



Corporate Services Committee

Date: WEDNESDAY, 29 NOVEMBER 2023

Time: 11.00 am

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

Members:

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

Enquiries: Polly Dunn
Polly.Dunn@cityoflondon.gov.uk

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<https://www.youtube.com/@CityofLondonCorporation/streams>

A recording of the public meeting will be available via the above link following the end of the public meeting for up to one civic year. Please note: Online meeting recordings do not constitute the formal minutes of the meeting; minutes are written and are available on the City of London Corporation's website. Recordings may be edited, at the discretion of the proper officer, to remove any inappropriate material.

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Ian Thomas CBE
Town Clerk and Chief Executive

AGENDA

NB: Certain items presented for information have been marked * and will be taken without discussion, unless the Committee Clerk has been informed that a Member has questions or comments prior to the start of the meeting. These for information items have been collated into a supplementary agenda pack and circulated separately.

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 18 October 2023.

For Decision
(Pages 5 - 8)
4. ***MINUTES OF THE JOINT CONSULTATIVE COMMITTEE MEETING OF 4 SEPTEMBER 2023.**
To note the minutes of the meeting held on 4 September 2023.

For Information
5. **AMBITION 25: MY CONTRIBUTION, MY REWARD**
Report of the Chief People Officer and Executive Director of HR.

For Discussion
(Pages 9 - 24)
6. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
7. **ANY OTHER BUSINESS THAT THE CHAIR CONSIDERS URGENT**
8. **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

9. ***NON-PUBLIC MINUTES OF THE JOINT CONSULTATIVE COMMITTEE MEETING OF 4 SEPTEMBER 2023**

To note the non-public minutes of the meeting held on 4 September 2023.

For Information

10. ***EXTENSION OF THE MANAGED SERVICE TEMPORARY AGENCY RESOURCE CONTRACT**

Report of the Chief People Officer and Executive Director of HR.

For Information

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

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

Part 3 - Confidential Agenda – circulated separately

13. **CONFIDENTIAL MINUTES**

To agree the Confidential minutes of the last meeting held on 18 November 2023.

For Decision

14. **CREATION OF A GRADE I POST**

Report of the Chamberlain.

For Decision

15. **DESTINATION CITY**

Report of the Executive Director of Innovation and Growth.

For Decision

16. **MINIMUM-HOURS CONTRACTS**

Report of the Principal of the Guildhall School of Music and Drama.

For Decision

17. ***EMPLOYMENT CASES UPDATE**

Report of the Comptroller & City Solicitor and Deputy Chief Executive.

For Information

18. ***REPORT OF ACTION TAKEN BETWEEN MEETINGS**

Report of the Town Clerk.

For Information

CORPORATE SERVICES COMMITTEE **Wednesday, 18 October 2023**

Minutes of the meeting of the Corporate Services Committee held at Guildhall on
Wednesday, 18 October 2023 at 11.00 am

Present

Members:

Deputy Alastair Moss (Chair)
Deputy Randall Anderson
Alderman Sir Charles Bowman
Anthony Fitzpatrick
Steve Goodman
Gregory Lawrence
Alderwoman & Sheriff Dame Susan Langley
Deputy Charles Edward Lord
Catherine McGuinness
Tim McNally
Mandeep Thandi
James Tumbridge
Deputy Philip Woodhouse

In attendance virtually:

Florence Keelson-Anfu (Deputy Chair)
Ruby Sayed

Officers:

Ian Thomas	- Town Clerk and Chief Executive
Caroline Al-Beyerty	- Chamberlain
Michael Cogher	- Comptroller & City Solicitor
Dionne Corradine	- Chief Strategy Officer
Ali Littlewood	- Interim Chief People Officer & Executive Director of HR
Greg Moore	- Interim Deputy Town Clerk
Bob Roberts	- Interim Executive Director of the Environment
Sonia Virdee	- Financial Services Director
Anna Clarke	- Chief Operating Officer's Department
Matthew Cooper	- Communications & External Affairs
Dionne Doodoo-Williams	- Chief Operating Officer's Department (HR)
Faye Johnstone	- Chief Operating Officer's Department (HR)
Alix Newbold	- City of London Police
Alice Reeves	- Town Clerk's Department
Pauline Shakespeare	- Chief Operating Officer's Department (HR)
Cindy Vallance	- Chief Operating Officer's Department (HR)
Matthew Stickley	- Town Clerk's Department

1. APOLOGIES

Apologies for absence were received from Deputy Keith Bottomley, Deputy Henry Colthurst, Deputy Christopher Hayward, Florence Keelson-Anfu, and Ruby Sayed.

