



Establishment Committee

Date: TUESDAY, 22 MAY 2018

Time: 1.45 pm

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

Members: Deputy Edward Lord (Chairman)
Deputy the Revd Stephen Haines (Deputy Chairman)
Randall Anderson
Sir Mark Boleat
Deputy Keith Bottomley
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
Alderman William Russell
Ruby Sayed
Deputy Philip Woodhouse

Enquiries: Amanda Thompson
tel. no.: 020 7332 3414
amanda.thompson@cityoflondon.gov.uk

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 25 April 2018.
For Decision
(Pages 1 - 8)
4. **OUTSTANDING ACTIONS REPORT**
Report of the Town Clerk.
For Information
(Pages 9 - 10)
5. **HR TRANSFORMATION PROGRAMME**
A report of the Director of Human Resources.
For Information
(Pages 11 - 28)
6. **PEOPLE SECURITY POLICY**
A report of the Director of Human Resources.
For Decision
(Pages 29 - 38)
7. **THE CITY OF LONDON CORPORATION'S RESPONSIBLE BUSINESS STRATEGY, 2018-23**
Report of the Chamberlain and the Chief Grants Officer.
For Information
(Pages 39 - 58)
8. **DATA PROTECTION**
A report of the Director of Human Resources.
For Information
(Pages 59 - 80)
9. **CORPORATE VOLUNTEERING STRATEGY**
Report of the Head of Corporate Strategy.
For Information

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

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

12. **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

13. **NON-PUBLIC MINUTES**

To agree the non-public minutes of the meeting held on 25 April 2018.

For Decision
(Pages 97 - 98)

14. **OUTSTANDING ACTIONS REPORT**

Report of the Town Clerk.

For Information
(Pages 99 - 100)

15. **NON-COMPLIANT WAIVER REPORT - OCCUPATIONAL HEALTH PHYSICIAN SERVICES**

Report of the Commissioner and the Director of Human Resources.

For Decision
(Pages 101 - 110)

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

17. **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

18. **CONFIDENTIAL MINUTES**

To agree the Confidential minutes of the last meeting held on 25 April 2018.

For Decision

19. **OUTSTANDING ACTIONS REPORT**

Report of the Town Clerk.

For Information

20. **RECONFIGURATION OF THE CRM AND COD FUNCTIONS AND THE
TRANSITION TO AND LONG-TERM SUPPORT FOR CITY DYNAMICS**
Report of the Town Clerk.

For Decision

21. **REVIEW OF TRADE UNION FIXED RELEASE**
Report of the Director of Human Resources.

For Decision

ESTABLISHMENT COMMITTEE

Wednesday, 25 April 2018

Minutes of the meeting of the Establishment Committee held at the Guildhall EC2 at 11.00 am

Present

Members:

Deputy the Revd Stephen Haines
Deputy Edward Lord
Sir Mark Boleat
Deputy Keith Bottomley
Deputy Kevin Everett
Jeremy Mayhew
Deputy Joyce Nash

Barbara Newman
Deputy Elizabeth Rogula
Alderman William Russell
Ruby Sayed
Deputy Philip Woodhouse
Deputy Jamie Ingham Clark

Officers:

Michael Cogher	- Comptroller and City Solicitor
Chrissie Morgan	- Director of Human Resources
Paul Wilkinson	- City Surveyor
Amanda Thompson	- Town Clerk's Department
Christopher Bell	- Chamberlain's Department
Matthew Lock	- Chamberlain's Department
Janet Fortune	- Human Resources Department
Tracey Jansen	- Human Resources Department
Amanda Mays	- Human Resources Department
Justin Tyus	- Human Resources Department
Charles Griffiths	- City of London School

1. APOLOGIES

Apologies for absence were received from Randall Anderson, Sophie Anne Fernandes, Sylvia Moys and Deputy Richard Regan.

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

There were no declarations of interest.

3. ORDER OF COURT OF COMMON COUNCIL

RESOLVED – That the Order of the Court of Common Council of 19 April 2018 appointing the Committee and approving its terms of reference be noted.

4. ELECTION OF CHAIRMAN

The Committee proceeded to elect a Chairman in accordance with Standing Order No. 29. A list of Members eligible to stand was read and Deputy Edward

Lord, being the only Member expressing willingness to serve, was elected Chairman for the ensuing year and took the Chair.

The Chairman thanked Members for their confidence, welcomed both new and returning Members to the Committee, and advised that he would look forward to working with both Members and Officers over the coming years.

The Chairman spoke about key priorities for the Committee in the coming years:

- Developing a reward strategy which means we can attract, retain, and incentivise staff at all levels of the organisation;
- Putting diversity and inclusion at the heart of our policies, ensuring that our staff and our services reflect the communities we represent and serve;
- Tackle the gender pay gap in the Corporation;
- Ensure there is proper succession planning and recruitment to a number of key senior roles; and
- Ensure the effective oversight of further change programmes.

The Chairman went on to say that it was important to recognise that the Corporation is a Member-led organisation and that Members bore the ultimate collective responsibility as employers of the City's staff.

In taking his place, the Chairman expressed the hope that he would have the full and unequivocal support of the Town Clerk and Chief Executive in delivering these priorities and that he would be asking officers to bring forward reports on how the priorities might be achieved.

5. ELECTION OF DEPUTY CHAIRMAN

The Town Clerk reported that in accordance with Standing Order No. 30(3)(a), Deputy Stephen Haines, as the immediate Past Chairman and having indicated his willingness to serve, was declared to be Deputy Chairman for the ensuing year.

Deputy Joyce Nash spoke in appreciation of the immediate past Chairman's contribution to the work of the committee during his Chairmanship and moved a vote of thanks which was seconded and agreed.

RESOLVED UNANIMOUSLY:

THAT at the conclusion of his three-year term of office as their Chairman, the Members of the Establishment Committee wish to extend to

DEPUTY THE REVEREND STEPHEN HAINES

their sincere thanks and appreciation for the able and courteous manner in which he has presided over their deliberations and the care and interest he has shown in all aspects of the work of this Committee.

Since being elected in April 2015, Stephen has been an extremely thoughtful and committed Chairman and he has helped to ensure that the City Corporation has continued to get the best possible outcomes for their staff.

Stephen's chairmanship has been marked with the deep interest he has demonstrated in the welfare of the Corporation's employees, in particular the efforts of staff to continue to grow and develop during their time with the City of London.

During Stephen's chairmanship, the Establishment Committee has overseen a wide range of corporate and departmental change programmes including restructures of the Chamberlain's Department and Mansion House and the Central Criminal Court, and the start of the review of reward strategy.

The Committee has also ensured that Members are more actively involved in senior appointments and the scrutiny of senior management remuneration, as well as taking leadership of equality and diversity matters.

AND SO in taking leave of Deputy Stephen Haines as their Chairman, Members of this Establishment Committee wish to thank him for his service, leadership, and hospitality. The Committee offers to him their best wishes for his future health and happiness, in particular as he plans his new life in the Philippines.

6. **MINUTES**

RESOLVED – That the public minutes and summary of the meeting held on 9 April 2018 be approved as an accurate record subject to the correction of the spelling of the Chief Commoner's name.

7. **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 the actions updated accordingly.

8. **APPOINTMENT OF THE JOINT CONSULTATIVE COMMITTEE**

The Committee considered the appointment of four representatives to the Joint Consultative Committee and four Members expressed an interest in serving.

RESOLVED – That the Joint Consultative Committee for 2018/19 be appointed as follows:-

Deputy Edward Lord (Chairman)
Deputy the Reverend Stephen Haines (Deputy Chairman)
Randall Anderson
Deputy Keith Bottomley
Deputy Joyce Nash
Ruby Sayed

Finance Committee Representative – Deputy Jamie Ingham Clark

9. **SENIOR REMUNERATION SUB-COMMITTEE**

The Committee considered the appointment of Members to the Senior Remuneration Sub-Committee.

It was proposed by Deputy Kevin Everett and seconded that an additional 2 members of the Establishment Committee also be appointed to serve, recognising that senior officer remuneration formed a core part of this Committee's terms of reference.

The Committee having unanimously agreed this proposal, a number of Members expressed their interest in serving on the Sub-Committee:

Sir Mark Boleat
Deputy Keith Bottomley
Deputy Kevin Everett
Deputy Joyce Nash
Ruby Sayed

The Chairman indicated that a ballot would be necessary, whereupon Sir Mark Boleat and Deputy Joyce Nash withdrew their candidature. Rather than proceed to a ballot, the Chairman asked the Committee if they would be willing to extend the number of elected positions from two to three, which received support.

RESOLVED – That the Senior Remuneration Sub-Committee for 2018/19 be appointed as follows:-

Chairman of the Establishment Committee (Chairman)
Chairman of the Policy and Resources Committee (Deputy Chairman)
Deputy Chairman of the Establishment Committee
Deputy Chairman of the Policy and Resources Committee
Chairman of the Finance Committee
Chairman of the General Purposes Committee of Aldermen
3 Members of the Establishment Committee – Ruby Sayed, Deputy Kevin Everett and Deputy Keith Bottomley.

10. **EQUALITY AND INCLUSION UPDATE**

The Committee received a report of the Director of Human Resources which provided a more detailed analysis of the mean average Gender Pay Gap of 8.1% and mean average Bonus Gender Pay Gap of 14% which were reported to the February meeting, together with a proposal to endorse the proposed establishment of a Diversity and Inclusion Consultant.

In response to a question concerning whether or not a request could be made to the Policy and Resources Committee to undertake a full diversity and inclusion review across the organisation, the Chairman advised that the issue of Member Diversity had recently been considered by the Public Relations & Economic Development Sub-Committee which had forwarded a resolution to the Policy and Resources Committee. The Director of Human Resources confirmed that this might be something that could be supported by the new consultant post.

The Chairman sought the Committee's support to fund the Corporation's Membership of the Stonewall Diversity Champions programme, which was contained in the Report, and also the funding for an additional diversity float for the Lord Mayor's Show.

RESOLVED – To

- 1) Note the report;
- 2) Endorse the proposal to seek funding to establish a Diversity and Inclusion Consultant and associated budget to support and develop staff networks;
- 3) Endorse membership of Stonewall Diversity Champions and approve a budget of up to £4000 to cover membership and costs of event attendance; and
- 4) Agree to fund the cost of an additional diversity float for the Lord Mayor's Show.

11. MENTAL HEALTH AND WELLBEING POLICY

The Committee received a report of the Director of Human Resources detailing the proposed *Mental Health and Wellbeing Policy*, the aim of which would contribute to outcomes required in the new corporate plan: *people enjoy good health and wellbeing* by providing a framework that would encourage and facilitate working practices and services and help support employee health and wellbeing.

Members raised a number of questions in relation to the ability of staff to work from home, and also whether or not it was possible to differentiate between absence due to home and/or work factors absence statistics.

A member highlighted the fact that chronic stress could have a serious impact on physical as well as psychological health, and suggested that the policy be amended to explicitly recognise the interconnectedness between physical and mental health. This was supported by the Committee.

RESOLVED – To note the report and agree that delegated authority be given to the Town Clerk, in consultation with the Chairman and Deputy Chairman, to approve the final wording of the Mental Health and Wellbeing Policy.

12. ERADICATION OF PROCUREMENT CODE BREACH WAIVERS - RETROSPECTIVE WAIVERS

The Committee received a report of the Chamberlain outlining the proactive and reactive steps proposed to eradicate the use of retrospective waivers, including the rebranding of retrospective waivers to 'Procurement Code Breaches' and a list of newly introduced sanctions aimed to be a deterrent as well as introducing

a transparent method of correcting behaviours and investigating non-compliant incidents.

The Committee was advised that that the report had been considered and approved by the Finance Committee, a minute of which was tabled, which had shown significant support for the new measures and which sought the concurrence of the Establishment Committee in approving the new policy. In particular, the Chairman of the Finance Committee had expressed a wish that the approval of retrospective waivers should be considered to be a gross misconduct offence within the Corporation's disciplinary procedures.

Members commented that whilst a tougher regime of 'zero tolerance' was needed, they felt that all cases must be considered 'on their merits', and that it would be difficult to state that all retrospective waiver approvals would result in dismissal as individual circumstances, such as lack of training would need to be taken into account.

RESOLVED – to note the planned 'Waiver Danger' communications campaign and the introduction of sanctions outlined in paragraph 12 for when a Procurement Code Breach waiver (formally retrospective waiver) is required effective 1 April 2018.

13. SCHEME OF DELEGATION REPORT - REPORT OF ACTION TAKEN

The Committee received a report of the Director of Human Resources in line with the Scheme of Delegations which provided information on 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 October 2017 to 31 March 2018.

RESOLVED – To note the actions taken under delegated authority.

14. REPORT OF ACTIONS TAKEN UNDER URGENCY OR DELEGATED POWERS

The Committee received a report of the Town Clerk advising of action taken in consultation with the Chairman and Deputy Chairman since the last meeting of the Committee, in accordance with Standing Order No. 41(b).

15. QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE

There were no questions.

16. ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT

The following items of urgent business were raised –

The Chairman reported that, following the example of Deputy Joyce Nash when she was Chairman of this Committee, he hoped to visit every department/major site over the next six months, ideally with the Chief Commoner and relevant service committee Chairman, to meet staff at all levels and gain a better understanding of key issues.

The Chairman asked Members to note that the annual Committee Dinner would take place on Friday 7 December at Leathersellers Hall and that Alderman Peter Estlin had agreed to attend, subject to his election as Lord Mayor.

The Chairman advised that Colin Bull, the outgoing branch secretary of Unite the Union, and his wife had been invited to attend lunch with the Committee after the meeting.

The Chairman thanked a member of the public present for attending the meeting.

17. **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.

18. **NON-PUBLIC MINUTES**

The non-public minutes of the meeting held on 9 April were approved.

19. **OUTSTANDING ACTIONS REPORT**

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

RESOLVED – That the report be noted and the actions updated accordingly

20. **USE OF PERSONAL EMAIL, RISK AND GDPR COMPLIANCE**

The Committee considered a joint report of the Comptroller and City Solicitor and Data Protection Officer, the Director of IT and the Director of Information and Security, concerning the risks associated with the use of personal emails for City Corporation business, whether by officers or Members, and compliance with the General Data Protection Regulation (GDPR)

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

There were no questions.

22. **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 non-public urgent business.

23. **CONFIDENTIAL MINUTES**

The confidential minutes of the meeting held on 9 April were approved.

24. **MARKET FORCES SUPPLEMENT REQUEST - CITY OF LONDON SCHOOL**

The Committee approved a report of the Head of the City of London School concerning the payment of a market forces supplement.

25. **1/5 LONDON WALL BUILDINGS EC2 - PROPOSED LEASEHOLD DISPOSAL**
The Committee received a report of the City Surveyor in relation to the proposed leasehold disposal of 1/5 London Wall Buildings.
26. **MARKET FORCES SUPPLEMENT REQUEST - CITY SURVEYOR'S DEPARTMENT**
The Committee approved a report of the City Surveyor in relation to the payment of Market Forces Supplements in the City Surveyors.
27. **STAFF APPEALS COMMITTEE MINUTES**
A report of the Comptroller and City Solicitor giving the outcome of a Staff Appeals Committee held on 13 April was noted.
28. **SCHEME OF DELEGATION - CONFIDENTIAL APPENDIX TO ITEM 13**
The Committee received and noted the confidential annex to agenda item 13 on the agenda which had been considered in public session.
29. **EMPLOYMENT CASES AND SETTLEMENTS**
The Committee received a report of the Comptroller & City Solicitor concerning the Employment Tribunal cases and settlements dealt with by the Comptroller & City Solicitor (C&CS) since the last report on 17 October 2017.

The meeting closed at 12.45 pm

Chairman

Contact Officer: Amanda Thompson
tel. no.: 020 7332 3414
amanda.thompson@cityoflondon.gov.uk

Establishment Committee – Outstanding Actions

Item	Date	Action	Officer responsible	To be completed/ progressed to next stage	Progress Update
	5 December 2017	<u>Maternity, Adoption & Shared Parental Leave</u> Members questioned why the costs could not be met from a central budget and it was agreed that a report back on alternative methods of funding should also be reported.	HR	Review January 2019 Update Feb 2018	Chamberlain to Update
	26 February 2018	After a lengthy debate, members agreed that these payments should be funded centrally rather than by local risk budgets, recognising that a central budget would need to be top sliced from all departmental budgets. The Chamberlain advised that this would require a late adjustment to the budget but agreed to bring a report back to the Committee to implement Members' decision. RESOLVED - That a report proposing that maternity, adoption and shared parental pay be met from a central budget be brought back to the Committee to implement Members' decision	Chamberlain		

Item	Date	Action	Officer responsible	To be completed/ progressed to next stage	Progress Update
	5 December 2017 26 February 2018	<u>Revenue Budgets</u> The Assistant Town Clerk reported that he was aware that there was currently no budget for Member's facilities such as stationary and furniture and it was agreed that this be considered and reported back in the general budget report.	Chamberlains/TC	TBC	Ongoing
	5 December 2017 15 January 2018 26 February 2018	<u>Register of Interests for Chief Officers</u> The DHR suggested that the guidelines for the Chief Officers Register of Interests should be reviewed.	HR	June 2018	
	15 January 2018 26 February 2018	<u>Volunteers</u> A strategic development meeting with Volunteering Working Group members and additional staff took place on for 9 January 2018, and Members requested that the slides from this session should be circulated to the Committee.	HR		Corporate Volunteering Strategy report coming May/June 2018 <u>On Agenda</u>

Committee	Dated:
Establishment Committee – For information	22/05/2018
Subject: HR Transformation Programme	Public
Report of: Chrissie Morgan, Director of Human Resources	For Information
Report author: Amanda Mays	

Summary

This report provides the Establishment Committee with an overview of HR transformation activity planned for 2018-2020.

During 2017 a few changes were made in the HR team to establish a robust learning and organisation development team and to strengthen reward and organisation wide change / transformation activity. Activity for the next two years is being delivered under six work stream headings – Agile Resourcing, Performance Excellence, City Learning Academy, Reward Management, CityWell and Equality and Inclusivity.

The six workstreams are designed to enable a skilled and committed workforce to work together to excel in delivering high quality, accessible and responsive service and thereby ultimately achieving the Corporate Plan outcomes.

The HR Transformation Programme underpins the objectives established by the Chairman of the Establishment Committee as outlined at the meeting in April 2018.

