



Establishment Committee

Date: TUESDAY, 5 DECEMBER 2017

Time: 1.45 pm

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

Members: Deputy the Revd Stephen Haines (Chairman)
Deputy Edward Lord (Deputy Chairman)
Randall Anderson
Sir Mark Boleat
Deputy Keith Bottomley
Alderman Peter Estlin
Deputy Kevin Everett
Sophie Anne Fernandes
Deputy Jamie Ingham Clark
Jeremy Mayhew
Sylvia Moys
Deputy Joyce Nash
Barbara Newman
Deputy Richard Regan
Deputy Elizabeth Rogula
Ruby Sayed
Deputy Philip Woodhouse

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Lunch will be served in Guildhall Club at 1PM
NB: Part of this meeting could be the subject of audio or video recording

John Barradell
Town Clerk and Chief Executive

AGENDA

Part 1 - Public Agenda

1. **APOLOGIES**
2. **MEMBERS' DECLARATIONS UNDER THE CODE OF CONDUCT IN RESPECT OF ITEMS ON THE AGENDA**
3. **MINUTES**
To agree the public minutes and summary of the meeting held on 17 October (copy attached).

For Decision
(Pages 1 - 8)
4. **OUTSTANDING ACTIONS REPORT**
Report of the Town Clerk.

For Information
(Pages 9 - 10)
5. **MATERNITY, ADOPTION AND SHARED PARENTAL PAY**
Report of the Director of Human Resources

For Decision
(Pages 11 - 14)
6. **REVENUE BUDGETS 2018/19**
Report of the Town Clerk, the Chamberlain, the Comptroller and City Solicitor.

For Decision
(Pages 15 - 28)
7. **HIGH LEVEL BUSINESS PLANS FOR 2018/19**
Report of the Town Clerk, the Chamberlain, the Comptroller and City Solicitor.

For Information
(Pages 29 - 40)
8. **OPERATION OF THE SCHEME OF DELEGATIONS**
Report of the Director of Human Resources.

(The appendix to this report is confidential and attached in Part 3 of the agenda.)

For Information
(Pages 41 - 42)

9. **BUYING ANNUAL LEAVE**
Report of the Director of Human Resources.

For Information
(Pages 43 - 48)

10. **ATTRACTING TALENT**
Report of the Director of Human Resources.

For Information
(Pages 49 - 54)

11. **WORK-LIFE BALANCE**
Report of the Director of Human Resources.

For Information
(Pages 55 - 58)

12. **REGISTER OF INTERESTS FOR CHIEF OFFICERS**
Report of the Director of Human Resources

For Information
(Pages 59 - 80)

13. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**

14. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**

15. **EXCLUSION OF THE PUBLIC**
MOTION - That under Section 100A(4) of the Local Government Act 1972, the public be excluded from the meeting for the following items of business on the grounds that they involve the likely disclosure of exempt information as defined in Part I of Schedule 12A of the Local Government Act.

For Decision

Part 2 - Non-Public Agenda

16. **NON-PUBLIC MINUTES**
To agree the non-public minutes of the meeting held on 17 October 2017.

For Decision
(Pages 81 - 84)

17. **OUTSTANDING ACTIONS REPORT**
Report of the Town Clerk.

For Information
(Pages 85 - 86)

18. **EXTENSION OF HONORARIA FOR ASSISTANT DIRECTORS**

Report of the City Surveyor.

For Decision
(Pages 87 - 102)

19. **NEW WAYS OF WORKING - GUILDHALL COMPLEX SPACE PROGRAMME**

Report of the City Surveyor

For Information
(Pages 103 - 110)

20. **NON-PUBLIC QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**

21. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE COMMITTEE AGREES SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**

Part 3 - Confidential Agenda

22. **CONFIDENTIAL MINUTES**

To agree the Confidential minutes of the last meeting held on 17 October 2017.

For Decision

23. **RESTRUCTURE OF THE BARBICAN CENTRE/GUILDHALL SCHOOL OF MUSIC & DRAMA IN-HOUSE ENGINEERING FUNCTION**

Report of the Director of Operations & Buildings, Barbican/Guildhall School of Music & Drama.

For Decision

24. **HUMAN RESOURCES RESTRUCTURE**

Report of the Director of Human Resources.

For Decision

25. **OPERATION OF THE SCHEME OF DELEGATIONS - APPENDIX**

This appendix relates to item 8 on the agenda – Operation of the Scheme of Delegations.

For Information

26. **TOWN CLERKS UPDATE**

For Information

ESTABLISHMENT COMMITTEE

Tuesday, 17 October 2017

Minutes of the meeting of the Establishment Committee held at the Guildhall EC2 at 1.45 pm

Present

Members:

Deputy the Revd Stephen Haines (Chairman)	Jeremy Mayhew
Deputy Edward Lord (Deputy Chairman)	Sylvia Moys
Randall Anderson	Deputy Joyce Nash
Sir Mark Boleat	Barbara Newman
Deputy Keith Bottomley	Deputy Elizabeth Rogula
Alderman Peter Estlin	Ruby Sayed
Deputy Kevin Everett	Deputy Philip Woodhouse

Officers:

John Barradell	- Town Clerk and Chief Executive
Amanda Thompson	- Town Clerk's Department
Neil Davies	- Town Clerk's Department
Kate Smith	- Town Clerk's Department
Michael Cogher	- Comptroller and City Solicitor
Nick Senior	- Comptroller and City Solicitor's Department
Tracey Jansen	- Human Resources Department
Chrissie Morgan	- Director of Human Resources
Janet Fortune	- Human Resources Department
Vic Annells	- Executive Director of Mansion House & Central Criminal Court

1. APOLOGIES

Apologies for absence were received from Sophie Fernandes and Deputy Jamie Ingham Clark.

2. MEMBERS' DECLARATIONS UNDER THE CODE OF CONDUCT IN RESPECT OF ITEMS ON THE AGENDA

There were no declarations of interest.

3. MINUTES

a) Establishment Committee - 26 July 2017

RESOLVED – That the minutes of the meeting held on the 26 July 2017 be approved as a correct record.

b) **Establishment Committee - 25 September 2017**

RESOLVED – That the minutes of the meeting held on the 25 September 2017 be approved as a correct record.

4. **OUTSTANDING ACTIONS REPORT**

The Committee considered a report of the Town Clerk which provided details of outstanding actions from previous meetings.

RESOLVED – That the report be noted and updated accordingly.

5. **EQUALITY AND INCLUSION UPDATE**

The Committee received a report updating on equality and inclusion initiatives since reporting on the annual equalities monitoring report in June 2017, together with an update on the work of the Equality and Inclusion Board.

A Member questioned why only maternity provision was under review and asked why paternity provision wasn't included as part of this. The Director of HR (DHR) advised that maternity provision required urgent consideration as the current scheme fell short of arrangements elsewhere, and paternity leave would be considered in due course.

A Member also suggested that the viability of onsite childcare or crèche facilities for staff should be explored, which the Director agreed to do.

RESOLVED – That the report be noted.

6. **HUMAN RESOURCES BUSINESS PLAN - QUARTER 2 UPDATE**

The Committee received a report updating on progress made against the achievement of the HR Business Plan for 2017/18 and highlighting progress made towards objectives and planned activity against the six key objectives as listed in the detailed HR Business Plan.

RESOLVED – That the report be noted.

7. **HUMAN RESOURCES DASHBOARD - AUGUST 2017**

The Committee received a table report summarising the creation of the revised HR Dashboard as well as providing data from the Corporate HR Dashboard. It also provided commentary on the highlight data for the two Departments to which the Establishment Committee was the Service Committee - the Town Clerk's Department and the Comptroller and City Solicitor's Department.

The Committee noted that the general trend in the dashboards was very similar levels of headcount, turnover, recruitment and sick absence as in previous reports.

Members expressed concern at the fact that anxiety/stress/depression were the most common cause for staff absence and it was suggested that more proactive action needed to be taken to address this.

There was also a discussion about the provision of free flu jabs and officers undertook to look into the costs of doing this.

RESOLVED – That the report be noted.

8. **TOWN CLERK'S CORPORATE AND MEMBER'S SERVICES BUSINESS PLAN PROGRESS REPORT**

The Committee received a report updating on the progress made towards achieving the objectives set out in the Town Clerk's Department (Corporate and Member's Services) business plan for 2017/18.

Key highlights were:

- Successful delivery of the Common Council elections, five Aldermanic elections and the UK General Election
- Completion of the 2017 Member Induction and Refresh Programme
- Commencement of staff engagement on the draft Corporate Plan 2018-23

Updates were also provided on the review of project management; strengthening the Committee and Members' Service Team, and the Joint Contact and Control Room (JCCR) project.

In response to a question concerning the impending departure of the current Electoral Services Manager, the Deputy Chairman advised that he was aware that a successful recruitment campaign had been undertaken and an appointment made.

RESOLVED – That the report be noted.

9. **COMPTROLLER AND CITY SOLICITOR'S DEPARTMENTAL BUSINESS PLAN 2017-2018 PROGRESS REPORT AS AT 30 SEPTEMBER 2017**

The Committee received a report providing a summary of progress towards achieving the aims and objectives of the Comptroller and City Solicitor's Departmental Business Plan 2017-2018.

The Comptroller reported that the Lean Systems Review had been put on hold while the new business management system was being procured.

RESOLVED – That the report be noted.

10. **COMPTROLLER AND CITY SOLICITOR'S DEPARTMENTAL RISK MANAGEMENT REPORT**

The Committee received the quarterly risk management report for the Comptroller and City Solicitor's department.

The Committee were requested to note that the risk rating for Risk CCS 002 Loss of Information Assets had been revised to include compliance with the General Data Protection Regulations (GDPR) due to come into force on 25 May

2018. This was on the basis that the FoI and Data Protection Compliance Team transferred to Community & Children's Services in April 2017 and they were responsible for the revision of corporate policies & procedures, advising and training departmental representatives on GDPR compliance.

RESOLVED – That the report be noted.

11. PUBLIC SECTOR EQUALITY DUTY PRESENTATION

The Committee received a report providing a brief overview of the City of London Corporation's requirements under the Public Sector Equality Duty, under Section 149 of the Equality Act 2010.

The report also included a brief summary of the Public Sector Equality Duty (known as the Equality Duty), as well as how Members and Officers would need to demonstrate 'due regard' to the Equality Duty.

The Deputy Chairman advised that all Members would need to be capable of challenging reports and ensuring that the process was fully embedded within the organisation.

RESOLVED – That the report be noted.

12. REVISED CAPABILITY PROCEDURE AND PROBATION PROCEDURE

The Committee received a report of the Director of Human Resources recommending revised Capability and Probationary Procedures which had been reviewed and updated in line with the Managing People Policy principles.

In response to a question the Director advised that both procedures now emphasised the importance of early intervention and collaborative action, which would be supported by revised learning and development interventions for both managers and HR staff to embed a fresh approach to managing people.

RESOLVED - To

- 1) Approve the revised Capability Procedure;
- 2) Approve the revised Probationary Procedure;
- 3) Note the new Supervision and Performance Management Guide; and
- 4) Note the amendments to the management levels authorised to take action in the Managing People Policy.

13. USE OF VOLUNTEERS

The Committee received a report updating on the involvement of volunteers across the City of London Corporation and the work that was taking place to ensure consistency in practice regarding the recruitment, induction and training of volunteers.

RESOLVED – To note

- 1) The progress of work to date
- 2) The work which will be taken forward by the Volunteering Working Group
- 3) That a progress report will be provided in January 2018

14. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**

There were no questions.

15. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**

The following reports were missed off the agenda and it was agreed that they could be considered as items of urgent business:

Social Mobility Employer Index Update

The Committee received a report outlining the City of London Corporation's sponsorship of the Social Mobility Employer Index and plans for the City Corporation as an employer to improve its ability to attract, recruit and retain talent from all backgrounds.

A Member queried the significance of the City Corporation ranking 50 out of the 98 organisations that had submitted and suggested that more explanation be provided.

It was agreed that an update report be provided in six months' time.

RESOLVED – To support the proposed next steps to improve social mobility (the ability for talent from all backgrounds to gain access to and progress in employment) within the City Corporation, and receive a report back in six months' time.

The Chairman left the meeting at this point (14.30pm) and the Deputy Chairman took the Chair for the remainder of the meeting.

General Data Protection Regulation Report

The Committee received a report setting out the new requirements of the General Data Protection Regulation (GDPR) and the work required by the Corporation to secure compliance with it by 25th May 2018.

