertaken and regular meetings to assess progress against the Development Framework are held.

NMTs undertake either four six-month placements or two six-month placements in year one, followed by a year-long placement in year two. Placements are offered by departments from across the council's functions and services. The first placement is chosen by the council. NMTs have some say in choosing their second placement once service directors have

submitted expressions of interest. NMTs are expected to approach managers/directors to arrange their third and fourth placements according to their career interests.

## 5. NGDP at City of London: Scope

It is proposed that:

- The City Corporation recruits **10 graduates/NMTs** per year, with a start date of early September, meaning that by year 2, there will be up to 20 NMTs working across the City Corporation.
- Graduates be paid spinal point 1018 (**top of grade B**) in year 1 and spinal point 1022 (**bottom of grade C**) in year 2, including London Weighting, plus on-costs.
- Each NMT will undertake **four six-month placements**. Placements 1 and 2 (year 1) will be allocated to the NMT, while the NMT will have some say in their third and fourth placements following conversations with the relevant Chief Officers.
- The **Graduate Placement Coordinator** manages the graduate scheme (see section 6).
- A **local recruitment campaign** be delivered in consultation with the NGDP team.

The following departments have expressed an interest in hosting at least one graduate for a six-month placement:

- |   |                    |
|---|--------------------|
| • Chamberlain's   | 2                  |
| • Mansion House   | 1                  |
| • Health and Safety (Operations)  | 1                  |
| • HR (Operations)   | 1                  |
| • Project Governance (Operations)   | 1                  |
| • Commercial (Operations)   | 1                  |
| • EDI (Operations)  | 1                  |
| • DITS (Operations)   | 1                  |
| • Remembrancer's  | TBC                |
| • DCCS  | TBC                |
| • Innovation & Growth   | TBC                |
| • Environmental Health, Licensing,<br>Trading Standards, Air Quality<br>(Environment) | TBC                |
| • Barbican  | <i>From year 2</i> |

## 6. Role of the Graduate Placement Coordinator

It is anticipated that the City Corporation's placement coordinator will:

- Act as the primary liaison with the LGA's NGDP team.
- Develop the local recruitment offer, emphasising that the City Corporation's work extends beyond those of local authority functions.
- Liaise with Chief Officers and placement managers to define and scope placement opportunities.
- Map the movement of NMTs between placements, ensuring there is staffing continuity within departments/Institutions where possible.
- Offer pastoral support to the NMTs as required.

- Ensure that the City Corporation upholds its obligation to fulfil the Three-Way Partnership Agreement.
- Undertake (mid-)placement reviews with the NMTs, addressing any issues with the relevant party/parties as required.

## **7. Financial Information**

It is proposed that the NMTs are centrally funded, with any additional costs outside of the proposed budget being covered by the host department. This will reduce associated budgetary pressures and ensure that the budget allocated is utilised for graduate scheme purposes only.

Please see **Appendix 1** for a breakdown of the expected costs.

Graduates will be paid at spinal point 1018 (top of grade B) in year one, which equates to £29,120 (including London Weighting of £6,710), aligning with the NGDP's minimum salary requirements. The NMT will be positioned at spinal point 1022 (bottom of grade C) by year two, which equates to £31,740 (including London Weighting of £6,710) in recognition of the skills and knowledge they will have acquired during year one and subject to a successful end of year review.

It is proposed that the Graduate Placement Coordinator role (grade E) will be centrally funded but sit within the Talent & Organisational Development Team. This will ensure that the Graduate Placement Coordinator can maintain a close working relationship with the Apprenticeship Manager, who together can facilitate a network between the apprentices and the NMTs.

£200 has been allocated to each NMT per year to cover travel costs to and from learning and development events. It is anticipated that NMTs will be required to attend at least four off-site sessions as part of the programme. This funding allocation will be reviewed at the end of the first year.

## **8. Next Steps**

If the recommendations above are agreed by the ELB, officers in HR will register the City Corporation with the NGDP scheme and seek to recruit a Graduate Placement Coordinator in line with the indicative timeline (see appendix 2).

The Young Employees Network Co-Chairs will continue to support the development of the scheme and liaise with HR and Chief Officers as appropriate. It is also intended that the graduate scheme will be referenced in the emerging People Strategy.

As the City Corporation seeks to realign its organisational culture, investment in this scheme would ensure an increase in the corporate provision for skills, capability, and succession planning. Moreover, it would demonstrate the City Corporation's commitment to social mobility, diversity, inclusivity, and investment in its workforce.

## Appendix 1: Breakdown of Costs

One Graduate per Year						
	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
Local Government Association appointment fee	£ 3,200.00	£ 3,321.43	£ 3,442.86	£ 3,564.29	£ 3,685.71	£ 3,807.14
Pay	£ 29,120.00	£ 60,860.00	£ 60,860.00	£ 60,860.00	£ 60,860.00	£ 60,860.00
Travel & Additonal Costs	£ 200.00	£ 408.00	£ 416.16	£ 424.48	£ 432.97	£ 441.63
Cost	£ 32,520.00	£ 64,589.43	£ 64,719.02	£ 64,848.77	£ 64,978.69	£ 65,108.78
Graduate Placement Coordinator	£ -	£ -	£ -	£ -	£ -	£ -
<b>Total</b>	<b>£ 32,520.00</b>	<b>£ 64,589.43</b>	<b>£ 64,719.02</b>	<b>£ 64,848.77</b>	<b>£ 64,978.69</b>	<b>£ 65,108.78</b>
Cost per placement*	£ 16,260.00	£ 16,147.36	£ 32,359.51	£ 32,424.38	£ 32,489.34	£ 32,554.39
Local Government Association appointment fee	£ 1,600.00	£ 830.36	£ 1,721.43	£ 1,782.14	£ 1,842.86	£ 1,903.57
Pay	£ 14,560.00	£ 15,215.00	£ 30,430.00	£ 30,430.00	£ 30,430.00	£ 30,430.00
Travel & Additonal Costs	£ 100.00	£ 102.00	£ 104.04	£ 106.12	£ 108.24	£ 110.41
<b>Proposed Number of Graduates: Ten Graduates per Year</b>						
	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
Local Government Association appointment fee	£ 32,000.00	£ 33,214.29	£ 34,428.57	£ 35,642.86	£ 36,857.14	£ 38,071.43
Pay	£ 291,200.00	£ 608,600.00	£ 608,600.00	£ 608,600.00	£ 608,600.00	£ 608,600.00
Travel & Additonal Costs	£ 2,000.00	£ 4,080.00	£ 4,161.60	£ 4,244.83	£ 4,329.73	£ 4,416.32
Cost	£ 325,200.00	£ 645,894.29	£ 647,190.17	£ 648,487.69	£ 649,786.87	£ 651,087.75
Graduate Placement Coordinator**	£ 42,050.00	£ 42,050.00	£ 42,050.00	£ 42,050.00	£ 42,050.00	£ 42,050.00
<b>Total</b>	<b>£ 367,250.00</b>	<b>£ 687,944.29</b>	<b>£ 689,240.17</b>	<b>£ 690,537.69</b>	<b>£ 691,836.87</b>	<b>£ 693,137.75</b>
Cost per placement (Excl Coordinator)	£ 16,260.00	£ 16,147.36	£ 16,179.75	£ 16,212.19	£ 16,244.67	£ 16,277.19
Local Government Association appointment fee	£ 1,600.00	£ 830.36	£ 860.71	£ 891.07	£ 921.43	£ 951.79
Pay	£ 14,560.00	£ 15,215.00	£ 15,215.00	£ 15,215.00	£ 15,215.00	£ 15,215.00
Travel & Additonal Costs	£ 100.00	£ 102.00	£ 104.04	£ 106.12	£ 108.24	£ 110.41

Please note the above salary expectations were budgeted prior to the 2022/23 pay award

\* One placement is six months

\*\* The Graduate Placement Coordinator role is proposed to be grade E.

## Appendix 2: Indicative Timeline

Jan-23	Feb-23	Mar-23	Apr-23	May-23	Jun-23	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23	Jan-24	Feb-24	Mar-24	Apr-24	May-24	Jun-24	Jul-24	Aug-24	Sep-24
In principle decision - ELB 23 January	Research phase		Second proposal to ELB		Recruitment of Placement Co-ordinator			Final proposal to ELB	Deadline to register with NGDP <b>local recruitment</b>			Sequencing of placements	Recruitment campaign	Deadline to register with NGDP			Interviews	Confirmation of placements		Commencement of first six-month placements



## City of London Corporation (CoLC) Health and Safety Policy (Corporate)

### Table of Contents

[Health and Safety Policy Statement](#)

[Objectives](#)

[Scope](#)

[Roles and Responsibilities](#)

[Strategic responsibilities](#)

[General responsibilities](#)

[Competent advice and assistance](#)

[Arrangements](#)

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# 1. Health and Safety Policy Statement

I am committed to our organisation meeting its statutory health & safety responsibilities. This Policy details organisationally how we will meet these responsibilities as well as enable us to set some strategic safety objectives over the coming years. The plans for implementing the Policy can be found in our Safety Management Framework. The safety standards, guidance, and procedures under the framework make up our Safety Management System which must be implemented fully, to manage safety risk created by work. We will regularly review the operation of this system and the resulting data to inform our objectives. This ensures that we address key risks, achieve our goals, and continually improve our management of health and safety.

We want to provide a safe working environment for all. Through these arrangements, we will action our commitment to mitigating risk to our employees and service users from work-related physical and mental harm, including occupational ill health. To shape an organisation where wellbeing is valued, our people need to feel deeply connected to our vision, feel a sense of belonging. We must therefore actively collaborate with all stakeholders, especially the unions, to improve health and safety and embed it as a core element of everything that we do. Health & Safety is not a simple exercise in compliance, I recognise it as an enabler, working alongside our people strategy to help achieve our Corporate Plan efficiently, assuring safe delivery, the provision of excellent services, a vibrant thriving destination and flourishing public spaces.

We all have legal responsibilities for our own individual health and safety, as well as a collective responsibility for all our colleagues and others affected by the work we do. The Corporate Services Committee and the Executive Leadership Board accept their collective responsibility to model sound health & safety leadership and governance. However, I am convinced that safety constitutes a fundamental management duty, a 'brilliant basic' that demands genuine commitment from all leaders. Whilst I hold the ultimate accountability for health & safety, Chief Officers, senior managers, and our front-line managers all bear the responsibility and must discharge it diligently. I expect them to take ownership and ensure their areas are safe by taking sensible and feasible steps to ensure safety, having considered all circumstances like cost, time, and available resources.

I want our leaders to be curious about how their work activities are carried out, understand how they can enable and support their people to do safe, rewarding work and ensure operational risks are mitigated proportionately. A key part of safety leadership lies in creating psychologically safe environments, leaders can do this by encouraging reporting and acting appropriately when genuine concerns are raised, closing this loop earns us trust – a way of exemplifying the 'trustworthy leadership' we outline in our People Strategy.

We will commit the necessary resources including in recruiting, supporting, and retaining capable employees. Succeeding in this will only enhance the provision of an excellent service user experience. In delivering the Corporate Plan we must ensure our employees have the necessary knowledge and skills to ensure health & safety management continually improves, following my ethos of 'better never stops!'

[Signed] Ian Thomas

Town Clerk and Chief Executive.



## 2. Objectives

The Corporate Health and Safety Policy (the Policy) is the overarching occupational health and safety policy setting out our commitments to achieving positive health and safety outcomes for the whole CoLC. The Policy's purpose is to support fulfilment of our strategic aims and objectives, the provision of excellent services, a vibrant thriving destination and flourishing public spaces.

The CoLC's health and safety objectives.