Recommendations

The Establishment Committee is asked to note the report.

Main Report

Background

1. The Human Resources Business Plan was agreed at the February meeting of the Establishment Committee. The HR Business Plan is focussed on achieving 'business as usual' HR services and improving current policies and processes to deliver an effective HR service for the City Corporation.
2. The City Corporation has a new Corporate Plan for 2018-2023 and to deliver the 12 outcomes in the plan some changes are required in terms of the way the organisation manages its employees throughout their whole life cycle and to the

way the organisation is designed. Therefore, a HR Transformation Programme has been developed to achieve this. This programme focuses on organisation wide activity as opposed to delivering the core HR service, which is included in the HR Business Plan.

Current Position

3. Appendix 1 highlights transformation activity taken and started throughout 2017/18.
4. Some changes were made to the HR structure to support the HR Transformation activity throughout 2017/18. This included strengthening the learning and organisation development teams, a new appointment on a fixed term basis of a Digital HR Officer and seconding a Senior HR Business Partner in to a dedicated role to manage cross cutting departmental change activity. A senior appointment was also made to strengthen reward and organisation wide change / transformation activity.

HR Transformation Programme 2018-2020

5. The draft HR Transformation Programme for the next two years is attached as Appendix 2. It is important to note that this transformation programme is quite separate from the HR “Business as usual” work programme which will continue to be delivered alongside the transformation.
6. The aim of the HR Transformation Programme is to ensure that the City Corporation has the right people, in the right places with the right skills to deliver the outcomes in the Corporate Plan, which will contribute to a flourishing society, support a thriving economy and shape outstanding environments.
7. The Programme is designed to deliver a transformed workforce and the different but interlinked transformation projects will create more flexibility for departments to enable them to deliver their objectives. The HR Transformation Programme aligns to the numerous planned changes within the HR service and the delivery of the HR Business Plan.
8. The following table highlights what ‘good’ looks like in the organisation when we start to implement and embed the actions listed:

For our organisation:	For our managers:	For our staff:
We build capability from across the Corporation	You take responsibility for delivering your objectives, the wider aims of the corporate plan and making change happen	You have the right skills and support to do your job well
We have cross collaboration and knowledge sharing	You are committed to improving the performance of the whole corporation and seek out enterprising ways to work collaboratively	You live our values in everything you do
We look after the wellbeing of our employees and ensure they are safe at work	You manage, motivate and lead your team	You support your colleagues
Equality and inclusion is embedded in our services and our internal and external relationships	You develop individuals and support their wellbeing	You are confident and are listened to
We share our successes		You feel supported through and embrace change
We are proud to work here		Your performance is recognised
		You are empowered to raise concerns and ideas

9. The HR Transformation Programme Board, made up of Chief Officers and Senior Managers, will continue to oversee the HR Transformation Programme and provide assurance to the organisation that the programme is on track and meeting the expected outcomes.

10. At the April meeting of the Establishment Committee the Chairman advised that key priorities for the Committee would be:

- Developing a reward strategy which means we can attract, retain, and incentivise staff at all levels of the organisation;
- Putting diversity and inclusion at the heart of our policies, ensuring that our staff and our services reflect the communities we represent and serve;

- Tackling the gender pay gap in the Corporation;
- Succession planning and recruitment to a few key senior roles; and
- The effective oversight of further change programmes.

The HR Transformation Programme is intended to enable these priorities to be delivered.

Corporate & Strategic Implications

11. The HR Transformation Programme contributes towards the achievement of the twelve outcomes in the Corporate Plan. Specifically, it impacts on 1, 2, 3, 4, 5, 8 and 10.

Conclusion

12. The Establishment Committee is asked to note the actions listed within the work streams and that the HR Transformation Programme contains the relevant actions to enable the organisation to deliver the Corporate Plan and the aims of the Establishment Committee.

Appendix 1: Summary of actions throughout 2017/18

Appendix 2: Draft HR Transformation Programme 2018-2020

Amanda Mays, Assistant Director Human Resources and Transformation

T: 020 7332 3148 / E: amanda.mays@cityoflondon.gov.uk

Summary of HR Transformation Activity 2017/18

1. Agile Resourcing

- Anonymised recruitment (Chief Officers and Grade I & J roles)
- Assessment panels will have a diverse balance (where possible)
- Simplified application form for grades A – C
- Recruitment and selection training redesigned and features unconscious bias
- Unconscious bias training is being incorporated across the range of management training programmes as appropriate
- 100 Apprentices recruited and Graduate Programme
- Attracting Talent Strategy
- Work experience proposals

2. Performance Excellence

- Development of Conversation Grid (Appraisal)
- Development of Competency Framework (Behaviours Framework)
- Staff Survey – research and proposals
- Change Management Manual
 - o Proposals in train subject to governance
 - o Support for employees included
- OD interventions – MH/CCC, IT, Leadership Days facilitation
- Workplace Management and associated cultural change is being planned
- Culture shift activity – Senior Leaders Forum

3. City Learning Academy

- Design of a City Learning Academy prospectus to show all elements of learning opportunity for COL staff
- Changes to programmes to offer more blended approach to development for all levels of staff (leading self, leading others, leading functions, leading organisation) to give staff the tools and skills for preparing for today, preparing for tomorrow and preparing for change
- A range of in house courses, traditional routes to academic courses and using the digital levy fund to support development of staff using apprenticeships
- Build on working collaboratively with other sectors to share learning resources
- Introduction of micro learning using 'Go-animate' in various subjects
- Utilisation of gamification in new eLearning
- Coaching and mentoring zone
- Resource zone with learning opportunities that will include research articles, podcasts, webinars (this is very early stages)
- Updating the training rooms to support more blended approach to learning

4. Reward Management

- Review of MFS, Redundancy Formula, Maternity, Adoption and Shared Parental Leave Pay, Honorarium Process, Purchasing of Annual Leave
- Agreement given to progress changes to Contribution Based Pay and Incremental Progression
- Benefits review – Discounts Portal
- External pay benchmarking
- Job Evaluation Process
- Reward Strategy Manager role

5. City Well – Working Well Together

- Mental Health First Aid Instructors - The Head of Responsible Business and the Health Safety and Wellbeing Manager are accredited MHFA Instructors
- Mental Health First Aid Training (2-day Accredited course). The 2 MHFA Instructors have co-delivered 2-day Adult in-house courses training 30 colleagues as Mental Health First Aiders.
- Mental Health Awareness (half-day): Target 300 managers to be trained 2018/19. 9 half-day Awareness courses have been scheduled with 5 completed and 125 managers trained to date including 3 Chief Officers.
- Line Managers Guide to Mental Health. A bespoke e-learning course on City Learning has been developed.
- A CityWell Ambassadors Network - Being developed and consideration is being given to having a lead ambassador for mental health. There are currently 24 Ambassadors from 9 departments
- Mental Health & Wellbeing Conference – 18 May 2018 - in collaboration with Mental Health First Aid (England)

6. Equality and Inclusivity

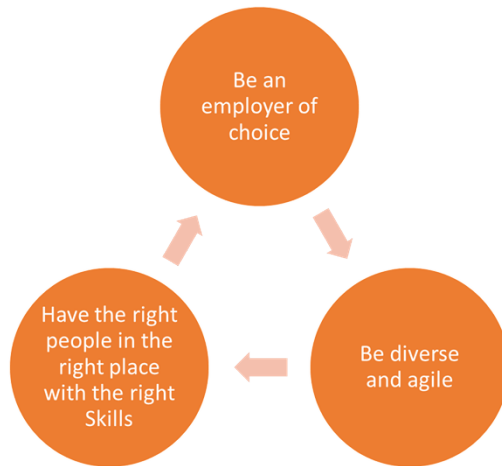
- E&I Board with annual equality action plan (four-year objectives)
- Continued support for the 6 staff networks, support of the Staff Networks float at the Lord Mayors Show
- Unconscious Bias seminar for all staff
- All Chief Officers have E&I appraisal objectives
- Role of sponsors of networks reviewed
- PSED toolkit - presentations for committee members on PSED
- Compliance with Gender Pay Gap reporting
- Staff survey on E&I
- 3 new online learning courses for staff
- Unconscious bias training
- Guides for staff and managers in collaboration with the networks on, Work Life Balance Guide, Shared Parental guide
- Improved maternity and adoption pay provisions
- E&I Hub permanently on intranet with E&I related stories



HR Transformation Programme 2018-20

The HR Transformation Programme will enable a skilled and committed workforce to work together to excel in delivering high quality, accessible and responsive services.

We aim to....



1. Be an employer of choice for high performing individuals, delivering excellent services and rewarded appropriately
2. Have a diverse and agile workforce empowered to achieve the goals set out in the Corporate Plan and skilled for the future, diverse, motivated and engaged
3. Have the right people, in the right places with the right skills to deliver on priorities within a healthy and safe environment

Corporate Plan. Specifically, we impact on:



Contribute to a flourishing society

1. People are safe and feel safe
2. People enjoy good health and wellbeing
3. People have equal opportunities to enrich their lives and reach their full potential
4. Communities are cohesive and have the facilities they need



Support a thriving economy

5. Businesses are trusted and socially and environmentally responsible
8. We have access to the skills and talent we need



Shape outstanding environments

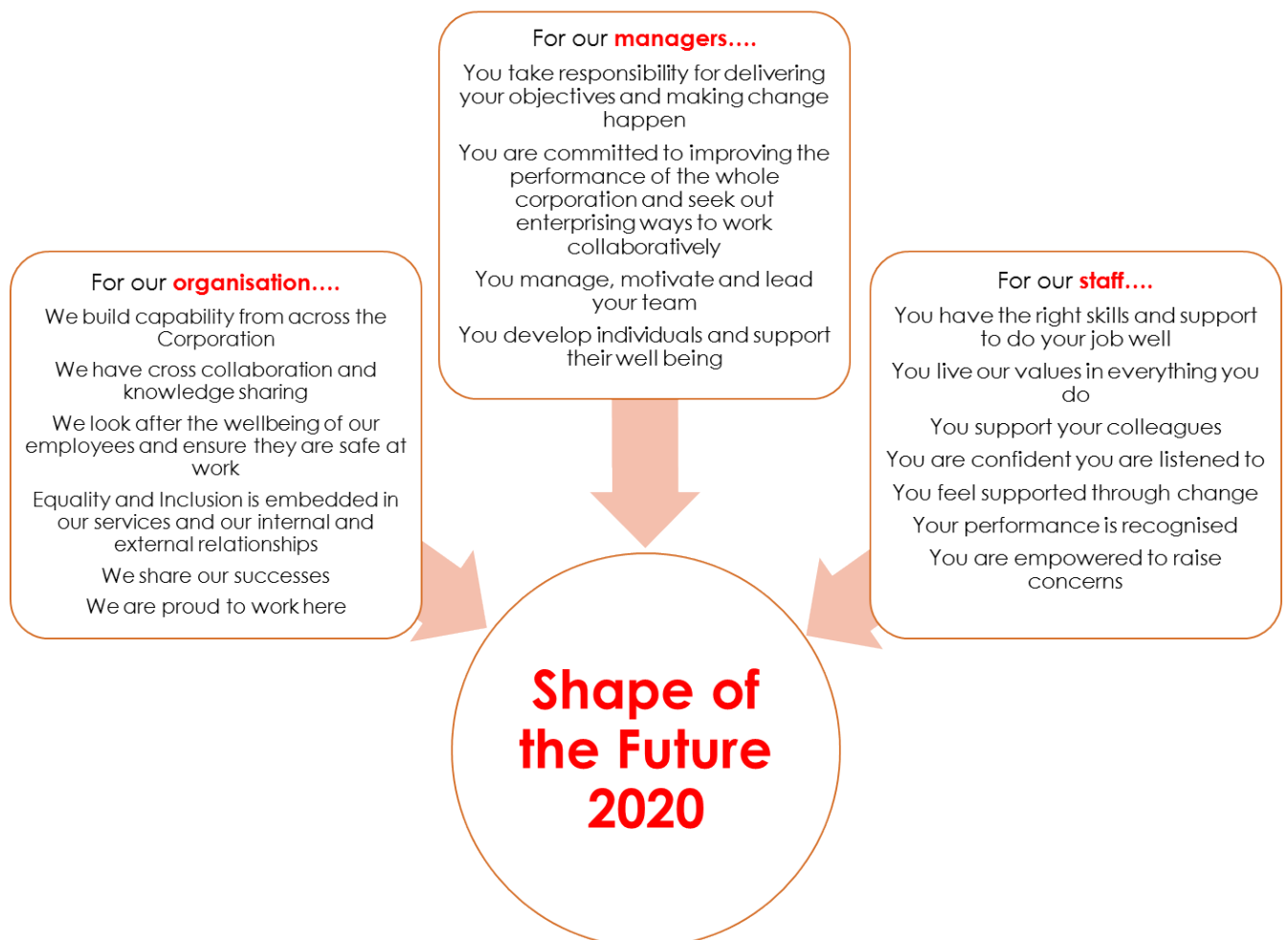
10. We inspire enterprise, excellence, creativity and collaboration

Shape of the Future 2020

The HR Transformation Programme is our mechanism for ensuring that the City of London Corporation has the right people, in the right places with the right skills to deliver the outcomes in our Corporate Plan, which will contribute to a flourishing society, support a thriving economy and shape outstanding environments. Done well it will achieve many mutual benefits for our organisation, managers and our staff.

The programme is designed to deliver a transformed workforce from targeted and speedier recruitment to enhanced employee well-being. The different but interlinked transformation projects will create more flexibility for departments to enable them to deliver their objectives.

The HR Transformation Programme aligns to the numerous planned changes within the HR service, from introducing an automated Help Desk to change in workforce planning through enhanced collaboration. This is what good looks like in the organisation when we are all doing the same things well:



Our HR Transformation Programme:

There are six elements of the HR transformation programme.

These have a clear focus on developing skills, engaging employees and ensuring that we equip our employees to deliver services that will achieve our Corporate Plan aims and outcomes.

These are:

- Agile Resourcing



- Performance Excellence



- City Learning Academy



- Reward Management



- CityWell – working well together



- Equality and Inclusivity





Agile Resourcing

We aim to be an employer where staff are recruited for the right behaviours, are skilled, competent and proud to say they work for the City of London Corporation. Our key projects include:

1. Process reengineering of Recruitment process (By September 2018)
2. Attracting a skilled workforce (By September 2018)
3. Compliance (By September 2018)
4. Reviewing Person Specifications (By December 2018)
5. Opening routes to employment (By March 2019)
6. Widening the access to entry level jobs (From January 2019)



Performance Excellence

Culture is the personality of an organisation which we want to cultivate because it has a direct correlation on how successful we are. Managing the mood of the organisation and ensuring that every employee is involved is important. We want to actively increase levels of motivation and engagement. Our key projects include:

1. Making it clear what is expected (By September 18)
2. New appraisal process (From July 2018)
3. Competence framework, including leadership and other competences (From July 2018)
4. OD interventions to improve team and individual excellence (ongoing)
5. Talent management and succession planning (From October 18)
6. Agile working and associated cultural change (ongoing throughout 2018/19)
7. Change Management – building change expertise (By December 18)
8. Organisation Design – structures, managerial span and grading (2019/20)
9. Development of the Engagement Strategy – giving staff a voice which is heard and responded to (By December 18)

City Learning Academy



The City Learning Academy is the delivery vehicle for managing workforce capability. This includes developing the principle and process for increasing capability and talent, providing clear career pathways and excellent learning and development opportunities. Our key projects include:

1. Training rooms - Flexibility and Technology (By September 18)
2. Internal courses - bringing in house (By September 18)
3. Training trainers - mandatory in-house courses (By December 18)
4. On-line Zones – Resource and Coaching (By December 18)
5. Online learning and information source (By December 18)
6. Realign foundation skills for management and a leadership offering (By December 18)
7. Maximise use of levy funds for in house apprenticeships at higher levels (By March 19)
8. Maximise the quality and experience of level 1 and 2 apprentices and set standards for all levels (By March 19)
9. Improve digital literacy at all levels (By March 19)
10. Scope the offer of places on our training courses for charities and SMEs in the City (By December 18)

Reward Management



We aim to introduce a reward strategy with a stronger focus on rewarding and recognising excellence. This key work stream will link together all pay related activities into one structured reward strategy. Our key projects include:

1. Job Evaluation process changes (By June 18)
2. CityBenefits to be launched and a further review of benefit options to be undertaken, for example health care and financial advice and support. This will include an assessment of a further recognition scheme for all grades (By March 19)
3. A review of variable pay elements such as overtime and stand by payments (By June 19)
4. Implementation of the review of the Contribution Based Pay, incremental progression (aligned to review of the performance appraisal scheme) and the changes to Holiday Pay and non-contractual payments (By March 19)
5. Reward Strategy Management – action plan (By September 18)
6. Reviewing the grade structure and associated JE scheme, including the London Living Wage impact on the grade structure and the desire for flexibility in terms of job families (2019/20)
7. To recognise the contribution of all employees, irrespective of grade (ongoing and throughout 2019/20)



CityWell – Working well together

We will establish a holistic and preventative approach to promote health and wellbeing and ensure all provision is relevant and accessible to our employees. Our key projects include:

1. Maintain low sickness levels and reduce absence due to stress, anxiety and depression (ongoing)
2. Supporting our employees through change (Change Management Manual by June 2018)
3. Implement the Mental Health and Wellbeing Policy and Action Plan (By Sept 18) and agree wellbeing KPIs and measures (By September 2019)
4. Consult and agree the Workplace Wellbeing Action Plan (By September 2018)
5. Embed Mental Health first aid training so that it is seen no differently to physical first aid training 45 MH First Aiders to be trained (By September 2019)
6. Supporting the delivery of the Health, Safety and Wellbeing Strategy (ongoing)
7. Reduce the stigma associated with mental ill-health. 100% of managers to complete the e-learning module by end April 2018
8. Normalise mental health conversations (ongoing – Mental Health and Wellbeing Seminar May 2018)
9. Deliver mental health awareness training for all our managers (By June 18)
10. Foster and facilitate a grass roots Wellbeing Ambassadors network (ongoing)
11. Differentiate our actions and support to meet the diverse needs of our employees across different departments and sites (ongoing)
12. People Security Policy Board actions (ongoing)



Equality and Inclusivity

We aspire to be a leader in best practice by creating a diverse workforce at all levels in the organisation and embedding Equality and Inclusion to address imbalance. Our key projects include:

1. Drive the diversity equality and inclusion agenda and action plan that demonstrate measurable evidence of a step change in embedding DE&I and our Public-Sector Equality Duty (PSED) (Plan agreed by June 18 and ongoing actions)
2. Develop our standing and voice in the City as a leader in DE&I and advocate of best practice (Subject to funding appointment of Equalities Manager role by September 18)
3. Gender Pay Gap (GPG) analysis of underlying reason for the gap and actions to address imbalance (By July 18)
4. Undertake BAME and Disability Pay Gap analysis (By September 18)
5. Expanding the work experience offering and work in partnership with external organisations and brokerages to provide opportunities to a wider audience (By September 18)
6. Use our middle and senior managers to provide mentoring and coaching for under-represented groups (By June 19)
7. Support activities that address the Women in Finance Charter such as a wider range of leadership development skills for aspiring women leaders, increasing the opportunities for career grade progression, greater outreach and collaborative working with external organisations (ongoing)

Key measures

Once the HR Transformation Programme is agreed detailed measures will be put in place, linked to the outcomes. Each of the six workstreams are underpinned by detailed implementation plans with actions, outputs and outcomes identified. The HR Transformation Programme Board will monitor delivery and progress.