RESOLVED – To

- 1) Endorse the general approach; and

- 2) Approve that the Comptroller & City Solicitor be appointed as the Corporation's Data Protection Officer
16. **EXCLUSION OF THE PUBLIC**
RESOLVED – That under Section 100(A) of the Local Government Act 1972, the public be excluded from the meeting for the following items on the grounds that they involve the likely disclosure of exempt information as defined in Part I of the Schedule 12A of the Local Government Act.
17. **NON-PUBLIC MINUTES**
- a) **Establishment Committee - 26 July 2017**
- RESOLVED** – That the non-public minutes of the meeting held on the 26 July 2017 be approved as a correct record.
18. **OUTSTANDING ACTIONS REPORT**
The Committee considered a report of the Town Clerk which provided details of outstanding actions from previous meetings.
- RESOLVED** – That the report be noted and updated accordingly.
19. **EMPLOYMENT CASES AND SETTLEMENTS**
The Committee noted a report of the Comptroller and City Solicitor in relation to employment cases and settlements.
20. **RESOLUTION FROM THE HOUSE COMMITTEE OF GUILDHALL CLUB**
The Committee considered a resolution from the House Committee of the Guildhall Club.
21. **RESOLUTION FROM THE CORPORATE ASSET SUB-COMMITTEE**
The Committee received a resolution from the Corporate Asset Sub-Committee.
22. **NON-PUBLIC QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
There were no questions.
23. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE COMMITTEE AGREES SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**
There were no items of urgent business.
24. **CONFIDENTIAL MINUTES**
- a) **Establishment Committee - 26 July 2017**
- The confidential minutes of the meeting held on 26 July were approved.

b) **Establishment Committee - 25 September 2017**

The confidential minutes of the meeting held on 25 September were approved.

The Committee welcomed Vic Annells, Executive Director of the Mansion House and Central Criminal Court, to the meeting to update Members on the reorganisation process.

25. **FLEXIBLE RETIREMENT AND JOB SHARE REQUEST**

The Committee received a report concerning a request for flexible retirement and job share.

26. **PAYROLL ADMINISTRATION**

This item was withdrawn.

27. **STAFF RESOURCES IN THE COMPTROLLER AND CITY SOLICITOR'S DEPARTMENT**

The Committee considered a report regarding staff resources in the Comptrollers and City Solicitor's department.

28. **REPORT OF THE TOWN CLERK**

The Committee considered a report concerning the nominated Deputy Town Clerk and Chief Executive.

The meeting closed at 3.20 pm

Chairman

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Establishment Committee – Outstanding Actions

Item	Date	Action	Officer responsible	To be completed/ progressed to next stage	Progress Update
1.	16 September 2016, Item 5	<p><u>Accommodation and Ways of Working Programme</u></p> <p>The Committee requested that a report responding to the points raised at the September meeting regarding elements that should be in place for the programme to be delivered successfully, be submitted to the Committee prior to the implementation of the Scheme.</p> <p>A report was provided to the Committee in January 2017 which provided an overview of work carried out to date and addressed potential concerns. A further report on the Programme would be submitted to the Committee in the autumn.</p>	Comptroller and City Solicitor	November 2017	On Agenda.

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Committee(s): Establishment Committee – For decision	Date: 5 December 2017
Subject: Maternity, Adoption and Shared Parental Pay	Public
Report of: Chrissie Morgan, Director of HR	For Decision
Report author: Colette Hawkins, Strategic HR Projects Manager	

Summary

As part of our commitment to attracting and retaining a diverse workforce, a review of the City Corporation's Maternity, Adoption and Shared Parental pay provisions has been undertaken. This report outlines the findings of the review and makes recommendations to improve these provisions in line with other employers who are committed to family friendly policies.

Recommendations

Members are asked to agree the recommendations to:

- enhance maternity, adoption and shared parental pay to 16 weeks at full pay and 24 weeks at half pay, inclusive of statutory payments;
- include a return to work clause of 6 months to retain the ½ pay element (usually 24 weeks minus any statutory maternity pay) of the occupational pay element of maternity, adoption and shared parental pay within these policies.

Main Report

Background

1. The City Corporation has a range of family friendly policies which aim to support employees to create a work-life balance and allow the City Corporation to meet its statutory requirements.
2. In October 2016, the Establishment Committee approved a number of amendments to the Adoption, Paternity and Shared Parental Leave policies with the aim of achieving greater parity for employees. These changes involved the consideration of continuous local government service when reviewing eligibility for family friendly leave and pay. In addition to this, the second week of paternity leave was increased to a normal weeks pay.
3. The interface between work and childcare has changed significantly over the past few decades. The growing rate of female participation in the UK labour market means that women now make up around half of the workforce. As a result, a very high proportion of working people are parents and far fewer mothers stay at

home full-time to look after their children. The traditional models of the father being the sole breadwinner or a mother working part-time are on the decline.

4. As at 31 March 2017, the City Corporation workforce profile was 45% female and 55% male. Alongside pay, other benefits for working parents should be considered when considering support. Attracting and retaining women in the workforce goes beyond the level of maternity pay and leave provided. Developments in technology, and the statutory Regulations which provide for flexible working requests to be made, are facilitating flexible and agile working which can in turn increase the ability of working parents to continue in work.

Current Position

5. The City Corporation provides the following pay to employees who meet the required pre-requisites and have at least 52 weeks of continuous service:

Weeks	Maternity	Adoption	Shared Parental
1 - 6	90% of average pay	90% of average pay	90% of average pay
7 - 18	Statutory maternity (currently £140.98) plus 50% of average pay	Statutory adoption (currently £140.98) plus 50% of average pay	Statutory parental (currently £140.98) plus 50% of average pay
19 - 39	Statutory maternity pay (currently £140.98)	Statutory adoption pay (currently £140.98)	Statutory parental pay (currently £140.98)
40 - 52	Unpaid	Unpaid	Unpaid

6. In the financial year 2016/17 there were 73 Maternity Leave occurrences. This resulted in a total cost of £245,000 (excluding on-costs) for the City Corporation. This figure is the actual cost to the City Corporation, once the statutory element of maternity pay has been re-claimed back through the HMRC.
7. Costs of cover relating to maternity leave / adoption leave / shared parental leave cover are not fully funded. Cover arrangements will differ by department and role; in some cases, like-for-like cover would be arranged, or it may be through agency staff or duties picked up across the team.

Options

8. A benchmarking exercise has been undertaken with regards to maternity pay which has shown that the City Corporation is in line with many other London boroughs for maternity pay, such as Croydon, Enfield, Hackney, Hillingdon, Richmond and Southwark.
9. However other boroughs such as Hammersmith & Fulham, Greenwich and Camden in recent years have taken a more progressive approach and offer more attractive benefits for their staff

10. Elsewhere in the public sector, the civil service provides 26 weeks of full pay to employees with at least two years of service, followed by 13 weeks at statutory pay. The NHS provides eight weeks at full pay and 18 weeks at half pay to staff.
11. In the private sector, some employers are more generous and firms such as EY provide six weeks of full pay, followed by 33 weeks of half. Deloitte offers 16 weeks of full pay, 10 weeks of half pay and 13 weeks of statutory pay. Lloyds Banking Group provide seven weeks at full pay, 20 weeks at half pay and 12 weeks of statutory pay.

Proposals

12. Following consultation with key stakeholders, the recommended option is to increase maternity, adoption and shared parental pay as follows: the first 16 weeks to be paid at full pay (including SMP), and the following 24 weeks will be paid at half pay (including SMP).
13. Whilst this is a significant increase it will place the City Corporation as one of the better maternity pay providers and aligns to our aim to attract and retain a more diverse workforce and supports the wider employability strategy.
14. Most local authorities and many private sector companies require the employee to return to work following maternity leave for a minimum period to retain all or part of the occupational element of maternity pay.
15. Of the 73 maternity leave occurrences in 2016/17, 58 employees returned from maternity leave, 9 left after maternity leave, 5 left during maternity leave and 1 employee remains on maternity leave. Of the nine that returned to work and subsequently left the organisation, the leave date was on average two months after the return date. Introducing the return to work clause in the revised policy may encourage more women to return and stay at work. It is recommended that given the proposed improvements to the scheme, the new scheme will include a requirement to return to work for 6 months following maternity leave in order to retain the ½ pay element of occupational maternity pay (usually 24 weeks minus any statutory maternity pay).
16. Changes to the maternity pay provision will be mirrored in the adoption leave and shared parental leave policies. To date both of these have very low take up (one and three occurrences respectively), it is therefore not expected that they will increase any total additional costs significantly.

Corporate & Strategic Implications

17. Currently the employing department fund the full cost of maternity pay and this will continue with the introduction of the proposed new maternity scheme. It will be met from the local risk budget. The actual maternity cases in 2016/17 cost the City Corporation £245,000 (excluding on-costs). The proposed new maternity pay provision would have cost £595,000 (excluding on-costs).

18. A test of relevance, as required by the Public Sector Equality Duty (PSED) was undertaken and identified that the actions identified in the report would be positive in the approach.
19. It is proposed that the new enhanced pay arrangements are in place from April 2018, subject to full testing of the system.

Conclusion

20. The City Corporation is committed to ensure that all employees are supported with their caring responsibilities. These recommendations will be regarded as a positive step to stand out as a family friendly employer and be welcomed by both current and prospective employees. The review identified that whilst our provisions are in line with some other local authorities providing an element of occupational pay to supplement statutory maternity pay, many others have enhanced the level of occupational pay very significantly in comparison to our current provision.

Appendices

- None

Background Papers

- Establishment Committee Report: Family Friendly Policies – Amendments to Promote Parity, October 2016
- Test of Relevance – Maternity, Paternity, Adoption and Shared Parental Pay
- London Council's Maternity Pay survey results

Colette Hawkins

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Committee(s)	Dated:
Establishment	5 th December 2017
Subject: Revenue Budgets 2018/19	Public
Report of: The Town Clerk, the Chamberlain, the Comptroller and City Solicitor	For Decision
Report Author: Laura Tuckey, Chamberlain's Department	

Summary

This report is the annual submission of the revenue budgets overseen by your Committee. In particular it seeks approval of the provisional revenue budget for 2018/19, for subsequent submission to the Finance Committee. The budgets have been prepared within the resources allocated to the Town Clerk and the Comptroller and City Solicitor.

	Original Budget 2017/18 £000	Latest Approved Budget 2017/18 £000	Original Budget 2018/19 £000	Movement from 2017/18 to 2018/19 £000
Town Clerk				
Local Risk				
Expenditure	(7,044)	(7,354)	(7,144)	210
Income	746	630	615	(15)
Total Local Risk	(6,298)	(6,724)	(6,529)	195
Central Risk				
Expenditure	(122)	(647)	(110)	537
Income	(0)	(0)	(0)	(0)
Total Central Risk	(122)	(647)	(110)	537
Support Charges	(1,162)	(984)	(1,590)	(606)
Total Town Clerks	(7,582)	(8,355)	(8,229)	126
Comptroller and City Solicitor				
Local Risk				
Expenditure	(3,813)	(4,338)	(4,294)	44
Income	832	850	862	12
Total Local Risk	(2,981)	(3,488)	(3,432)	56
Central Risk				
Expenditure	(0)	(0)	(0)	(0)
Income	200	200	200	(0)
Total Central Risk	200	200	200	(0)
Support Charges	(488)	(533)	(561)	(28)
Total Comptroller and City Solicitor	(3,269)	(3,821)	(3,793)	28
Total Net Expenditure (recharged as support services across the City Corporations activities)	(10,851)	(12,176)	(12,022)	154

Expenditure and unfavourable variances are presented in brackets

Overall, the 2018/19 proposed revenue budget totals £12.022m, a decrease of £154,000 compared with the budget for 2017/18. The main reasons for this net decrease are: -

- the budget for 2017/18 includes one-off provisions for expenditure of £230,000 (Town Clerk £120,000 and Comptroller and City Solicitor £110,000) funded from underspends brought forward from 2016/17, as detailed to, and agreed by, the Chamberlain, the Chairman of Finance Committee and the Chairman of Policy & Resources Committee in July 2017;
- the budget for 2017/18 includes one-off provisions for expenditure of £116,000 to fund employees contribution pay in that year;
- a net increase in employee costs due to increments, re-grading and pay-awards that total £273,000;
- the budget for 2017/18 includes a one-off provision of £495,000 for Transformation Fund Supplies and Services related spend and
- an unidentified savings target of £358,000.

There is a savings target of 2% of the original 2017/18 net local risk budget as agreed by Finance Committee and Court of Common Council of £186,000 (£124,000 Town Clerk's Department and £62,000 Comptroller and City Solicitor's Department). The Town Clerk's budgets are prepared in line with the resource base but the Comptroller and City Solicitor's budgets are not within the local risk resource base.

The Town Clerk's business priorities for the forthcoming year are set out in the 2018/19 business plan. Priorities for the Comptroller and City Solicitor include providing governance and legal advice to support corporate projects and programmes, providing legal support to the City Surveyors to increase rental income, continue supporting the City of London Police and ensuring that the City of London is prepared for compliance with the General Data Protection Regulations due to come into force in May 2018 and the deployment of a new legal case management system.

Recommendations

The Committee is requested to:

- Critically review the provisional 2018/19 revenue budget to ensure that it reflects the Committee's objectives;
- note the unidentified savings lines for Town Clerk's Budgets of £358,000 and the estimated £169,000 over the local risk resource base on the Comptrollers and City Solicitor's Budgets;
- if the budget reflects the Committee's objectives, approve the budget for submission to the Finance Committee and

- authorise the Chamberlain to revise these budgets to reflect any further implications arising from the Service Based Reviews and other corporate efficiency projects.