- To facilitate the fulfilment of legal and other requirements.
- The continual improvement of health, safety, and wellbeing performance.
- The achievement of Corporation-wide and local business area health, safety and wellbeing objectives with a credible and transparent health and safety management system.
- Integration of the health and safety management system with strategic and operational functions of the Corporation.
- To support a health and safety management system and framework that enable good management of health, safety and statutory wellbeing risks and opportunities.

## 3. Scope

The City of London Corporation as the employer is required under the Health and Safety at Work Act 1974 to prepare a Health and Safety Policy Statement as per Section 2(3) of the Act and list the roles and responsibilities for health and safety. The Policy's scope defines the boundaries and applicability of the Policy and the CoLC's health and safety management system.

The Policy's scope is in table 1. The Policy applies to City of London Corporation employees, agency and casual staff, volunteers and others performing work or work-related activities that are under the control of the CoLC and shall be referred to as "employees." It applies to the locations, workplaces, activities, products, facilities, amenities and services within the business area's control and influence.

Through its implementation by the responsible person, other interested groups are impacted by our Policy and include Members, university students, school pupils, residents, tenants, visitors, and members of the public who use our services and products or engage with CoLC's services, properties, facilities and amenities under our control or influence.

Table 1. City of London Corporation Departments in Policy scope and responsibility of relevant Chief Officer		
Corporate Departments	Services Departments	Institutions
Chamberlain's	Community and Children Services	Barbican Centre
City Surveyor's	Environment and encompasses public, private, and charitable functions.	Guildhall School of Music and Drama
Comptroller and City Solicitor's	Innovation and Growth	City of London School
Deputy Town Clerks		City of London School for Girls
Remembrancer's Office		City of London Freeman's School
Corporate Strategy Performance & EDI		City Junior School
Communications & External Affairs		City of London Police Force
People & HR		City Bridge Foundation

Table 2 lists specific parts of the organisation that shall fall outside the Policy Scope because the CoLC is not the employer under the Health and Safety at Work Act etc. 1974. Those parts of the organisation shall have its own functions, responsibilities, and authorities for establishing their own health and safety policy and health and safety management system.

Table 2. Out of Policy Scope for the City of London Corporation	
Business area	Reason and Qualifications
<p>The Commissioner of the City of London Police and their sworn officers within the City of London Police Force.<sup>1</sup></p> <p>City of London Police officers who are sworn officers and hold 'the office of constable' are servants of the Crown and are not employees.</p> <p>Out of scope for the Policy.</p>	<p>The City of London Police Force is the police force for the City of London area under the superintendence of the CoLC acting by the Court of Common Council as police authority.</p> <p>The Commissioner of the City of London Police whilst appointed by the Court of Common Council of the CoLC, is directly accountable for the operation and control of the Force.</p> <p>The Commissioner is the Chief Officer for the City of London Police Force and responsible for the health and safety of their police officers.</p> <p>The Police (Health and Safety) Act 1997 makes police officers employees of the Chief Officer for the City of London Police Force for the purposes of health and safety legislation by inserting s 51A into the 1974 Act.</p> <p>The functions of the Commissioner and their Force are connected to the CoLC (and liability insurance arrangements reflect this, being named separately on the CoLC), but for legal purposes they are separate to the CoLC itself, which has distinct obligations as the police authority.</p>
<p>The City of London Multi-Academy Trust</p>	<p>Separate legal entity.</p> <p>The City of London Corporation is not legally the Employer. Benefits from its own insurance.</p>
<p>Lord Mayor's Show Limited.</p>	<p>A separate legal entity – albeit that as a named insured body on the CoLC's liability insurance policies careful consideration must always be given to any matters affecting health and safety.</p> <p>The City of London Corporation are an interested party engaged by the Lord Mayor's Show Limited, alongside delivery of the CoLC's own civic and public functions relating to Lord Mayor's Day, and the CoLC is only responsible for the health and safety of the enabling functions provided within</p>

<sup>1</sup> S101 of the Police Act 1996

	the scope of the CoLC's its operations acting for itself or as service provider (See Table 1 above).
The Lord Mayor's Appeal	A separate legal entity.  The City of London Corporation is an interested party engaged by the Lord Mayor's Appeal and the CoLC is responsible for the health and safety of the enabling functions provided within the scope of the CoLCs own its operations acting for itself or as service provider (See Table 1 above).
London Councils	The name given to three statutory committees jointly discharging functions delegated by the 33 member London local authorities (and TfL for one of them) in accordance with agreements between the parties. Whilst separate accounts and insurance are maintained and staff employed in the name of those joint committees, the arrangements effectively operate on the basis that each of the participating authorities cross indemnifies the other under the joint committee governing agreements. The lease for the premises occupied by London Councils is held by a separate legal entity, London Councils Limited, of which company the CoLC is one member alongside the 32 London boroughs. Unless the CoLC discharges functions of contracting or lead authority for London Councils under an agreement for that purpose (see Table 1 above), the City of London Corporation is not legally the employer under Health and Safety legislation for London Councils business.
Aldgate School	A separate legal entity. Aldgate School is a voluntary aided school, and the school governing body is the employer.

The Policy is the overarching policy under which other fire, health and safety policies, standards, and guidance (the Standards) are created and implemented. The Health and Safety Policy and standards form part of our documented information and include:

- Fire safety.
- Property health and safety, including Construction.
- Biological, chemical, physical, location, ergonomic, mechanical, equipment, psychosocial health and safety risks and welfare.

In this Policy will be collectively referred to as "health and safety."

## 4. Roles and responsibilities

The Policy assigns the responsibilities and accountabilities for relevant roles within the CoLC for our health and safety management system. The Policy shall be communicated at all levels within the CoLC and reviewed regularly by the Strategic Safety Board<sup>2</sup>. The Policy is available on the COLNET and is maintained as documented information. Roles at all levels in the CoLC shall assume responsibility for those aspects of the health and safety management system over which they have control.

## 5. Strategic responsibilities

### 5.1. Court of Common Council

The [Standing Orders of the Court of Common Council \(cityoflondon.gov.uk\)](https://www.cityoflondon.gov.uk) details how the Court of Common Council, Committees and Sub-Committees shall be governed and the proceedings of meetings of the Court.

The overall delegations to Officers by the Court of Common Council are in the [Scheme of Delegations to Officers \(cityoflondon.gov.uk\)](https://www.cityoflondon.gov.uk). The Court of Common Council has agreed the principle that authority should be delegated to Chief Officers for carrying out the day-to-day management of services and for the discharge of specific statutory and non-statutory functions relating to health and safety matters.

### 5.2. Members, Committees and Sub-Committees

The role of Members is to provide governance of the City of London Corporation and serve on the Court of Common Council. Details on the main tasks and responsibilities are in the [Common Councilmen – Job Description](#), including health and safety matters:

- Participating in decision making, setting service policies, strategies, and standards
- Contributing to the process of scrutinising the performance in delivering services and implementing these strategies and standards
- Adhering to the [Members' Code of Conduct \(cityoflondon.gov.uk\)](https://www.cityoflondon.gov.uk) and behaving in accordance with all the Corporation's legal obligations, alongside any requirements contained within the Corporation's policies, protocols, or procedures, including on the use of the Corporation's resources.

The [Chairmen of Committees Job Description - City of London Corporation](#) details the Chair's main tasks and responsibilities. Chair's have a leadership role within the Corporation for creating a committee environment which allows robust oversight, debate, challenge, and scrutiny relating to health and safety matters in their service area.

The principles underlying Member and Officer relations are detailed in [Member/Officer charter 2021 \(cityoflondon.gov.uk\)](https://www.cityoflondon.gov.uk), including Members taking advice of Officers into account in reaching a decision on health and safety matters and respecting the Officer's responsibility to provide impartial advice, guidance, and information.

A summary of the Governance Arrangements can be seen at **Figure 1**.

### 5.3. Corporate Services Committee

The Corporate Services Committee, detailed in its [Order of the Court – Corporate Services Committee 2023](#), has specific authority to deal with or make recommendations to the Court of Common Council on

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<sup>2</sup> The Strategic Safety Board is where CoLC management and employees plan and set objectives on health and safety matters that affect the Corporation.

corporate health and safety matters. The Committee is responsible for monitoring, scrutinising, and reviewing the health and safety management system in the CoLC.

## **5.4. Town Clerk and Chief Executive**

The Town Clerk and Chief Executive is the most senior employee of the City for London Corporation and the accountable officer. The Town Clerk shall demonstrate leadership and commitment to health and safety and responsible for:

- Appropriately delegating health and safety authority and fire safety authority to relevant Chief Officers and the Executive Leadership Board to ensure successful implementation of the health and safety management system.
- Ensuring processes are in place to gain assurance from the Chief Officers and the Executive Leadership Board on health and safety management and health and safety Governance arrangements.
- Ensuring sufficient resources for the successful implementation of the City of London Corporation Health and Safety Policy and safety management system

## **5.5. Deputy Town Clerk**

The Deputy Town Clerk is responsible for ensuring the overall strategic direction of health and safety at the CoLC is actively pursued, with the aim that the corporate departments, along with our Institutions and service areas are pulling together with cohesion and common purpose in the delivery of our health and safety goals. He will chair the Strategic Safety Board.

## **5.6. Strategic Safety Board**

The board's function is:

- to set strategic direction for safety and the management of emerging and critical cross organisational risks
- to set values, objectives, with clear standards and targets for the management of occupational health and safety.

The board will oversee and ensure accountability within the various departments for their safety performance as well as directing on matters relating to the overall management of health and safety throughout the organisation. It will raise any appropriate safety risk to the Chief Officer Risk Management Group (CORMG) as appropriate.

The Deputy Town Clerk will chair the board. The board allows the City of London Corporation to establish a meaningful governance framework for safety decision-making. It also allows the organisation to provide a clear communication and escalation pathway for safety issues, through its alignment to health and safety groups at the operational level and committees at the governance level. It is particularly important for addressing critical risk issues.

The board will help to:

- Elevate health and safety standards across the City of London Corporation, ensuring corporate visibility and compliance in all activities.
- Promote and share best practices, key learnings, and success stories in health and safety.
- Ensure suitability of organisational arrangements for implementing the health and safety policy and statutory requirements.
- Develop and oversee the implementation of a comprehensive health and safety strategy for the City of London Corporation.

- Monitor and learn from enforcement actions taken by relevant agencies against the City of London Corporation.
- Review and update specific health and safety policies, incorporating best practices.
- Resolve escalated issues within or between departments that cannot be resolved at a local level.
- Monitor the implementation of health and safety strategies and improvement plans.
- Track key performance indicators for health and safety, making recommendations for improvement as needed.
- Evaluate and recommend the effective use of financial, human, physical, and information resources for health and safety management.
- Establish and periodically review organisation-wide health and safety targets for the City of London Corporation.
- Raise any cross-cutting safety risk as appropriate to CORMG

## 5.7. Senior Leadership Team and Executive Leadership Board

The Senior Leadership Team and Executive Leadership Board are the CoLC's most senior Officer Governance Group. They are accountable for the overall strategic management of health and safety.

Chief Officers are collectively and individually responsible for the overall strategic leadership of the CoLC and shall demonstrate leadership and commitment through positive role modelling of behaviours and keeping safety 'live' in their communications.

The [Scheme of Delegations to Officers \(cityoflondon.gov.uk\)](https://cityoflondon.gov.uk) and the [Executive Leadership Board Terms of Reference](#), Chief Officers are accountable for ensuring, as far as is reasonably practicable, the health and safety of everyone who may be affected by the work and activities of the department through the successful implementation of the CoLC's health and safety management system in their area of responsibility. Also, to comply with the Policy, delegating responsibility as appropriate to senior managers in accordance with the Policy.