Key risks

- Resistance of managers to engage
- Managers resort to what they know or think they know
- Funding being available
- Systems not being able to deliver
- Reduced capacity of HR team
- Communication
- Non-compliance with no consequences
- Governance arrangements may extend timescales
- Increased turnover of staff and losing expertise and key skills

Key stakeholders

- Town Clerk and Chief Executive
- Summit Group, Strategic Resources Group, Chief Officer Group
- Senior Leadership Forum
- HR Transformation Programme Board
- Members – Establishment Committee
- HR Team

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Committee	Dated
Establishment Committee	22 May 2018
Subject: People Security Policy	Public
Report of: Director of Human Resources	For Decision
Report author: Tracey Jansen, Town Clerk's Department	

Summary

This report outlines the development of a new People Security Policy which sets out the standards and expectations in relation to the security and safety of all employees.

Recommendation

Members are asked:

- i. to approve the People Security Policy attached as Appendix 1
- ii. note the addition of serious breaches of security to the examples of potential gross misconduct in the disciplinary procedure.

Main Report

Background

1. The Director of Human Resources chairs the People Security Board which has been set up to consider the implications of and to develop a detailed People Security Action Plan. The Board's Action Plan brings together activities and actions that relate to employees and other workers, Members, visitors and contractors working on behalf of the City Corporation. The People Security Board reports to the Security Board chaired by the Town Clerk and supported by the Director of Security.

Current Position

2. The People Security Board has developed and consulted on a Security Policy in relation to employees and other workers, contractors and others working under contracts for services. The Policy clarifies the standards and expectation of all employees in relation to all matters of Security. The intention is to link guidance and related policies and procedures as they are developed.
3. The trade unions have been consulted and welcome the positive support for those employees involved in the security of others. The intention is to launch the new Policy to support and highlight the increased security measures being rolled out initially across the Guildhall complex. The new double clipped lanyards have

been issued to all employees to be worn on arrival and to be removed when leaving the building. It has been agreed that employees may also wear other lanyards provided that they are double clipped, do not identify the City Corporation, they do not bring the City Corporation into disrepute or breach the employee Code of Conduct.

4. The People Security Board has also developed its 'City Secure' hub on the intranet which will include guidance, advice, news, training resources and signposting on all security matters, with newsletters from the Town Clerk.
5. The People Security Board also includes representatives from City Surveyors, IT, Health & Safety, Learning and Development, Communications, Barbican/GSMD, Procurement and Members Services to ensure a wholistic approach taking into account the various issues, complexities and implications across the organisation. Guidance for Members and visitors is being considered separately as part of the Board's work.
6. Whilst the Board's work is concentrating initially on the Guildhall Site the intention is to cover the entire City of London estate over time.
7. The Board considers security to be of the utmost importance. As with all conduct matters there is an incremental approach from informal standard setting, then if necessary progression through the formal stages if the required standard is not met. Any serious breaches of conduct can be considered as gross misconduct, but it is suggested that adding security breaches as an example of gross misconduct in the disciplinary procedure will re-enforce the importance placed on security.

Options

8. The Code of Conduct could be expanded to cover matters of security, but it is felt that this is a matter that necessitates clear and unequivocal policy guidance for employees and other workers.

Proposals

9. Members are asked to approve the new People Security Policy attached as Appendix 1 to this report. In addition, note that serious security breaches are added to the examples of gross misconduct in the disciplinary procedure.

Corporate & Strategic Implications

10. The work of the Security Board and this Policy in particular support the Corporate plan and the work of the Security Board.

Conclusion

11. This Policy provides employees with clarity around the security standards and expectations of all employees and workers. Specifying serious breaches of security as a disciplinary offence underlines the importance placed on security and safety of all employees and other workers.

Appendices

Appendix 1 Draft People Security Policy

Tracey Jansen

Assistant Director of Human Resources

T: 020 7332 3289

E: tracey.jansen@cityoflondon.gov.uk

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People Security Policy

Table of Contents

Statement of intent.....	1
Scope	2
Aims.....	2
Definitions	2
Responsibilities	3
Duties of the Town Clerk and Chief Executive:	3
Duties of Heads of Corporate Departments and Directors:	3
Strategic Director of Security:	4
Duties of all Line Managers:	5
Duties of all employees and other workers:	5
Links / Other resources	6

Statement of intent

1. The City of London Corporation prioritises the security and protection of its employees, other workers, Members, assets, Intellectual Property, Personal Data and Confidential Information. Security awareness is everyone's responsibility, and everyone must comply with the City Corporation security policies and instructions.
2. This policy includes the terms of any security agreements that the City Corporation enters into with customers, government, partner agencies, specific individual requirements and responsibilities within vetted posts and for specific events.
3. This policy is supported by subordinate corporate security procedures and guidance and should be read and operated in conjunction with other relevant City Corporation guidance and advice set out in Link/Other resource.

Scope

4. This policy applies to all City Corporation employees including teaching staff in the three City schools. It also applies to other workers includes agency, casual staff, work experience, interns, volunteers, consultants, contractors and those working under a contract for services to the City Corporation.
5. The Director of Human Resources will be responsible for the interpretation, advice and management of these procedures on behalf of the City Corporation. This policy defines the minimum standards which must be followed.

Aims

6. This policy provides a clear statement and an overarching framework for all people security related policies procedures and guidance.
7. It sets out the City Corporation's security standards and defines the behaviours which must be adhered to in order to protect employees, other workers, visitors, contractors, assets and reputation.

Definitions

8. The following definitions and common terms are:
 - **Assets:** include Intellectual Property, Personal Data and Confidential Information
 - **Personal Data:** is information relating to a living identifiable individual which must be held and used (processed) in accordance with the General Data Protection Regulation (GDPR) and the Data Protection Act 2018.
 - **Data Protection Officer ("DPO"):** public authorities are required to have a DPO to advise them on data protection law, monitor compliance and act as liaison with the Information Commissioners Office ("ICO").
 - **Confidential Information:** any information that is not in the public domain and is intended to be protected from disclosure (whether it is proprietary in nature or whether by contract, legal protections such as trade secret laws, or other means). Information may be confidential irrespective of whether it is specifically labelled "confidential", "proprietary" or otherwise, or whether it is oral, written, drawn or stored electronically. Alternatively, labelling information "confidential" or "proprietary" or other classification does not automatically make the information Confidential Information. Personal data may or may not be confidential.
 - **Employees:** someone who works directly for the City of London Corporation, either on a permanent or fixed-term contract of employment.

- **Workers:** includes agency, casual staff, work experience, interns, volunteers, consultants, contractors and those working under a contract for services.
- **Members:** An elected Member of the Court of Common Council (100 Common Councilmen and 25 Aldermen)
- **Intellectual Property:** intangible property that is the result of creativity, such as designs, patents, copyrights and trademarks.
- **Security Culture:** an environment in which Employees other workers and Members are conscious of security risks, proactively support measures implemented to mitigate those risks, and feel empowered to challenge behaviours which compromise safety and security.
- **Security Personnel:** representatives of the City Corporation Security Teams, and uniformed guard officers contracted by the City Corporation to provide security at City Corporation buildings and events.
- **Security Policies:** together this policy, all other policies procedures and guidance that relate to the security and behaviours of employee's other workers, Members and visitors. It also relates to information and security of IT and policies and procedures in respect of building security.

Responsibilities

Duties of the Town Clerk and Chief Executive:

9. The Town Clerk will ensure that all appropriate mechanisms are in place for this policy to be applied across the City Corporation. The Town Clerk will provide strategic leadership and ensure resources (including people and financial) are in place to discharge this policy and subordinate security policies.

Duties of Heads of Corporate Departments and Directors:

10. Some Directors have specialist and key duties which must be discharged to ensure our Security Policies and arrangements are implemented. For example, the City Surveyor in relation to buildings and security policies and procedures; the Director of HR is responsible for employee related policies and training; the Chamberlain for the IT security, procurement and contracts and our financial assets.
11. All Chief Officers must ensure that all employees and workers in their departments:

- are aware of the City Corporation security policies and understand the importance of compliance with them.
- receive regular messages through line management to comply with our security policies, to reinforce and embed a positive and proactive security culture.
- complete any required security training.

12. Chief officers will ensure:

- that premises or buildings comply with the terms of any Building Protective Security Policy and /or guidance that is in place designed to ensure the physical security of our people, assets, intellectual property and confidential information.
- Any non-compliance with the security policies within their business or function area is dealt with in an appropriate and timely manner, and reported on the Security Incident Tracker, and in the case of serious breaches via the Corporate Security Director to the Security Board.
- Appropriate technical and organisational measures are in place to ensure the confidentiality, integrity and security of information, particularly personal data held by their Departments, and that data protection breaches are reported to the Data Protection Officer immediately.

Strategic Director of Security:

13. Strategic Director of Security will:

- Monitor and assess the overarching security environment both externally and internally and its impact on the City Corporation's security culture, policies and practice.
- From time to time revise or direct the revision of the security policies and the issue of new security policies.
- Provide guidance on the security policies where appropriate.
- Ensure direct training is made available on the security policies as required.

Duties of all Line Managers:

- Line managers will be responsible for ensuring their staff are fully cognisant with all security related instructions contained within the (this) Corporation Employee Handbook.
- Line managers will ensure that any issues of non-compliance by a member of their staff, are dealt with in an appropriate and proportionate manner (dependent upon the nature of the non-compliance) in accordance with the Employee Handbook and HR policies.

Duties of all employees and other workers:

14. All employees and other workers are required to:

- cooperate on all matters relating to safety and security whilst on City Corporation business including support of and adherence to all procedures and guidance, and all reasonable instructions. Failure to comply will be treated seriously.
- act in a responsible manner, conducive to the safety and security of themselves, colleagues and visitors to the City Corporation.
- wear corporate identification pass at all times whilst on City Corporation premises and remove it on departure.
- make passes available for inspection by security personnel and comply with any security requests or instructions whilst on City Corporation premises.
- comply with the instructions of site security personnel for building access controls, in the event of an incident, emergency, drill or test, or any matter concerning security.
- ensure that all personal data and confidential information is securely used and stored, in accordance with the Employee Data Protection Policy, and any associated policies and guidelines. Information stored electronically must be secured appropriately for that system in accordance with the Employee Data Protection Policy and any other associated policies and guidance linked at the bottom of this policy.
- report as soon as practicable using the Security Incident Tracker and to a line manager any matters likely to jeopardise the security of our employees, other workers and visitors, or lead to the potential loss of City Corporation assets or information.

- Without prejudice to the above, to ensure all data protection breaches are reported to the DPO as soon as they become known.
- ensure that all work undertaken, and data created or held with Government Security Classifications is stored, processed and destroyed in accordance with official guidance.

Links / Other resources

Employee Code of Conduct

Employee Data Protection Policy

Screening and Vetting Policy

Communication and Information System Use Policy

Security Incident Tracker

City Secure Hub

CityPeople Self-service Personal/ Friends and Family

Committee(s) Establishment Committee	Dated: 22 May 2018
Subject: Towards a Sustainable Future: The City of London Corporation's Responsible Business Strategy, 2018-23	Public
Report of: The Chamberlain and the Chief Grants Officer	For information
Report author: Amelia Ehren, Corporate Strategy Officer	

Summary

This paper presents the current draft version of 'Towards a Sustainable Future: The City of London Corporation's Responsible Business Strategy, 2018-23'. The strategy states a commitment by the City of London Corporation (City Corporation) to 'creating a positive impact and reducing negative impact across all our activities and decisions because it is the right thing to do and will help ensure a sustainable future.' It sets out how the City Corporation will create social and environmental value by adopting responsible business practices throughout its day-to-day work and decision making, to create a future where:

1. Individuals and communities flourish; and
2. The planet is healthier.

The paper also outlines the process by which this strategy was developed, including the role of the Responsible Business Task and Finish Group which is chaired by your Chamberlain and your Chief Grants Officer, the next steps for its implementation and its corporate implications, with specific reference to implications for the Town Clerk's Department. Amended versions of this paper will be presented to several other committees, as outlined in paragraph 8, to highlight the relevant implications for each committee. The paper seeks comments and input from Members on the current draft version, to be incorporated into a final version, which will go to Policy and Resources Committee for approval in July 2018.

Recommendations

Members are asked to:

- i. Comment and provide feedback on the current draft version of 'Towards a Sustainable Future: The City of London Corporation's Responsible Business Strategy, 2018-23' at **Appendix 1**.

Main Report

Background

1. We are in an era when organisations are asked to look beyond their core business and consider the ways in which they might create and sustain social and

environmental value. As an organisation with private, public and charitable and community sector responsibilities, and significant capabilities and commitments, the City Corporation is well placed to role model responsible business practices internally across all our activities and externally across all three sectors.

2. The strategy brings together two strands of work where we can make an impact. These are:
 - Impact achieved in pursuit of our core purpose, how we deliver our operations and how we procure our resources.
 - Impact achieved through our advocacy and role-modelling to others.

By bringing together these two strands of work into one corporate strategy, the City Corporation can make sure it is doing all it can to move towards a sustainable future. It strengthens the City Corporation's internal practices and its outward-facing commitments to promoting responsible business across multiple sectors. It will also offer additional coherence and consistency to the Economic Development Office's (EDO) responsible business campaigns and the Lord Mayor's Business of Trust campaign.

3. In June 2017, the City Corporation commissioned a review of its internal responsible business practices using the B-Lab UK model. The review highlighted many areas of excellence and a variety of recommendations to strengthen the City Corporation's work.
4. In September 2017 an Internal Responsible Business Task and Finish Group (TFG), co-chaired by your Chamberlain and your Chief Grants Officer, was set up to act as the advisory group to support the development of the strategy.
5. The draft strategy, **at Appendix 1**, was developed through a collaborative and participatory approach with the TFG, key departments and staff across the organisation. The TFG initially reviewed the recommendations from the B-Lab review alongside the 90 United Nations Sustainable Development Goals. These 90 sustainability issues were then narrowed down to 19 issues by:
 - Conducting a materiality assessment, which is an exercise in stakeholder engagement that helps define and determine the environmental, social and governance issues that are most relevant to delivering the outcomes in the Corporate Plan 2018-23; and
 - Carrying out internal consultation with staff in the form of meetings with relevant departments and an online staff survey, completed by 147 respondents. The consultation process enabled staff to give their views on which topics and issues were most important to them.

More details of the materiality assessment process can be found on pages 11-13 in **Appendix 1**.

6. The strategy builds upon the successes and achievements of the City Corporation to date in this area and considers the ways in which it can improve its responsible

business practices, by capturing what is already doing and outlining other actions that it can take to contribute further to a truly sustainable future.

Current position

7. The strategy describes the City Corporation's continuous and substantive commitment to creating positive impact and reducing negative impact on society and the environment across all its activities and decisions, to help ensure a sustainable future. It makes clear the City Corporation's commitment to responsible business and how this will be fulfilled, set within the framework of the Corporate Plan 2018-23. The strategy identifies eight topics, across two themes, and sets out how it will drive activity in these areas. The strategy is summarised below:

Our commitment	We are committed to creating positive impact and reducing negative impact across all our activities and decisions because it is the right thing to do and will help ensure a sustainable future.	
We will achieve this by...	<p>Focusing our efforts on:</p> <ul style="list-style-type: none"> ➤ Impact achieved in pursuit of our core purpose, how we deliver our operations and how we procure our resources. ➤ Impact achieved through our advocacy and role-modelling to others. <p>Using responsible business practices through our every day work and decision making to ensure that we conduct ourselves in the most ethical and responsible ways possible.</p> <ul style="list-style-type: none"> ➤ Engaging our employees ➤ Using our convening power ➤ Connecting our communities ➤ Ensuring transparency ➤ Championing responsible investment ➤ Leading responsible procurement ➤ Preventing bribery, fraud and corruption ➤ Promoting human rights 	
To create a future where...	<p>Individuals and communities flourish</p> <p>Create and champion equal opportunities, diversity and inclusion across our organisation, and networks; and safeguard people and communities from social issues impacting London.</p> <ul style="list-style-type: none"> ➤ People's wellbeing ➤ Equal opportunities ➤ Diverse organisations 	<p>The planet is healthier</p> <p>Reduce our environmental impact across all our operations while increasing our positive impact through cleaning, greening, advocacy and influencing.</p> <ul style="list-style-type: none"> ➤ Air quality ➤ Waste ➤ Plastics and packaging ➤ Climate change ➤ Loss of biodiversity
Resulting in...	<p>An organisation that makes the right decisions</p> <p>An organisation that works collaboratively and innovatively to achieve positive impact</p> <p>An organisation that is trustworthy</p> <p>An organisation that leads the way in responsible business</p>	
Corporate Plan 2018-23 links	This strategy is one of the main mechanisms for delivering Outcome 5: Businesses are trusted and socially and environmentally responsible. It also directly supports the achievement of Outcomes 1, 2, 3, 4, 8, 11 and 12.	

Next steps

8. As part of the Member consultation on this strategy, the current draft version will also be presented to the committees below. The feedback received from Members will feed into the final version of the strategy, which will then be taken to Policy and Resources Committee in July for final approval.