Main Report

Introduction

1. This report sets out the proposed revenue budget for 2018/19 covering expenditures and incomes attributable to the Town Clerk's and the Comptroller and City Solicitor's Departments.
2. The Town Clerk's Office lies at the centre of the City Corporation's strategic management processes, helping to shape the development of corporate policy and strategy. It provides corporate leadership and co-ordination at officer level. The Town Clerk's Office is also responsible for promoting high standards of corporate governance and providing support to Members and Committees.
3. The Comptroller and City Solicitor is responsible for providing all legal services required by the City. This includes providing legal advice to Committees, Departments of the City, to the Commissioner of Police for the City, and to other organisations for whom the Comptroller and City Solicitor is required to act as legal adviser (e.g. the Museum of London).

Business Planning Priorities

4. The Town Clerk's draft business plan priorities for 2018/19 for the service areas covered by this committee are contained within a separate report on the high-level business plan.
5. The Comptroller and City Solicitor's priorities include:
 - To provide governance and legal advice to support corporate projects and programmes to enhance the City e.g. Multi Academy Trust, Museum of London relocation, Central London Forward and Centre for Music.
 - Provide legal support, advice and transactional work to assist the City Surveyor in the management and development of the City's Investment portfolio to achieve increased rental income.
 - Continue with the First Registration programme in order to comply with the proposed target date for completion in August 2018.
 - Continue to deliver support to the City of London Police (CoLP) e.g. dealing with suspected Ponzi schemes.
 - Ensure that the City of London is prepared for compliance with the General Data Protection Regulation, EU 2016/679 when it comes into force on 25 May 2018, and any related amendments to the Data Protection Act 1998.
 - Provide governance and support to the Agile Ways of Working Programme.
 - Achieve re-accreditation with a high level of compliance to the Law Society's LEXCEL quality standard.

- Deliver a transformational departmental information management project which will facilitate paper light working, achieve process efficiencies and improve customer communication.

Savings Target

6. The Finance Committee and the Court of Common Council agreed that a 2% savings target based on the Original 2017/18 net local risk budgets should be made by all departments in their 2018/19 local risk budgets. This amounts to £124,000 for the Town Clerk's Department and £62,000 for the Comptroller and City Solicitor's Department.
7. The Town Clerk's Department and Comptroller and City Solicitor's Department budgets have been prepared in accordance with guidelines agreed by the Policy & Resources and Finance Committees. The Town Clerk's budget is within the 2018/19 resource base allocated but with unidentified savings of £358,000. The Comptroller and City Solicitor's budget is not within the local risk resource base allocation and is currently estimating costs of £169,000 above the 2018/19 local risk resource base.

Proposed Revenue Budget for 2018/19

8. The proposed Revenue Budget for 2018/19 is analysed between:
 - Local Risk budgets – these are budgets deemed to be largely within the Chief Officer's control.
 - Central Risk budgets – these are budgets comprising specific items where a Chief Officer manages the underlying service, but where the eventual financial outturn can be strongly influenced by external factors outside of his/her control or are budgets of a corporate nature (e.g. interest on balances and rent incomes from investment properties).
 - Support Services and Capital Charges – these cover budgets for services provided by one activity to another. The control of these costs is exercised at the point where the expenditure or income first arises as local or central risk.
9. The provisional 2018/19 budgets, have been prepared in accordance with guidelines agreed by the Policy & Resources and Finance Committees and are within the resources allocated to the Town Clerk's Department, which include a 2.0% savings target.
10. The Comptroller and City Solicitor's Department is not within the 2018/19 local risk resource allocation and is currently £169,000 over the resource allocation. This is due to an increased demand on services particularly in legal property work requiring increased resource which has increased costs with little scope to increase income to counteract the cost increase and external income from property deals that has not been charged out by the City Surveyor's Department with an estimated loss of income of £91,000. Additionally budget pressures have arisen from the Service Based Review savings target of £62,000, estimated salary increment costs of £45,000, estimated pay award

costs of £50,000 and maternity leave cover costs for two lawyer posts at an estimated £60,000 the latter at much lower cost than the alternative which is to outsource the legal work at much higher cost. A report will be presented to the Finance Committee by the Chamberlains Department early next year with regard to the review of the Comptrollers and City Solicitors Department's charging regime to departments.

11. The overall budget for this Committee is set out in Appendix 1. Further details at a departmental level, including service overviews, are set out in Appendices 2 (Town Clerk) and 3 (Comptroller and City Solicitor). Expenditure and unfavourable variances are presented in brackets. Only significant variances (generally those greater than £100,000) are commented on.
12. Overall there is a reduction of £154,000 between the 2017/18 latest approved budget and the 2018/19 original budget. This movement is explained by the variances set out in the following paragraphs.
13. An increase in employee expenditure of £389,000 (£312,000 Town Clerk & £77,000 Comptroller and City Solicitor) mainly a result of increasing salary costs such as yearly increments, estimated pay awards and re-gradings.
14. There is a net decrease in the local risk budget for Supplies and Services of £283,000. The 2017/18 budget includes one-off items such as carry forwards from 2016/17 amounting to £230,000 with the remaining £53,000 (£42,000 Town Clerk & £11,000 Comptroller & City Solicitor) decrease being attributed to savings found within services.
15. There is a net reduction in the central risk budget for Supplies and Services of £495,000. The 2017/18 budget is for a one-off allocation to the Town Clerk's Office, from the Transformation Fund to implement the cross cutting changes needed for service transformation (there is also a corresponding reduction in income from other funds as this expenditure is recharged to all funds, see paragraph 17 below).
16. There are currently £358,000 unidentified savings to be found within the Town Clerk's Departmental Budget. The department will be working towards finding these savings between now and into 2018/19.
17. There is a decrease of £537,000 for the support service income directly related to the one-off allocation for the Transformation Fund (£495,000 on Supplies and Services and £42,000 on Employees, both on central risk) as detailed in paragraph 15 above.
18. A summary of employee related costs is shown in Table 1 below.

Table 1 - Staffing statement	Latest Approved Budget 2017/18		Proposed Original Budget 2018/19	
	Full-time equivalent	Estimated cost £000	Full-time equivalent	Estimated cost £000
Town Clerk	120.0	6,584	125.0	6,854
Comptroller and City Solicitor	57.4	4,038	57.8	4,115

TOTAL	177.4	10,622	182.8	10,969
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Potential Further Budget Developments

19. The provisional nature of the revenue budgets particularly recognises that further revisions may arise from the necessary realignment of funds resulting from such items as:
- corporate efficiency projects.
 - support service apportionments.

Revenue Budget 2017/18

20. The Town Clerk's Department and Comptroller and City Solicitor's Departments forecast outturn for the current year is in line with the latest approved budget of £12.176m (£8.355m Town Clerk and £3.821m Comptroller and City Solicitor).

Appendices

- Appendix 1 – Committee budgets.
- Appendix 2 – Town Clerk's budgets and service overview.
- Appendix 3 – Comptroller and City Solicitor's budgets and service overview.

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ESTABLISHMENT COMMITTEE SUMMARY					
Analysis of Service Expenditure	Local or Central Risk	Actual Budget 2016-17 £'000	Latest Approved Budget 2017-18 £'000	Original Budget 2018-19 £'000	Movement 2017-18 to 2018-19 £'000
LOCAL RISK - EXPENDITURE					
Employees	L	10,039	10,580	10,969	389
Premises Related Expenses	L	1	0	0	0
Transport Related Expenses	L	8	7	5	(2)
Supplies & Services (see note ii)	L	1,138	1,064	781	(283)
Private Contractors (mainly dental service - see note iii)	L	29	41	41	0
Unidentified Savings	L	0	0	(358)	(358)
TOTAL LOCAL RISK - EXPENDITURE		11,215	11,692	11,438	(254)
TOTAL LOCAL RISK - INCOME					
Charges for specific services (see note iii)	L	(1,471)	(1,480)	(1,477)	3
TOTAL LOCAL RISK - INCOME		(1,471)	(1,480)	(1,477)	3
NET LOCAL RISK		9,744	10,212	9,961	(251)
CENTRAL RISK - EXPENDITURE					
Employees (see note i)	C	431	42	0	(42)
Premises Related Expenses	C	5	0	0	0
Supplies & Services	C	171	544	49	(495)
Childcare vouchers	C	40	45	45	0
Committee Contingency	C	0	16	16	0
TOTAL CENTRAL RISK - EXPENDITURE		647	647	110	(537)
CENTRAL RISK - INCOME					
Charges for specific services (mainly commercial property fee income)	C	(130)	(200)	(200)	0
TOTAL CENTRAL RISK - INCOME		(130)	(200)	(200)	0
NET CENTRAL RISK		517	447	(90)	(537)
TOTAL EXPENDITURE BEFORE SUPPORT SERVICES		10,261	10,659	9,871	(788)
SUPPORT SERVICES (see note iv)		1,827	2,054	2,151	97
SUPPORT SERVICES CHARGED BY THIS COMMITTEE (see note v)		(331)	(537)	0	537
TOTAL NET EXPENDITURE RECHARGED AS SUPPORT SERVICES		11,757	12,176	12,022	(154)
BY DEPARTMENT:					
Town Clerk		8,284	8,355	8,229	(126)
Comptroller and City Solicitor		3,473	3,821	3,793	(28)
		11,757	12,176	12,022	(154)

Notes - Examples of types of service expenditure:-

(i) Employees (central risk) – includes union representatives, Chief Officers recruitment advertising, long service mementoes.

(ii) Supplies and Services – equipment, furniture, materials, uniforms, printing, stationery, professional fees, grants & subscriptions.

(iii) Charges for specific services – printing & stationery charges, commercial property fee income, corporate recruitment, HR services to London Councils, dental charges recovered from employees.

(iv) Support services reflect the share of the Guildhall complex costs and IS charges.

(v) Transformation Fund expenditure reallocated across all funds

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TOWN CLERK - SERVICE OVERVIEW

The Town Clerk's Department provides a wide range of services and activities reporting to a number of spending committees including the Economic Development Office and the Communications Team which report to the Policy and Resources Committee and the City Bridge Trust which reports to the City Bridge Trust Committee. The following divisions are included within this committee's estimates:

Town Clerk's Office

The Town Clerk's Office lies at the centre of the City Corporation's strategic management processes, helping to shape the development of corporate policy and strategy. It provides corporate leadership and co-ordination at officer level. The Town Clerk's Office is also responsible for promoting high standards of corporate governance and providing support to Members and Committees. The section consists of Committee and Member Services, Corporate Strategy and Performance, Corporate HR and the Contact Centre.

The Town Clerk is responsible for providing clerking and related services to the Court of Common Council, the Court of Aldermen, and all the committees, sub-committees and working parties which have been created by Members. The Town Clerk is also responsible for Democratic Services via the Elections Team.

The core activity of the committee staff is to prepare and collate agendas, produce reports for the Town Clerk, ensure that meetings are conducted smoothly, produce minutes and monitor the implementation of decisions.

Corporate HR Division

The Corporate HR Unit of the Town Clerk's Department provides services to other departments in the following areas: HR Policy Development, Pay & Reward, Employee Relations, Equalities, Learning & Development, Health & Safety, Occupational Health, Trent (computerised HR/Payroll system) and Performance Monitoring. There are two business units providing operational HR support for the organisation.

Culture

Following reorganisation of the former Culture, Heritage and Libraries Department earlier this year, the Town Clerk's Department is now responsible for the delivery of a number of Cultural Services including the London Metropolitan Archives and City Business Library within a division headed by the Assistant Town Clerk and Culture Mile Director.

TABLE 1		Local or Central Risk	Actual Budget 2016-17 £'000	Latest Approved Budget 2017-18 £'000	Original Budget 2018-19 £'000	Movement 2017-18 to 2018-19 £'000	Paragraph Reference
TOWN CLERK							
Analysis of Service Expenditure							
LOCAL RISK - EXPENDITURE							
Employees	L	6,373	6,542	6,854	312		13
Premises Related Expenses	L	1	0	0	0		
Transport Related Expenses	L	7	6	4	(2)		
Supplies & Services (see note ii)	L	885	765	603	(162)		14
Private Contractors (mainly dental service - see note iii)	L	29	41	41	0		
Committee Contingency	L	0	0	0	0		
Unidentified Savings	L	0	0	(358)	(358)		16
TOTAL LOCAL RISK - EXPENDITURE		7,295	7,354	7,144	(210)		
TOTAL LOCAL RISK - INCOME							
Charges for specific services (see note iii)	L	(639)	(630)	(615)	15		
TOTAL LOCAL RISK - INCOME		(639)	(630)	(615)	15		
NET LOCAL RISK		6,656	6,724	6,529	(195)		
CENTRAL RISK - EXPENDITURE							
Employees (see note i)	C	431	42	0	(42)		
Premises Related Expenses	C	5	0	0	0		
Supplies & Services	C	142	544	49	(495)		15
Childcare vouchers	C	40	45	45	0		
Committee Contingency	C	0	16	16	0		
TOTAL CENTRAL RISK - EXPENDITURE		618	647	110	(537)		
CENTRAL RISK - INCOME							
Charges for specific services (printing & stationery income)	C	0	0	0	0		
TOTAL CENTRAL RISK - INCOME		0	0	0	0		
NET CENTRAL RISK		618	647	110	(537)		
TOTAL EXPENDITURE BEFORE SUPPORT SERVICES							
		7,274	7,371	6,639	(732)		
SUPPORT SERVICES (see note iv)							
SUPPORT SERVICES CHARGED BY THIS COMMITTEE (see note v)		1,341	1,521	1,590	69		
		(331)	(537)	0	537		17
TOTAL NET EXPENDITURE RECHARGED AS SUPPORT SERVICES		8,284	8,355	8,229	(126)		
BY DEPARTMENT:							
Town Clerk		5,135	5,380	5,331	(49)		
HR		3,149	2,975	2,898	(77)		
		8,284	8,355	8,229	(126)		

Notes - Examples of types of service expenditure:-

(i) Employees (central risk) – includes union representatives, Chief Officers recruitment advertising, long service mementoes.