## 5.8. City of London Police Commissioner

The City of London Police is not a separate legal entity through being financially and reputationally connected to the CoLC and is one of the CoLC's functions. However, the Police (Health and Safety) Act 1997 makes the City of London Police Commissioner legally the employer for City of London Police Officers for health and safety matters. The Commissioner shall ensure the City of London Police health and safety management system, policy, and arrangements are in place, to meet the Police (Health and Safety) Act 1997 and other relevant police requirements. The City of London Police Commissioner will own the health and safety responsibility for all officers and civilian staff.

The Commissioner shall ensure adequate planning, resources, support and operation of the overall health and safety management system for the continual improvement of health and safety performance and the achievement of City of London Police aims and objectives. The Police (Health and Safety) Act 1997, The Home Office, The College of Policing, the National Police Chiefs' Council including the National Police Chiefs' Council Guide to Health and Safety shall define the scope of the City of London Police health and safety management system, policy, and arrangements.

## 6. General responsibilities

### 6.1. Chief Officers

Chief Officers are accountable and responsible for making sure that employees and others are safe. Although accountability will rest with Chief Officers, they will delegate the operational aspects of health,

safety and fire management to other tiers of management. They are responsible for demonstrating leadership and commitment to good health and safety by:

- Determining the Policy's application within their area of responsibility according to the overall delegations to Officers, detailed in the Scheme of Delegations to Officers ([cityoflondon.gov.uk](http://cityoflondon.gov.uk))
- Ensuring the effective implementation of the organisation's health and safety policies, procedures, and guidelines within the department.
- Ensure systems and processes are in place to identify, assess, and manage health and safety risks specific to the department's activities, facilities, and operations.
- Develop and implement risk control measures to minimise harm, prevent accidents and injuries.
- Ensure that the department complies with all relevant health and safety legislation, regulations, codes of practice, and standards. Monitor compliance and address any non-compliance issues promptly.
- Ensure that employees within the department receive adequate health and safety training and are competent to perform their tasks safely. Provide ongoing training and development opportunities to enhance safety knowledge and skills.
- Establish procedures for reporting, investigating, and recording accidents, incidents, near misses, and occupational illnesses within the department. Take appropriate corrective and preventive actions to address identified hazards and prevent recurrence.
- Develop and maintain emergency response plans and procedures for the department. Ensure that employees are trained in emergency procedures and that emergency equipment is accessible and maintained.
- Promote a culture of safety within the department by fostering open communication, sponsoring psychological safety, encouraging employee participation in health and safety initiatives, and addressing safety concerns promptly.
- Ensure that contractors working within the department comply with health and safety requirements and integrate them into departmental safety management systems.
- Monitor departmental health and safety performance indicators, such as accident rates, near misses, and compliance metrics. Report on health and safety performance to SSB and other relevant committees as required.
- Drive and support continuous improvement initiatives to enhance health and safety performance within the department. Encourage innovation and best practices to reduce risks and improve safety outcomes.
- Ensuring that adequate resources are allocated for the effective management of health and safety risk, including fire in any demised premises and especially in fulfilling any client duties for managing a project as per Regulation 4 of the Construction (Design and Management) Regulations 2015
- All departments will produce a health and safety plan annually alongside the business planning process.
- Consulting with the Director of Health and Safety and Head of Profession, on enabling good management of health and safety and positively contributing towards achieving the Corporation's health and safety objectives.

## **6.2. Chief People Officer**

The Chief People Officer is responsible for:

- Providing and ensuring competent Occupational Health and employee wellbeing provision, occupational health and wellbeing performance data and contributing to health and safety performance reports
- Ensuring that the CoLC's People Strategy and Human Resource policies and standards support the provision of a good working environment and supportive workplace culture conducive to the benefit of employee health and safety

- Supporting the development of management and leadership capability to enable the effective management of people and implementation of Human Resource policies
- Supporting the development and delivery of suitable staff health and safety training managed and provided by Human Resources. Producing staff training performance data and contributing to health and safety performance reports
- Monitoring the implementation and effectiveness of the Human Resource policies and standards on wellbeing
- Ensuring HR processes have health and safety aligned to them i.e. Job evaluation and description process, recruitment process, disciplinary and performance management.

### 6.3. Commercial Director

The Commercial Director is responsible for:

- Giving Health and Safety matters appropriate consideration with a view to ensuring the roles, responsibilities, and risks in relation to the performance of any contract are clearly defined from the outset.
- All goods and services being procured with due consideration of the health, safety and wellbeing of our staff, contractor's employees, clients, volunteers, and members of the public who may be affected by the performance of the contract.
- Ensuring that as part of the tendering process that bidders explain their approach to ensuring compliance to current safety legislation.

Will check a contractor's compliance with Health & Safety legislation in two ways:

- Prior to Contract Award by requesting information in the tender process through the use of the UK Single Procurement Document (SPD). If following evaluation, the response and request for supporting documentation does not meet the stated minimums for qualifying to perform the contract, the firm may not be short listed or awarded a contract.
- After Contract Award - by including contract conditions on Health & Safety in all COLC contracts and by monitoring a contractor's performance and compliance with those conditions

### 6.4. Senior Managers

Senior managers are accountable to their Chief Officers. They must implement health and safety management arrangements and proactively manage the health and safety risks in their area of responsibility. They must have a clear understanding and oversight of the operations and activities undertaken, the risks created by them and who is at risk. They will define the most appropriate safety structures and resources which will ensure integration with the overall strategic and operational direction of the department.

Senior managers are responsible for role modelling positive leadership behaviours on health and safety by:

- Ensuring there are appropriate arrangements for implementing health and safety policies, standards, and plans
- Ensuring line managers are competent to carry out their health and safety responsibilities
- Ensuring employee consultation on matters that significantly affect health and safety is timely and involves all appropriate interested parties, including Trade Union Representatives, internal and external interested parties.
- Ensuring that responsibilities and arrangements are agreed for the safety of employees, internal and external interested parties who may be put at risk by activities
- Identifying hazards for which they are the risk owner that present significant health and safety risks if not controlled adequately. Recording them and monitoring the effectiveness of their risk



controls. Where necessary alerting Chief Officers and executive leadership to failures in risk control, significant changes in risk or unacceptable risk

- Putting in place processes to ensure risks are appropriately risk assessed and adequate risk controls implemented.
- Making sure that appropriate arrangements are in place for ensuring competence and capability of their employees and that the CoLC's training requirements for health and safety training are met.
- Ensuring that there are arrangements in place for managing significant risks arising from activities that are not covered by the CoLC's health and safety related Standards. Developing and reviewing health and safety standards for the management of specific risks, and the legal and other requirements that have a significant impact.
- Ensuring that suitable systems are in place for the regular monitoring and review of health and safety arrangements.
- Co-operating with health and safety investigations, inspections, and audits
- Where any repairs, alterations, improvements, or modifications to CoLC premises or services are required, follow CoLC and other local requirements.
- Reporting on health and safety performance to the relevant health and safety group or department committee
- Ensuring health and safety is discussed at every team meeting.

## **6.5. Line Managers and Supervisors**

Line managers are responsible for implementing the local health and safety management arrangements in their area of control including monitoring and checking their effectiveness. Supervisors are responsible for monitoring and checking that the local arrangements and rules are being followed.

The direct responsibility of line managers and supervisors for health and safety are determined by the extent to which they have authority to act. That is, if they have the authority to make a general decision about some aspects of the work, they are responsible for the health and safety implications of that decision.

Line managers and supervisors are responsible for demonstrating commitment to good health and safety in their area of control by:

- Keeping up to date with health and safety requirements including their specific areas and making sure the Health and Safety Policy, Fire Safety Policy and relevant Standards are implemented and monitored.
- Making sure their employees are trained, competent and capable of carrying out their health and safety responsibilities.
- Making sure employees and others under their control carry out their health and safety responsibilities.
- Supporting their senior management in the development and review of risk assessments and health and safety standards
- Ensuring risk assessments are carried out, recorded, implemented, shared with employees.
- Risk controls monitored and appropriate action taken to mitigate any gaps identified.
- Escalating senior management of significant health and safety risks.
- Consulting employees and their safety representatives on risk assessments and on changes to working practices that may affect their health and safety.
- Effectively communicating information and co-ordinating arrangements for controlling health and safety risks which may affect employees, internal and external interested parties
- Equipment and substances provided for use at work are risk assessed, fit for purpose, used safely, and maintained in a safe condition.

- Carrying out regular inspections, testing and monitoring to ensure health and safety and that employees are meeting their responsibilities and working safely.
- Reporting on findings and actions taken from inspections, audits, and incident investigations to senior management and into business area arrangements.
- Seeking advice from their senior manager, competent health and safety professionals, for any health and safety concerns that they cannot address.
- Taking account of the effect of work on employee health and organising health surveillance, as well as health of the employee on work when delegating work and assessing health and safety risks.
- Ensuring that their employees have a psychologically safe environment to work in.

## 6.6. Premises Controllers

Premises Controllers are responsible for implementing the Corporations Health & Safety Policy and guidance relevant to the safe operation of any demised premises, including:

- Managing suitable health and safety inspections of site operations in accordance with guidance documents
- Managing any inspection, audit, or assessment recommendations for areas of operation under their control or bringing to the attention of the relevant party, including tenants or contractors
- Managing contractor and visitor safety when attending site
- Managing First Aid provision and fire evacuation procedures
- Escalating any appropriate health & safety incident, defect, or compliance gap through their organisation.

## 6.7. Employees

All employees are responsible for demonstrating commitment to good health and safety by:

- Looking after their own work-related health and safety and the health and safety of others affected by their work activities or actions whilst at work.
- Co-operating with the CoLC by following safe working practices and carrying out their responsibilities as detailed in this and other health and safety related policies and standards.
- Not interfering with, or misusing, anything provided for their health and safety.
- Timely reporting of accidents, work-related ill-health, health and safety related incidents, hazards or inadequacies in health and safety procedures, in accordance with their local and CoLC procedures
- Taking part in, and following, health and safety training and development identified as necessary by the CoLC or line manager.
- Undergoing health surveillance identified as necessary by risk assessments.
- Using work equipment and hazardous substances safely and in accordance with instructions and/or training
- Ensuring that activities, events, or projects that they organised are risk assessed and suitable control measures implemented.
- Seeking advice if they do not feel competent to carry out their responsibilities.
- Employees are empowered to stop work if there is imminent risk of danger.

In addition, employees may be given specific health and safety related roles or responsibilities. These may be detailed in their local health and safety management arrangements, in their job description or other CoLC health and safety related policies or standards.

Any CoLC employee who commissions a contract for services, goods or works on behalf of the organisation will be the Commissioning officer with responsibilities defined in the Fire Safety Policy and other property related health and safety standards.

## **7. Competent advice and assistance**

The competent health and safety advice and assistance roles in the CoLC are staff or internal or external experts who have the necessary training, knowledge, experience, and expertise to advise and support management and employees meet their health and safety responsibilities.

### **7.1. Corporate Health and Safety Team**

The Corporate Health and Safety Team, led by the Director of Health and Safety, is responsible for providing the second line of assurance function and the overall framework for our safety management system. They can provide competent advice and assistance on health and safety matters, including all elements of building and fire safety, ensuring the development, implementation and auditing of the health and safety management system within the CoLC and for driving continual improvement.

### **7.2. Director of Health and Safety and Head of Profession**

The Director of Health and Safety is the competent person responsible for providing advice to the Town Clerk and Chief Executive and Senior Leadership Team on the strategic direction for health and safety matters, especially on cross-Corporation safety risks. This role discharges the requirement under Regulation 7 of the Management of Health & Safety Regulations 1999 for competent advice.