Committee	Date
City Bridge Trust Committee	2 May 2018

Markets Committee	9 May 2018
Port Health and Environmental Services Committee	22 May 2018
Planning and Transportation Committee	29 May 2018
Public Relations and Economic Development Sub Committee	29 May 2018
Open Spaces Committee	4 June 2018
Community and Children Services Committee	8 June 2018

9. As the strategy will have specific implications for different departments and divisions within the City Corporation, a slightly amended version of this paper will be presented to each committee to highlight the relevant implications.

Implementation

10. The strategy outlines the following five next steps that are essential in implementing the strategy successfully over the next five years.

- To bring together good practice.
- To assign lead officers and develop action plans.
- To monitor and report.
- To define success.
- To tell the City Corporation's story on responsible business.

11. The TFG has been repurposed to continue with the same Chairs and become the Responsible Business Implementation Group (RBIG). It will drive forward the implementation of the strategy and lead on devising detailed and SMART (specific, measurable, achievable, realistic and time-limited) action plans relating to each outcome area.

12. The success of the strategy also relies on the continued support of Members and staff, who will be enabled to take collective responsibility for making responsible business part of the City Corporation's everyday work. To engage Members and staff with the strategy, a Communications Plan will be developed. Activities and engagement channels in the Plan will include: a Members' briefing session, the Senior Leaders Forum in September, the Corporate Plan staff engagement sessions and an internal communications campaign.

13. The strategy will be regularly reviewed over the five-year term, to ensure it is a live document that is relevant and responsive to the issues of the time, which allows for new ideas and opportunities to be integrated into it.

Corporate & Strategic Implications

14. To achieve the outcomes set out in the Corporate Plan 2018-23, the City Corporation will need to consider how best to maximise social and environmental benefits through its business activities and its work with others.

15. The strategy is one of the main mechanisms for delivering Corporate Plan Outcome 5 – *Businesses are trusted and socially and environmentally responsible* – as it embeds responsible business practices throughout the organisation and across its operations and activities.

16. Although the principles in the strategy are integrated into all the Corporate Plan outcomes, it directly supports the achievement of the outcomes below, through the actions outlined under each of the priority areas.

- Outcome 1 – People are safe and feel safe.
- Outcome 2 – People enjoy good health and wellbeing.
- Outcome 3 – People have equal opportunities to enrich their lives and reach their full potential.
- Outcome 4 – Communities are cohesive and have the facilities they need.
- Outcome 8 – We have access to the skills and talent we need.
- Outcome 11 – We have clean air, land and water and a thriving and sustainable natural environment.
- Outcome 12 – Our spaces are secure, resilient and well-maintained.

17. It is your Chamberlain and Chief Grants Officer's belief that the Town Clerk's Department will have an essential role in delivering this strategy, particularly through Human Resources (HR). HR are in a position to contribute to 'Outcome 1: Individuals and communities flourish' through its priorities around 'People's wellbeing', 'Equal opportunities' and 'Diverse organisations'. HR's role will likely focus on achieving impact through the City Corporation's business activities. The Communications Office will also have a part to play in telling real stories of change and impact, with the hope that others will use the stories as examples to inspire their own responsible business journeys. Additionally, the Town's Clerk Department will be responsible for embedding the responsible businesses practices set out in the strategy within their day-to-day work, procurement processes and decision-making. It is then hoped that the department will champion the strategy and, through their spheres of influence, encourage others to adopt responsible business practices.

Conclusion

18. 'Towards a Sustainable Future: The City of London Corporation's Responsible Business Strategy' sets out a commitment to creating positive impact and reducing negative impact across all the City Corporation's activities and decision to help ensure a sustainable future where individuals and communities flourish and the planet is healthier. It is hoped that the strategy will have been through all officer and Member governance by July 2018, for it to be launched at the Senior's Leader Forum in September 2018.

Appendices

- Appendix 1- Towards a Sustainable Future: The City of London Corporation's Responsible Business Strategy, 2018-23.

Amelia Ehren

Corporate Strategy Officer

T: 020 7332 3431

E: amelia.ehren@cityoflondon.gov.uk

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Towards a Sustainable Future

The City of London Corporation's
Responsible Business Strategy

2018-2023

Contents

Executive Summary	2
Introduction	3
Our Responsible Business Strategy, 2018-23	4
Creating a sustainable future	5
<i>Individuals and communities flourish</i>	6
<i>The planet is healthier</i>	7
Making strategy a reality	9
Acknowledgements	10
Appendix 1: Developing the Strategy	11

Executive Summary

We are in an era when organisations are asked to look beyond their economic impact and consider the way in which they create social and environmental value. As an organisation with private, public and charitable and community sector responsibilities, and significant capabilities and commitments, we are well placed to role-model responsible business practices internally across all of our activities and externally across other organisations.

The strategy set out here states our commitment to responsible business and how we will fulfil it, set within the framework of our Corporate Plan 2018-23. We will embed responsible practices throughout the City Corporation's work to take us towards a sustainable future.

We know that we are on a journey to becoming a more responsible business and will need to build on our strengths and learn from others along the way. We will champion what we are currently doing well and celebrate, for example, our role in conservation, philanthropy and responsible procurement. Implementing this strategy provides us with further stories of change and impact to share with our wide range of partners. By openly sharing our progress, impact and learning we aspire to be a responsible business role model to other similar organisations.

Our commitment

We are committed to creating positive impact and reducing negative impact across all our activities and decisions because it is the right thing to do and will help ensure a sustainable future.

We will achieve this by...

Focusing our efforts on:

- Impact achieved in pursuit of our core purpose, how we deliver our operations and how we procure our resources.
- Impact achieved through our advocacy and role-modelling to others.

Using responsible business practices through our every day work and decision making to ensure that we conduct ourselves in the most ethical and responsible ways possible.

- Engaging our employees
- Using our convening power
- Connecting our communities
- Ensuring transparency
- Championing responsible investment
- Leading responsible procurement
- Preventing bribery, fraud and corruption
- Promoting human rights

To create a future where...

Individuals and communities flourish

Create and champion equal opportunities, diversity and inclusion across our organisation, and networks; and safeguard people and communities from social issues impacting London.

- People's wellbeing
- Equal opportunities
- Diverse organisations

The planet is healthier

Reduce our environmental impact across all our operations while increasing our positive impact through cleaning, greening, advocacy and influencing.

- Air quality
- Waste
- Plastics and packaging
- Climate change
- Loss of biodiversity

Resulting in...

An organisation that makes the right decisions
An organisation that works collaboratively and innovatively to achieve positive impact
An organisation that is trustworthy
An organisation that leads the way in responsible business

Corporate Plan 2018-23 links

This strategy is one of the main mechanisms for delivering Outcome 5: Businesses are trusted and socially and environmentally responsible. It also directly supports the achievement of Outcomes 1, 2, 3, 4, 8, 11 and 12.

Introduction

Catherine McGuinness, Chairman of Policy and Resources & John Barradell, The Town Clerk and Chief Executive

The City of London Corporation has a reach that extends far beyond the Square Mile, spanning the private, public, and charitable and community sectors. Across our diverse responsibilities, our work is guided by our core aims of contributing to a flourishing society, supporting a thriving economy and shaping outstanding environments, for the Square Mile, City, London and beyond. We are also guided by our commitment to being a relevant, responsible, reliable and radical organisation.

Our Corporate Plan 2018-23 maps out our vision of a vibrant and thriving City, supporting a diverse and sustainable London within a globally-successful UK. To achieve this, we need to consider both how we manage our own business, as well as the contribution we make to our communities and networks. Being a responsible business, that is committed to creating positive impact and reducing our negative impact on society and the environment, underpins all aspects of our work and will be embedded throughout the organisation.

Recent events have put businesses, charities and governments in the spotlight, with the public increasingly calling for transparency, accountability, and probity across a range of issues. More than ever, there is the need to create a lasting legacy of better business trusted by society. This strategy is, therefore, both timely and necessary.

Adopting a responsible business strategy is crucial for motivating our employees, attracting talent and developing trust with our stakeholders and communities. During the consultation regarding this strategy, many employees passionately described their commitment to a wide variety of sustainability issues facing the organisation and our stakeholders. This strategy will support us in our ambition of having an engaged and motivated workforce who are catalysts for change and work to magnify our impact.

We hope that this strategy and our journey to implement it, will provide an example for other organisations starting on their responsible business journey. We will share our progress openly and learn from others as we go, and will use our story as a mechanism for inspiring others in our networks and spheres of influence to follow our example and join us in striving to create a more positive impact on society and the environment. Successfully implementing this strategy will require our Members and staff to be fully engaged with our responsible business practices, as everyone has a role to play in building a sustainable future.

Photo

**Catherine
McGuinness,
Chairman of Policy
and Resources**

Photo

**John Barradell, The
Town Clerk and
Chief Executive**

Towards a Sustainable Future

Our Responsible Business Strategy, 2018-23

In June 2017, we underwent an external assessment with B-Lab to assess the efficacy of our responsible business practices. These findings, which included the recommendation to develop a centrally located responsible business strategy, resulted in the formation of a dedicated Task and Finish Group, with responsibility to drive forward the development of the strategy. More details of how the strategy was developed can be found in Appendix 1.

The resulting strategy - 'Towards a Sustainable Future: Our Responsible Business Strategy' - brings together two strands of work where we can make an impact. These are:

- Impact achieved in pursuit of our core purpose, how we deliver our operations and how we procure our resources – our business activities.
- Impact achieved through our advocacy and role-modelling to others – our work with others.

By bringing together these two strands of work into one corporate strategy, we can make sure we are doing all we can to move towards a sustainable future. We are well placed to achieve impact in these areas owing to our unique blend of capabilities and commitments, as set out in our Corporate Plan 2018-23.

This strategy will support the achievement of the aims and outcomes in the Corporate Plan and is one of the main mechanisms for delivering Outcome 5 'Businesses are trusted and socially and environmentally responsible' through our internal and external work. Although the principles outlined in the strategy are integrated into all the Corporate Plan outcomes, it also directly supports the achievement of Outcomes 1, 2, 3, 4, 8, 11 and 12.

Working to this strategy will require us to create a shift in the way we think, plan and implement our work. Underpinning the Corporate Plan is a variety of existing and emerging strategies that ensure our decisions in this sphere are robust, including but not limited to our: Climate Action Strategy, Air Quality Strategy, Volunteering Strategy, Responsible Procurement Strategy, Responsible Investment Strategy, Social Mobility Strategy, Philanthropy Strategy and Access to Talent programme.

Responsible business practices

We have developed a set of responsible business practices that we must utilise and embed in our work and in our decision-making processes.

Engaging our employees	We enable and empower our staff to act as a catalyst for change within the communities they live and work in.
Using our convening power	We lend our voice and influence, as an independent and respected organisation, to highlight and advocate for responsible practices across our networks and partnerships.
Connecting with our communities	We listen to our communities and wider stakeholders, within the Square Mile and beyond, to understand the challenges they face and to include them in our planning and decision-making processes, as appropriate.
Ensuring transparency	We embrace transparency and accountability across all our work, including our governance structures and use of funds.
Preventing bribery, corruption and fraud	We actively prevent fraud, corruption and bribery in our own operations and influence our supply chain and partners to do the same.
Promoting human rights	We advocate for human rights in our decision-making processes so that people are treated appropriately and with dignity.
Championing responsible investment	We ensure that our own investments reach and exceed the standards set by United Nations supported Principles for Responsible Investment.
Leading responsible procurement	We apply our responsible business principles to our procurement procedures to maximise social value, minimise environmental impact and strive to ensure the ethical treatment of people throughout our supply chains.

Creating a sustainable future

Our commitment to creating a sustainable future is based on two pillars where we can make positive social and environmental impact. In this strategy, we outline where we currently make positive impacts and then set out actions we will pursue to further create positive impact and reduce our negative impact on society and the environment.

This strategy allows us to amplify specific responsible business outcomes through our own business and by influencing others. We have indicated the types of activities we will pursue to further these aims and will establish detailed action plans for each outcome and priority during the implementation of this strategy. We also know that working closely with our partners, stakeholders, communities and networks will be essential to achieving the positive future we want to create.

Individuals and communities flourish

Where we make impact

We are committed to championing equal opportunities and reducing inequality through tackling the barriers that exist for different groups and creating a positive and inclusive culture within our organisation, the Square Mile, London and the UK. We are also committed to creating opportunities for development and progression and building a collaborative and supportive organisation. Our external reach, which involves working with organisations across all sectors, puts us in a unique position to influence the agenda around equality, diversity and inclusion across these industries.

Our unique blend of capabilities also enable us to support communities to become stronger, better connected and more resilient. We play a particular role in this area by supporting the development of resilient communities, managing risks, protecting children and adults at risk, promoting health and wellbeing, and as the police authority for the Square Mile. We also advocate for disadvantaged groups across London, tackling exclusion, hate crime, and harassment through our networks of influence, events and community spaces to build a culture of tolerance. We also support these ambitions by funding a range of charities, through our charitable funder City Bridge Trust.

The planet is healthier

Where we make impact

As a major custodian of London's green belt and the local planning authority for the Square Mile, our role in supporting London and the UK's environment continues to grow in importance. We manage over 11,000 acres of green space across London, which improve air quality, people's health and wellbeing, safeguard biodiversity and contribute to vital ecosystem services.

As a planning authority, we work with our London partners to set challenging environmental targets for property developers to ensure that our ambitious Local Plan is delivered. Our role as provider of local authority services also provides us with opportunities to implement cleaning and greening programmes in the public realm, influence licence-holders, manage flood risk and work with residents, businesses, workers and visitors through environmental campaigns. Through our direct operations, we are also able to reduce our contribution to climate change, for example through our energy use.

Corporate Plan Links

Outcomes 1, 2, 3, 4, 5 and 8

Key related strategies

Volunteering Strategy, Philanthropy Strategy, Access to Talent, Social Mobility Strategy, Education Strategy, Bridging Divides

Outcomes 5, 11 and 12

Climate Action Strategy, Air Quality Strategy, Local Plan, Waste Strategy, Sustainability Plan, Biodiversity Action Plan

Outcome 1: Individuals and communities flourish

Create and champion equal opportunities, diversity and inclusion across our organisation and networks; and safeguard people and communities from social issues impacting London.

Priority 1: People's wellbeing

Recent world events have highlighted that workplaces and public environments continue to be unsafe for a variety of groups. The safety of women and girls against harassment and sexual assault, and increased incidents of hate crime are key issues.

Through our business activities, we will:

- Embed third party reporting mechanisms for people who experience domestic abuse, sexual violence or hate crime to help ensure we provide appropriate services.
- Improve the health and wellbeing of our own workforce, building an even more collaborative and supportive working environment.
- Protect, and where possible enhance, the acoustic environment to mitigate against the effects of noise and contribute to an improvement in well-being for the people who live, learn, work and visit here.

Through our work with others, we will:

- Convene organisations and groups tackling hate crime and other violence against minorities to strengthen their collective voice.
- Continue to promote the safety of groups facing discrimination and harassment – through funding, facilitation and advocacy.
- Help tackle violence and inequality in communities across London, by delivering City Bridge Trust's 'Bridging Divides'.

Priority 2: Equal opportunities

To create a more fair and equal society, we must support social mobility and reduce inequalities at an organisational, local, regional and UK-wide level. We are committed to promoting equality of opportunity for all, regardless of background, and will champion this within our own organisation and use our influence to encourage others to do the same.

Through our business activities, we will:

- Develop an ambitious organisation-wide strategy and vision on social mobility, which outlines the key internal enablers, systemic changes and cultural shifts that we need to pursue.
- Enhance access to training and skills for our workforce.
- Create pathways to fulfilling employment in our organisation by providing and supporting opportunities such as volunteer roles, work experience placements, apprenticeships and graduate schemes.
- Develop clear progression pathways through our own organisation to enable staff to reach their full potential, regardless of their background.
- Strengthen and promote our Employee Volunteering Programme to encourage staff learning and development.

Through our work with others, we will:

- Support a more successful and inclusive London, by delivering our Employability Strategy for 2017-20.
- Work with City businesses to create pathways to fulfilling employment and open up more City jobs to people of all backgrounds.
- Understand the future skills gaps and build programmes to address them in partnership with businesses, communities, schools and universities.
- Provide funding, via City Bridge Trust, to charities that aim to improve social mobility outcomes for a wide range of Londoners.

Priority 3: Diverse organisations

To develop a diverse and inclusive workforces, we need to consider carefully how to remove the barriers to employment that exist for different groups who experience more exclusion or disadvantage than others.

Through our business activities, we will:

- Ensure diversity and representation within our decision-making processes, groups and wider activity, in line with the Public Sector Equality Duty.
- Continue to build flexibility within our HR processes and procedures that consider the barriers and needs of excluded and protected groups to ensure their retention and employee satisfaction.
- Increase the gender-balance of our workforce, particularly at senior management levels, and ensure gender pay equality.
- Analyse, identify and tackle issues within the recruitment and progression systems that present barriers to groups who experience more exclusion or disadvantage through consultation with our stakeholders including HR, our staff diversity networks and Trade Unions.

Through our work with others, we will:

- Take a lead role on advocating for diversity and inclusion within the sectors where we have influence.
- Champion the role of women in sectors they typically face increased barriers in, for example the financial and professional services sector, and highlight the issues they face.

Outcome 2: The planet is healthier

Reduce our environmental impact across all our operations while increasing our positive impact through cleaning, greening, advocacy and influencing.

Priority 1: Air quality

Air pollution is a major issue affecting the health of every Londoner. It has been estimated that annually up to 9,500 people in London die prematurely due to poor air quality. Due to its location at the centre of London and the density of development, the Square Mile has some of the highest levels of pollution in the country. With our local authority duties, we have a responsibility to improve local air quality by reducing emissions of air pollutants in the Square Mile.

Through our business activities, we will:

- Improve local air quality in the Square Mile and reduce exposure to air pollution by continuing to develop and deliver the City of London Air Quality Strategy.
- Increase the number of clean vehicles in our fleet and continue to trial new technology.
- Encourage and facilitate the uptake of clean alternative vehicles amongst our supply chain.
- Reduce emissions of air pollutants from our building stock.

Through our work with others, we will:

- Provide leadership for air quality policy and action across London.
- Encourage City businesses to become air quality champions and support our work for cleaner air.
- Support research and development into measures to improve air quality with London Universities.
- Act as a facilitator for collaborative action on air pollution in London.