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

There were no declarations of interest.

3. **MINUTES**

RESOLVED – That the public minutes and summary of the meeting held on 6 September 2023 be approved as an accurate record, subject to the following amendments:

- That apologies received from Gregory Lawrence for this meeting be recorded.
- That officers Alison Littlewood and Pauline Shakespeare be recorded as having attended the meeting.

4. **FORWARD PLAN**

The committee received a report of the Chief Operating Officer setting out the Forward Plan for the committee.

RESOLVED – That the report be noted.

5. **REWARD REFRESH**

The Committee received a report of the Chief Operating Officer regarding the Reward Refresh Programme.

Officers confirmed that it was not yet possible to state what the financial implications of changes to staff rewards; these would be known only when the work of the programme had been completed and estimates regarding salary scales for specialist grades had been produced. The Committee noted that, once refined, these estimates were expected to be added to the financial planning process.

Following a request from the Committee, officers agreed that a high-level timeline of the programme be included in appendices for future reports.

RESOLVED – That the report be noted.

6. **TARGET OPERATING MODEL (TOM) - FINAL REPORT**

The committee received a report of the Chief Strategy Officer relating to the Target Operating Model.

RESOLVED – That the report be noted.

7. **APPRAISAL UPDATE**

The Committee received an oral update from the Interim Chief People Officer regarding staff appraisals, with it confirmed that the target of 80% completion (including institutions across the Corporation) and 84% (excluding institutions across the Corporation) had been met.

The Committee noted that the next step with the completion of appraisals would be to scrutinise the quality of those undertaken.

RECEIVED.

8. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
There were no questions.
9. **ANY OTHER BUSINESS THAT THE CHAIR CONSIDERS URGENT**

Senior Remuneration Sub-Committee – Public Minutes

The Committee received the draft public minutes of the last meeting of the Senior Remuneration Sub-Committee, held on 6 September 2023, which had been omitted from the primary agenda pack in error.

Part 2 - Non-Public Agenda

10. **EXCLUSION OF THE PUBLIC**
RESOLVED – 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 1972.
11. **NON-PUBLIC QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
There were no questions.
12. **ANY OTHER BUSINESS THAT THE CHAIR CONSIDERS URGENT AND WHICH THE COMMITTEE AGREES SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**
There was no urgent business.

Part 3 - Confidential Agenda

13. **CONFIDENTIAL MINUTES**
The confidential minutes of the last meeting held on 6 September 2023 were approved as a correct record.
14. **CONFIDENTIAL MINUTES OF THE SENIOR REMUNERATION SUB-COMMITTEE**
The draft confidential minutes of the last meeting of the Senior Remuneration Sub-Committee held on 6 September 2023 were noted.

The meeting ended at 11.53am

Chairman

Contact Officer: Greg Moore

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Agenda Item 5

Committee(s): Corporate Services Committee	Dated: 29 November 2023
Subject: Ambition 25: My Contribution, My Reward	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	8: We have access to the skills and talent we need.
Does this proposal require extra revenue and/or capital spending?	No
If so, how much?	
What is the source of Funding?	n/a
Has this Funding Source been agreed with the Chamberlain's Department?	
Report of: Chief People Officer	For Discussion
Report author: Fay Johnstone, Assistant Director Reward and HR Projects	

Summary

Having undertaken an initial review of the City of London Corporation's current pay and grading arrangements and underpinning processes (known as the diagonal slice review), the City of London Corporation in June 2023 commissioned Korn Ferry to undertake a second stage of work (Reward Refresh, since renamed 'Ambition 25: My Contribution, My Reward') to develop a new reward strategy, pay and grading framework and job evaluation scheme. Since then, the Corporate Services Committee has received updates on this and on 12 July 2023 Members participated in a workshop to steer the design principles of the programme of work. The work of this programme continues, with the most significant progress since the last meeting of the Corporate Services Committee on 18 October 2023 on the development of job families, as explained in further detail in this report.

The Corporate Services Committee approved the delegation to the Town Clerk of decision making on the operational aspects of this reward project at their meeting on 12 July 2023.

This report gives an update on activity since the last meeting of the Corporate Services Committee on 18 October 2023. The high level project plan, which covers all of the activity of the project is attached as Appendix One, as requested by Members at the previous meeting.

More specifically, this report provides a draft framework for job families and associated job ladders, which were reviewed by the Executive Leadership Board on 22 November 2023.