- Establishing and leading the strategic direction of health and safety management across the City of London Corporation.
- Ensure cross-Corporation alignment with the CoLC's health and safety Policy and plans.
- To assure compliance with legislation and other requirements to align with the CoLC's Strategic Plans.
- Overseeing the development, implementation and monitoring of the Corporate Health and Safety Business Plan and health and safety management system
- Providing guidance and information on the Policy's objectives and key health and safety performance measures to Corporate Services Committee.
- The provision of competent health, safety, and fire safety advice within the CoLC
- Keeping the Town Clerk and Chief Executive, the Senior Leadership Team, and Corporate Services Committee informed of significant health and safety risk management issues.
- Supporting and alerting the Senior Leadership Team and Chief Officers on the need to consider the impacts on Health & Safety of any significant work identified in business plans.
- Overseeing the delivery of regular performance reports and the Annual health and safety performance report on to the Senior Leadership Team and Corporate Services Committee
- Agreeing health and safety performance measures through which continual improvement in health and safety performance can be monitored.
- As Head of Profession, responsible for providing leadership and development for the safety at the city of London Corporation.

### **7.3. Health & Safety Managers Forum**

The Health and Safety Managers Forum in the CoLC refers to the health and safety professionals and employees, roles nominated as points of contact for health and safety matters in their departments. They are responsible for coordinating and cooperating with the Corporate Health and Safety Team to ensure a consistent and collaborative approach to ensuring the continual improvement of the health and safety management system in their department in the context of the CoLC.

## **7.4. Head of Health and Safety for the City of London Police**

The Head of Health and Safety for the City of London Police is responsible for providing competent health and safety advice to the City of London Police Commissioner and the City of London Police Chief Officers to ensure the responsibilities in section 5.8 of this Policy are met.

## **7.5. Radiation Protection**

### **7.5.1. Radiation Protection Officer**

This role sits within the corporate Health and safety team and is responsible for monitoring via audits, radioactive source management, arrangements, and protection on behalf of the CoLC to ensure local processes are being followed.

### **7.5.2. Radiation Protection Advisor**

This role is provided via the external organisation CLEAPSS (**Consortium of Local Education Authorities for the Provision of Science Services**) a professional organisation for science and technology in the learning sector. They are responsible for providing competent advice on radiological protection and compliance with the Ionising Radiations Regulations.

### **7.5.3. The Radiation Protection Supervisor**

This role is a member of staff at the site responsible for the security, safe storage, use and monitoring of radiative sources in the business area and ensuring employees understand the standard operation procedures and risk assessments.

## **7.6. Occupational Health and Wellbeing**

### **7.6.1. Occupational Health Service**

The Occupational Health Service is responsible for providing a competent advisory service to all employees and management, working closely with all departments to promote and maintain high standards of occupational health to minimise the risks from ill health and reduce sickness absence. The service will advise where there is the potential for exposures and what departments would need to do to minimise risk of harm including any health surveillance that may need to be put in place.

### **7.6.2. Wellbeing Advisor**

The Wellbeing Advisor is responsible for developing and promoting strategies to support the wellbeing of our workforce. Wellbeing being a critical component of our people strategy will be reviewed to ensure working relationships with stakeholders and reporting on wellbeing metrics to key stakeholders and relevant committees.

### **7.6.3. First Aiders and Mental Health First Aiders**

First Aiders and Mental Health First Aiders are employees trained and responsible for providing workplace first aid and mental health first aid. These will be trained and deployed in line with departmental needs and based upon their First Aid Risk Assessment.

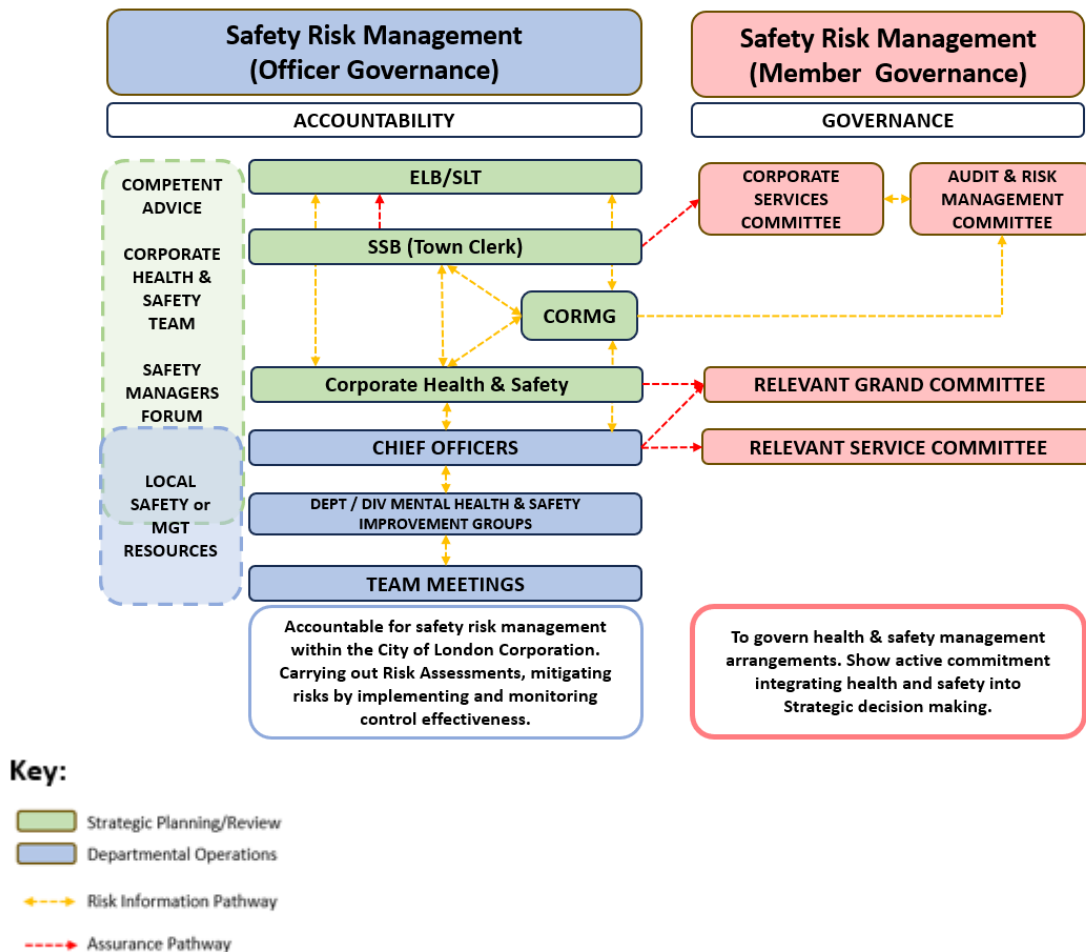
## **8. Health & Safety Arrangements**

The arrangements for implementing this Policy are detailed in the safety management framework.

The health and safety management framework embodies our safety management system containing corporate standards, key safety requirements and other required safety procedures.

The City of London Corporation fire, health and safety management system is based on the PLAN-DO-CHECK-ACT model as outlined in HSG 65<sup>3</sup>, the Health & Safety Executives Guidance for Managing Health & Safety as well ISO45001<sup>4</sup> Occupational Health and Safety Management System, the international standard for Occupational Health Management. The management system is applied organisation-wide, and departments are expected to document and scope out their own local management system in line with our framework.

**Figure 1** below outlines the Governance, communication, and escalation pathways for health & safety.



**Figure 2** below gives us a schematic of how this system operates and aligns to the organisation, its mechanisms and the roles people play.

Safety tools or information are accessible via our intranet. [Health & Safety \(sharepoint.com\)](https://sharepoint.com)

<sup>3</sup> [Managing for health and safety \(HSG65\) \(hse.gov.uk\)](https://www.hse.gov.uk/hsg65/)

<sup>4</sup> [ISO 45001:2018 - Occupational health and safety management systems — Requirements with guidance for use](https://www.iso.org/standard/72430.html)

Figure 2. City of London Corporation Health and safety management system



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R= Complex  
A= Medium  
G= Simple

MAJOR - Out of scope of Corp H&S Team or >£500,000  
MEDIUM - Not sufficient budget but <£250,000k  
MINOR - Accommodated under current Budget Plan  
NONE - No spend required, Officer time