Priority 2: Waste

Pursuing more sustainable methods of waste disposal is increasingly important for a healthier planet and as pressures on current waste disposal methods are becoming more acute. Our overall waste production and recycling programmes across our operational practices, as well as our local authority waste collection operations, are therefore becoming more relevant. Our reliance on other waste planning authorities to take the waste produced within the Square Mile is a growing risk, with landfill sites closing and an increasing focus on treating and/or disposing of wastes within reasonable proximity to their point of generation. We need to pursue other waste disposal methods that are more sustainable. Further, there is significant staff appetite to ensure that our own internal recycling programme is better adhered to by colleagues.

Through our business activities, we will:

- Develop a consistent and robust approach to waste reduction and collection, including recycling, across all our operational properties.
- Promote circular economy principles, where resources are kept in use for as long as possible before being recycled or disposed of, across the organisation.
- Deliver a recycling campaign across the organisation to ensure that waste is correctly sorted and disposed of by staff day-to-day.

Through our work with others, we will:

- Investigate the use of on-site waste disposal systems, such as anaerobic digestors in new build projects, with developers.

Priority 3: Plastics and packaging

The impact of non-biodegradable plastics and packaging on the health of our ecosystems has become an increasingly important public concern. We have a unique opportunity to influence this issue through our role as a local authority service provider with excellent relationships with businesses, retailers, and suppliers. However, we also need to ensure that there is coherence between our outward messaging and our internal actions.

Through our business activities, we will:

- Reduce the amount of non-biodegradable plastics and packaging used across all our internal and contracted retail operations.
- Eliminate single use plastics from our operational properties.

Through our work with others, we will:

- Lead on a campaign for a 'Plastic free City'.

Outcome 2: The planet is healthier

Reduce our environmental impact across all our operations while increasing our positive impact through cleaning, greening, advocacy and influencing.

Priority 4: Climate change

Flooding, temperature variations and their effect on infrastructure and public health, and extreme weather events will affect London and the communities we work with in and around the Square Mile and wider London. As a responsible organisation, we need to ensure that we minimise our effect on climate change through our direct operations while taking a more central role in advocating good practice across our networks and spheres of influence.

Through our business activities, we will:

- Develop and implement the 2018 Climate Action Plan for the Square Mile.
- Reduce the risk and impact of flooding on the Square Mile by implementing the City of London Local Flood Risk Management Strategy.
- Source 100% renewable electricity across our operational and investment portfolios in the short term.
- Invest in renewable energy installations in the medium term, to increase renewable energy supply and resilience for our organisation.
- Increase the proportion of renewable gas in our energy supply in the longer term.
- Reduce the use of diesel vehicles being used by staff to travel to and from work and during work, by encouraging more environmentally-friendly forms of travel.
- Reduce energy use in our offices.

Through our work with others, we will:

- Influence developers to prioritise green construction through our planning policy.

Priority 5: Loss of biodiversity

The impacts of urbanisation, loss of green areas, land use changes and intensification of farming are harming our environment and reducing our biodiversity, which negatively effects the resilience and sustainability of our natural environment. This can be particularly felt in urban areas where pressure from housing and infrastructure can threaten green areas. With our local and planning authority responsibilities, and as part of our own works projects, we can prioritise sustainable development and greening initiatives through policy which affects developers and our own public realm initiatives.

Through our business activities, we will:

- Protect existing habitats and create new biodiverse habitats in the Square Mile through our planning policies and corporate requirements.
- Support the continued management of 11,000 acres of green space in and around London to ensure high quality habitats and biodiversity.
- Increase the greening of our operational properties.

Through our work with others, we will:

- Set challenging environmental targets for developers, contractors, occupiers, workers and residents.
- Use planning policy and strengthened corporate requirements to prioritise sustainable development and greening in new developments and the public realm.

Making strategy a reality

We have outlined five next steps that are essential in implementing the strategy successfully over the next five years, which all rely on the continued commitment of our staff and elected Members. These steps are underpinned by our responsible business practices that we must embed in to our everyday work to achieve our aims, such as championing responsible investment and leading responsible procurement. Delivering on these steps will also help us to tell our story more powerfully, building on our current work and amplifying our potential.

1. Bringing together good practice

Work has already taken place on identifying initiatives, programmes and services which are contributing to our responsible business outcomes, through both existing work streams and the development of this strategy. However, we know that we have not yet captured the full range of our impact and excellence. By knowing this, we can tell our responsible business story with more confidence and energy, focusing on our outcomes and practices to demonstrate our impact.

2. Responsibility and Action Planning

Indicative actions have been identified for our key priority areas under each of our outcomes. To successfully deliver these actions, dedicated staff resource will be needed to develop detailed action plans, which include specific outputs, targets and measures, promote collaboration and measure the success of our activities in achieving each of our outcomes and commitments. However, the success of this strategy also relies on all staff taking collective responsibility for making responsible business part of their everyday work and for challenging decisions that do not align with our commitments and aims. As part of the implementation process, we will develop a comprehensive communications plan to engage staff with the commitments and practices set out in this strategy.

3. Monitoring and Reporting

Monitoring our progress to ensure we are on track to achieve our vision and aims is an important part of our responsible business approach. We will measure our performance against the impact we are having on our outcomes and priority areas and against the targets set out in the detailed action plans. We will be transparent in our reporting on where we are having the greatest impact and the areas where there is still room for improvement. Over the five-year term of the strategy, we will regularly review it to ensure it remains relevant and responsive to the issues of the time.

4. Defining success

We see success as building on our values and outcomes to ensure that we are an organisation that:

- Evaluates our decision making and activities in the context of responsible business, ensuring that we make the most positive impact while reducing our negative impact.
- Works collaboratively and innovatively across our organisation in order to meet the outcomes we have defined in this strategy.
- Involves our communities in our decision making and activities, with our outward messages matching our inward actions, thus building trust in our organisation.
- Becomes a leader in responsible business, sharing our expertise and insights with other government bodies, charitable and community sector organisations and non-profit organisations.

5. Telling our story

We want our responsible business journey to inspire and influence others to follow our example, both within our organisation and externally through our partners and stakeholders. We will start by sharing and championing the successes we have already achieved, including for example the conservation and enhancement of biodiversity across our 11,000 acres of green spaces, the hiring of 100 apprentices in 2017/18 and the implementation of low emission zones in the Square Mile.

We will use this strategy to generate and tell real stories of change and impact which we hope that others will use as examples to start their own responsible business journeys. We will share these messages through an internal and external communications campaign, aimed at internally embedding a collective understanding of what responsible business is in practice and externally at inspiring other similar organisations.

Acknowledgements

We are very grateful for the time, knowledge and passion of all our contributors and stakeholders who have informed the development of this strategy.

We owe a special thank you to the members of the Task and Finish group who drove the development of this strategy forward:

Dr Peter Kane - Chamberlain (co-chair)
David Farnsworth - Chief Grants Officer, City Bridge Trust (co-chair)
Grace Rawnsley - Internal Responsible Business Strategy Officer, Town Clerk's Office
Amelia Ehren - Corporate Strategy Officer, Town Clerk's Office
Sufina Ahmad - Corporate Strategy Manager, Town Clerk's Office
Natalie Evans - Responsible Procurement Manager, Chamberlain's Office
Noa Burger - Head of Responsible Business, Economic Development
Simon Cribbens - Assistant Director, Children and Community Services
Jon Averbs - Assistant Director, Markets and Consumer Protection
Paul Beckett - Policy and Performance Director, Built Environment
Esther Sumner - Business Manager (previous), Open Spaces
Mansi Sehgal - Energy Manager, City Surveyors
James Rooke - Energy Manager (maternity cover), City Surveyors
Tracey Jansen - Assistant Director, Human Resources
Fiona Rawes - Head of Philanthropy Strategy, City Bridge Trust
Inspector Lorenzo Coniglairo - Counter Terrorism, City of London Police

"We can be rightly proud of what we have already achieved in becoming a responsible business but this strategy underlines our passionate commitment to building a more sustainable future."

Dr Peter Kane, Chamberlain and David Farnsworth, Chief Grants Officer (Co-chairs of the Task and Finish Group)

Appendix 1

Developing the strategy

In June 2017, we commissioned a review of our internal responsible business practices using the B-Lab UK model. This review highlighted many areas of excellence and a variety of recommendations to strengthen our internal work. One of these recommendations was a centrally located Responsible Business Strategy aiming to bring coherence between our inward actions and outward messaging, and aligning our work more closely with the Corporate Plan, 2018-2023.

A Task and Finish Group with representation from across the organisation, and chaired by the Chamberlain and Chief Grants Officer, began a collaborative and participatory process of designing the strategy in September 2017. Using desk based research, commissioned reviews, 1-2-1 meetings, UN Sustainable Development Goals and the corporate risk register, the group initially identified over 90 issues and opportunities that touch the organisation's operations and corporate outcomes. Some of these issues were very localised and could be dealt with by individual teams or departments, some of the issues were large and complex and require a corporate response. Using a materiality approach, this list was narrowed down to 19 topics that were the most relevant to delivering our corporate plan outcomes.

In December 2017, staff were surveyed to identify which of the 19 issues should form the focus of the current five-year strategy. 147 staff contributed to the survey and ranked the issues in order of importance. The issues were then assessed against their impact on the delivery of the Corporate Plan. The results of the materiality assessment identified eight topics to become the priorities for this strategy.

UN Sustainable Development Goals

We have identified ten UN Sustainable Development Goals where we feel we can have the most impact through our internal responsible business strategy. These goals sit at the heart of our thinking around responsible business and have influenced the development of our strategy.



Materiality assessment

There are hundreds of social and environmental issues facing the planet; within our supply chains, our communities and our business. Our aim is to create social and environmental impact through all our activities by reducing our negative impact and maximising our positive impact.

Our material issues and opportunities give direction for the focus of our organisation's responsible business work into the future. We will continue to update our materiality assessment to capture new risks and opportunities that the organisation faces.

Societal issues

Increasingly, individuals and communities are facing a number of societal issues. As a responsible organisation, we have a part to play in championing equal opportunities, promoting diversity, reducing inequality and safeguarding people from negative risks within our organisation, the Square Mile, London and the UK.

Key material issues

- Equal opportunities
- Diverse workforce
- Pay differentials
- Women in the workplace
- Employment within socially excluded groups
- Crisis and resilience
- Intensification of London's population
- Affordable housing
- Support for SMEs
- Support for charities
- People's wellbeing

Environmental issues

Our planet is under increasing pressure from a variety of sources including climate change. As a responsible organisation, we have a part to play in ensuring that our operations and supply chains are as environmentally friendly as possible, while recognising our unique responsibilities and opportunities to influence as a major contributor to London's green belt and the planning authority for the Square Mile.

Key material issues

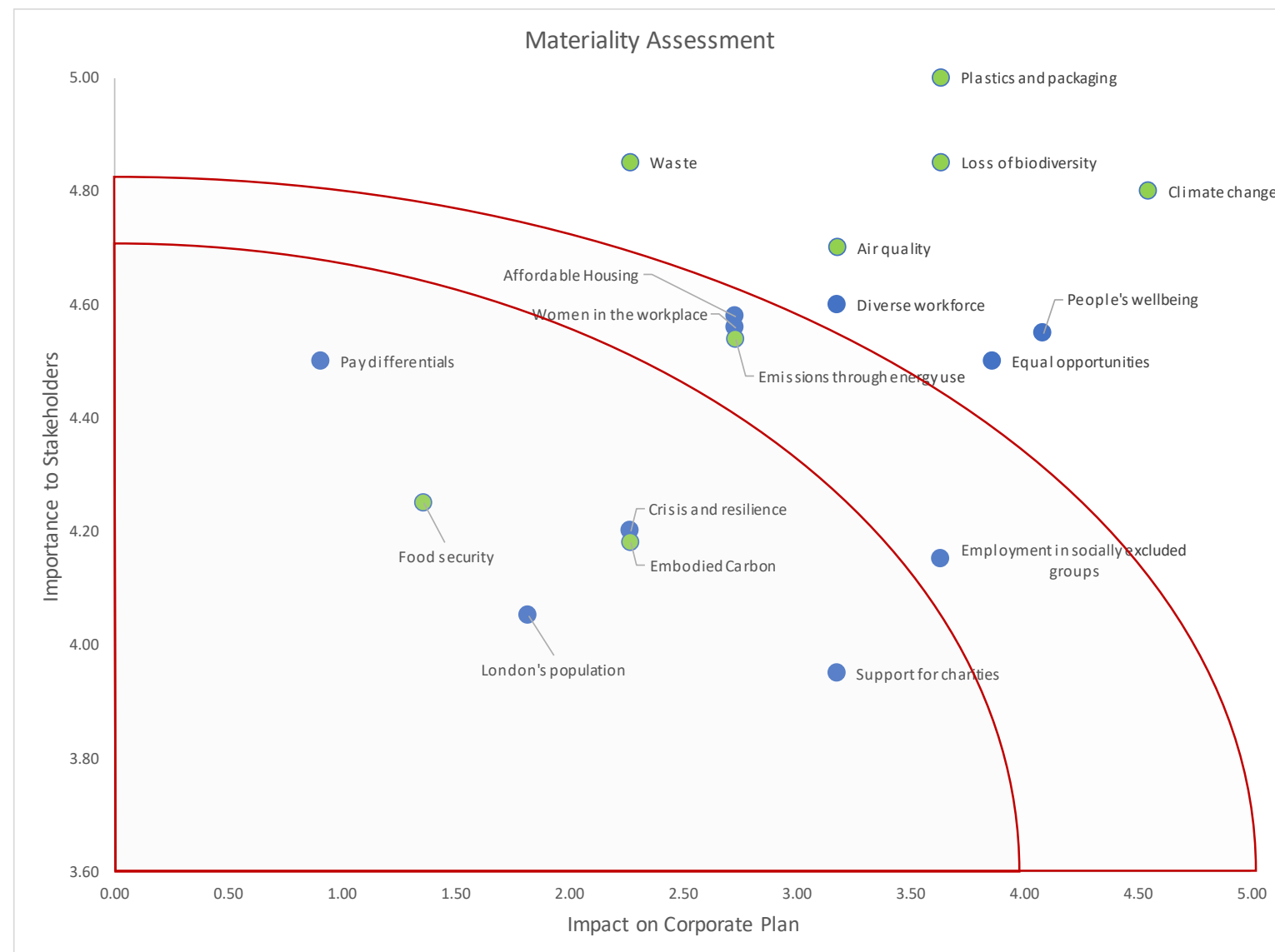
- Air quality
- Waste
- Plastics and packaging
- Climate change
- Loss of biodiversity
- Embodied carbon
- Emissions through energy use
- Food security

Materiality assessment

Every five years, we are committed to focusing in on a smaller number of our material issues to provide more focus, drive and meaningful impact. We work closely with our staff and stakeholders to identify the issues that they are most pressing and relevant to the organisation. The diagram illustrates our eight focus areas for our five-year strategy (in red).

The materiality assessment graph to the right shows the relationship between the importance to our employees and the impact on our Corporate Plan for each issue on a 1-5 scale. The importance to employees is derived from our internal staff survey on our material issues completed by 147 staff members and the impact on the Corporate Plan is estimated based on the number of outcomes for which each issue presents risks and opportunities. The graph is divided into our priority areas for the next five years in the top right-hand corner. A second tier of issues is highlighted in light grey which may gain in importance and impact over the next five years and should be monitored.

This process does not minimise the importance of the other material issues we have highlighted, and we are committed to continue to support and report on our actions to minimise our negative impact and create meaningful positive impact across all these issues.



Committee(s)	Dated:
Establishment Committee	22 May 2018
Subject: Data Protection: i. Employee Data Protection Policy; ii. Revised statement of particulars of employment clauses; and iii. Approval for amendments to HR policies and procedures for GDPR compliance.	Public
Report of: Director of Human Resources	For Information
Report author: Carol Simpson – Human Resources, Town Clerk's Department	

Summary

This report presents for consideration and adoption a revised Employee Data Protection Policy for the City Corporation. This policy applies to all prospective, current and former employees and workers at the City Corporation, including teaching and support staff in the three City Schools and support staff in the City of London Police.

In addition, this report proposes updates to clauses within the statement of particulars of employment and delegated authority to the Director of Human Resources to approve necessary amendments to HR policies and procedures to reflect legislative changes ahead of the implementation of the General Data Protection Regulation on 25 May this year.

Recommendation

Members are asked to approve and adopt:

- i. the revised Employee Data Protection Policy set out in Appendix 1;
- ii. updates to the employment contract clauses with effect from 25 May 2018; and
- iii. delegated authority to the Director of Human Resources to approve necessary amendments to HR policies and procedures to ensure their compliance with the legislation.

Main Report

Background

1. The current data protection regime is based on an EU Directive from 1995 and implemented in the UK by the Data Protection Act 1998. Since then there have obviously been significant advances in IT and fundamental changes to the ways in which organisations and individuals communicate and share information.

2. As a result, the EU has introduced updated and harmonised data protection regulations known as the General Data Protection Regulation (“GDPR”) which is due to come into effect on 25 May 2018.
3. We are currently reviewing HR policies and procedures to ensure compliance with the requirements of GDPR. Members are asked to delegate authority to the Director of Human Resources to approve necessary amendments to HR policies and procedures to ensure their compliance with the new legislation. Such amendments will be subject to appropriate trade union consultation.

The Employee Data Protection Policy

4. The proposed revised policy is set out in Appendix 1.
5. GDPR builds on and strengthens the current data protection requirements and introduces a number of new concepts.
6. The Employee Data Protection Policy complements the Corporate Data Protection Policy approved by this Committee in April and provides employees with a framework that outlines appropriate use of personal data in accordance with the GDPR; whilst protecting the City Corporation against liability for the actions of its employees, other workers, former employees and former other workers.
7. The revised Employee Data Protection Policy sets out the roles and responsibilities of managers and employees with access to and responsibility for personal data. The policy references the expanded rights of data subjects for greater transparency in handling personal data, including the carrying out of Privacy Impact Assessments (PIA).
8. Appended within the revised policy is the Employee Privacy Notice, this describes how the City Corporation as a data controller collects and uses personal information about employees during and after their employment.
9. Once in effect the policy will be made available on the Intranet and supported by a series of Employee Frequently Asked Questions (FAQs), a list of questions and answers for the most common questions around employment practices and data protection. These questions will be routinely reviewed and added to. Where employees may have more detailed queries, the appropriate list of contacts is provided.
11. All staff must complete mandatory data protection eLearning and the completion of this training will be monitored by Learning and Development in Corporate HR.
12. The City Corporation will review and ensure compliance of this policy at regular intervals in conjunction with the Data Protection Officer who will make appropriate recommendations for change.