(ii) Supplies and Services – equipment, furniture, materials, uniforms, printing, stationery, professional fees, grants & subscriptions.

(iii) Charges for specific services – printing & stationery charges, commercial property fee income, corporate recruitment, HR services to London Councils, dental charges recovered from employees.

(iv) Support services reflect the share of the Guildhall complex costs and IS charges.

(v) Transformation Fund expenditure reallocated across all funds

COMPTROLLER AND CITY SOLICITOR - SERVICE OVERVIEW

The Comptroller and City Solicitor is responsible for providing all legal services required by the City. This includes providing legal advice to Committees, Departments of the City, to the Commissioner of Police for the City, and to other organisations for whom the Comptroller & City Solicitor is required to act as legal adviser (e.g. the Museum of London).

The office deals with important high-profile matters such as several major City property developments schemes, service delivery initiatives, issues relating to the City's Markets and Open Spaces, advice on elections, constitutional, public and corporate law, planning and highways, and matters affecting the public realm and well-being of those who live and work in the City.

The Comptroller also advises London Councils and the three Academy Trust companies and is a member of the City's Summit Group. He is also lead officer for the Sickness Absence Review Group and Project Board Chairman for the Corporate AM and FM Review and Alternative Ways of Working Projects and Senior Information Risk Owner (SIRO) for the Corporation. As the nominated Data Protection Officer for the City the Comptroller holds management responsibility for Data Protection.

The legal department is divided into four divisions:

Contracts and Litigation Division

This division deals with all aspects of contract preparation including, data sharing, funding (e.g. Police National Lead Force) international theatre and art exhibitions, intellectual property including disputes, licensing and publishing; complex procurement including the new collaborative procurement and framework agreements; civil litigation including debt collection, squatters housing reposessions and homelessness, insolvencies and winding up actions; employment law, discrimination and TUPE; local authority prosecutions and licensing, Judicial Reviews, inquests, Proceeds of Crime Act recovery and child care actions.

Property Division

This division deals with all aspects of property work, including high profile commercial developments, the grant and taking of leases, sales and purchases, property management matters, housing issues, residential conveyancing, open spaces, and other legal matters concerning property. Their work particularly helps the City to maximise capital receipts and income from property assets a key strategic objective.

Public & Corporate Law Division

The Public & Corporate Law Division deals with planning, traffic and highways law; open spaces matters; charity and trusts associated with the City; advising on corporate law and providing company secretarial support in respect of companies associated with the City or external clients; privacy and information law; public law and constitutional issues for both the City and London Councils; ecclesiastical law, electoral law, education matters (both as local authority and as academy sponsor in respect of the three Academy Trust companies); advice on economic development issues and joint working arrangements with other local authorities and bodies.

Office Services Division

This division provides comprehensive support to the Comptroller and City Solicitor service on HR related matters, budget management and finance, commercial rent collection, IT development, procurement, information management, risk management, quality assurance and secretarial services. The Fol and DP Compliance team joined C&CS in 2017, under the direction of the

Comptroller provides guidance, advice and monitoring on data protection issues and are coordinating General Data Protection Regulation compliance across the City.

TABLE 1		Local or Central Risk	Actual Budget 2016-17 £'000	Latest Approved Budget 2017-18 £'000	Original Budget 2018-19 £'000	Movement 2017-18 to 2018-19 £'000	Paragraph Reference
COMPTROLLER & CITY SOLICITOR							
Analysis of Service Expenditure							
LOCAL RISK - EXPENDITURE							
Employees	L	3,666	4,038	4,115	77		13
Transport Related Expenses	L	1	1	1	0		
Supplies & Services (see note ii)	L	253	299	178	(121)		14
TOTAL LOCAL RISK - EXPENDITURE		3,920	4,338	4,294	(44)		
LOCAL RISK - INCOME							
Charges for specific services (commercial property fee income)	L	(832)	(850)	(862)	(12)		
TOTAL LOCAL RISK - INCOME		(832)	(850)	(862)	(12)		
NET LOCAL RISK		3,088	3,488	3,432	(56)		
CENTRAL RISK - EXPENDITURE							
Supplies & Services (see note ii)	C	29	0	0	0		
TOTAL CENTRAL RISK - EXPENDITURE		29	0	0	0		
CENTRAL RISK - INCOME							
Charges for specific services (commercial property fee income)	C	(130)	(200)	(200)	0		
TOTAL CENTRAL RISK - INCOME		(130)	(200)	(200)	0		
NET CENTRAL RISK		(101)	(200)	(200)	0		
TOTAL EXPENDITURE BEFORE SUPPORT SERVICES							
		2,987	3,288	3,232	(56)		
SUPPORT SERVICES (see note iv)							
		486	533	561	28		
TOTAL NET EXPENDITURE RECHARGED AS SUPPORT SERVICES		3,473	3,821	3,793	(28)		
BY DEPARTMENT:							
Comptroller and City Solicitor		3,473	3,821	3,793	(28)		
		3,473	3,821	3,793	(28)		

Notes - Examples of types of service expenditure:-

(ii) Supplies and Services – equipment, furniture, materials, uniforms, printing, stationery, professional fees, grants & subscriptions.

(iv) Support services reflect the share of the Guildhall complex costs and IS charges.

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Committee:	Date:
Establishment	05 December 2017
Subject: Draft Departmental Business Plan 2018/19 – Town Clerk's Corporate and Member Services; Corporate HR; Comptroller and City Solicitor	Public
Report of: Town Clerk and Comptroller and City Solicitor	For Information
Report author: Sarah Blogg, Town Clerk's Department Amanda Mays, Corporate HR Nick Senior, Comptroller and City Solicitor's Department	

Summary

This report presents for information the draft high-level business plan for the Town Clerk's Department (Corporate and Member Services), Corporate HR and the Comptroller and City Solicitor's Department for 2018/19. It is presented alongside the departmental estimate report to enable the draft ambitions and objectives to be discussed in conjunction with the draft budget for the forthcoming year.

Recommendation

Members are asked to note the draft high-level business plans for 2018/19 for the Town Clerk's Department (Corporate and Member Services), Corporate HR and the Comptroller and City Solicitor's Department and provide feedback.

Main Report

Background

1. As part of the new framework for corporate and business planning, departments were asked to produce standardised high-level, 2-side business plans for the first time in 2017/18. These were presented as drafts to Service Committees in January/February and as finals for formal approval in May/June. Members generally welcomed these high-level plans for being brief, concise, focused and consistent statements of the key ambitions and objectives for every department.
2. For 2018/19, departments have again been asked to produce high-level plans in draft, this time to be presented to Service Committees alongside the departmental estimate reports, so that draft ambitions can be discussed at the same time as draft budgets. This represents a first step towards integrating budget-setting and priority-setting.
3. Discussions are also taking place on aligning other key corporate processes with the corporate and business plans, such as workforce planning and risk management. Achieving this will represent a significant step towards the City

Corporation being able to optimise its use of resources. The next step will be the presentation of the budget alongside the refreshed Corporate Plan at the Court of Common Council in March.

4. With these key documents in place and a new corporate performance management process being brought forward the City Corporation will be able to drive departmental activities to deliver on corporate priorities and allocate its resources in full knowledge of where it can achieve most impact on the issues and opportunities faced by the City, London and the UK.
5. A revised draft of the Corporate Plan has been produced following consultation with Service Committees and Members between April and July, and is being used for staff engagement between September and November. Members should therefore start to see closer alignment between the departmental business plans and the draft outcomes from the Corporate Plan.
6. Work is also taking place on reviewing the content and format of the supporting detail that will sit beneath the high-level business plans. This includes: information about inputs (e.g. IT, workforce, budgets, property and assets); improved links to risk registers; value for money assessments, and schedules of measures and key performance indicators for outputs and outcomes. This will be a key element in the move towards business planning becoming less of a document production process and more of a joined-up service planning process, linked to corporate objectives.

Draft high-level plan

7. This report presents at Appendices 1, 2, and 3 the draft high-level plans for 2018/19 for:
 - Town Clerk's Department (Corporate and Member Services)
 - Corporate HR
 - Comptroller and City Solicitor's Department

Town Clerk's Department (Corporate and Member Services)

8. The Town Clerk's Department (Corporate and Member Services) reports to both the Establishment and Policy and Resources Committees. The draft high-level business plan attached as Appendix 1 shows in bolder text those areas of the department that fall within the remit of this Committee.
9. The draft plan has been developed in consultation with senior managers in the department. The first ambition has been revised to reflect the developing draft Corporate Plan 2018-23, and the objectives and measures updated to reflect progress and achievements during the last year, for example the successful delivery of elections in 2017. The plan will be revised before final approval is sought in the new year.

Corporate HR

10. HR's high-level 2018/19 business plan was developed by building on the achievements of the current 2017/18 plan and then aligning the ambitions and objectives with those of the draft Corporate Plan. Specific outcomes in the draft Corporate Plan have been reflected in internal actions, for example providing the City Corporation with access to skills and talent, positively impacting people's lives and supporting employees to achieve their full potential. The Department's Senior Management Team initially developed high level objectives. The plan was then further developed through a series of focus groups with the whole HR team as well as using information from stakeholders across the organisation and the HR Business Partners who were familiar with issues affecting their departments. The Plan may be revised following the completion of departmental Workforce Plans, due in early 2018.

Comptroller and City Solicitor's Department

11. The approach taken to developing the Comptroller and City Solicitor's Department high level business plan was to align the departmental ambitions and objectives with those of the Corporate Plan this was achieved using a 'middle-up-down' approach whereby the Department's Senior Management Team developed high level objectives which were further developed, refined and expanded following consultation with staff in the department and using information from stakeholders across the organisation. The Comptroller and City Solicitor's Department high level business plan is a live document and will be further developed as new priorities, corporate initiatives and statutory requirements emerge.

Conclusion

12. This report presents the draft high-level plans for 2018/19 for the Town Clerk's Department (Corporate and Member Services), Corporate HR and the Comptroller and City Solicitor's Department in order that Members can feed into these plans at an early stage. Final plans will be presented for approval prior to the start of the 2018/19 financial year.

Appendices - Draft high-level business plans 2018/19

- Appendix 1: Town Clerk's Department (Corporate and Member Services)
- Appendix 2: Corporate HR
- Appendix 3: Comptroller and City Solicitor's Department

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Corporate Performance Manager

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We co-ordinate and ensure the resilience, good governance and reputation of the City of London Corporation

Our ambitions are that:

- The City of London Corporation is known to be relevant, responsible, reliable and radical in how it goes about governing a vibrant and thriving City, supporting a sustainable and diverse London within a globally-successful UK.
- The City's communities live and work in a safe and resilient place
- The City Corporation optimises the quality of and access to its cutting edge cultural offer.

What we do is:

Corporate and Member Services:

Leadership, governance, scrutiny, programme management, Committee and Member support, Police Authority.

Corporate Strategy and Performance:

Lead, drive and quality assure corporate strategy development and corporate performance management.

Media and Communications:

Coordinating and overseeing all print, broadcast and digital communications of the City Corporation.

Elections:

Conducting elections, Member and democratic services, electoral canvassing.

Resilience and Community Safety:

Business continuity and emergency planning, community safety. Corporate strategic security advice.

Contact Centre:

One stop access to services

Our 2018-19 budget is:

Section	£000
Corp & Member Services (Inc. TC Office)	
Corp Strategy and Performance	
Media & Communications	
Elections	
Resilience and Community Safety	
Contact Centre	
Total net operational budget	tbc

Proposals will be developed for meeting the 2% annual savings target from 2018/19.

Our top line objectives are:

- Drive and coordinate the delivery of our corporate ambitions and desired outcomes.
- Promote high standards of governance throughout the organisation.
- Deliver democratic services, which meet the needs of elected Members and the electorate (measure 6).
- Create and deliver clear, consistent and confident messaging across the City Corporation.
- Ensure that there are plans in place to support and assist the City's communities in the event of an incident.
- In partnership with the City of London Police and others, help deliver a safer community.
- Develop Culture Mile as a vibrant and welcoming cultural and learning destination and therefore contribute to changing perceptions of the City to ensure it is recognised as a global leader in culture as well as commerce.
- Change the security culture within the organisation.
- Enhance the City's resilience around the Prevent, Protect and Prepare strands of the national Contest strategy.
- Implement improvements to project management procedures and practice across the organisation.