R= Not started /  
Progress delayed  
A= In flight  
G = Delivered

Recommendation Number	Recommendation	Legal Requirements	Time Frame & Complexity	Financial Impact	Departments Involved	Remarks	Tracker
1	It is recommended that for the higher risk areas of the Corporation, an identification of the above structure diagram and including the Bolton and Herts, a minimum identified in terms of number and qualified of health and safety advisers should be established, with a view to safety advisers who in other words practice as a head of a small function, should be developed. Chartered status of the Institution of Occupational Safety and Health.	The Management of Health and Safety at Work Regulations 1999	3-6 Months	MAJOR	Corporate Membership of the London Health & Safety Study Group secured. Legal update session to be delivered to the Health & Safety Professionals Network on the 29th February in our first kick off	H&S talent at Chartered level. 5 yrs relevant experience (minimum £25k) - 200. Risk Profile and the for like benchmarking and C&P year salary at mid point High level discussions have been held with CH&S around planning these into the regeneration. The review of the framework will evaluate the requirements likely to them be met and in 2023 as part of the business planning process.	
2	A programme of regular training and updating of part time staff in the health and safety professional network should be introduced and endorsed by the corporate team to ensure such staff are kept up to date and are aware of legislative changes, new policies and best practice.	The Management of Health and Safety at Work Act 1974 Section 2 (2)(c) Health and Safety at Work Act 1974	1-3 Months	MINOR	Corp H&S	Corporate Membership of the London Health & Safety Study Group secured. Legal update session to be delivered to the Health & Safety Professionals Network on the 29th February in our first kick off	
3	For those in full time Health and Safety Professional roles, a regular programme of updates and continuing professional development should be provided in a regular corporate update programme between two and four times per year. For those in full time roles, are not currently Chartered Members of the Institution of Occupational Health, the training and CPD programme for those individuals should be aimed at achieving this status.	The Management of Health and Safety at Work Regulations 1999 Section 2 (2)(c) Health and Safety at Work Act 1974	2-3 Months	MINOR	Corp H&S	Corporate Membership of the London Health & Safety Study Group secured. Legal update session to be delivered to the Health & Safety Professionals Network on the 29th February in our first kick off	
4	All professional safety practitioners within the corporate team (other than the Fire Safety Adviser) should have a programme of training and development to achieve Chartered status of the Institution of Occupational Health and Safety. It is also recommended that where possible, these one are kept being able to achieve it with an appropriate training and development programme put in place to achieve this status.	The Management of Health and Safety at Work Regulations 1999 Section 2 (2)(c) Health and Safety at Work Act 1974	2-3 Months	MINOR	Corp H&S	Central team are all working towards Chartered CH&S qualifications. This has now been set as an objective in appraisals	
5	It is recommended that the Health and Safety Director become a member of the Executive Leadership Board, or if this is not possible a regular role to assist steering. It is a significant portion of the risk profile in the regeneration are health and safety risk should be appropriate for Health and Safety Director to have an involvement in this capacity.	The Management of Health and Safety at Work Regulations 1999	1-3 Months	NONE	SLT decision	SLT to be updated Monthly. Template and format being agreed. First update to happen in March. Change Safety Board has been prepared. This will become live once our Policy is approved.	
6	It is recommended that consideration is given to forming a Health and Safety Board with the broad terms of reference and membership of the existing Health and Safety Committee (other than employee consultation and Trade Union Members) and a separate Committee is established for the safe operation of consultation with employee representatives under the above Regulations. This would give more effective consultation with the Trade Unions (who have expressed a number of serious concerns on health and safety). Given the fact that all other Committees in the organization have member representation it may be necessary to ensure the consultation Committee with a different name to make it clear this is not a member led Committee. There is no legal requirement under the Safety Representatives and Safety Committees Regulations 1977 for a consultation committee formed to fulfil the requirements of the Regulations to be actually called a committee in the title.	The Safety Representatives and Safety Committees Regulations 1977	3-6 Months	NONE	Corp H&S		
7	It is recommended that job descriptions for managers include specific responsibilities for health and safety relevant to their role.	The Management of Health and Safety at Work Regulations 1999	3-6 Months	NONE	HR	Scheme of delegation reviewed. Safety has been aligned to all roles as appropriate. People Strategy plans being reviewed with HR not yet started.	
8	The CD&P approved Managing Safety training introduced for managers needs to also relate to the Corporation's policies and procedures. It is recommended that the current programme is extended by at least half a day to provide a session on these aspects. This training could be provided by relevant members of the Corporate Health and Safety team. This will enable managers to deliver the training required in the future as the initial programme of the corporation.	The Management of Health and Safety at Work Regulations 1999	6 Months +	MEDIUM	Corp H&S L&D	Not started.	
9	A programme of regular Health and Safety Management and Directors should be introduced. For Senior Management and Directors, the one day CD&P approved Safety for Executives and Directors would be appropriate. For Members it may be possible to offer a shorter course as a baseline for the three hour programme would be appropriate. For Members it may be possible to offer a shorter course as a baseline for the three hour programme would be appropriate.	The Management of Health and Safety at Work Act 1974 Section 2 (2)(c) Health and Safety at Work Act 1974	3-6 Months	MEDIUM	Corp H&S L&D C&AS	Conversations have commenced with Jane Hayes. Permissions sought and given from the Chief for Members sessions to commence in May. Review Complete. Awaiting consultation and the approval in April.	
10	The Health, Safety and Welfare Policy is well written and should be updated and adopted using a range of the changes needed following the removal of the Chief Operating Officer. Reference to the relevant legal requirements that the Policy is intended to comply with should be included, specifically Section 2(3) of the Health and Safety at Work Act 1974, Regulation 7 of the Management of Health and Safety at Work Regulations 1999 and Regulation 8 of the Construction (Design and Management) Regulations 2015.	Section 2 (3) Health and Safety at Work Act 1974	1-3 Months	NONE	Corp H&S		
11	It should be ensured that in providing services to the Lord Mayor's Show Limited that a detailed health and safety policy for the event is developed and implemented.	Section 2 (3) Health and Safety at Work Act 1974	3-6 Months	NONE	Corp H&S	Confirmed advice in place.	
12	The Fire Safety Policy should be revised to remove references to Chief Officers either being or appointing "Responsible Persons" under the provisions of the Regulatory Reform (Fire Safety) Order 2005 and should correctly identify the corporate employer (currently the Corporation) as the Responsible Person. In addition, the Accountable Person and Principal Accountable Person should be properly defined as corporate entities. Reference to the Fire Safety (England) Regulations should be included in the Policy as provided by the responsibilities of the Corporate Health and Safety Committee.	The Regulatory Reform (Fire Safety) Order 2005	1-3 Months	NONE	Corp H&S	Review is underway.	
13	The Fire Safety Policy should be amended to define what is meant by a low risk premises when an employee of the City of London Corporation would carry out the fire risk assessments and the training and experience of those undertaking such fire risk assessments.	The Regulatory Reform (Fire Safety) Order 2005	1-3 Months	NONE	Corp H&S	Review is underway.	
14	It is recommended that the findings of the Occupational Health Department is reviewed so that relevant contributions are placed in the City of London Police where most such such activities occur.	No specific legal requirements	6 Months +	MAJOR	HR C&P	Not started yet. Collaboration with HR required. Timeline extended to 12 months after the initial safety management framework is in place.	
15	The overall arrangements for managing contractors, not under the control of City Surveyors, should be reviewed and a clear policy put in place under the Construction (Design and Management) Regulations 2015 including requirements for the appointment of Principal Contractors and Principal Designers and checking construction phase plans are in place. Training and administration should also be provided for those appointing contractors that are not under the control of City Surveyors and an approval contractor list should be established as a mandatory requirement for engaging contractors within the Corporation.	The Construction (Design and Management) Regulations 2015	12 months	MEDIUM	Corp H&S CJ PMOC	Complexity has increased. Timeline extended to 12 months after the initial safety management framework is in place.	
16	It is recommended that the overall arrangement for monitoring property and plant health and safety issues in areas not controlled by City Surveyors is reviewed with a view to it controls under more central control and management. It is understood that this recommendation has already been made in a Property Health and Safety Report to the June 2021 Executive Leadership Board.	The Electricity at Work Regulations 1987 The Lifting Equipment and Lifting Operations Regulations 1981 The Pressure Systems Regulations 2001 The Control of Asbestos Regulations 2012	12 months	MEDIUM	Corp H&S		
17	A centrally based software system which is capable of allowing the recording and monitoring for risk assessments, the monitoring of sites of all active risk assessments, condition health and safety training records on the buildings being on to identified and accident reporting should be introduced. There are various standard systems on the market that will enable this action and the use of training and accident records this will obviously need to interface with existing HR systems.	The Management of Health and Safety at Work Regulations 1999	6 Months +	MAJOR	Corp H&S DIT HR	Two systems currently being explored: Safeport to drive safety processes & iControl to provide our insurance capability. Currently in Business Requirement Document preparation stage.	
18	A thorough review should be undertaken of all areas where corporate health and safety policies and procedures should be introduced to cover all relevant areas of the Corporation and existing policies should be reviewed for accuracy and correct legal requirements.	The Management of Health and Safety at Work Regulations 1999	1-6 Months	MINOR	Corp H&S	Will be an output of the Safety Mgt Framework review.	
19	It is recommended that action is taken to address the issues raised in Section 14 of the report identified during the site visits.	The Confined Spaces Regulations 1997 Section 2 (2) Health and Safety at Work Act 1974 The Provision and Use of Work Equipment Regulations 1998 The Electricity at Work Regulations 1987	In flight (see below)	MEDIUM	Port Health Sensfield	In flight with Departments, see below.	

Page 163

a.	<b>Tower Bridge</b> The counterweights, when moving downwards, then cross a low level walkway and doorway inside the bridge structure. Whilst the staff were very aware of the risk of crushing anyone that had entered this area and there were measures in place to prevent this, more use of physical barriers was required. In addition, the publicly accessible machine room had an exhibit of the original machinery of the bridge which was powered by electric motors. The public were present and accessing this by a gantry and stairs but there was no physical interlocking to prevent cleaners being killed by the machinery if it started when they were cleaning it inside the machine room. A risk assessment was carried out on the machinery in the machine room on 18th Mar 2021.	Evidence Witness taking place					
b.	<b>London Gateway and Tibury Ports</b> Environmental Health Staff, as part of their role, would enter engine rooms on ships some of which may be regarded as confined spaces. However, unlike some other authorities, they were not provided with gas monitors or training in their use to detect the atmosphere in such places was dangerous. On some occasions a whole consignment of food had to be unpacked in an enclosed freezer room (18C) without windows but it was not known if emergency lighting was present in the room or was tested. It is recommended that this is established from those in control of the premises at the Border Control Point.	Witness taking place Investigating circumstances Witness taking place					
c.	<b>Smithfield Market</b> It was noted that the market appeared to have cast iron columns supporting the roof which were particularly vulnerable to FORKTRUCK impact. This did not appear to have been considered and should be reviewed as if these areas cast iron, then they should be protected from FORKTRUCK impact. A more detailed review should also be undertaken on the use of main voltage high pressure water jetting equipment due to the electric shock risk to establish if this can be switched to 110 volt centre tapped earth supply and earconner	Witness taking place Investigating circumstances Witness taking place				External and evidence seen	

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### Appendix 3 – Safe365 Assurance Pilot Audits

Note Director Knowledge module is owned Corporately and therefore applies to all dashboards. The dashboard provides excellent insights into our health and safety capability using the innovative and interactive starburst. At the centre of the starburst is our overall health and safety status. Surrounding the index score are the results across the ten assessment modules. The outer ring shows your results for each competency within each module.

## Enterprise Connect - City of London - Environment Department Aggregator


Understand your Safe365 assessment progress & results!

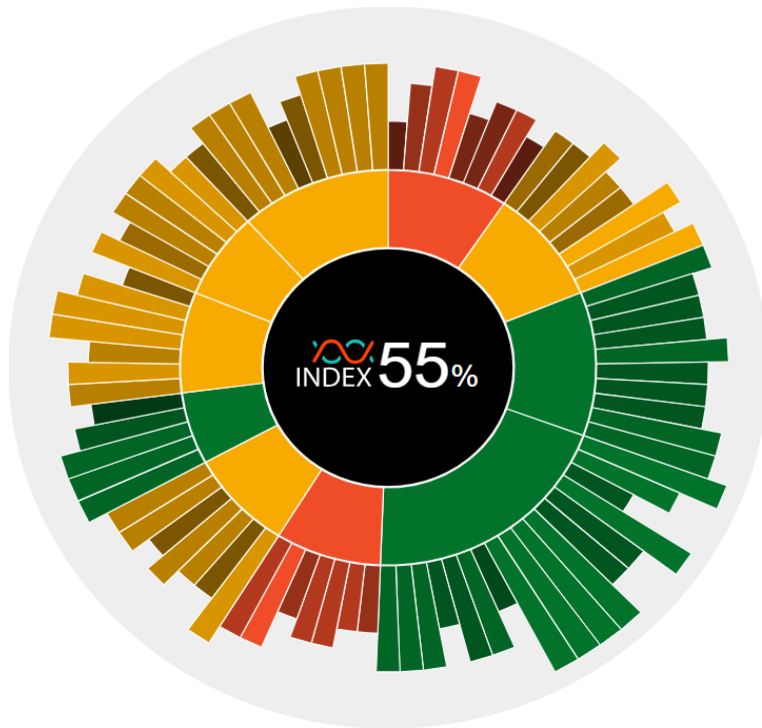
About the starburst 



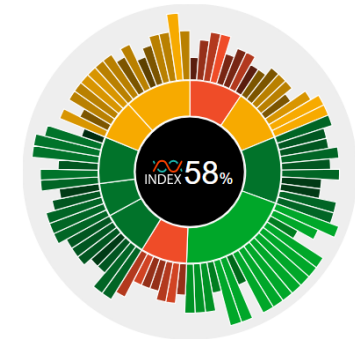
Improve Capability 

#### Modules

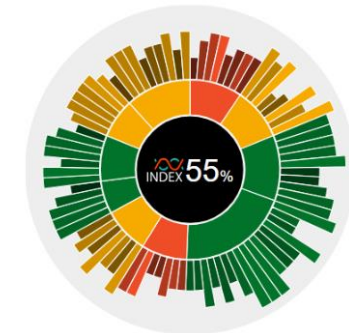
- Director Knowledge 
- Management Knowledge 
- Worker/Contractor Knowledge 
- Health & Safety Management System 
- Verification & Audit Activities 
- Emergency Preparedness 
- Health & Safety Data Collection 
- Management Reporting 
- Worker/Contractor Engagement 
- Culture & Behaviours 



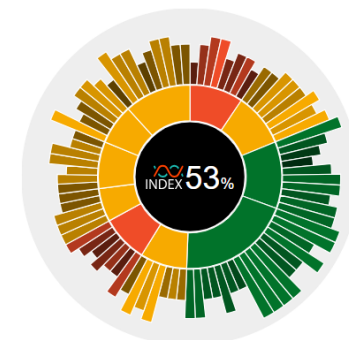
City of London - Cleansing & City ...



City of London - Heathrow Anima...