Statement of particulars of employment

13. An employee's main terms and conditions are contained in a written statement of particulars of employment which must be given to all employees on joining or when changing roles; it sets out the main employment terms such as: pay, hours of work and employee related policies and procedures.
14. It is proposed to update the existing Code of Conduct and Data Protection clauses to reflect the data protection legislation changes (subject to Royal Assent) as follows:

Clause 6: Code of Conduct

The Code of Conduct outlines the standards of conduct expected of all employees in key matters and is included in the Employee Handbook. Failure to comply with the Code of Conduct may lead to disciplinary action being taken against you which may result in your dismissal. Further information on the standards of conduct required when handling the personal data of others is set out in the Employee and Corporate Data Protection Policies. There are also separate policies in the Employee Handbook relating to Communications and Information Systems Use and Whistleblowing.

Clause 26: Data Protection

The Data Protection Act 2018 applies both to personal data that you handle during the course of employment (see clause 6 above) and to your own personal data that the City of London Corporation needs to hold and process, including special categories of data. The term "special categories of data" means personal data consisting of information as to racial or ethnic origin; political opinions; religious or philosophical beliefs; membership of a trade union; physical or mental health or condition; genetic data; biometric data; sex life or sexual orientation. The legal basis for processing your data is set out in the Employee Privacy Notice (attached). In the limited circumstances in which your written consent is required for specific processing, you signify your consent by signing this contract and, where necessary, any separate consent clauses. Your rights in relation to your personal data are set out in the Employee Privacy Notice.

15. In accordance with legal advice there is no need to amend statements of particulars of employment for existing staff. However, all staff are to be referred to a new Employee Privacy Notice appended to the Employee Data Protection Policy which provides information on the processing of personal data and the updated main body of the policy itself.

Proposal

The revised policy and updated clauses to the statement of particulars of employment are part of the City Corporation's commitment to GDPR compliance and are recommended for adoption.

Conclusion

As an employer the City Corporation must ensure it is able to demonstrate compliance with the new legislation this includes making sure our policies, procedures and contractual terms are accordingly revised.

Appendices

Appendix 1 – Proposed Employee Data Protection Policy and Employee Privacy Notice

Background Papers

Data Protection Report, Establishment Committee, 9 April 2018.

Carol Simpson

Strategic HR Project Manager

T: 020 7332 3482

E: carol.simpson@cityoflondon.gov.uk

Data Protection Policy (Employees)

Table of Contents

Statement of Intent.....	2
Scope.....	2
Purpose.....	2
Definitions	3
Data Protection Principles.....	4
Accessing Personal Data / Subject Access Requests (SARs)	7
Data Protection Breaches	9
Privacy Impact Assessment (PIA).....	9
International Data Transfers	10
Monitoring	10
Training & Compliance.....	10
List of Appendices.....	10
Links / Other Resources	10
Appendix 1: Employee Privacy Notice	12

Statement of Intent

1. The City of London Corporation (City Corporation) is committed to all aspects of data protection and takes seriously its duties, and the duties of its employees, under the General Data Protection Regulation 2016 (GDPR) and the Data Protection Act 2018 (DPA 2018). This policy sets out how the City Corporation deals with employees' personal data, including personnel files and data subject access requests; and employees' obligations in relation to personal data.
2. The City Corporation recognises that employees have rights in relation to their own personal data processed by the City Corporation, and as employees of the City Corporation they have responsibilities for the personal data of others (i.e. clients, customers and colleagues) which they process in the course of their work.
3. The City Corporation has appointed the Comptroller & City Solicitor as Data Protection Officer, the person with responsibility for advising the organisation in relation to data protection compliance, who can be contacted at information.officer@cityoflondon.gov.uk.
4. The Director of Human Resources will be responsible for the interpretation, advice and management of this procedure on behalf of the City of London Corporation.

Scope

5. This policy applies to all prospective, current and former employees and workers at the City Corporation, including teaching and support staff in the three City Schools and support staff in the City of London Police. The term 'employee' used in this policy refers to all those in scope as described above. In addition other workers such as, contractors, agency workers, volunteers, interns, apprentices and those undertaking work experience at the City Corporation are expected to observe the data protection principles and to comply with the responsibilities set out in the paragraphs below.
6. This policy should be read in conjunction with the corporate Data Protection Policy and may be supplemented by local data protection policies for example within Schools and the Barbican Centre where local policies may act as an extension to this policy.

Purpose

7. The purpose of the policy is to:
 - provide employees with a framework that outlines appropriate use of personal data in accordance with the GDPR and DPA 2018; and
 - protect the City Corporation against liability for the actions of its employees, other workers, former employees and former other workers.

Definitions

8. Data protection is about the privacy of individuals, and is governed by the GDPR and DPA which defines, among others, terms as follows:

- **“Personal data”** any information that relates to an identified or identifiable living individual. This includes where living individuals can be directly or indirectly identified using information such as a name as well as other identifiers such as unique personal identifiers (e.g. payroll and National Insurance numbers), location data or other online identifiers, as well as physical, physiological, genetic mental, economic, cultural or social identity
- **“Controller”** the person or organisation responsible for determining the purposes and means of the processing of personal data The City Corporation is the data controller in respect of all personal information that relates to the Corporation’s business.
- **“Data Protection Officer” (DPO)** public authorities are required to have a DPO to inform and advise on data protection matters, monitor compliance with data protection legislation and act as liaison with the Information Commissioner’s Office (ICO).
- **“Data subject”** is the identified or identifiable person to whom the personal data relates.
- **“Processing”** is defined very broadly and encompasses any action performed on or with personal data, including collection, recording, organisation, structuring, storage, adaptation or alteration, retrieval, consultation, use, disclosure by transmission, dissemination or otherwise making available, alignment or combination, restriction (that is, the marking of stored data with the aim of limiting its processing in the future, erasure and destruction. In effect, it is any activity involving personal data.
- **“Processor”** is the person or organisation (a third party) who processes personal data on behalf of the data controller.
- **“Special categories of personal data”** means personal data which reveals a data subject’s racial or ethnic origin, political opinions, religious or philosophical beliefs, trade union membership, genetic, biometric and health data, and information relating to a data subject’s sex life or sexual orientation.
- **“Criminal records data”** means information about an individual's criminal convictions and offences, and information relating to criminal allegations and proceedings. To note it is lawful to consider spent convictions for certain types of employment listed as detailed in the Rehabilitation of Offenders Act 1974 (Exceptions) Order 1975.

Data Protection Principles

9. The City Corporation is legally required to comply with the six Data Protection principles when processing personal data. These principles require that personal data:
 - i. Shall be processed lawfully, fairly and in a transparent manner in relation to the data subject.
 - ii. Shall be collected only for specified, explicit and legitimate purposes; and it must not then be further processed in any manner incompatible with those purposes.
 - iii. Shall be adequate, relevant and limited to what is necessary in relation to the purposes for which it is processed.
 - iv. Shall be accurate and, where necessary, kept up to date. Every reasonable step must be taken to ensure that data which is inaccurate, having regard to the purposes for which it is processed, is erased or rectified without delay.
 - v. Shall not be kept in a form which permits identification of data subjects for longer than is necessary for the purposes for which the data is processed. Personal data may be stored for longer periods provided it is processed solely for archiving purposes in the public interest, scientific or historical research purposes or statistical purposes. This is subject to the implementation of appropriate data security measures designed to safeguard the rights and freedoms of data subjects.
 - vi. Shall be processed in a manner that ensures its appropriate security. This includes protection against unauthorised or unlawful processing and against accidental loss, destruction or damage.
10. The City Corporation tells individuals the reasons for processing their personal data, how it uses such data and the legal basis for processing in its privacy notices. It will not process personal data of individuals for other incompatible reasons.
11. Stronger legal protection applies in relation to the special categories of personal data information:
 - racial or ethnic origin
 - political opinions
 - religious or philosophical beliefs
 - the processing of genetic data
 - the processing of biometric data in order to uniquely identify a person
 - mental or physical health
 - sexual life and orientation
 - trade union membership
12. There are separate safeguards for personal data relating to criminal convictions and offences, or related security measures.

The City Corporation

13. As a data controller the City Corporation has publicly registered its general purposes for processing personal data on the Information Commissioner's Office (ICO) website.
14. As part of the purpose of "employee administration" the City Corporation may, where necessary for a lawful purpose, disclose personal data to professional advisers (e.g. legal or medical), pension scheme administrators including the LGPS Pensions Board, banks and insurers, and other companies to which the City Corporation has contracted work relating to any of the purposes stated on its register of processing activities.
15. Information about employees may also be disclosed where required by law, or in connection with legal proceedings, or for the prevention / detection of crime, or assessment / collection of tax. Information about employees may also be disclosed to others at the employee's request or with the employee's consent.
16. Special provisions apply to the processing of special categories of personal data (see definitions), and generally the processing of such information will be avoided where possible. Where the City Corporation needs to process special categories of personal data it will rely on the subject's explicit consent given in the contract of employment, or on one of the other justifications specified under the first principle i.e. processed lawfully, fairly and in a transparent manner in relation to individuals; or it will seek if appropriate, the data subject's specific consent. The exceptions to individual consent being when collating statistical data for reporting purposes for the City Corporation to fulfil its contractual, management and legal responsibilities.
17. Departments and institutions are responsible for the personal data they hold and process. Accordingly, the City Corporation operates an Access to Information Network (AIN), consisting of representatives from each department which supports this responsibility and the work of the Information Officer. For a list of all departmental AIN representatives at the City Corporation see Links / Other Resources.
18. The departmental AIN representative should be the first port of call, when a matter concerning data protection compliance has arisen. If you are unable to contact your departmental AIN representative, you should contact the Information Compliance Team in the Comptroller and City Solicitor's Department.

Managers

19. Managers should ensure that:
 - They and their employees have completed the mandatory data protection online training course and any further training as appropriate to their role; and

- They and their employees are familiar with local procedures and practices regarding the processing of all personal data to which they have access in the course of their duties.

CityPeople (HR and payroll system)

20. Where personal data held within the CityPeople system is to be disposed of, it is either deleted or redacted and put beyond business use i.e. no unique identification factors remain.

Employees

21. The City Corporation's Employees Privacy Notice (Appendix 1) sets out how personal data may be processed and the legal basis for doing so. In limited circumstances, the City Corporation may rely on employees' explicit consent for processing; where this is the case consent should be freely given, can be withdrawn and will generally be recorded by the employee's signed agreement.
22. As part of the on-going move to employee self-service, managers can view their immediate reports contact information including emergency contact details (where provided) and employment information integral to staff management. However, employees are responsible for maintaining their own personal information (i.e. bank details, home address etc.) whether through City People employee self-service or any other employee self-service system where applicable. Advice or support in doing so is available from the HR Business Unit at CorporateHRHelpdesk@cityoflondon.gov.uk.
23. Employees with access to and responsibility for personal data are expected to:
 - access only data that they have authority to access and only for authorised purposes;
 - comply at all times with the City Corporation's IT, Security and email use policies; and in particular not use a non-Corporation email system for the transmission of personal data;
 - use data responsibly and in accordance with the data protection principles and should be cautious about disclosing personal data both within and outside the City Corporation, and about using it in email and via the internet or intranet;
 - complete mandatory data protection and related training to comply fully with corporate and local guidance, procedures and practice regarding the processing of personal data and check their authority to take any action involving personal data with their manager;
 - report any loss or compromise of their own or others personal information to the departmental AIN representative or the Information Compliance Team as soon as possible;

- take all necessary action to keep personal data secure, no matter its form or format, including by the proper management of electronic devices, including mobile devices and computer access; implementing and complying with rules on access to premises and secure electronic and hard copy file storage and destruction, and in accordance with corporate policies and guidance.
24. Where personal information is to be disposed of, employees should ensure that it is destroyed permanently and securely. This may involve the permanent removal of the information from the server so that it does not remain in an employee's inbox, deleted items folder or recover deleted items folder. Hard copies of personal information must be confidentially shredded or placed in confidential waste bins provided. Employees should be careful to ensure that personal information is not disposed of in a wastepaper basket / recycle bin. It must be remembered that the destruction of personal data is of itself “processing” and must be carried out in accordance with the data protection principles.
 25. If an employee acquires any personal data in error by whatever means, they shall inform their departmental AIN representative immediately and, if it is not necessary for them to retain it, destroy the personal data without any further processing of it.
 26. An employee must not send other people’s personal data from a City Corporation laptop, desktop, tablet or mobile phone to a personal email account i.e. an account not owned or controlled by the Corporation, except where it is legally permitted to do so.
 27. Where employee personal data needs to be taken off site the responsible employee must ensure that appropriate steps are taken to protect it; be it in hard copy, stored on a laptop or other electronic device. For the removal of hard copy information, prior consent should be obtained from their line manager or senior officer. Care must also be taken when observing personal data in hard copy or on-screen so that such information is not viewed by anyone who is not legitimately privy to it.
 28. If an employee is in any doubt about what they may or may not do with personal data, they should seek advice from their departmental AIN representative before taking any action.

Accessing Personal Data / Subject Access Requests (SARs)

29. Data subjects have a general right of access (subject to exemptions) to the personal data held about them. This right can be exercised by submitting a Subject Access Request (SAR). The type of personal data kept about employees includes personnel files, occupational health and sickness records, disciplinary or training records, appraisal or performance review notes, emails in which the employee is the focus of the email and documents that are about the employee.

30. Any employee receiving a SAR from a data subject directly should immediately pass it to their departmental AIN representative and the Information Compliance Team. All responses to SARs should be coordinated by the relevant departmental AIN representative or the Information Compliance Team.
31. Some personal data may be exempt from disclosure to the data subject, but these exemptions or restrictions, are to be assessed on a case by case basis. If a subject access request is manifestly unfounded or excessive, the City Corporation is not obliged to comply with it but can agree to respond where costs are agreed to be met.
32. All SARs must be acknowledged. The City Corporation must respond to a SAR, subject to any exemptions or constraints to disclosure, within one month from the date it is received. In some cases, such as where we process large amounts of the individual's data, we may respond within three months of the date the request is received. The departmental AIN representative will write to the individual within one month of receiving the original request to tell him/her if this is the case.
33. If an employee becomes aware that the City Corporation holds any inaccurate, irrelevant or out-of-date personal information about them, it may be possible for them to update these records themselves (through any corporate employee self-service system). Where this is not possible, they should notify the HR Business Unit at CorporateHRHelpdesk@cityoflondon.gov.uk and provide any necessary or suggested corrections and/or updates to the information. The departmental AIN representative will also be notified.
34. If an employee requests the City Corporation to stop processing data or erase data that is no longer necessary for the purposes of processing on either a temporary or an indefinite basis, they should notify the HR Business Unit at CorporateHRHelpdesk@cityoflondon.gov.uk stating the ground(s) for the request. The departmental AIN Representative will also be notified.
35. However where the deletion of personal data is approved and the data is processed by another organisation commissioned on the behalf of the City Corporation, the City Corporation will contact the organisation and inform them of the deletion; unless this proves impossible or involves disproportionate effort. Note: this does not apply in the case of taking up certain staff benefits, where an employee elects to enter into an agreement directly with an external benefits provider, then that provider's own privacy notice should be referred to.
36. In some circumstances it may not be possible to comply with a request for erasure of personal data or to stop processing data. Examples include where processing is required in order to comply with a legal obligation for the performance of a public interest task or exercise of official authority.
37. Complaints regarding the City Corporation's processing of personal data should be addressed to: Complaints Officer, Town Clerk's Department, City of London, PO Box 270, Guildhall, London, EC2P 2EJ, UK; or email: complaints@cityoflondon.gov.uk

Data Protection Breaches

38. Failure to observe the data protection principles within this policy may result in an employee incurring personal criminal liability. It may also result in disciplinary action up to and including dismissal where there are significant or deliberate breaches of this policy, such as accessing employee or customer personal data without authorisation or a legitimate reason to do so.
39. Employees must immediately report to their departmental AIN representative and the Information Compliance Team, any actual or suspected data protection breaches, which will be investigated in accordance with the City Corporation's Data Protection Breach guidelines.
40. If the City Corporation discovers that there has been a breach of employee related personal data that poses a risk to the rights and freedoms of individuals, it is required to report it to the Information Commissioner within 72 hours of discovery. The City Corporation will record all data breaches regardless of their effect.
41. If the breach is likely to result in a high risk to the rights and freedoms of individuals, it will tell affected individuals that there has been a breach and provide them with information about its likely consequences and the mitigation measures it has taken.
42. Where the City Corporation engages third parties to process personal data on its behalf, such parties do so based on written instructions, are under a duty of confidentiality and are obliged to implement appropriate technical and organisational measures to ensure the security of data.

Privacy Impact Assessment (PIA)

43. Some of the processing that the City Corporation carries out may result in risks to privacy. Where processing would result in a high risk to individual's rights and freedoms, the City Corporation will need to carry out a data protection Privacy Impact Assessment (PIA) to determine the necessity and proportionality of the processing. This will include considering the purposes for which the activity is carried out, the risks for individuals and the use of new technologies and the measures that can be put in place to mitigate the risks. Advice should be sought from the Data Protection Officer at an early stage where a proposal may require a PIA.

International Data Transfers

44. Employee related personal data held directly by the City Corporation is not routinely transferred to countries outside the EEA. However, certain data processed by third parties on behalf of the City Corporation may be transferred, for instance organisations based outside the EEA or operating on a global basis may need to transfer or store your personal data outside the EEA. Links to each organisation's privacy notice will be supplied where this occurs.

Monitoring

45. Since the City Corporation's communications facilities i.e. email, messaging, Skype etc. are provided for the purposes of the City Corporation's business, employees should not expect that their communications will be private; although the City Corporation will, subject to its overriding business requirements, do its best to respect an employee's privacy and autonomy at work.
46. The City Corporation may monitor an employee's internal and external communications (whether via telephone, email, and internet, or otherwise) for the purposes specified in the Code of Conduct in accordance with the Communications and Information Systems Use Policy.