What we'll measure:

1. Achievement of the aims of the Culture Mile programme, including projects being delivered within the allocated resources and on time.
2. Overall impact of corporate workstreams on outcomes set out in the Corporate Plan.
3. The extent to which corporate objectives and outcomes are being referred to, and intended impact is being set out, in decision-making papers going through governance processes (existing and new).
4. Member and staff feedback on the

Corporate Programmes and Projects:

- Lead the development and delivery of the Culture Mile programme (measure 1).
- Develop and manage a prioritised corporate strategy pipeline to drive increased impact on the outcomes set out in the Corporate Plan, and lead on corporate strategies including: Internal Responsible Business; Corporate Volunteering; Customer Services, Digital Strategy and Corporate Social Mobility (measure 2).
- Design and develop a new business planning and corporate performance management system that can be further developed over time as our capabilities build (measure 3).
- Lead the re-design of Chief Officer governance to support good decision-making regarding allocation of resources in order to increase our impact on the outcomes set out in the Corporate Plan (measure 4).
- Raise awareness across the City Corporation of why and how to use the Corporate Plan, align Business Plan and performance measures with it, and use both and governance processes to best effect.
- As part of the 'One Secure City' programme, move the Contact Centre Services to the new Joint Contact and Control Room, co-locating and providing a joint service with the City of London Police (measure 5).

Departmental Programmes and Projects:

- Oversee a review of the security of the City Corporation's operational estate (measure 7).
- Promote the refreshed prevent strategy and deliver training for all City Corporation staff (measure 8).
- Produce an Anti-Social Behaviour (ASB) Strategy in partnership with the City of London Police (measures 9 and 10).
- Continue to support work to deliver an effective response to VAWG (Violence Against Women and Girls).
- Ensure that the City Corporation exceeds the minimum London Resilience Standard and works with partner London Boroughs to share best practice and increase capacity (measure 11).

How we plan to develop our capabilities this year

- Build the Corporate Performance Team and business planning and corporate performance systems.
- Develop and enhance specialist support in Committee Services in particular in the area of the City's educational activities.
- Develop closer working relationships between the Police and our local authority community services to improve the effectiveness of response.
- Enhance retention and improve succession planning in the Committee Team by ensuring that talented staff are given professional development opportunities.

usefulness of the new governance documents, structures and processes.

- Whether the Joint Contact and Control Room is delivered on time and within budget.
- Member feedback on whether the induction and development programme enables them to fulfil their roles effectively.
- Level of compliance with CPNI (Centre for the Protection of National Infrastructure) guidelines.
- Percentage completion of Prevent on-line training by staff (target 100%); take up of bespoke Prevent toolkit for businesses; level of engagement with faith communities, residents and educational establishments
- Number of repeat ASB incidents and appropriate use of warning letters, Community Protection Notices and injunctions.
- Improved awareness of ASB Strategy and reporting methods.
- Performance against minimum London Resilience Standard requirements.

What we're planning to do in the future

- Continue to align Business Plans with the Corporate Plan, build more sophisticated corporate performance and officer governance capabilities to enable us to use our resources to achieve greater impact on our corporate outcomes over time.
- Evaluate the use of emerging information technology to improve efficiency and innovation.
- Develop democratic services in line with the needs of the newly elected 2017 Membership to ensure that elected Members can carry out their roles effectively.

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We will enable a skilled and committed workforce to work together to excel in delivering high quality, accessible and responsive services

Our ambitions are that:

- We are an employer of choice for high performing individuals, delivering excellent services and rewarded fairly
- We have an agile workforce empowered to achieve the goals set out in the Corporate Plan, skilled for the future, diverse, motivated and engaged
- We have the right people, in the right places with the right skills to deliver on priorities within a healthy and safe environment

What we do is:

- Business Partnering, advice and operational / corporate support, HR support to Schools and external bodies via SLAs
- City People, HR Management Information and Self-Service
- Supporting managers with sick absence & case management
- Equality and inclusion, policy development, employee relations, workforce planning, staff networks
- Health, safety and wellbeing and Occupational Health Services
- Organisation development, learning and development, organisation capability, change management
- Pay and reward, grading and performance management
- Recruitment, induction, contracts, agency provision, DBS
- Keep abreast of developments in the world of work, new forms of work, worker rights and responsibilities

Our top line objectives are:

- Deliver the Attracting Talent Project, to increase diversity, improve our Employer Brand and a Talent Management Strategy for the City Corporation
- Learning and Development Framework - implement a more blended and accessible approach
- Implement a Workforce Planning approach integrated into business and financial planning
- Implement the outcomes of the Total Reward Strategy review
- To deliver the Equality and Inclusion Action Plan
- Promoting a healthy and safe work environment

Deliverables within Corporate Programmes and Projects:

- Apprenticeship Strategy - maximise the draw down from the digital fund for development of all levels of staff for all levels in the organisation to support the increase of organisational capability
- To develop policies and activities to support the City Corporation in regard to the Social Mobility Employer Index, Responsible Business Review, Employability Partnerships and the HR Security & Policy Board
- To support a Corporate Cultural Change Programme by developing an Employee Engagement Strategy
- Support the implementation of the Workplace Management Project (AWOW)

Our budget is (£000's):

HRBPs & Recruitment	(1967)
OH, Safety and Wellbeing	(96)
L&OD	(222)
Pay and Reward	(243)
City People and MI	(237)
Indirect, Transport Supplies & Services	(100)
Total Expenditure	(2865)
Total Income	323
Total Local Risk	(2542)

¹ OH monies in CoL Police Budget

¹ Shortfall in budget for 2018/19 to be identified

What we'll measure:

- Satisfaction with the L&D provision by course evaluation and attendance at learning events
- An increase in diversity of applications, particularly at Grade G and above
- 100% of departmental Workforce Plans completed and the collation of information informs HR Strategy
- London Councils Human Capital Metrics Benchmark Survey

Departmental deliverables:

- Manage and recruit to the Graduate Programme and develop policy on work experience and internship placements in support of employability and social mobility principles.
- Refresh the Corporate Health, Safety and Wellbeing learning programme, including mental health
- HR Business Unit to increase customer satisfaction and subject to funds implement a digital Service Desk
- Job documentation review to support recruitment, performance management and grading
- Support and drive the Cross Sector Leadership Partnership and develop a Cross Sector Coaching Network
- Implement the Digital Literacy Strategy
- Engage the organisation in developing a new Behaviours Framework that will help drive cultural change enabling change in behaviour to be measured, ready for the 2019/20 appraisal year
- Ensure compliance with forthcoming employment related legislation including GDPR
- Induction and on boarding for all staff to be refreshed
- Design, implement and host the Celebrating our People Awards 2018 and City Learning Live 2018
- Support the organisation to maximise attendance through health and safety risk reduction, proactive rehabilitation advice and promoting healthy lifestyles.
- Subject to agreement to begin the tender process for the Payroll and HR system
- Continue to review policies in accordance with planned programme of review
- Support the organisation with transformation activity and change management
- Research options for accreditation and external recognition as an employer of choice

How we plan to develop our capabilities this year

- Develop the HR Professional Training Programme and agree CPD plans for all HR employees
- HR's One Team will progress initiatives to increase service standards
- Maximise the use of resources, including drawing on the digital fund, to support professional training and competence of the HR function to enhance skills

What we'll measure:

- HR's Service Standards
- Satisfaction with the HR Service by survey
- FOI responsiveness
- Mental Health programme embedded
- Attendance at City Learning Live events increased by 15% year on year
- Feedback from the Staff Survey on satisfaction with the total reward package
- Statutory and mandatory training interventions
- Commitment to 6 work experience placements
- Appointment of 5 HR apprenticeships

What we're planning to do in the future:

- Benchmark and horizon scan total reward packages and introduce innovative approaches to attracting and retaining talent
- Achieve the Mayor of London's Gold Healthy Workplace Award
- Ensure compliance with changing employment and related legislation
- Increase our diversity women, BAME and LGBTQ in the workplace and at a senior management level
- Embrace the changing demographics of the population and a five-generation workforce to increase our external pool of talent and organisation design

We deliver high quality commercially focused legal, governance and data protection compliance advice that protects and supports the City of London Corporation's corporate ambitions, outputs and outcomes.

Our ambitions are:

To continue to deliver expert agile legal advice in response to increasing demand and complexity.

To further develop excellence in customer service.

To support the further development of corporate robust data protection compliance.

How we are structured:

Comptroller & City Solicitor: *Chief Officer.*

Litigation Division: *Employment, environmental & consumer protection, prosecutions, licensing, police law, contracts & procurement, child and community care protection, debt recovery.*

Public and Corporate Law Division: *Charities, constitution & decision-making, planning & highways, education.*

Property Division: *Property, landlord & tenant.*

Office Services Division: *Business management and support.*

Data Protection Compliance Team: *Data protection and Freedom of Information.*

Our Local Risk budget is:

	£ '000
Legal	(2,156)
Commercial Rents	(145)
Corporate Data Protection compliance	(140)
Records management	(144)
Income	862
Net Local risk	(3,447)

Our top line objectives are:

- Deliver efficient, high quality, cost effective legal advice and support that meets client requirements and supports corporate ambitions, outputs and outcomes (see measures 1-5)
- Minimise reliance on external legal support to reduce risk and corporate legal costs
- Provide governance, regulatory advice and input to the City's on-going activities (including information, elections, open space, planning, infrastructure, health, BHE)
- Provide legal services commissioned by external or partner bodies engaged in the delivery of pan-London services (e.g. London Councils) or in the provision of public or philanthropic benefits to the City, London and the nation (e.g. Lord Mayor's Show, CLF).
- Deliver effective and efficient commercial rent accounting function to maximise income generation to fund corporate service delivery priorities outputs and outcomes
- In partnership with departments, provide governance and expertise to support corporate compliance with data protection and general access to information legislation (see measure 8)
- Provide input and advice to the review of the C&CS financial operating model being undertaken by the Chamberlain's Department – linked to the Service Based Review.

What we'll measure:

1. Client care survey– high quality rating – target 98%
2. Complaints against caseload - <5 per annum.
3. Fee-earner chargeable hours - target 100%
4. Achievement of LEXCEL quality standard accreditation.
5. Inactivity on live files – <10% for a 6month period
6. Sickness absence <COL average
7. Effective budget management and control – within Local Risk Budget
8. Fol response times <20 days - target 96%

Corporate Programmes and Projects:

1. To provide governance and legal advice to support corporate projects and programmes to enhance the City e.g. Multi Academy Trust, Museum of London relocation, Central London Forward, Centre for Music.
2. Provide legal support, advice and transactional work to assist the City Surveyor in the management and development of the City's Investment portfolio to achieve increased rental income.
3. Continue with the First Registration programme to comply with the proposed target date for completion in August 2018.
4. Continue to deliver support to the City of London Police (CoLP) e.g. dealing with a suspected Ponzi schemes.
5. Provide governance, guidance and advice to departments to ensure that the City of London is prepared for compliance with the General Data Protection Regulation, EU 2016/679 when it comes into force on 25 May 2018.
6. Support the apprenticeship programme by assigning an apprentice to the Office Services Division.
7. Provide governance and support to the Agile Ways of Working Programme.

Departmental Programmes and Projects

1. Achieve re-accreditation with a high level of compliance to the Law Society's LEXCEL quality standard.
2. Deliver a transformational departmental information management project which will facilitate paper light working, achieve process efficiencies and improve customer communication due to commence in January 2018.

How we plan to develop our capabilities this year

1. Succession Planning is to be undertaken by the Senior Managers, with the support of the HR Business Partner to further develop the Workforce Plan.
2. Further develop our business processes, systems and competencies to facilitate effective legal support utilising the new information case managements system.

What we're planning to do in the future

1. To further develop competencies and expertise to ensure that the service is agile and possesses the expertise to effectively anticipate and respond to new and changing legislation.
2. Horizon scan corporate objectives and projects to more effectively plan and develop the legal resource and expertise required to protect the Corporation's interests and support the delivery of corporate objectives and outcomes.

9. Continue to benchmark the legal service

Committee(s):	Date:
Establishment Committee	5 December 2017
Subject: Operation of the Scheme of Delegations July 2017 – September 2017	Public
Report of: Chrissie Morgan - Director of Human Resources	For Information
Report author: Marion Afoakwa – Human Resources, Town Clerks	

Summary

In line with the Scheme of Delegations the report provides information on any redundancies, early retirements (including those made under the '85 year rule'), ill health retirements and Market Forces Supplements (MFS) approved in the reporting period 1 July 2017 and 30 September 2017. The report also provides information on total numbers in a rolling year.

Recommendation

Members are asked to:

- Note the actions taken under delegated authority.

Main Report

Background

1. In line with the Scheme of Delegations, the report provides information on redundancies, early retirements (including those made under the '85 year rule'), ill health retirements and MFS payments this reporting period.
2. There have been 5 redundancies in this reporting period.
3. There has been 1 ill health retirement.
4. There have been no early retirements including those made under the '85 year rule'.
5. 6 Market Forces Supplements were agreed during this period for 2 newly created or vacant positions and 4 new awards.
6. In the last 12 months (October 2016 - September 2017) 205 employees received a Market Forces Supplement payment.
7. In the last 12 months (October 2016 - September 2017) there have been 8 redundancies and 2 ill health retirements.