City of London - Hampstead Heath



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## Appendix 5 - Roadmap & Timelines

# Health & Safety 2024 Roadmap - Our Year of Foundations



### H&S Objectives 2024-2025



Key:

- PS People Strategy
- PLAN
- EXECUTE
- IMPROVE
- SUSTAIN
- ★ APPROVAL

H&S WorkStreams 2024	DEPENDENCIES	Q3			Q4			Q1			Q2			Q3			Q4		
		Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Policy, Safety Mgt Framework, CSS & KSR's #1, #4, #5							CONSULT	★	BUILD	COMMS	DE-CLUTTER	DE-CLUTTER	COMMS	BUILD	COMMS	COMMS	LIVE	LIVE	LIVE
D-SOS #1, #2						PLAN	PROGURE	BUILD	BUILD	TEST	LIVE								
Intranet revamp #1, #2											LIVE	LIVE							
Safe365 #1, #4, #5						PILOT	PROGURE	AUDIT	AUDIT	AUDIT	AUDIT	★		BUSINESS PLANS	BUSINESS PLANS		★		
Managing Safety #1, #3										PROCURE	DESIGN	TEST	TEST	LIVE	LIVE	LIVE	LIVE	LIVE	LIVE
Leading Safety #1, #2, #4									MEMBERS	PROCURE	DESIGN	TEST	TEST	LIVE	LIVE	LIVE	LIVE	LIVE	LIVE
H&S Performance & Reporting #1, #4, #6						DESIGN	SLT CSC	SLT CSC	SLT CSC	SLT	SLT CSC	SLT	SLT CSC	SLT CSC	SLT CSC	SLT CSC	SLT CSC	SLT CSC	SLT CSC
Communication plan: H&S #4, #6								ROAD SHOWS	ROAD SHOWS	ROAD SHOWS	NEWS LETTER	NEWS LETTER							

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# City of London Corporation Health and Safety Organisational Arrangements

## The Safety Management Framework (SMF)

### Contents

1. Overview.....	3
2. Health & Safety Policy.....	5
2.1 Corporate Safety Standards (CSS) .....	5
2.2 Key Safety Requirements (KSRs).....	6
2.3 Risk Assessment & Risk Management.....	6
2.4 Critical risks .....	7
2.5 Critical risk management framework reporting (risk register).....	7
2.6 Mandatory health and safety training .....	7
2.7 Digitising Health & Safety.....	8
3. Health and safety Governance framework .....	9
3.1 Strategic Safety Board .....	9
3.2 Health & Safety Professionals Network (HSPN).....	<b>Error! Bookmark not defined.</b>
3.3 Union Consultation.....	11
3.4 Health and safety improvement groups.....	11
3.5 (Premises Controllers)? .....	<b>Error! Bookmark not defined.</b>
3.6 Local Departmental health and safety arrangements .....	12
3.7 Divisional/Group arrangements.....	13
3.8 Health and safety leads .....	14
3.9 High Risk Departments .....	14

4.	Departmental health and safety improvement plans.....	15
5.	Monitoring, assurance auditing and due diligence.....	16
5.1	Departmental assurance.....	16
5.2	Corporate assurance .....	16
5.3	Reporting.....	17
6.	Appendix.....	<b>Error! Bookmark not defined.</b>
6.1	Glossary .....	17

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# 1. Overview

Health and safety management is an ongoing process, not a one-off task. It is not enough to just control the risks in the business, you must make sure that they stay controlled.

## Plan

- A corporate policy setting responsibilities and principles to be followed for health and safety
- A suite of key performance indicators (KPIs), both lead and lag, such as:
  - health and safety improvement plans completed
  - reviews of health and safety improvement plans completed
  - health and safety inductions completed
  - health and safety improvement groups in place
  - attendance and effectiveness of health and safety improvement groups assessed
  - accident and near misses reported
  - learning opportunities taken
  - risk assessments completed
  - 'Risks identified' v 'risks controlled' assessment completed
  - control effectiveness monitoring – hierarchy of controls
  - corrective actions completed
  - DSE workstation assessments completed
  - wellbeing surveys completed
  - training undertaken

## Do

Basic framework comprising governance, central and local arrangements, for example:

- Departmental verification structures (for performance monitoring)
- Corporate standards and key safety requirements (KSRs)
- Frameworks to give direction to all departments.
- Local health and safety arrangements needed to delegate tasks for how safety will be managed.
  - Identification of risk profile through risk assessment, identify what hazards in the workplace could cause harm, who it could harm and how, and what you will do to remove or reduce and manage the risk. Breaking this into tasks is the easiest way to do this.
  - Decide what the priorities are and identify the biggest risks.
  - Decide on the preventive and protective measures needed and put them in place.
- Health and safety improvement plans - organise activities and resources to deliver your plan. In particular, aim to:
  - Involve workers and communicate, so that everyone is clear on what is needed and can discuss issues. Develop positive attitudes and behaviours.
  - Provide adequate resources, including competent advice where needed.

- Implementation of your plan
  - Provide the right tools and equipment to do the job and keep them maintained.
  - Train and instruct, to ensure everyone is competent to carry out their work.
  - Supervise to make sure that arrangements are followed.

**Check**

Measuring performance.

- Plans implemented – paperwork on its own is not a good performance measure.
- Assess how well the risks are being controlled and if you are achieving your aims. In some circumstances formal inspections or audits may be useful.
- Investigate the causes of accidents, incidents or near misses.

**Act**

Review your performance.

- Learn from accidents and incidents, ill-health data, errors and relevant experience, including from other organisations.
- Revisit plans, corporate standards, documents and risk assessments to see if they remain valid or need updating.
- Act on lessons learned, including from audit and inspection reports.



## 2. Health & Safety Policy

A corporate health and safety policy is in place. It is a corporation wide policy and sets the principles, accountabilities, and responsibilities for safety at all levels, and acknowledges that this City of London Safety Management Framework determines how health and safety will be managed.

A policy statement has been made and signed by the Chief Executive. It sets out expectations for the behavioural approach to health and safety required by our people and our leaders.

The corporate framework will provide high level corporate policy, corporate safety standards (CSS) and key safety requirements (KSR). These documents will give direction and set parameters for local implementation, to increase consistency of approach and ensure regulation of safety practice. The framework provides a link between these and this will guide and inform local practice.



### 2.1 Corporate Safety Standards (CSS)

While the SMF is flexible and arrangements adapted to individual departments through 'local arrangements,' there are several corporate standards that apply to the whole organisation. These must be followed to ensure compliance in critical risk areas and maintain legislative required corporate mechanisms, such as, incident reporting & risk assessment.

These standards will be created centrally, in collaboration with departments, through a governance process as established in Corporate Safety Standard 1: 'Developing and implementing health and safety documentation.'

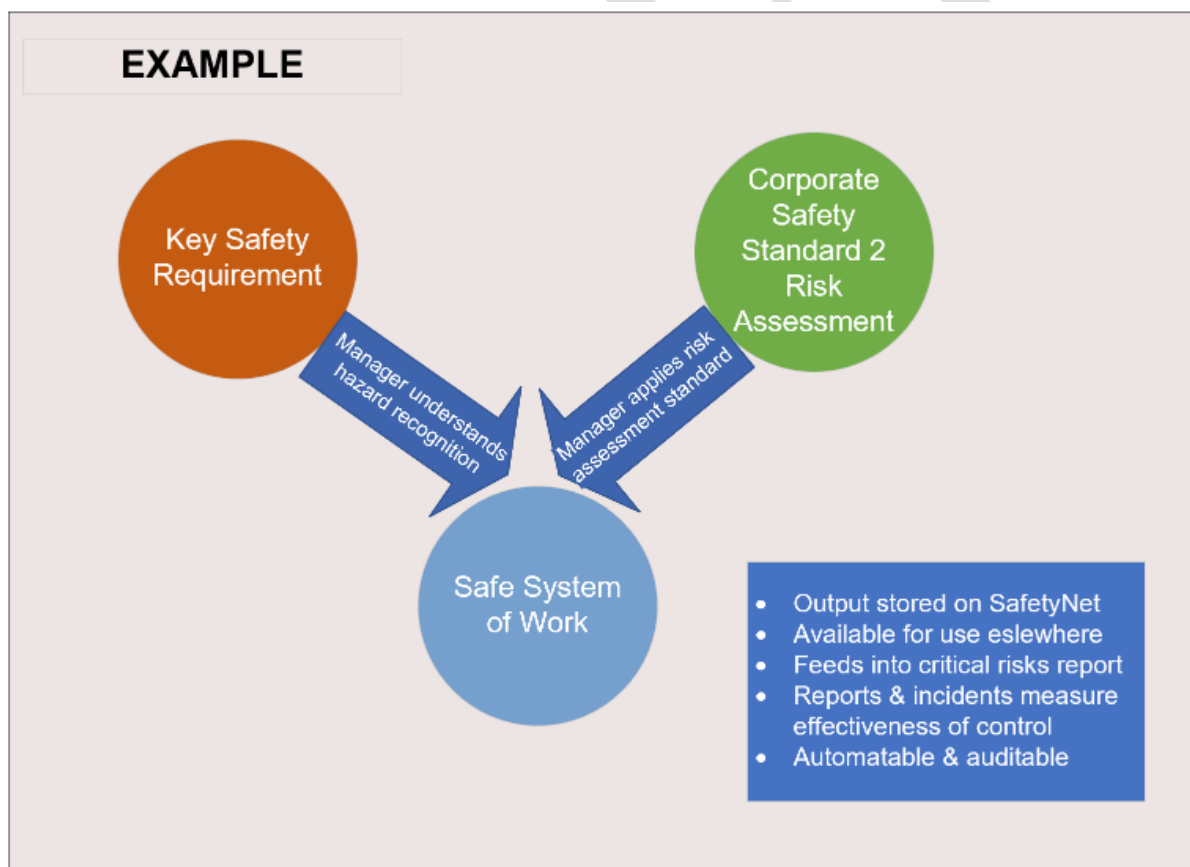
- CSS1 - Developing and implementing health and safety documentation.
- CSS2 - Risk assessment

- CSS3 - Reporting and learning from Incidents.
- CSS4 - Health & safety training
- CSS5 - Auditing & inspection

## 2.2 Key Safety Requirements (KSRs)

KSRs will be formulated by considering legal requirements, approved codes of practice and industry best practice. It will give people leaders and our people appropriate information on hazards, in a manner highly tailored to the City of London. KSRs are managed by the Corporate Health and Safety Team but can be created by any competent person and will be approved in line with CSS1 as part of the Safety Managers Forum.

A KSR has been designed specifically to be used with CSS2 (Risk assessment). The KSR provides the knowledge required by a manager to understand hazards and how hazards can occur, to then apply this knowledge using the risk assessment process. The outputs or controls from the risk assessment will then be used in the development of any standard operating procedure.



## 2.3 Risk Assessment & Risk Management

All local tasks and activities must be risk assessed and have controls identified. The application of CSS2 to this will allow for consistency of approach so that our risk scores can be measured in line with our broader corporate risks. The corporate risk matrix is used to assess risks.

All risk assessments must be recorded, managed, and escalated through the digital risk management system. They must remain 'live' (kept updated alongside the operational lifecycle) until the activity is no longer carried out.

Departments must maintain their risk assessments live through the Digital Safety Management System to be able to compile and maintain visibility of the organisational risk register. This register is critical for our SLT, Chief Officers to make decisions on safety. It will be regularly reviewed by the Corporate Health and Safety team, local health & safety improvement groups and the Strategic Safety Board.

## **2.4 Critical risks**

Our critical risks will be identified through the correct application of risk assessment at all levels. Critical risks are typically those with the potential to cause death or life-changing injury. It is vital that all departments apply risk assessment consistently and effectively. Once identified by the Corporate Health and Safety team, critical risks will be proactively managed, and a corporate risk assessment will be carried out to ensure consistent controls are applied as a minimum standard throughout the organisation. Further controls can and should be applied locally depending on the specifics of the task carrying the critical risk.