Training & Compliance

47. The City Corporation provides training to all employees on data protection matters on induction and on a regular basis thereafter. This training is mandatory and completion of the training will be monitored by Corporate HR and Business Services Unit.
48. The City Corporation will review and ensure compliance with this policy at regular intervals.

List of Appendices

Appendix 1 – Employees Privacy Notice

Links / Other Resources

- Code of Conduct
- Communications and Information Systems Use Policy
- Data Protection Policy
- Data Subject Rights' Policy
- Disclosure and Barring Services & Recruiting of Ex-Offenders

- General Data Protection Regulation (GDPR)
- Information Commissioner's Office (ICO)
- Departmental AIN representatives

Appendix 1: Employee Privacy Notice

This notice describes how the City of London Corporation ("the Corporation") as a data controller collects and uses personal information about you during and after your employment, in accordance with the General Data Protection Regulation (GDPR) and the Data Protection Act 2018 (DPA 2018). The Notice will be reviewed periodically and may be updated at any time.

This Notice applies to current and former employees, workers and contractors. The Corporation's Data Protection Officer is the Comptroller and City Solicitor and can be contacted at information.officer@cityoflondon.gov.uk.

The information we hold about you

Personal data, or personal information, means any information about an individual from which that person can be identified. It does not include data where the identity has been removed (anonymous data).

There are "special categories" of more sensitive personal data which require a higher level of protection.

Examples of the categories of personal information we will collect, store and use about you include:

- Personal contact details such as name, title, address, telephone numbers and personal email addresses
- Date of birth
- Gender
- Next of kin and emergency contact information
- National Insurance number
- Bank account details, payroll number and tax status information
- Information such as salary, start date, annual leave, working hours, work title, job roles, pensions and benefits information)
- Location of employment or workplace.
- Copy of driving licence (if required)
- Recruitment information (including copies of right to work documentation, references, documents verifying identity/qualifications and other information

included in an application form, CV or covering letter or as part of the application process)

- Performance information
- Disciplinary and grievance information
- Information obtained through electronic means such as ID card
- Information about your use of our information and communications systems
- Photographs

We may also collect, store and use the following "special categories" of more sensitive personal information:

- Information about your race or ethnicity, religious/philosophical beliefs, sexual orientation and political opinions
- Trade union membership
- Information about your health, including any medical condition, health and sickness records, and disability
- Genetic information and biometric data
- Information about criminal convictions and offences, or related security measures such as, for specific roles Disclosure and Barring Service (DBS) checks, the Single Central Register (SCR) in schools) work absence information such as number of absences and reasons
- Data for monitoring and reporting purposes such as equalities data reporting to demonstrate compliance with The Public Sector Equality Duty (PSED). Reporting will be of anonymised data only

Why we collect and use this information

- To make a decision about your recruitment and confirm your suitability for employment
- To determine the terms on which you work for us
- To check you are legally entitled to work in the UK
- To pay you and, if you are an employee, deducting tax and National Insurance contributions
- To administer employees' pension benefits
- To administer the contract we have entered into with you
- To make decisions about salary reviews, compensation and continued employment
- To conduct performance reviews, manage performance, manage sickness absence and fitness to work

- To make arrangements for the termination of the employment relationship
- To enable the development of a comprehensive picture of the workforce and how it is deployed
- To inform the development of recruitment and retention policies
- To comply with health and safety obligations

The lawful basis on which we process this information

Your personal data will be processed only when there is a legal basis to do so. Processing of your personal data will only take place in one or more of the following circumstances:

1. To perform the contract we have entered into with you.
2. Where we need to comply with a legal obligation.
3. Where it is necessary in the public interest.
4. Where point 3 does not apply, where it is necessary for our legitimate interests (or those of a third party) and your interests and fundamental rights do not override those interests.
5. Where we need to protect your interests (or someone else's interests).
6. In limited circumstances, with your explicit written consent.

The legal basis for collecting special categories of data, include the following circumstances:

1. In limited circumstances, with your explicit written consent.
2. Where we need to carry out our legal obligations and in line with our data protection policy.
3. Where it is needed in the public interest, such as for equal opportunities monitoring or in relation to our occupational pension scheme, and in line with our data protection policy.
4. Where it is needed to assess your working capacity on health grounds, subject to appropriate confidentiality safeguards.

Less commonly, we may process this type of information where it is needed in relation to legal claims or where it is needed to protect your interests (or someone else's interests) and you are not capable of giving your consent, or where you have already made the information public.

Consent

If we have consent to use your personal information for any particular reason, you have the right to remove your consent at any time by contacting the Information Compliance Team.

Collecting this information

Whilst the majority of information you provide is mandatory, some of it is provided to us on a voluntary basis. In order to comply with data protection legislation, we will inform you whether you are required to provide certain information to us or if you have a choice in this.

We do not collect more information than we need to fulfil our stated purposes and will not retain it for longer than is necessary. Staff receive mandatory training in data protection.

Storing this information

We hold your personal data for a reasonable period in accordance with legal requirements after the termination of your employment with us.

Sharing this information

We share information about employees with external agencies only when necessary and where the law and our policies permit us to do so, for example for the prevention or detection of crime.

We may share your personal data with the trade unions and organisations which provide and administer employee benefits. For example, auto-enrolment under the Pensions Act 2008 to either the Local Government Pension Scheme (LGPS) for officers or the Teachers' Pension Scheme (TPS) for teachers.

Where a third party is to process personal data on our behalf, they do so on the basis of written instructions, are under a duty of confidentiality and are obliged to implement appropriate technical and organisational measures to ensure the security of data. However, where you may choose to elect to enter into an agreement directly with an external staff benefits provider, then that provider's own privacy notice should be referred to.

International data transfers

Employee related personal data held directly by the City Corporation is not routinely transferred to countries outside the EEA. However, certain data processed by third parties on behalf of the City Corporation may be transferred, for instance organisations based outside the EEA or operating on a global basis may need to transfer or store your data outside the EEA. We will put in place additional protections on your personal information if it leaves the UK ranging from secure way of transferring data to ensuring we have a robust contract in place with that third party. Links to each organisation's privacy notice will also be supplied where this occurs.

Your rights regarding your personal information

Under data protection legislation, you have the right to request access to information about you that we hold, also known as a Subject Access Request. You will not have to pay a fee to access your personal information (or to exercise any of the other rights listed below). However, we may charge a reasonable fee if your request for access is clearly unfounded or excessive. Alternatively, we may refuse to comply with the request in such circumstances.

You also have the right to:

- Request correction of the personal information that we hold about you. This enables you to have any incomplete or inaccurate information we hold about you corrected.
- Request erasure of your personal information. This enables you to ask us to delete or remove personal information where there is no good reason for us continuing to process it. You also have the right to ask us to delete or remove your personal information where you have exercised your right to object to processing (see below).
- Object to processing of your personal information where we are relying on a legitimate interest (or those of a third party) and there is something about your particular situation which makes you want to object to processing on this ground. You also have the right to object where we are processing your personal information for direct marketing purposes.
- Request the restriction of processing of your personal information. This enables you to ask us to suspend the processing of personal information about you, for example if you want us to establish its accuracy or the reason for processing it.
- Request the transfer of your personal information to another party.

To make a Subject Access Request or to verify, correct or request erasure of your personal information, object to the processing of your personal data, or request that we transfer a copy of your personal information to another party, please contact the Information Compliance Team at information.officer@cityoflondon.gov.uk who will refer your request to the relevant departmental AIN representatives. Refer to the Data Subject Rights' Policy for further information.

If you have a concern about the way we are collecting or using your personal data, we ask that you raise your concern with us in the first instance, these should be addressed to: Information Compliance Team, Comptroller and City Solicitor's Department, City of London, PO Box 270, Guildhall, London, EC2P 2EJ, UK; or email information.officer@cityoflondon.gov.uk.

Further information

If you would like to discuss anything in this privacy notice, please contact the City Corporation's Data Protection Officer at information.officer@cityoflondon.gov.uk.

For independent advice about data protection, privacy and data sharing issues, you can contact the Information Commissioner's Office (ICO) at:

Information Commissioner's Office
Wycliffe House
Water Lane
Wilmslow
Cheshire
SK9 5AF

Tel: 0303 123 1113 (local rate) or 01625 545 745 if you prefer to use a national rate number.

Alternatively, visit ico.org.uk or email casework@ico.org.uk.

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Committee(s) Establishment Committee – For information Public Relations and Economic Development Sub Committee – For information Open Spaces and City Gardens Committee – For information Community and Children Services Committee – For information City Bridge Trust Committee – For information Policy and Resources Committee - For decision	Dated: 22 May 2018 29 May 2018 4 June 2018 8 June 2018 6 July 2018 6 September 2018
Subject: Corporate Volunteering Strategy, 2018-23	Public
Report of: Kate Smith, Head of Corporate Strategy and Performance	For information
Report author: Amelia Ehren, Corporate Strategy Officer	

Summary

This paper presents the proposed final version of the Corporate Volunteering Strategy 2018-23 for Members' information. The strategy sets out the City of London Corporation's (City Corporation) vision for volunteering, in which the organisation 'has a positive volunteering culture, with clear and consistent practices, which support volunteers and their beneficiaries to flourish in the Square Mile, London and beyond' and how it will work towards achieving it.

The paper outlines the process by which this strategy was developed, the next steps for its implementation and its corporate implications. It asks Members to note the content of the strategy before it is taken to Policy and Resources Committee in September 2018 for decision.

Recommendations

Members are asked to:

- i. Note the process for developing the strategy.
- ii. Note the content of the Corporate Volunteering Strategy at **Appendix 1** and provide any feedback that may be pertinent ahead of it being presented to Policy and Resources Committee for decision.

Main Report

Background

1. The City Corporation delivers a wide range of volunteering activities and opportunities for different groups and purposes. It currently:
 - Supports **staff** to undertake volunteering in London through the Employee Volunteering Programme.

- Provides volunteering opportunities for **its residents, students in its academies and schools, individuals, community groups and businesses** in the Square Mile, London and beyond as part of its service delivery and through its commissioned services.
2. The Corporate Volunteering Strategy, shown in full at **Appendix 1**, outlines a strategic approach to volunteering, which will support the City Corporation to deliver its wider corporate vision, as set out in the Corporate Plan. It builds upon and brings together the learning from existing volunteering activities and practices in place across the organisation.
 3. In 2015, the Department of Community and Children's Services (DCCS) commissioned an independent review to help shape their future approach to commissioning volunteering and community development activities. The review also involved analysis of the volunteering activity happening across the City Corporation. The resulting report, entitled Community Volunteering Review for the City of London was published in January 2016 and set out a number of recommendations, including the key recommendation to develop a strategic approach, a robust needs analysis and a priority focus for the City Corporation's volunteering activities as a whole. The report highlighted the opportunity to better share good volunteering practices across the organisation, in order to enable greater consistency across departments and within divisions and reduce duplication of effort in relation to all stages of working with volunteers.
 4. The review provided further impetus for the development of a strategic approach to volunteering and in 2016 a Volunteering Working Group (VWG) was set up to scope a corporate volunteering strategy and drive forward its development. The VWG is made up of representatives from the following teams: City Bridge Trust (CBT), Corporate Strategy & Performance Team, DCCS, Economic Development Office (EDO), Human Resources (HR) and Open Spaces.

How the strategy was developed

5. The strategy was developed through a collaborative and participatory approach with internal and external stakeholders. In addition to the recommendations from the Community Volunteering Review, the VWG scoped the City Corporation's current practices by carrying out an appreciative enquiry with group members and other staff members, whose work also related to volunteering. Further consultation with staff, Members, volunteers, residents, staff from our commissioned services and representatives from the charitable and community sector also took place in the form of an event and an online survey to explore the needs and impacts of volunteering.
6. This process helped to set the priority focus for the strategy, which shifts the focus from a traditionally departmental/divisional led approach to a more coordinated, holistic and corporate approach to volunteering.
7. In January 2017, an update paper was presented to Establishment Committee, for information, on the strategic approach to working with volunteers. The feedback received also informed the development of the strategy, at **Appendix 1**.

Current Position

8. The strategy, in terms of its vision, outcomes and links to the Corporate Plan, is summarised below:

Shaping the future of volunteering

Vision: The City of London Corporation has a positive volunteering culture, with clear and consistent practices, which support volunteers and their beneficiaries to flourish in the Square Mile, London and beyond.

To fulfil the vision, this strategy sets out three outcomes it will seek to achieve:

Outcome 1 – Volunteers benefit from meaningful volunteering opportunities.

Measures of success

- Volunteering supports personal development.
- Volunteering helps people improve their skills and networks.
- Volunteering improves people's health and wellbeing.

Outcome 2 – Volunteers are valued.

Measures of success

- Volunteers feel supported by good volunteering practices.
- Volunteers feel they are treated with respect and their contribution is recognised.
- Volunteers feel they have good access to opportunities.

Outcome 3 – Organisations and their stakeholders benefit from more and better volunteering.

Measures of success

- Volunteering hours increase.
- Volunteering impact increases.
- Beneficiaries recognise the benefits of engaging with volunteers.

Links to our Corporate Plan 2018-23: This strategy will support the aims set out in the Corporate Plan by contributing to a flourishing society, supporting a thriving economy and shaping outstanding environments. The above outcomes specifically support Corporate Plan outcomes 3, 4 and 5. However, volunteers could be involved in activities that support any of the 12 Corporate Plan outcomes.

CP Outcome 3 – People have equal opportunities to enrich their lives and reach their full potential.

CP Outcome 4 – Communities are cohesive and have the facilities they need.

CP Outcome 5 – Businesses are trusted and socially and environmentally responsible.

Related strategies and activities: Philanthropy Strategy, Corporate Responsible Business Strategy, City Bridge Trust's Bridging Divides Strategy, Social Mobility Strategy, Education, Employee Volunteering Programme and the City of London Corporation's #iwill pledge.

A number of departments also reference volunteering activities in their own departmental business plans/strategies and divisional team plans.

This strategy sets out our approach to volunteering and outlines the ambitious outcomes we seek to achieve over a five-year period, for the benefit of stakeholders in the Square Mile, London and beyond. It also provides an overview of the types of activities we will champion, however detailed action plans and activities will be finalised and agreed when implementing the strategy. These will build upon the successes and learning from the volunteering activities and practices currently in place across the organisation, best practice and innovation taking place elsewhere and through trying new things and exploring new opportunities in order to achieve our vision.

Next steps and implementation

9. Members are asked to note the content of the Corporate Volunteering Strategy at **Appendix 1** and provide any feedback that may be pertinent ahead of it being presented to Policy and Resources Committee in September 2018 for decision.
10. The strategy identifies key milestones and measures of success for the strategy, which will guide and inform the implementation over the next five years. At the same time, it also acknowledges that further detailed actions plans need to be developed.
11. In January 2018, the Policy and Resources Committee approved the 2018/19 revenue budget for CBT, which included funding for the creation of a new Corporate Volunteering Manager role to sit within CBT. A job description and person specification for the role is currently being drafted by the Head of Philanthropy Strategy, with the hope that the role will be recruited and in post by summer 2018. The Corporate Volunteering Manager, with the support of the VWG,

will be responsible for driving the successful implementation and monitoring of the strategy over the five-year term.

Corporate & Strategic Implications

12. This strategy positions volunteering as an asset that is both supportive of and supported by the outcomes in the Corporate Plan 2018-23. Achieving the vision set out in the strategy will help support the aims set out in the Plan by contributing to a flourishing society, supporting a thriving economy and shaping outstanding environments.
13. Whilst the outcomes in this strategy directly support specific outcomes in the Corporate Plan (as outlined below), volunteers could also be involved in activities that support any of the 12 corporate outcomes.
 - Outcome 3 – People have equal opportunities to enrich their lives and reach their full potential.
 - Outcome 4 – Communities are cohesive and have the facilities they need.
 - Outcome 5 – Businesses are trusted and socially and environmentally responsible.
14. The strategy is also supportive of and supported by a variety of existing and emerging City Corporation strategies and activities including its Philanthropy, Responsible Business, Bridging Divides and Social Mobility strategies and its #iwill pledge, Employee Volunteering Programme and work in education.
15. A number of departments also reference volunteering activities in their own departmental business plans/strategies and in divisional team plans. This strategy provides a framework for departments and divisions to align their work to and supports a corporate approach to impact measurement.

Conclusion

16. The Corporate Volunteering Strategy sets out a vision for the future where the City Corporation has a positive volunteering culture, with clear and consistent practices, which support volunteers and their beneficiaries to flourish. It is hoped that the strategy will have been through all officer and Member governance by September 2018. During this time, it is expected that the new Corporate Volunteering Manager will be in post to lead on devising detailed action plans for each outcome and drive forward its implementation once launched in September 2018.

Appendices

- Appendix 1 – Corporate Volunteering Strategy, 2018-23.

Amelia Ehren

Corporate Strategy Officer

T: 020 7332 3431

E: amelia.ehren@cityoflondon.gov.uk



Corporate Volunteering Strategy 2018-23

Shaping the future of volunteering

This strategy runs from 2018-23 and outlines the City of London Corporation's (City Corporation) approach to volunteering. It positions volunteering as an asset that is both supportive of and supported by the outcomes in our Corporate Plan 2018-23. We want individuals and communities to flourish as a result of the positive volunteering culture and practices embedded within the organisation.

We currently deliver a wide range of volunteering activities and opportunities for different groups and purposes. We:

- Support **staff** to undertake volunteering in London through the Employee Volunteering Programme.
- Provide volunteering opportunities for **our residents, students in our academies and schools, individuals, community groups and businesses** in the Square Mile, London and beyond as part of our service delivery and through our commissioned services.

Whilst there is no statutory or universally accepted definition of volunteering, we define and recognise volunteering as “**the giving of unpaid time to something that aims to benefit the environment or people other than, or in addition to, close relatives**”. By this definition, there is a vast amount of volunteering activity taking place across the organisation. Between 2016 and 2017, our volunteers gave over 60,000 hours of their time to support our open spaces and 150 volunteer governors offered their time to support our schools and academies to provide world class education to more than 8,700 pupils across five London boroughs. Volunteers also gave their time to support our libraries, cultural and heritage attractions and local communities.

Our volunteers, however, give more than just their unpaid time. They offer us their perspective, objectivity and a wide-range of pre-existing

skills and experience. Through our volunteers we can support harder to reach communities; develop the skills of others; engage stakeholders in consultation, decision-making and co-design of services; and materially and sustainably improve environments. Our elected and co-opted Members exemplify these benefits through their valued contributions to the City Corporation.