8. Appendix 1 (within the confidential section of the agenda) provides a table summarising the information.

Conclusion

9. The Establishment Committee is asked to note the actions taken under delegated authority.

Appendices:

Appendix 1 (within the confidential section of the agenda) - table summarising information for the period October 2016 - September 2017

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Committee(s): Establishment Committee – For Information	Date: 5 December 2017
Subject: Buying Additional Leave Scheme	Public
Report of: Chrissie Morgan, Director of HR	For Information
Report author: Colette Hawkins, Strategic HR Projects Manager	

Summary

The Intergenerational (IG) Group was established in 2016 to provide a collective voice of City of London Corporation employees. Their first session focussed on employee benefits and the City Corporation worked with Premier Benefits Solutions to review our current offering and to look at potential options for the future.

The IG Group asked the City Corporation to consider ways to provide greater leave flexibility. A feasibility study was undertaken and the decision was made to develop and trial, for 1 year, a buying additional leave scheme.

Recommendation

Members are asked to:

- Note the report

Main Report

Background

1. The City Corporation currently has five generations working together. These generations share the same managers, work in the same locations and collaborate on the same projects. But with up to 50 years separating these employees, the values, drivers and needs of these diverse generations can be very different.
2. The expectations of what these generations want from “work”, and the City Corporation as an employer, may differ between each group.
3. In order for the City Corporation to gain a greater understanding of what our employees would like from the employment relationship, in 2016 Corporate HR launched the IG group to act as a platform for the collective voice of employees. The aim was for this group to help us identify and implement changes to the way we manage, motivate and engage employees across all generations.

4. Premier Benefit Solutions were engaged in the summer of 2016 to consult the IG group, via a survey, and to host a half-day workshop to gain further insights into the benefits we currently offer our employees and benefits which employees may be interested in for the future.
5. The workshop and survey identified areas for further exploration. One suggestion proposed by the group was for The Gild restaurant to accept payment by bank card and contactless technology. Following discussions with The Gild management team this was implemented in March 2017.
6. The IG group also asked the City Corporation to look into options for greater leave flexibility, and Corporate HR undertook a feasibility study into this.

Current Position

7. The City Corporation already provides an annual leave scheme which is above the statutory minimum. The statutory minimum is 20 days plus 8 public/bank holidays (FTE). The City Corporation minimum is 24 days plus 8 public/bank holidays (grades A-C) and 28 days plus 8 public/bank holidays (grade D-J) (FTE).
8. Employees are able to carry forward a maximum of 5 days leave into the next leave year, which must be used by 31 March otherwise it will be forfeited.
9. The City Corporation already has a Career Break Policy and Unpaid leave procedure in place for employees.
10. The subject of buying and selling leave was raised by a number of London boroughs last year, and this topic was discussed at the summer 2016 Pay and Reward Network meeting facilitated by London Councils.
11. London Councils carried out a benchmarking process on which boroughs operate buying and/or selling of holiday days, and 11 boroughs responded. Of these respondents 6 boroughs allowed employees to buy additional leave, but none of these boroughs schemes allowed employee's to sell leave.
12. Outside of London there are some local authorities who provide schemes for their employee's to buy and sell holiday including Bracknell Forest, Surrey and Trowbridge; Bracknell Forest also allows employees to bank holiday.
13. Some private companies also allow employees to "buy" additional leave via an unpaid leave scheme.
14. Corporate HR undertook a feasibility study into options for providing additional leave flexibility.

Options

15. The feasibility study looked at schemes to buy additional leave; sell leave; and bank leave.

Buying Additional Leave

16. Research has identified that other organisations buying additional leave schemes allow employees to purchase an average of 5 days (FTE). The main variance between the schemes looked at was in relation to when the days could be purchased, for example at any point during the year; one window during the year; or two windows during the year.
17. To allow employees greater flexibility it is proposed to allow the days to be purchased at any point during the year.

Selling Leave

18. If this scheme was introduced consideration would need to be given to ensure that in selling leave days the employee would not be in breach of the Working Time Regulations (WTR) 1998.
19. A scheme to allow employees to sell leave back to the City Corporation would have a financial impact on the City Corporation if the option was taken up by a large number of employees. Although restrictions could be put in place on the number of days which employees could sell, the scheme would have to be open to all employees to use.
20. Therefore it is not recommended in the current financial climate that selling of annual leave is pursued at this stage.

Banking Leave

21. The City Corporation already allows this as employees can carry forward up to 5 days annual leave into the following leave year to be used by 31 March. A scheme could allow more days (e.g. up to 10 days) to be carried forward, with extended deadlines for use. This would result in transferring costs from one year to the next, and make managing services more difficult and unpredictable and have potential cost implications to cover the work.
22. For example, a scheme allowing employees to bank 10 days leave in year 1 and year 2 could result in some employees having as much as 53 days leave available in the third year. The 53 days is made up of 33 days leave entitlement, 20 banked days, and 8 public/bank holidays.
23. It is therefore not recommended to increase the amount of leave staff can carry over between years or to extend the date they need to be used by at this time.

Proposals

24. The buying additional leave scheme will be trialled for 1 year, to enable any adjustment to the scheme to be made and the full impact of administering the scheme to be considered. A report will then be brought back to the Committee for decision prior to a permanent scheme being implemented.
25. Consideration has been given to how much additional leave can be bought. Taking into account service delivery requirements and other policies (e.g. career breaks) up to 5 days (FTE) is considered the optimum amount.

26. To ensure parity of pay amongst employees it is proposed that the cost of buying additional leave should be calculated on an individual basis for each employee's actual pay. The cost of the day will be based on the employee's actual salary cost, and will not include on-costs. On-costs will continue to be met by the City Corporation.

Corporate & Strategic Implications

27. This scheme is proposed as part of the Attracting Talent project and the Pay and Reward review.

28. Chief Officers, HR and Chamberlains staff have been consulted on the scheme.

Equality Implications

29. A test of relevance, as required by the Public Sector Equality Duty (PSED) was undertaken which identified no negative impact to any protected characteristic. Positive impacts of this scheme were identified for some protected characteristics, for example age and disability, as use of this scheme could improve work-life balance.

Resource Implications

30. Research has shown that on average, take up of these schemes is 2% of an organisation. Headcount for the organisation is approximately 3,600 (excluding City of London Police and teachers), based on a 2% take up, this would equate to 72 employees.
31. Dependent on the number of requests received the administrative tasks associated in support of the scheme could result in a resource implication on both the HR teams and the pay office team.
32. Clearly there may be savings achieved on salaries budget in relation to employees who purchase additional leave. In front line services, however, there may be additional costs to backfill the leave.

Conclusion

33. The City Corporation wishes to manage, motivate and engage employees across all generations. This scheme has the potential to improve employee's work-life balance and will provide them with the flexibility to achieve this.
34. Annual leave, including any additional leave days purchased, will continue to be requested and taken as per the current system. This approach will manage expectations of employees and managers, ensuring that requests are considered in the wider business context.

Background Papers

- London Councils Benchmarking Data 2016
- Public Sector Equality Duty Test of Relevance – Buying Additional Leave

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Committee(s)	Dated:
Establishment Committee	5 December 2017
Subject: Attracting Talent Update	Public
Report of: Director of Human Resources	For Information
Report author: Tracey Jansen – Town Clerk's Department	

Summary

The purpose of this report is to provide an update since the report in September 2016 on the Attracting Talent project which aims to review the City of London Corporation's employer brand; consider ways to reduce barriers to entry; and to support workforce planning and succession planning.

Recommendation

Members are asked to note progress on the project.

Main Report

Background

1. A report was presented to the Establishment Committee on 16 September 2016 with an overview of the Attracting Talent Project and how the project would be taken forward. The Project aims have been based on both external research and a detailed analysis of workforce data - in particular recruitment data by protected characteristic from the application stage through to successful appointments.

The project aims are to:

- A. reduce barriers to entry and create a more diverse workforce
 - B. support workforce plans and succession planning
 - C. review and update the City of London Corporation's employer brand
2. Members will recall that the workforce profile data for 2016-2017 identified that whilst 35% of applications across all recruitments in that year were from BAME applicants, 23% were appointed. This compared to White applicants who made up 62% of applicants and 75% of appointments. The difference between male and female applicants and appointments was not disproportionate.
 3. The composition of our senior roles (grade I and above) is just over 20% women compared to just under 80% males.

Current Position

Project Aim A Reducing Barriers

Anonymised shortlisting trials

4. These have highlighted various issues which have informed the attracting talent project. There were three different sets of trials. The first involved HR professionals re-shortlisting 3 closed campaigns without the personal data of applicants. This identified that overall there was 61% agreement with the original shortlists but around 40% of applicants who had not been shortlisted met the criteria when the personal data had been removed.
5. The second trial was conducted in conjunction with the recruiting manager from the outset and it was agreed that personal data would be removed before shortlisting. However, in this instance the post required a degree and the recruiting manager was keen to include the university attended because of the reputation of certain universities in this area of work (Bournemouth) for the type of role. Only three of the applicants fully met the shortlisting criteria although 6 were shortlisted.
6. The third trial involved two campaigns where a high level of applications was expected (58 and 65 were received). HR anonymised the applications before shortlisting took place. This trial identified that BAME applicants were 3 times more likely to be shortlisted when personal data had been removed.
7. The overall findings from the trials and review of recruitment practice were as follows:
 - The job application form and person specification requirements that need to be addressed are too long. This means prospective applicants spend a lot of time - perhaps more than an hour or longer completing the application form and addressing the person specification requirements. In most campaigns there are usually several abandoned applications. By way of example of the 3 recruitment campaigns all at grade C recently closed, there were 10,8 and 6 completed applications received. However, a further 10,8 and 5 applications were started but not completed. The dropout rates can be as high as 50 partial applications for one campaign. Whilst there will be other factors, the requirements at the application stage and complexity involved in applying do appear to be a barrier. Lengthy application forms also make shortlisting complex and long. This can lead to inconsistencies in shortlisting.
 - Removing personal data cannot be automated within our current system and therefore must be undertaken manually and could not currently be rolled out across the board without the benefits of automation.
 - In other situations, because of the high volume of applications a number of candidates were appointable. However, there is no provision to retain details on file in the event a future vacancy occurs.
 - Currently search and select organisations that we use for senior recruitment do not gather monitoring information of all applicants.
8. The following initiatives have been developed or are in progress with a view to reducing barriers to entry and creating a more diverse workforce when implemented.

9. **Simplified person specification** - The template will concentrate on the job requirements and the behaviours will be removed as they add a level of complexity for candidates and shortlisting panels. In addition, they will identify how each element will be assessed (application, test or interview). Current guidance already requires recruiting managers to look closely at the job requirements. Job descriptions will also be reviewed to ensure that they are fit for purpose.
10. **Inclusive and gender-neutral wording for job adverts** - we have researched and identified software which will identify any less obvious wording that can act as a barrier in the recruitment process and the intention is to introduce this by the end of the financial year.
11. **Simplified version of the application form for lower graded staff** - the current application form is a 'one size fits all' and so a shorter form concentrating on the job requirements is being developed. This will ease the process for candidates as well as simplify shortlisting.
12. **New and updated training** - the current recruitment and selection course is being updated. It is clear from both research and our own trials that unconscious bias can play a big part in the recruitment process. Unconscious Bias training will be integrated into training. Classroom based courses will be supported by online guidance and training which will enable recruiting managers to refresh their knowledge and skills prior to undertaking any recruitment.
13. **Attracting Talent Toolkit** – a toolkit has been created to support managers and HR to ensure an inclusive approach is taken in recruitment and provides information on unconscious bias and anonymised shortlisting as/when required. This will be incorporated in a refreshed recruitment guide for managers.
14. **Use of social media** – we are exploring wider use of social media for both generic advertising and to target a more diverse range of applicants.
15. **Search and Select** - organisations used for senior positions will be required to collect the same monitoring information and asked to anonymise applications.
16. **Other senior recruitment** - for all posts at grade I and above HR are already part of the interview panel. These posts will now also be anonymised prior to shortlisting and if possible assessment panels will have a gender and ethnicity balance.
17. **Other recruitment** - where the recruiting manager and HR determine that anonymised recruitment will assist in creating a more diverse workforce this can take place subject to resources being available. This will be particularly encouraged at grade H.
18. **Talent Pool** - Work is underway to examine the potential for and current thinking about talent pools. As a first stage we will invite appointable but unsuccessful candidates from interviews to have their details retained for 6 months in the event other suitable vacancies arise for which they may be interested.

19. **Refreshed personal data monitoring information** the opportunity will also be taken to gather data related to transgender and social mobility indicators. These will be consulted on shortly with a view to gathering information as part of the recruitment process. A further report will be presented to the Committee following the consultation exercise.

20. **Other future work** - Future projects include looking at career paths for lower grade posts. A debate remains about diversity and inclusion targets versus aspirational goals. A report will be made to a future meeting of this Committee in this regard.

Project Aim B – Supporting workforce plans and succession planning

21. Work is underway in associated work streams to support workforce plans and succession planning. A Workforce planning toolkit and training have been developed as a separate project. This will help bring to light key skills or a skills matrix for departments and the types of roles that will be required for them to deliver their business plan and in turn the Corporate Plan.