## **2.5 Critical risk management framework reporting (dynamic risk register)**

The risk registers will be kept at a local level, organised, and managed using the Digital Safety Management System which will allow our top risks to be reviewed, controls audited, and control effectiveness reported to the SLT, Strategic Safety Board, CORMG, Audit and Risk Committee and the CSC as required to ensure good proactive management and robust governance. The critical risk register will be reviewed quarterly. New high or extreme risks will be reported immediately to the SLT for review.

## **2.6 Mandatory health and safety training**

Given the key strategic importance of empowering our people to understand and apply health and safety, some mandatory health and safety training courses have been identified for all staff and appropriate managers and all senior leaders.

**Health & Safety Corporate induction:** this must be completed by all new staff, including temporary and contract, by the end of their first week at the City of London Corporation.

**Safety for Senior Executives:** All Tier 1 & 2 Chief Officers must complete this course and refreshed on a yearly basis. Elected Members will undertake this course as part of them taking up office and will be refreshed on a three yearly cycle or upon re-election, whichever occurs first.

**Managing Safely:** All people leaders will attend the Managing Safely course provided by the Corporate Health and Safety team. This must be completed within the first 3 months.

**Risk assessor and Incident Investigation training:** Under the HSWA, risk assessment is a key requirement and the foundation on which safety is managed. Anyone carrying out this task must attend the General Risk Assessors course based on our standard, CSS2.

Under the HSWA, incident investigation is a key requirement and the foundation on which safety is managed. Anyone carrying out this task must attend the Incident Investigation Course based on our standard CSS3. This reflects and supports the internal incident reporting mechanism.

## **2.7 Digitising Health & Safety**

### **Digital Safety Management System - SharePoint site**

Use of the safety systems are mandatory across the organisation.

All local safety outputs, e.g. risk assessment, audits, inspections, investigations, etc, must be input into the appropriate module in SharePoint to ensure compliance, provide vital safety data, drive our risk registers and allow visibility to leaders for assurance and governance purposes.

### **Safe365**

Understanding departmental ability to manage health & safety, their efficiency and effectiveness at doing so, allows us to gauge safety maturity. This will in turn allow us to provide assurance. Insights generated by this tool will allow us and departmental leadership to diagnose and continuously improve their approach to safety.

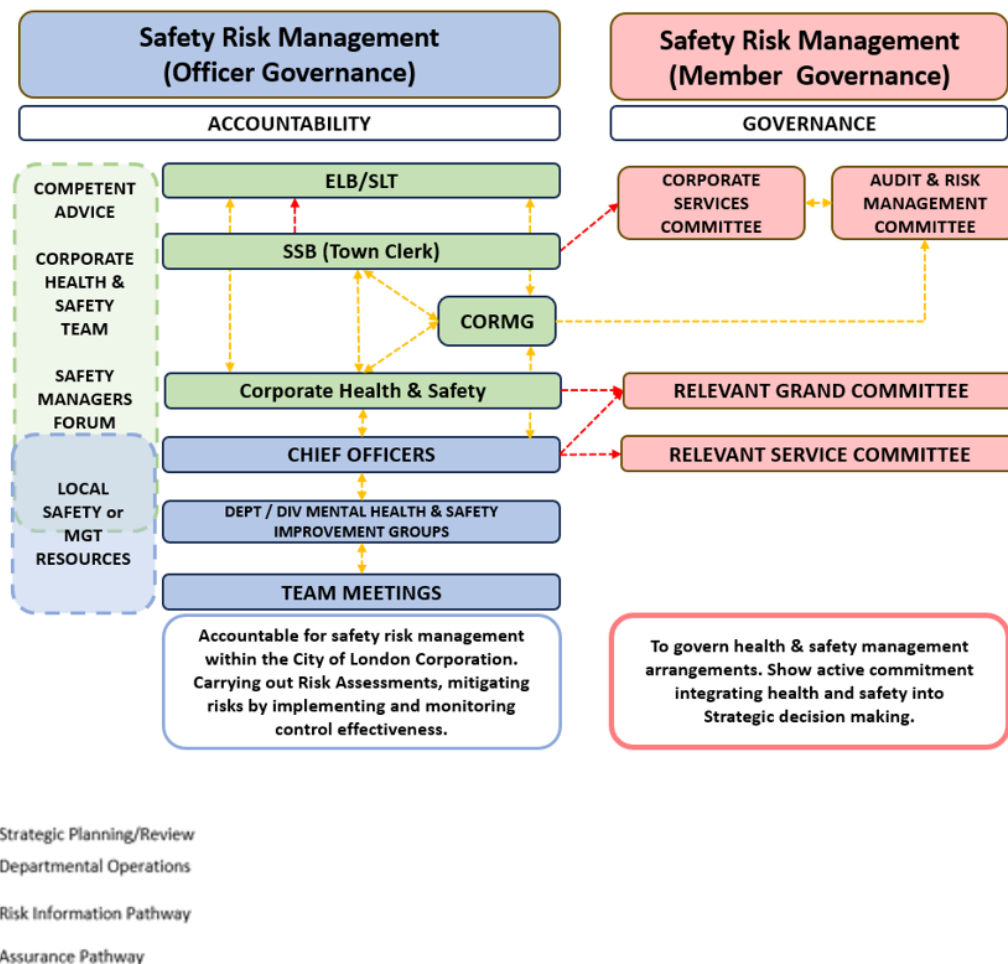
Safe365 offers a consistent approach and a 'common language' to evaluate safety maturity across the organisation. The dashboard aggregation feature allows an 'organisational' view of safety management for our SLT, Town Clerk, and the Corporate Services Committee, as well as the assurance view at departmental level, for Chief Officers and their committees. This tool will also automate the health & safety improvement planning process required annually as part of the Business Planning Framework.

### **City Learning**

City Learning is our learning and development system. It must be used to record all health and safety training material.

### 3. Health and Safety Governance framework

A governance framework comprises of systems to direct and monitor an organisation. Allocating responsibility drives action: in this case, safety management. A governance framework is fundamental to an organisation's overall risk management function, which is a key responsibility of our Chief Officers, Senior Leaders and our elected Members.



A diagram of our governance framework showing information flows into and out of the corporate mechanisms to manage health and safety.

#### 3.1 Strategic Safety Board

The boards function is:

- to set strategic direction for safety and the management of emerging and critical cross organisational risks
- to set values, objectives, with clear standards and targets for the management of occupational health and safety.

The board will oversee and ensure accountability within the various departments for their safety performance as well as directing on matters relating to the overall management of health and safety throughout the organisation.

The Deputy Chief Executive will chair the board. The board allows the City of London Corporation to establish a meaningful governance framework for safety decision-making. It also allows the organisation to provide a clear communication and escalation pathway for safety issues, through its alignment to health and safety groups at the operational level and committees at the governance level. It is particularly important for addressing critical risk issues.

The board will help to:

- Elevate health and safety standards across the City of London Corporation, ensuring corporate visibility and compliance in all activities.
- Promote and share best practices, key learnings, and success stories in health and safety.
- Ensure suitability of organisational arrangements for implementing the health and safety policy and statutory requirements.
- Develop and oversee the implementation of a comprehensive health and safety strategy for the City of London Corporation.
- Monitor and learn from enforcement actions taken by relevant agencies against the City of London Corporation.
- Review and update specific health and safety policies, incorporating best practices.
- Resolve escalated issues within or between departments that cannot be resolved at a local level.
- Monitor the implementation of health and safety strategies and improvement plans.
- Track key performance indicators for health and safety, making recommendations for improvement as needed.
- Evaluate and recommend the effective use of financial, human, physical, and information resources for health and safety management.
- Establish and periodically review organisation-wide health and safety targets for the City of London Corporation.

The Strategic Safety Board and terms of reference can be found on COLNET.

In defining the strategic objectives for the organisation, the board will gain significant value from a foundational comprehension of the role that health and safety plays in the overall performance of the organisation. Moreover, their leadership role and influence in establishing clear values and standards for successful work, along with holding people leaders accountable for actively engaging with our systems, are pivotal in shaping the safety culture within our organisation.



### **3.2 Health & Safety Managers Forum (HSMF)**

This is a functional group chaired by the Director of Health & Safety or Head of Health and Safety. The HSMF will be a critical working group where many of the operational obstacles and cross-functional issues can be collaborated upon with oversight and guidance from the Corporate Health and Safety team, and vice versa, without hindering the strategic focus of the Strategic Safety Board. It will become a community of practice through which best practice and direction can be shared across City of London Corporation departments.

It will meet quarterly. Low risk departments can attend as required but at least once a year or when requested.

### **3.3 Union Consultation**

As agreed with the Unions, separate arrangements will not be undertaken as their continuing invitation to health and safety meetings at departmental and corporate level, will provide a proactive route for continuous engagement and improvement.

### **3.4 Health and safety improvement groups**

At the smallest unit level (e.g. team meetings), health and safety management must be discussed as a regular agenda item. Any issues captured can then be escalated as necessary through the organisational layers until successful resolution.

A health and safety improvement group will be formed at the department level. Health and safety improvement groups will be set up to best reflect the operation of their department.

It is expected the group is chaired by a senior manager or director of the department. Health and safety management, performance and issues should be discussed within this framework. The purpose of this group is to drive the governance processes into each operational business unit.

It is expected these groups will meet as necessary in accordance with the departmental risk profile, but at least twice a year. Agendas for the meeting must be appropriate with regards to the department's work or risk exposure. Action reports will be published on the intranet and made available to all staff and stored on the SafetyNet (SharePoint)

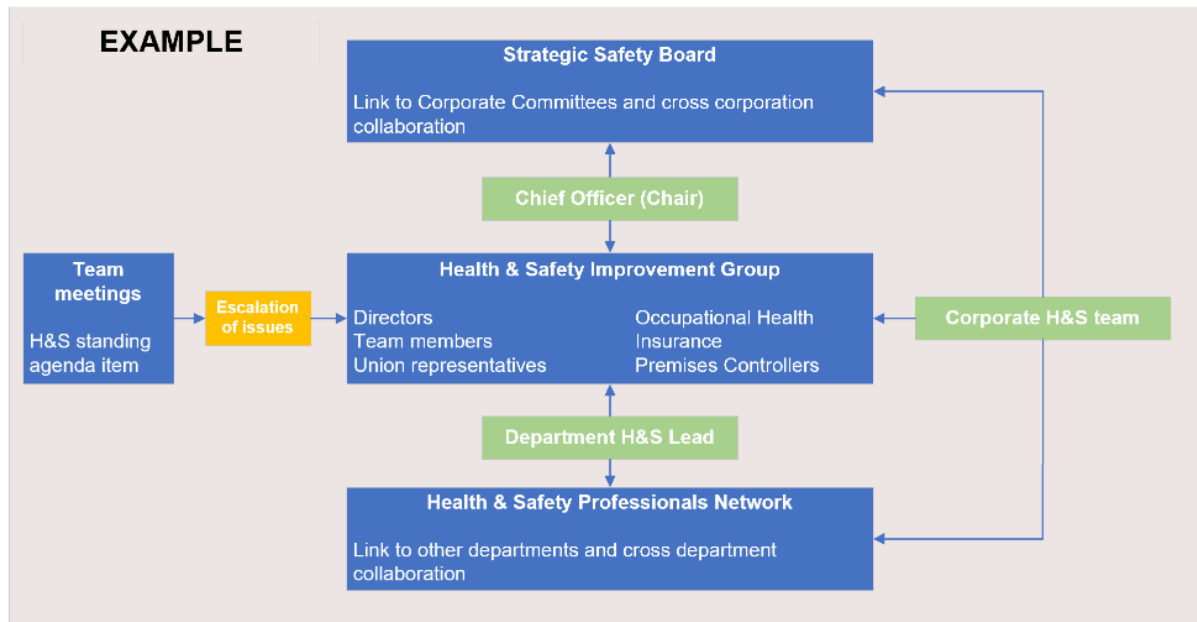
Accident and incident statistics will be monitored by this group and reviewed as necessary, to ensure departmental learning and prevention of recurrence.