Recognising the value of volunteering and the potential to do more, in 2015, the Department of Community and Children's Services commissioned an independent review entitled 'Community Volunteering Review for the City of London'. The review, published in January 2016, described all volunteering taking place across the City Corporation at the time and highlighted opportunities to benefit from sharing good volunteering practices across the organisation and to reduce duplication of effort in relation to all stages of working with volunteers, namely their recruitment, training and management.

In response, a Volunteering Working Group (VWG) was set up in 2016 to develop a corporate and strategic approach to volunteering. The strategy set out herein is based on the commissioned report, an appreciative enquiry with internal stakeholders and consultation sessions with staff, existing volunteers, residents and representatives from the charitable and community sector.

This strategy shifts the focus away from a traditional department/division led approach and towards a holistic and corporately-coordinate approach to volunteering. This approach will support the achievement of the strategy's vision in which the City of London Corporation has a positive volunteering culture, with clear and consistent practices, which support volunteers and their beneficiaries to flourish in the Square Mile, London and beyond.

Shaping the future of volunteering

Vision: The City of London Corporation has a positive volunteering culture, with clear and consistent practices, which support volunteers and their beneficiaries to flourish in the Square Mile, London and beyond.

To fulfil the vision, this strategy sets out three outcomes it will seek to achieve:

Outcome 1 – Volunteers benefit from meaningful volunteering opportunities.

Measures of success

- Volunteering supports personal development.
- Volunteering helps people improve their skills and networks.
- Volunteering improves people's health and wellbeing.

Outcome 2 – Volunteers are valued.

Measures of success

- Volunteers feel supported by good volunteering practices.
- Volunteers feel they are treated with respect and their contribution is recognised.
- Volunteers feel they have good access to opportunities.

Outcome 3 – Organisations and their stakeholders benefit from more and better volunteering.

Measures of success

- Volunteering hours increase.
- Volunteering impact increases.
- Beneficiaries recognise the benefits of engaging with volunteers.

Links to our Corporate Plan 2018-23: This strategy will support the aims set out in the Corporate Plan by contributing to a flourishing society, supporting a thriving economy and shaping outstanding environments. The above outcomes specifically support Corporate Plan outcomes 3, 4 and 5. However, volunteers could be involved in activities that support any of the 12 Corporate Plan outcomes.

CP Outcome 3 – People have equal opportunities to enrich their lives and reach their full potential.

CP Outcome 4 – Communities are cohesive and have the facilities they need.

CP Outcome 5 – Businesses are trusted and socially and environmentally responsible.

Related strategies and activities: Philanthropy Strategy, Corporate Responsible Business Strategy, City Bridge Trust's Bridging Divides Strategy, Social Mobility Strategy, Education, Employee Volunteering Programme and the City of London Corporation's #iwill pledge.

A number of departments also reference volunteering activities in their own departmental business plans/strategies and divisional team plans.

This strategy sets out our approach to volunteering and outlines the ambitious outcomes we seek to achieve over a five-year period, for the benefit of stakeholders in the Square Mile, London and beyond. It also provides an overview of the types of activities we will champion, however detailed action plans and activities will be finalised and agreed when implementing the strategy. These will build upon the successes and learning from the volunteering activities and practices currently in place across the organisation, best practice and innovation taking place elsewhere and through trying new things and exploring new opportunities in order to achieve our vision.

Outcome 1 – Volunteers benefit from meaningful volunteering opportunities.

It is important that we source, promote and provide volunteering opportunities that are impactful and meaningful. Volunteering can have many positive impacts for the volunteer, such as offering access to new opportunities to acquire skills and experience and supporting their own wellbeing (a list of impacts be found at Appendix 1). However, there is currently limited internal assessment of the benefits our volunteers receive as a result of their activities. The volunteering data that has been collected relates mainly to volunteer numbers and hours, and has traditionally been held at a departmental level, making it difficult to support and track volunteer progression and report on impact. For volunteers to benefit fully from meaningful opportunities, it is essential that we embed good volunteering practices throughout the organisation and introduce a common or standard 'minimum offer' for volunteers. It is also important that we work with our volunteers to identify their needs, match opportunities to their motivations and co-produce our volunteer practices with. Going forward, good practice will be shared across the whole organisation to communicate the rich learning that is available, avoid duplication of effort and ensure consistency. We commit to embedding practices that are:

- **Collaborative:** We share best practice across departments.
- **Representative:** We represent the views of volunteers, of staff across departments who support volunteering and of the organisations/commissioned services we partner with to provide volunteering.
- **Diligent and transparent:** We deliver our duty of care towards and via volunteers and the beneficiaries they support.
- **Data driven:** We commit to reporting and making evidence-based decisions, based on learning about what works.
- **Accessible:** We ensure our volunteering information and opportunities are available and accessible in a range of formats and locations.

We will:

- a. Review the volunteering practices of external organisations we work with, as needed, in order to share learning and ensure alignment.
- b. Define key departmental and divisional roles needed to support volunteers and develop volunteer practices.
- c. Develop, share and regularly review volunteering policies, procedures and practices across and within departments, including, but not limited to: safeguarding, health and safety, insurance and data protection policies.
- d. Establish an informal network of volunteers, staff and representatives from partner organisations/services with whom to co-produce policies, procedures and practices with.
- e. Deliver excellent volunteering experiences for volunteers by asking potential volunteers what they want and sourcing and promoting high-quality volunteering opportunities in a consistent and accessible way.
- f. Gather data of volunteer numbers, hours and demographics and measure the impacts of volunteering activity on our volunteers.

Outcome 2 – Volunteers feel valued.

With such a diverse and multi-faceted volunteering offer, our challenge is to foster a shared and consistent organisational awareness of the distinctive purpose and value of volunteering, which builds on existing examples of best practice. It is important that we have a consistent volunteering culture across the organisation where volunteers are valued, their contribution is recognised and where the potential for volunteering to enhance the way that we design and deliver services is widely understood. A positive organisational volunteering culture, will also enable us to conduct our duties towards volunteers, and via them, in a consistent and principled way. This will demonstrate our commitment to volunteers that we value their contributions and provide confidence to the departments and divisions that are involving volunteers within their activity.

We will:

- a. Develop an organisational volunteering charter, which all Chief Officers sign and commit to, that states clearly our understanding of the purpose and value of volunteering.
- b. Agree a set of expectations and objectives for the use of volunteers throughout the City Corporation.
- c. Provide training to City Corporation staff to build their capacity and skills for working with and supporting volunteers.
- d. Help departments/divisions to recognise how volunteering activities are supportive of and encouraged by outcomes in the Corporate Plan 2018-23 and other corporate or departmental strategies and plans.
- e. Recognise the contribution of employee volunteering through our 'Celebrating our People Awards'.
- f. Explore options for a centrally located database for holding and sharing data related to our volunteers in accordance with the General Data Protection Regulations (GDPR).

To support the achievement of this outcome, a list of specific contributions to our Corporate Plan 2018-23 can be found at Appendix 1 and an example Volunteering Charter is shown at Appendix 2.

Outcome 3 – Organisations and their stakeholders benefit from more and better volunteering.

Volunteering creates a clear double benefit for the volunteer and its beneficiaries, be that another individual, community, organisation (including the City Corporation) or cause. As an organisation, we benefit from the perspective, objectivity, skills and experience of our volunteers. Promoting and supporting volunteer opportunities also increases our social value offer to the Square Mile, London and beyond and demonstrates our commitment to being a socially responsible business. By involving volunteers in our service delivery, we can help to create positive impacts for the people and communities we serve. We will also use this strategy to generate and tell stories of impact and demonstrate how beneficial volunteering can be, in order to encourage others to promote and support volunteering.

We will:

- a. Promote volunteering opportunities and benefits to drive more and better volunteering.
- b. Raise awareness of the Employee Volunteering Programme and encourage more staff to volunteer.
- c. Gather data on the resources committed by the City Corporation to provide and support volunteering and measure the impacts of volunteering activity on the organisation and, where possible and proportionate, on our stakeholders.
- d. Share corporate case studies, statistics and insights that demonstrate the achievements and benefits of our volunteers.
- e. Share volunteering good practices across our spheres of influence and demonstrate the benefits of engaging with volunteers.
- f. Promote the value and best practice of volunteering through our Philanthropy Strategy which advocates for greater levels of giving of time and skills.

A list of the impacts of volunteering on different stakeholders can be found at Appendix 2.

Implementation and measures of success

Through the process of developing the strategy, it has been clear that good practice and the potential for networks to support each other already exist. The actions put forward in the strategy will now act as a framework to build upon over the next five years.

This strategy will guide and inform our volunteering culture, practices and impact over the next five years. The VWG will act as a cross-departmental group overseeing the strategy's implementation. Initially this will involve developing detailed action plans, assigning departmental leads and supporting with the recruitment of a Corporate Volunteering Manager who will chair the VWG.

By the end of 2018/19 we will seek out best practice by:

- Recruiting a new Corporate Volunteering Manager hosted within City Bridge Trust.
- Proposing and approving a new Employee Volunteering Programme (EVP).
- Establishing a network of volunteers and volunteer managers.
- Approving an organisation-wide Volunteering Charter, which is signed by all Chief Officers.
- Identifying and agreeing departmental leads.
- Identifying where external partners or commissioned providers could support the strategy.

By the end of 2019/20 we will consolidate our own practices by:

- Developing methods to ensure consistency and best practice in volunteering.
- Implementing the revised EVP.
- Developing a monitoring framework and tested outcome and impact measures in line with Corporate Plan measures.
- Assessing online/physical opportunities for promoting and signposting volunteering information and opportunities.
- Sharing case studies that demonstrate the achievements and benefits of our volunteers.

By the end of 2020/21 we will develop our monitoring framework by:

- Identifying a secure online location for holding and sharing data related to volunteering.

By the end of 2021-22 we will start to see the impact grow by:

- Delivering another year of impact reporting on the outcomes outlined in this strategy.

By the end of 2022-23 we will have achieved significant progress towards our vision by:

- Successfully embedding an organisational approach to volunteering which supports volunteers and their beneficiaries to flourish.

Appendix 1 – Contributions and impacts

Contributions to the Corporate Plan 2018-23

Whilst developing this strategy, the following specific contributions to the Corporate Plan 2018-23 were identified as:

Aim	Outcome(s)	Contribution
Contribute to a flourishing society	<ul style="list-style-type: none"> - Outcome 3 - Outcome 4 	<ul style="list-style-type: none"> - Enabling people from all backgrounds and abilities to access to high-quality volunteering opportunities. - Encouraging social interaction and championing local needs.
Support a thriving economy	<ul style="list-style-type: none"> - Outcome 5 	<ul style="list-style-type: none"> - Role-modelling responsible behaviours. - Advocating and facilitating meaningful and impactful volunteering opportunities.

Volunteers could be involved in activities that also support the achievement of Outcomes 1, 2, 6, 7, 8, 9, 10, 11 and 12.

Impacts of volunteering

The following impacts were identified through a 'Needs and Impact' survey that was completed by 36 respondents and through a consultation event attended by 34 people. Respondents and attendees were made up of City Corporation staff, Members, resident volunteers, volunteers involved in service delivery, staff from our commissioned services and representatives from the voluntary sector.

Stakeholder	Impacts
Volunteer	<ul style="list-style-type: none"> - Increasing personal development e.g. confidence and self-esteem. - Improving transferable skills e.g. IT, public speaking and teamwork. - Increasing individual employment prospects. - Improving individual health and wellbeing.
Beneficiary (individual, community, organisation, cause)	<ul style="list-style-type: none"> - Increasing connections between people in our communities. - Increased connection with our heritage, natural, built and cultural environments. - Making a difference to our heritage, natural, built and cultural environments. - Enhancing our ability to reach out and serve the needs of the communities. - Reducing an individual's need for our services in the future. - Empowering individuals to hold a stake in decision-making and tackling disadvantage from within communities.
City of London Corporation	<ul style="list-style-type: none"> - Diversifying skills, experience and perspectives within our business. - Enhancing our ability to govern and make decisions on behalf of our stakeholders. - Increasing our social value offer to London and beyond. - Enhancing our reputation as a responsible business.

Appendix 2 – Example Volunteering Charter

Volunteering at the City of London Corporation is understood as the giving of unpaid time to something that aims to benefit the environment or people other than, or in addition to, close relatives. This includes ‘formal’ volunteering, defined as providing unpaid help through groups, clubs or organisations and ‘informal’ volunteering, defined as providing unpaid help as an individual to people who are not a relative and we recognise both as equally valuable to achieving our aims.

We uphold that:

- all volunteering is undertaken by choice and all individuals should have the right to volunteer, according to their wishes.
- the involvement of volunteers should complement and supplement the work of paid staff, and should not be used to displace staff or undercut their pay and conditions of service; and
- effective structures should be in place to support volunteers and the activities they undertake, and these should be fully considered and costed when services are planned.

We uphold an organisational responsibility to:

- Treat volunteers ethically, recognising throughout the organisation that volunteering is a two-way process which benefits both the volunteer and the beneficiary.
- Recognise the contribution of all volunteers.
- Ensure that volunteer time is valued and used to the greatest impact, through roles that are of value to volunteers and those they serve.
- Ensure our volunteers and volunteering opportunities reflect the diversity of the local community.
- Embed consistent policies, procedures and practices, including fair and effective safeguarding and recruitment procedures.
- Support our volunteer managers and value the skills they bring back to the organisation.
- Commit appropriate resources to working with and supporting volunteers.
- Take a person-centred approach when establishing a developmental pathway for volunteers and ensure they receive appropriate levels of support.
- Encourage two-way communication between volunteers and the City Corporation/partner services.

Appendix 3 – Roles in support of volunteering

Below, is a snapshot description of the main departmental/divisional roles in support of volunteering. During year one of the implementation of this strategy, departmental leads will be agreed and, as necessary, departmental roles may need to be developed further. Although some departments/divisions have been identified below, it is important that all departments are engaged with this strategy and liaise with the Corporate Volunteering Manager to ensure a consistent and corporate approach to volunteering is taken across the organisation.

Department/Division	Support volunteering by
City Bridge Trust	<ul style="list-style-type: none"> - Leading on the implementation of the volunteering strategy, including hosting and managing the Corporate Volunteering Manager. - Developing performance indicators for outcomes and impacts. - Managing the EVP, linking staff volunteering opportunities to City Bridge Trust grantees. - Supporting staff and volunteers with information about volunteering. - Creating links between volunteering and staff engagement, wellbeing and organisational development. - Promoting skills and experience gained by staff volunteering through the department. - Reviewing local/regional trends in relation to organisational volunteering.
Corporate Strategy and Performance Team	<ul style="list-style-type: none"> - Defining the golden thread running through to business plans and different strategies/corporate strategies, and highlighting links to Volunteering Strategy where applicable. - Designing the volunteering strategy and supporting other departments to deliver it.
Department of Community and Children's Services	<ul style="list-style-type: none"> - Generating opportunities for residents, staff and children and young people to volunteer. - Improving approaches to engagement and consultation within the City. - Working regularly with resident and community groups. - Facilitating volunteering through commissioned services. - Encouraging students in City Corporation schools and academies to volunteer.
Open Spaces	<ul style="list-style-type: none"> - Running targeted learning projects and programmes for volunteers. - Providing volunteer opportunities across a variety of its sites. - Seeking to recruit volunteers who reflect the diversity of our local communities. - Recording and monitoring the impact of volunteering on their sites and celebrating volunteer successes. - Supporting the development of policies, procedures and guidance.
HR	<ul style="list-style-type: none"> - Supporting the development of policies, procedures and guidance i.e. on volunteer recruitment, safeguarding, and health safety. - Encouraging staff to volunteer as part of their learning and development. - Integrating volunteering into Personal Development Plans (PDPs). - Enabling managers to support volunteering. - Supporting the Employee Volunteering Programme, allowing staff two paid days off a year to volunteer. - Recognising the value of volunteering through leading the Celebrating Our People awards.

Appendix 4 – Glossary of terms related to volunteering

Term	Description
Apprenticeship	A job that includes gaining recognised qualifications and essential skills whilst working. It allows people to combine work and studying by mixing on-the-job training with classroom learning.
Benefit in kind	Giving of non-cash assets including employee volunteering, time, pro-bono expertise, and other assets such as venue space.
Bridging Divides	City Bridge Trust's five-year charitable funding strategy for 2018-23. It outlines a total assets approach, which outlines monetary and non-monetary assets that CBT can offer to organisations it will support, and this could include volunteering or in-kind support.
Co-production	Equal relationship between people who use services and the people responsible for services. They work together, from design to delivery, sharing strategic decision-making about policies as well as decisions about the best way to deliver services.
Education	The City Corporation's work in education recognises volunteering is a related mechanism to work experience enabling students to gain further insight into the organisation at the same time as developing skills.
Employee Volunteering Programme	Two paid days given by the City of London Corporation to enable volunteering by staff to a defined internal or external cause. As staff still receive pay for this, it could be considered a 'benefit in kind'. Principles in a volunteering charter would still apply to the programme and the link to volunteering is strengthened if the employee then goes on to undertake further volunteering.
#iwill pledge	The City Corporation's pledge to the national #iwill campaign which promotes social action among 10-20-year olds.
Philanthropy Strategy	The City Corporation's Philanthropy Strategy for 2018-23 outlining a strategic approach to philanthropy focused on reducing social inequality and increasing social mobility in London. It recognises volunteering, whether by City Corporation employees or our other stakeholders, as a form of philanthropy.
Pro-bono	Unpaid work undertaken by staff, utilising their professional skills, to benefit another organisation.
Responsible Business Strategy	The City Corporation's Responsible Business strategy for 2018-23, which outlines its commitment to creating positive impact and reducing its negative impact across all our activities and decisions. It recognises volunteering as a mechanism for role-modelling/delivering some of the actions in the strategy.
Unpaid internship	Undertaken on a voluntary basis by individual in combination with the organisation to achieve clearly defined outcomes and outputs for both. Should emphasise development opportunities such as training although these should be undertaken on a voluntary basis and not enforced.
Volunteering in support of City of London Corporation	Provided by staff, residents and wider communities in support of services, activities and governance.
Volunteering in support of other causes	Provided by staff, residents and wider communities facilitated by the City of London Corporation and/or its commissioned services.

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