22. To support succession planning the City Corporation has:

- Managed and recruited to the Graduate Programme since 2015 and now has the apprenticeship programme aiming to recruit and support 100 apprentices per year at entry level 2 and 3. Apprentices are paid the London Living Wage.
- Established a refreshed work experience commitment having secured the silver award by Fair Train last year. A new managers' guide and enhancements to the way experience placements are monitored and tracked are being developed. We are also investigating the development of internships which currently happen on an ad hoc basis. Members will be aware that we have already committed to paying work experience placements of two weeks or more the London Living Wage.
- Other work to support succession planning may include developing the talent within the City Corporation in order to retain people. There will be a new leadership and development programme. This will present a good developmental opportunity for women and underrepresented groups who participate, to be better prepared for promotion and progression.

Project Aim C Review and update the City of London Corporation's employer brand

23. To improve our employer branding, the Jobs page on the City Corporation website is being refreshed and updated in phases. Interim improvements to the website have been made which include adding links to information such as benefits, graduate recruitment and work experience. A wider exercise to refresh our employer brand is currently being scoped out. Other initiatives include: review of the job advert template; adding profiles of people working at the City

Corporation to demonstrate the diversity in the workforce; showcasing the career pathways that are available.

Corporate and Strategic Implications

24. The Attracting Talent project is a direct response to the City Corporation's commitment to creating a diverse workforce representative of the community it serves.
25. It also supports and complements the work of other departments and key strategies such as the Responsible Business Group and Social Mobility Index as well as:
- Corporate Plan – growing the economy > London nurtures and has access to the skills and talent it needs to thrive.
 - Employability Strategy – support steps to improve social mobility (the ability for talent from all backgrounds to gain access to and progress in employment) within the City Corporation.
 - The Education Strategy
 - HR Transformation Plan – we are an employer of choice for high performing individuals, delivering excellent services and rewarded fairly.
26. A test of relevance, was undertaken at the outset of the project and is being kept under review. The actions identified in this update report represent positive steps towards meeting our Public Sector Equality Duty.

Conclusion

27. Detailed external research and analysis of the end to end recruitment practice within the City Corporation and its image as an employer, has resulted in a number of wide ranging proposals. These are both short and longer term changes to the way we attract a more diverse pool of applicants and in turn successfully recruit and establish a more diverse workforce. Whilst this project was originally instigated as part of our re-invigorated commitment to the equality and inclusion agenda, this initiative is also aligned and contributes to a number of key strategies and commitments of the City Corporation.

Background Papers

Attracting Talent Report to Establishment Committee September 2016

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Committee(s)	Dated:
Establishment Committee	5/12/2017
Subject: Work-Life Balance and Time Off	Public
Report of: Chrissie Morgan, Director of Human Resources	For Information
Report author: Aniki Applewhite, Town Clerk's Department	

Summary

This report updates Members on the review of the various types of leave and time off from work available that enable staff to balance their work and home life.

Recommendation

Members are asked to note the report.

Main Report

Background

1. Questions have been raised as to what policies the City of London Corporation had in place to help staff with children; those with other caring responsibilities; those who needed to work different patterns to suit their personal needs and those who needed take time off for a variety of reasons. Specific questions have also been raised by the Women's Inclusive Networks (WIN) and others as to what policies are in place as it was felt that staff are sometimes unclear.
2. A review of the provisions available has been undertaken and a wide range of provisions do exist. However it was felt that staff might not be aware or might need to be reminded about policies that are available to them. The feedback has been that to improve transparency, it would be useful to capture the various provisions in one document to help employees and managers understand which policies and provisions are available.

Current Position

3. The City of London Corporation has a range of policies which aim to support employees wishing to have a work life balance as well as meeting our statutory and business requirements.
4. The review identified that there are a wide range of policies and provisions available to staff at the City Corporation but there was not one place where employees could easily see what was available.

5. The various provisions have now been collated which has led to the production of a document entitled “Work-Life Balance for All.” Some policies can be used by all employees meeting the criteria e.g. compassionate leave, other policies will be of benefit to specific groups of employees e.g. paternity leave. The document has a brief outline of the policy and users can click on a link taking them directly to each of the policies in the Employee Handbook.
6. In addition, as part of the consultation process, the questions raised by employees via the Staff Networks have been incorporated into a Work-Life Balance and time off FAQ document. This covers various scenarios that employees might encounter and provides suggestions as to how their needs might be met with management support and / or by using the City Corporation policies.
7. Consultation took place and input and feedback was sought from the Staff Networks, Trade Unions and the HR Community. Comments were incorporated into the various documents. Articles appeared on the Intranet and in eleader raising awareness of the Work-Life Balance for All guide and FAQs.
8. An image with the wording “See our guide to Work-Life Balance” now appears on the related HR pages of the Intranet (on the Work Life Balance, New Starter Resource page, Family Friendly and Caring Responsibilities Topic pages). The FAQs also appear on each of the topic pages.
9. The Work-life Balance for All guide appeared in the winners booklet of the Celebrating our People Awards for 2017 and also features on the refreshed jobs and careers page on the internet.
10. The various trainers who deliver training courses for the policies that are shown in the guide and those who deliver the range of management courses available have been sent details about the guide.

Conclusion

The production of the Work-Life Balance for All guide and FAQs pull together the ranges of policies and provision that are available to staff. The review of our policies has identified that we have a full range of provisions that support staff and by advertising these to job seekers this can also attract a more diverse range of candidates for employment and aid recruitment and retention.

Appendices

Appendix 1 – Work-Life Balance for All guide

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Maternity Policy

Pregnant employees can access the provisions of the Maternity Policy, which can include time off for ante-natal appointments, leave and pay.

Adoption Policy

Employees adopting a child, can access the provisions of the Adoption Policy, which can include time off to attend adoption appointments, leave and pay.

Paternity (Partners) Leave

If a male or female employee has a partner who is pregnant or is the second adopter when adopting a child, they can access the provisions of this policy which can include attendance at ante-natal appointments, leave and pay.

Shared Parental Leave

Employees on maternity / adoption leave can opt to cease their entitlement to maternity / adoption leave and pay, and can share their remaining entitlement with their partner. Employees who access this may also be the partner of someone who has chosen to curtail their entitlement to maternity / adoption leave and pay.

Work-Life Balance for all

There are various provisions available to help staff balance their work and home life. The City is committed to accommodating employees' needs where possible, however some roles allow for greater flexibility than others, so there may be a need to balance some requests with the nature of the role, the work and service delivery.

Parental Leave

Employees who have 1 year's continuous service, or more, and who have responsibility for a child / children (including adopted children) under 18 years old can take 18 weeks' unpaid leave for the purpose of looking after each child's welfare.

Career Break

Employees can apply to take a voluntary unpaid career break as a flexible working option. Reasons being to pursue either a course of full-time study, unpaid charity work or an extended period of travel.

Flexible Working

Employees with at least 26 weeks continuous service can request to work flexibly to pursue their work life balance. (Reducing work hours, varying work times, compressed hours, term-time working, home working)

Special Leave & Time Off

Employees can request a type of special leave known as Compassionate / Emergency Dependants leave to assist them in dealing with family matters that can occur involving an immediate family member or a child or adult dependent. The City allows special leave to be paid up to a point. Requests for longer periods of Unpaid leave can be made by employees.

Flexitime Scheme

Flexitime provides an accommodating approach to work hours to assist employees to manage personal and work responsibilities.

Annual Leave

Employees receive an annual leave allowance each year. This leave can be taken to balance outside work commitments.

Special Leave & Time Off

Employees can request a range of different types of special leave for

- Public Duties
- Cultural Needs & Religious Observance
- Volunteering For Community Development
- Service In Non-Regular Forces

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Committee(s):	Date(s):
Establishment Committee	5 December 2017
Subject: Register of Interest for Chief Officers	Public
Report of: Jacqui Cover, Corporate HR Unit, Town Clerk's Department	For Information
<p style="text-align: center;">Summary</p> <p>To provide Members with an updated Register of Interests for Chief Officers as at November 2017</p> <p>Recommendation(s)</p> <p>Members are asked to:</p> <p style="padding-left: 40px;">Receive this report which is for information</p>	

Main Report

Background

1. In July 1997, the Negotiating Sub Committee decided that they wished the following recommendations to be implemented.
 - The existing list of outside voluntary work carried out by Chief Officers should be extended to include a list of all paid outside work.
 - Where a Chief Officer wishes to take on new work, this should be approved by their employing committee and the Establishment Committee.
 - The setting up of a register of interests should be carried out by the Corporate HR Unit.

- A report should be tabled to the Negotiating Sub Committee on an annual basis to update Members on the state of the register of interests.
2. The Establishment Committee on the 21 March 2002 agreed a revision to the information that Chief Officers were required to register. Reports from Chief Officers are now only required to include activities that affect their work.
 3. The Committee agreed that each Chief Officer should be forwarded their own record to update on an annual basis.
 4. The Establishment Committee on 1 December 2016 asked that the “benefits derived by the City of London Corporation” be removed from the questionnaire.
 5. In November 2017, Chief Officers were sent a copy of their existing record and asked to update it where necessary in accordance with the revised criteria.
 6. The guidelines attached at Appendix A were sent to Chief Officers to ensure consistency of approach.

Current Position

7. The returns from Chief Officers were used to update their individual register of interests and are provided at Appendix B.

Conclusion

8. We recommend that Members receive this report which is provided for information.

Appendices

- Appendix 1 – Guidance to Chief Officers
- Appendix 2 – Chief Officer Register of Interest

Jacqui Cover
PA to the Director of HR
T: 020 7332 1415
E: Jacqueline.cover@cityoflondon.gov.uk

GUIDELINES ON THE DECLARATION OF INTERESTS

FOR THE CHIEF OFFICERS' REGISTER

There are two main categories of interests that should be declared:-

- (i) Outside Voluntary Work and Interests
- (ii) Outside Paid Work and Interests

These should include employment related interest.

Below are listed examples of interests that have been declared.

Local Government Associations

Archives & Records Association
 Thames Chase Community Forest Joint Committee
 UK Superannuation Committee
 Society of London Treasurers
 Society of Local Authority Chief Executives (SOLACE)
 Public Sector People Managers' Association (PPMA) (formerly known as SOCPO)
 London Councils
 Chartered Institute of Public Finance and Accountancy (CIPFA)
 Association of Chief Estates Surveyors and Property Managers in the Public Sector (ACES)
 Association of Directors of Adult Social Services
 Association of Directors of Children's Services

National Associations / Bodies

National Association of Pension Funds
 National Criminal Intelligence Service
 Serious Organised Crime Agency
 The English National Stadium Trust
 Duke of Edinburgh's Award

London Bodies

Central London Partnership
 London First
 City Fringe Partnership
 Transport Committee for London
 Livery Companies
 London Chamber of Commerce and Industry
 London Walking Forum
 Association of London Chief Librarians

Professional Bodies

Headmasters' and Headmistresses' Conference
Girls' School Association
Institute of Horticulture
Royal Institution of Chartered Surveyors
Institution of Civil Engineers
Fishmongers' and Poulterers' Institution
Association of Chief Police Officers

Charitable Organisations

Gardeners' Royal Benevolent Society
Royal British Legion
Help The Homeless
British Red Cross
Metropolitan Public Gardens Association

Public Service

Justice of the Peace
Board of Visitors H.M. Prisons
School Governor
Lecturer

CHIEF OFFICERS REGISTER OF INTERESTS**CHIEF OFFICER****VIC ANNELLS, EXECUTIVE DIRECTOR, MANSION HOUSE & CENTRAL
CRIMINAL COURT****DETAILS OF OUTSIDE VOLUNTARY WORK AND INTERESTS**

ORGANISATION	NATURE OF INVOLVEMENT	Approx. time per annum
	Nil	

DETAILS OF OUTSIDE PAID WORK AND INTERESTS

ORGANISATION	NATURE OF INVOLVEMENT	Approx. time per annum
	Nil	

NOTES

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CHIEF OFFICERS REGISTER OF INTERESTS

CHIEF OFFICER TOWN CLERK AND CHIEF EXECUTIVE

DETAILS OF OUTSIDE VOLUNTARY WORK AND INTERESTS

ORGANISATION	NATURE OF INVOLVEMENT	Approx. time per annum
Sir Simon Milton Foundation Trust	Chairman of Trustees, Local Westminster – based charity for children and the elderly.	1 day per annum
Epilepsy Society (National Society for Epilepsy)	Trustee	10 days per annum
Solace	Member	

DETAILS OF OUTSIDE PAID WORK AND INTERESTS

ORGANISATION	NATURE OF INVOLVEMENT	Approx. time per annum
None		

NOTES

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CHIEF OFFICERS REGISTER OF INTERESTS

CHIEF OFFICER

RICHARD BROOKES (CLS, UNTIL 31 DECEMBER 2017)

DETAILS OF OUTSIDE VOLUNTARY WORK AND INTERESTS

ORGANISATION	NATURE OF INVOLVEMENT	Approx. time per annum
London Society of Rugby Football Union Referees	Referee (of community game)	40 hours