A member of the Corporate Health and Safety team will be invited to all meetings and will attend as necessary to:

- provide central updates and information on health and safety matters
- provide guidance as required
- facilitate information sharing and corporate learning

- monitor the effectiveness of the group and support its work by supporting resource requests or connecting to other departments in order to solve any cross cutting issues.

A suggested structure for this group and the interaction of any safety subgroups is shown below:



### 3.5 Premises Controllers

Premises Controllers are responsible for implementing the Corporations Health & Safety Policy and guidance relevant to the safe operation of any demised premises, including:

- Managing suitable health and safety inspections of site operations in accordance with guidance documents
- Managing any inspection, audit, or assessment recommendations for areas of operation under their control or bringing to the attention of the relevant party, including tenants or contractors
- Managing contractor and visitor safety when attending site
- Managing First Aid provision and fire evacuation procedures
- Escalating any appropriate health & safety incident, defect or compliance gap through their organisation.

### 3.6 Local Departmental health and safety arrangements

Each department is required to ensure appropriate arrangements for managing health and safety are in place. The arrangements will be implemented according to the complexity and risk profile of the department.

Departmental health and safety arrangements will not duplicate existing or proposed corporate policy, corporate standards or KSRs.

Local arrangements will tie into the corporate system through various touch points:

- Safety Management Framework
- health and safety governance framework
- policy, corporate standards and KSRs
- auditing frameworks

A local charter from each Chief Officer should be provided, reinforcing each Officers commitment to health and safety and their areas of focus. The charter allow directors to set their own tone, set expectation for managing health and safety and communicate what they want to achieve, e.g. from a culture perspective.

### **3.7 Divisional/Group arrangements**

Directors are required to develop and implement their own departmental health and safety arrangements. These should tie back into the wider Departmental arrangements for ease of monitoring and control.

In designing local arrangements, risk profile and departmental complexity should be used as guiding elements. The Corporate Health and Safety team can advise in this respect.

#### **Example**

It would be appropriate for each department/institution to review their risk profile and identify if local health and safety arrangements are required at this level or at division/group/team level, depending on the risk associated with the work being undertaken.

It may also be appropriate for the higher risk departments/institutions to have their own competent health and safety lead to manage and monitor these arrangements.

Lower risk departments with less complex risks can be managed by following this SMF and corporate documents.

Arrangements will clearly set out who is responsible for specific actions. They must secure ownership and accountability. The arrangements should also highlight the governance and procedural arrangements within the department and how these map to the department and people in resource positions, i.e. DSE assessors / first-aiders etc. They must be tailored to meet the needs of the department, taking into consideration the nature of work and associated risks. Local arrangements form a key component of the City of London Corporations Safety Management Framework and shall be maintained as a live document.

## **Guidance**

This key part of the framework will establish a structure for managing health and safety. It will detail what departments are going to do in practice, to achieve the aims set out in the Chief Officers charter and how health and safety will be managed within the department. The additional actions departments take to manage health and safety should be set out under this arrangements section. They could include:

- staff training
- local inductions
- health and safety improvement groups
- general rules for risk assessors, strategies and numbers of assessors, etc
- use of safety equipment and personal protective equipment (PPE), including goggles, safety boots or high-visibility clothing
- testing of plant
- health surveillance
- safety inspections, tours or audits

### **3.8 Health and safety leads**

The generally low risk Departments, such as those with predominantly office-based risks, will all nominate a departmental lead, who will help coordinate health and safety issues and liaise with the wider Health & Safety Network and Corporate Health & Safety team for support. The Business Support Manager will typically be given this responsibility.

### **3.9 High Risk Departments**

Complex and high-risk departments must nominate an appropriately competent person to act as their departmental health and safety lead. Some departments, given their risk profile and complexity, may align this role to a health and safety professional.

## Example

Each AD / Head is accountable for the health and safety of their staff to their director and each Director accountable to their Chief Officer. They must ensure they have the right resources and competencies in place to assure safety management.

Generally, the Town Clerks, Chamberlain and Comptrollers for example, carry lower risk operations. However, depending on the individual risk profile of their department, the system can and should flex up. For example, Remembrancers are an office based department but have responsibility for high profile events with potential for significant health & safety risks, and so could have a competent health and safety lead

High risk areas like Natural Environment, City Surveyors or Barbican due to their risk profiles and operational complexity, may find benefit in the health and safety lead role being made full time, and their competency level should reflect this as appropriate. As such a health and safety specialist must be considered.

The leads, through the coordination of local monitoring, inspection and audits, will help assure that their local safety arrangements:

- are embedded into the everyday operation of the department's work
- are effective and maintained as directed by the director and as required across the organisation.

They will provide a critical conduit and be a key single point of contact between the departments and the Corporate Health and Safety team, for:

- policy creation and guidance consultation
- exploiting local communication systems
- accident reporting and Investigation
- safety specific training procurement
- local compliance (inspection and auditing)
- health and safety risk management
- end of year assurance process

They must be competent in accordance with the risk profile of their department. High risk departments' leads will be expected to be trained to a minimum of NEBOSH Certificate (recognised health and safety qualification) standard, or equivalent.

Health and safety leads must be an active member of the HSPN (Health & Safety Professionals Network) as detailed in the SMF.

## 4. Departmental health and safety improvement plans

Like business plans, health and safety improvement plans are a key planning and communication tool, both within and between departments, for identifying priorities, tracking performance, peer learning and support.

Health and safety improvement plans must be produced by each department. Safe365 will provide a tool to do this.

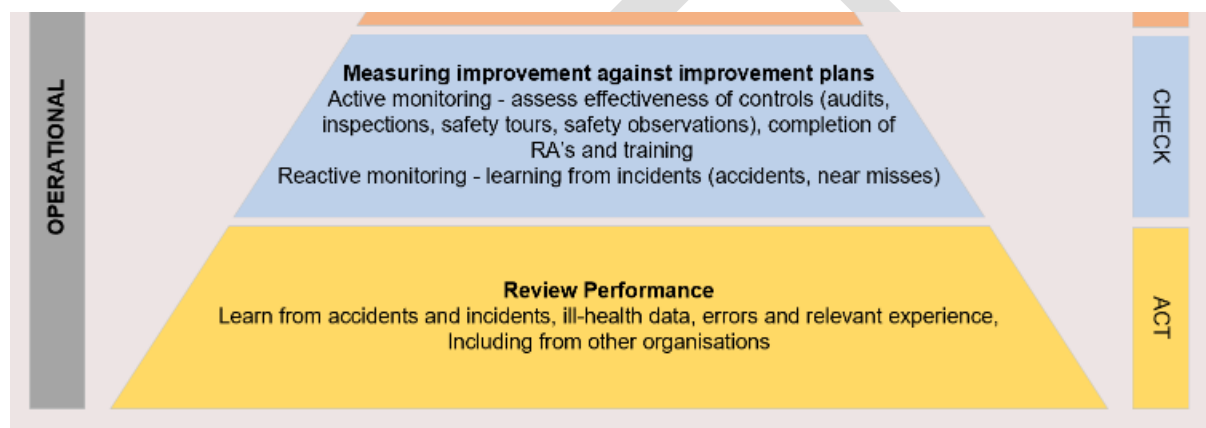
Low risk divisions may produce a plan as per the risk parameters discussed above. They are used to outline the top work streams of a department to help it achieve its safety objectives.

Progress monitoring shall be regular and as a minimum, on a quarterly basis.

## 5. Monitoring, assurance auditing and due diligence

### 5.1 Departmental assurance

It will be the responsibility of directors to provide adequate mechanisms for the proactive monitoring of safety performance, including an inspection programme in line with first line of defence principles.



### 5.2 Corporate assurance

To provide assurance to the chief executive and SLT on our safety management systems and legislative compliance across the organisation, the Corporate Health and Safety team will provide an auditing and monitoring function.

The result of the annual audit will be summarised into a report which will be reviewed by the Strategic Safety Board, SLT and the appropriate Committees.

In order for health and safety to be successfully integrated into our business operations there needs to be an active continuous improvement process in place.

Assurance will be demonstrated by:

- documentation
  - departmental health and safety plans
  - risk registers
  - risk assessments
  - safe working methods
  - local training records.
  - proactive inspections

- Incident Investigations, and actions completed
- These will be produced and kept electronically in SafetyNet. It is essential that working documents such as risk assessments are easily available to all employees.
- Practice / Inspections - managers will ensure that active monitoring is carried out in their areas, based on their health and safety plans and standard operating procedures (SOPs) in order to protect against 'drift.'
- The assurance process should involve a form of peer review and contain some cross-departmental audits. This is seen as an opportunity to break silos, share best practice and improve consistency of approach: an assurance exercise with a fresh pair of eyes.

Compliance with assurance programme should be discussed as part of individual performance monitoring within staff appraisals conversations.

### 5.3 Reporting

KPIs are in place to monitor organisational wide safety performance. Indicators are proactive (lead) and reactive (lag). They will be used to monitor general compliance with health and safety at team, divisional, departmental, and corporate level and to drive improvement activity. Monthly performance reports will be taken to SLT monthly.

## 6. Glossary

Accountability – the obligation to take ownership for the result of actions required by yourself or another person

Audit and Risk Management Committee – oversees the City of London Corporation's systems of internal control, to ensure that the City of London Corporation's risk assurance framework accurately reflects the risk environment.

Chief Officers Risk Management Group (CORMG) – This is a sub-committee of the Executive Leadership Board that supports it in its overall responsibility for risk management.

Corporate Safety Standard (CSS) – documented standards to ensure a consistent and evidence based process for the development, agreement and distribution of strategies, standards and key safety requirements to support adherence to the health and safety framework.

Corporate Services Committee (CSC) – responsible for personnel and establishment matters throughout the City of London, including negotiations with the recognised trade unions. In addition it is the service committee for Town Clerk's Department and Comptroller and City Solicitor's Department.

Hazard – something which can cause harm such as asbestos or a fall from height

HSWA – Health and Safety at Work etc Act 1974 which is the primary piece of legislation covering occupational health and safety in Great Britain.

Key Performance Indicator (KPI) – measurable values used to monitor and evaluate the progress toward the strategic health and safety business objectives, such as number or risk assessments completed.

Key Safety Requirement (KSR) – documented information on key health and safety hazards, providing clear guidance on how to manage the associated risk

Lagging indicator – a type of reactive monitoring through investigation of incidents and accidents to identify ‘what went wrong’ and identify failure of current controls.

Leading indicator – a type of proactive monitoring through routine checks on key actions or activities which focus on improving health and safety performance, such as completion of risk assessments or training.

NEBOSH – National Examination Board in Occupational Safety and Health

Responsibility – the duty to complete a task

Risk – the likelihood that a hazard can cause harm to somebody and how serious this could be

Risk assessment – the process for any task of identifying the hazards present, who may be harmed and how, the current controls and identifying any additional controls needed to prevent or minimise the risk. These should all be recorded and reviewed regularly as required.

Safe365 – a software tool for measuring current health and safety maturity

Safety maturity – a measure of the progress in improving safety culture in a business, often defined as “how sophisticated your organisation’s health and safety program, procedures and workflows are”

Digital Safety Management System – the City of London Corporation health and safety intranet site

Senior Leadership Team (SLT) – chaired by the Town Clerk and Chief Executive and is the leadership team for the City of London Corporation and is comprised of Chief Officers. It plays a key role in ensuring the organisation and its institutions are aligned with the City Corporation’s strategic framework and Corporate Plan.

Strategic Safety Board – replaces the Corporate Health & Safety Committee.

Standard Operating Procedure (SOP) – an agreed written process to be followed for undertaking a task



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By virtue of paragraph(s) 3 of Part 1 of Schedule 12A  
of the Local Government Act 1972.

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