DETAILS OF OUTSIDE PAID WORK AND INTERESTS

ORGANISATION	NATURE OF INVOLVEMENT	Approx. time per annum
None		

NOTES

CHIEF OFFICERS REGISTER OF INTERESTS

CHIEF OFFICER **COLIN BUTTERY, DIRECTOR OF OPEN SPACES**

DETAILS OF OUTSIDE VOLUNTARY WORK AND INTERESTS

ORGANISATION	NATURE OF INVOLVEMENT	Approx. time per annum
Parks for London	Steering Group	c16hrs
Chartered Institute of Ecology and Environmental Management	Former Treasurer and Trustee.	c20hrs
Keep Britain Tidy	Ambassadorial role (Former Trustee)	Variable c10 hrs
Forestry Commission	Forest and Woodland Advisory Group and National OPM Group	c24hrs
Association of Chief Executives	Conferences and working groups	c16hrs
APSE	Conferences and working groups	c10hrs
GLA Green Infrastructure Taskforce and Natural Capital Accounting	Task Force membership	c16hrs
London Parks and Gardens Trust	Various topic groups	c6hrs

DETAILS OF OUTSIDE PAID WORK AND INTERESTS


ORGANISATION	NATURE OF INVOLVEMENT	Approx. time per annum
N/A	N/A	

NOTES

CHIEF OFFICERS REGISTER OF INTERESTS

CHIEF OFFICER Andrew Carter

DETAILS OF OUTSIDE VOLUNTARY WORK AND INTERESTS

ORGANISATION	NATURE OF INVOLVEMENT	Approx. time per annum
Association of Directors of Adults Social Services	Development of national, regional and local strategies to improve outcomes for vulnerable and in need adults.	42 hrs
Association of Directors of Children's Services	Development of national, regional and local strategies to improve universal and targeted outcomes for children and families.	42 hrs
 13/11/12		

DETAILS OF OUTSIDE PAID WORK AND INTERESTS

ORGANISATION	NATURE OF INVOLVEMENT	Approx. time per annum
None		

CHIEF OFFICERS REGISTER OF INTERESTS

CHIEF OFFICER

MICHAEL COGHER – COMPTROLLER & CITY SOLICITOR

DETAILS OF OUTSIDE VOLUNTARY WORK AND INTERESTS

ORGANISATION	NATURE OF INVOLVEMENT	Approx. time per annum
	None	

DETAILS OF OUTSIDE PAID WORK AND INTERESTS

ORGANISATION	NATURE OF INVOLVEMENT	Approx. time per annum
	None	

NOTES

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CHIEF OFFICERS REGISTER OF INTERESTS

CHIEF OFFICER

REMEMBRANCER

DETAILS OF OUTSIDE VOLUNTARY WORK AND INTERESTS

ORGANISATION	NATURE OF INVOLVEMENT	Approx. time per annum
Holy Trinity Church Coleman's Hatch	Church Warden	See below
Statute Law Society	Member, professional	See below
Sion College	Lay Fellow	15 hours
Magna Carta Trust	Trustee; major City Corporation interest in Charter	6 hours
Halsbury's Laws of England	Consultant Editor	None in working hours
Agincourt Trust	Trustee	None in working hours
Global Law Summit Limited (from September 2013)	Director; representing City Corporation's interest in Legal Forum as promoter of London Legal Services	10 hours None since May 2015
Financial Markets Law Committee	Representing City Corporation's interests on Financial Markets Legislation	15 hours (in working hours)
Honourable Society of Middle Temple	Honorary Benchers	None in working hours

DETAILS OF OUTSIDE PAID WORK AND INTERESTS

ORGANISATION	NATURE OF INVOLVEMENT	Approx. time per annum
Nil		

NOTES

The Chief Officer reports that his outside interests are related to societies and Church activities and as a Lay Fellow of Sion College and are undertaken in his own time, except to the extent specified (46 hours).

CHIEF OFFICERS REGISTER OF INTERESTS

CHIEF OFFICER

CAROLYN DWYER

DETAILS OF OUTSIDE VOLUNTARY WORK AND INTERESTS

ORGANISATION	NATURE OF INVOLVEMENT	Approx. time per annum

DETAILS OF OUTSIDE PAID WORK AND INTERESTS

ORGANISATION	NATURE OF INVOLVEMENT	Approx. time per annum
Shoreham Port Authority	Board Member *	6 days*
Scottish Futures Trust	Board Member *	6 days*
Planning Advisory Service	Board Member	Twice yearly
Resource London (the delivery branch of the Mayors London Waste and Recycling Partnership)	Board Member	Quarterly

* time taken as Annual Leave

NOTES

Membership:

Chartered Institute of Logistic & Transport (CILT)

Chartered Institution of Highways & Transport (CIHT)

Society of Local Authority of Chief Executive (SOLACE)

Worshipful Company of Paviers

Member of Association of Directors of Environment Planning & Transport (ADEPT)

London Environment Directors NETwork (LEDNET)

CHIEF OFFICERS REGISTER OF INTERESTS

CHIEF OFFICER

COMMISSIONER OF POLICE – IAN DYSON

DETAILS OF OUTSIDE VOLUNTARY WORK AND INTERESTS

ORGANISATION	NATURE OF INVOLVEMENT	Approx. time per annum
National Police Chiefs Council	Member by default as Chief Officer Home Office Force Head of Information management Coordinating Committee	2 days per month
Trustee of Cross Sector Communications Chairty (CSCC)	Integral to City Police work in Civil Engineering	1 day per quarter
Trustee of Institute of Business Ethics	Educational Charity promoting ethical performance in business and public sector	2 days per quarter
Freeman of Glovers Livery Company	Part of City Civic Life	Minimal
Honorary Freeman of Security Professionals Livery	Part of City civic Life	Minimal

DETAILS OF OUTSIDE PAID WORK AND INTERESTS

ORGANISATION	NATURE OF INVOLVEMENT	Approx. time per annum
Nil	Nil	

NOTES

CHIEF OFFICERS REGISTER OF INTERESTS

CHIEF OFFICER

ENA HARROP, CITY OF LONDON SCHOOL FOR GIRLS

DETAILS OF OUTSIDE VOLUNTARY WORK AND INTERESTS

ORGANISATION	NATURE OF INVOLVEMENT AND BENEFIT DERIVED BY THE CITY OF LONDON CORPORATION	Approx. time per annum
Headmasters' and Headmistresses' Conference (HMC)	Attendance at regional meetings and Annual Conference (mandatory) in order to exchange good practice and attend CPD lectures discussions/seminars with peers.	4 days
Member of HMC Professional Development Committee,	Involvement in shaping the Professional Development of teachers	3 x 2 hour meetings
Lancing College	School Governor	3 days

DETAILS OF OUTSIDE PAID WORK AND INTERESTS

ORGANISATION	NATURE OF INVOLVEMENT	Approx. time per annum

NOTES

Peter Kone - Chamberlain

Peter Kone - Chamberlain

DETAILS OF OUTSIDE VOLUNTARY WORK AND INTERESTS

ORGANISATION	NATURE OF INVOLVEMENT	Approx. time per annum
Society of London Treasurers	Attendance at monthly meetings of S151 officers	8 x 2 hour Meetings
Clpfa Council and Board	Attendance at bi-monthly meetings of Council and Board	8 x 2 hour meetings
Community Links	Trustee (ending November 2017)	Evening meetings

DETAILS OF OUTSIDE PAID WORK AND INTERESTS

ORGANISATION	NATURE OF INVOLVEMENT	Approx. time per annum

NOTES

CHIEF OFFICERS REGISTER OF INTERESTS

CHIEF OFFICER

NICHOLAS KENYON, MANAGING DIRECTOR, BARBICAN CENTRE

DETAILS OF OUTSIDE VOLUNTARY WORK AND INTERESTS

ORGANISATION	NATURE OF INVOLVEMENT	Approx. time per annum
Arts Council England	Council Member (NB: term of office finished in November 2017)	6 x 4 hours
ABRSM Music Commission	Chairman of Panel from September 2017 to July 2018	4 x 2 hours
DCMS Arts & Media Honours Committee	Member as of September 2017	4 x 3 hours

DETAILS OF OUTSIDE PAID WORK AND INTERESTS

ORGANISATION	NATURE OF INVOLVEMENT	Approx. time per annum
National Newspapers and BBC Radio	Occasional freelance writing and reviewing for Observer etc	
Lecturer	Various talks about the Barbican, music etc	

NOTES

My role at Arts Council England was subject to strict conflicting interest rules.

CHIEF OFFICERS REGISTER OF INTERESTS

CHIEF OFFICER

ROLAND MARTIN, HEADMASTER, CITY OF LONDON FREEMEN'S

DETAILS OF OUTSIDE VOLUNTARY WORK AND INTERESTS

ORGANISATION	NATURE OF INVOLVEMENT	Approx. time per annum
Society of Heads	Member (2011 -), Committee Member and Chair of The Futures Group (sub-committee) Benefits: professional development; networking opportunities; status for school (including invitation to No 10 last April); early understanding of national educational picture through Future's Group and influence through that Committee into the ISI Political Working Group on educational matters. Training for other staff: this year, my Academic DH has benefited from a training programme on developing future Headteachers. Outreach and Partnership: this November, we are hosting a conference for Maths teachers - all CoL schools have been invited (though only one academy is committed to coming); in January, we are sponsoring an art exhibition in Guildhall which will bring in students and parents from both independent and maintained sectors.	10 days
HMC	Member (2012 -). Benefits: professional development; weekly newsletter on wide-ranging educational matters pertinent to leading independent schools; networking opportunities both for Head and for other Senior and Middle Leaders at the School; status for School – significant for prospective parents. Support regarding examination disputes – not least two years' ago regarding CIE English Language IGCSE. A couple of years ago, I was able to take one of our Academy Heads, Richard Bannister, as a guest to an HMC Conference on Mental Health in Schools which benefitted us both.	5 days

DETAILS OF OUTSIDE PAID WORK AND INTERESTS

ORGANISATION	NATURE OF INVOLVEMENT	Approx. time per annum
ISI (Independent Schools' Inspectorate)	(Paid in that inspectors receive a £100 honorarium for their work) Gives a strong insight into the way that independent schools are inspected and first-rate training on lesson observations which is very helpful in a school context when observing colleagues.	4-5 days

CHIEF OFFICERS REGISTER OF INTERESTS

CHIEF OFFICER

CHRISSIE MORGAN, DIRECTOR OF HR

DETAILS OF OUTSIDE VOLUNTARY WORK AND INTERESTS

ORGANISATION	NATURE OF INVOLVEMENT	Approx. time per annum
	Nil	

DETAILS OF OUTSIDE PAID WORK AND INTERESTS

ORGANISATION	NATURE OF INVOLVEMENT	Approx. time per annum
	Nil	

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CHIEF OFFICERS REGISTER OF INTERESTS

CHIEF OFFICER Damian Nussbaun, Director EDO

DETAILS OF OUTSIDE VOLUNTARY WORK AND INTERESTS

ORGANISATION	NATURE OF INVOLVEMENT	Approx. time per annum
	NONE / NIL	

DETAILS OF OUTSIDE PAID WORK AND INTERESTS

ORGANISATION	NATURE OF INVOLVEMENT	Approx. time per annum
	NONE / NIL	

NOTES

N/A

CHIEF OFFICERS REGISTER OF INTERESTS

CHIEF OFFICER – David Smith

DETAILS OF OUTSIDE VOLUNTARY WORK AND INTERESTS

ORGANISATION	NATURE OF INVOLVEMENT	Approx. time per annum
Worshipful Company of Cooks of London	<ul style="list-style-type: none">• Warden of the Company• Trustee of the Company Charity• Governor of the Company's Apprentice Programme	Variable
King William IV Naval Foundation	<ul style="list-style-type: none">• Chairman of Governors	1 day/year
Royal Maritime Club Charity	<ul style="list-style-type: none">• Trustee• Director of the Charity's trading arm	1 day/year

DETAILS OF OUTSIDE PAID WORK AND INTERESTS

ORGANISATION	NATURE OF INVOLVEMENT	Approx. time per annum

NOTES

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CHIEF OFFICERS REGISTER OF INTERESTS

CHIEF OFFICER *Paul Wilkinson, City Surveyor*

DETAILS OF OUTSIDE VOLUNTARY WORK AND INTERESTS

ORGANISATION	NATURE OF INVOLVEMENT	Approx. time per annum
	NIL	

DETAILS OF OUTSIDE PAID WORK AND INTERESTS

ORGANISATION	NATURE OF INVOLVEMENT	Approx. time per annum
	NIL	

NOTES

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CHIEF OFFICERS REGISTER OF INTERESTS

CHIEF OFFICER Lynne Williams GUILDHALL SCHOOL OF MUSIC AND DRAMA

DETAILS OF OUTSIDE VOLUNTARY WORK AND INTERESTS None

ORGANISATION	NATURE OF INVOLVEMENT	Approx. time per annum

DETAILS OF OUTSIDE PAID WORK AND INTERESTS None

ORGANISATION	NATURE OF INVOLVEMENT	Approx. time per annum

NOTES

As of 1 November 2017, I have no interests to declare.

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