The Corporate Services Committee is asked to: -

- Note that the Executive Leadership Board have reviewed the draft job family framework as attached at Appendix Two.
- Note the content of the job family framework.

Main Report

Since the Corporate Services Committee meeting on 18 October 2023, the reward project team (including Korn Ferry) have made progress, as follows:

- Data collection has now closed, although the team still receive job descriptions. We succeeded in receiving just over 60% of all roles across the Corporation. There were gaps in the information so Korn Ferry are undertaking more deep dives to get a full audit trail of role information for when the programme moves into matching. Korn Ferry have undertaken 43 deep dives, there are 13 booked and a further 29 to diarise.
- Deep dives will now be extended and finished into December. This will not impact the timeline, attached at Appendix One, as work can continue on other elements of the project in parallel.
- The Additional Work Element information gathering was launched on 20 November, as per Fay Johnstone's email to ELB members on 8 November 2023, with focussed communications to support the process.
- The project team held three workshops with the job family working group (18 nominated representatives from across Departments and Institutions). All workshops have had good engagement and a real willingness to support the Corporation change. More information to follow in this paper.
- KF will move into role profile writing across January and February 2024.
- The work on the reward programme will now be used to shift culture and behaviour through other aspects of the People Strategy. The job family working group representatives are already thinking about when this moves to implementation and how to shift mindset, which is encouraging.

Job families

Following the job family workshops held during November 2023, Korn Ferry have identified some draft job family groupings (Appendix Two) and associated work ladders for approval by ELB. These will remain draft but need approval in order to develop to the next stage of the project.

The draft job families are grouped into nine areas, including:

- Leadership
- Professional and enabling services
- Destination and culture
- Strategy, policy and insight
- Communications, partnerships and engagement
- Communities
- Assets, infrastructure and built environment
- Operations

Apprentices will be grouped into each family, as required

The outcomes of the matching, underpinned by the job families, cluster and ladders of work will be subject to consultation and negotiation with our recognised unions. We continue to engage with the union representatives through monthly update meetings.

Next Steps

Producing the role profiles for each job family and the ladders within them, and then evaluating each role profile (using the additional work elements and creating rationales) and then matching current jobs to each job family/ladder. Korn Ferry and the CoLC project team will hold extensive engagement sessions across the Departments and Institutions to agree the hierarchy and the matching outcomes. The programme will then move into reward strategy and design.

Corporate & Strategic Implications

1. Strategic implications – It is essential that the Corporation adopts a new reward strategy and pay and grading structure. Failure to do so will put the delivery of the Corporation’s strategic objectives at risk given the notable recruitment and retention challenges we currently have, and the risk of equal pay concerns.
2. Financial implications – there will need to be some provision regarding the overall size of the “pot” to be provided in pay and benefits once all the activities are considered. As the project proceeds, and options are presented for a new pay and grading structure, the financial implications will become clearer. This will be around Spring 2024.
3. Resource implications – Additional (funded, fixed term) posts have been created in the HR service to support the implementation of a new reward system. In-house support from the programme management office, Finance and Internal Communications will also be required, which is yet to be determined. It will be essential to continue to have ongoing support from Korn Ferry to implement the recommendations.
4. Governance implications – Officers will regularly report on progress to the Corporate Services Committee.
5. Legal implications – The Chief People Officer and Chief Operating Officer will work closely with the Comptroller & City Solicitor as detailed proposals are brought forward to ensure that the Corporation continues to meet its employment law duties, particularly those in relation to equalities.
6. Risk implications – There are significant risks to be managed. A comprehensive risk register has been drafted for the programme and is currently under review. However, we will be conducting a full review of all roles and grading to mitigate any risk. This is in common with many organisations who have used a non-industry benchmarked and

maintained pay and grading system. This risk will be mitigated by implementing a new job evaluation system.

7. Equalities implications – A comprehensive Equality Assessment will be undertaken as proposals are developed. All decision makers have an obligation to pay due regard to an Equality Assessment before approving any recommendation to introduce new reward arrangements within the Corporation. Any organisational changes proposals must also consider any impacts on under-represented groups.
8. Climate implications – None.
9. Security implications – None.

Conclusion

10. Considerable progress has been made since the project team last reported to the Corporate Services Committee, as described above. The project team are on track to deliver the project into “business as usual” in Autumn 2024.

Appendices

- Appendix One: High level project plan
- Appendix Two: Draft job families

Background Papers

The exempt Reward Refresh Update Reports to Corporate Services Committee 19 April 2023, 31 May 2023, 12 July 2023 and 28 October 2023.

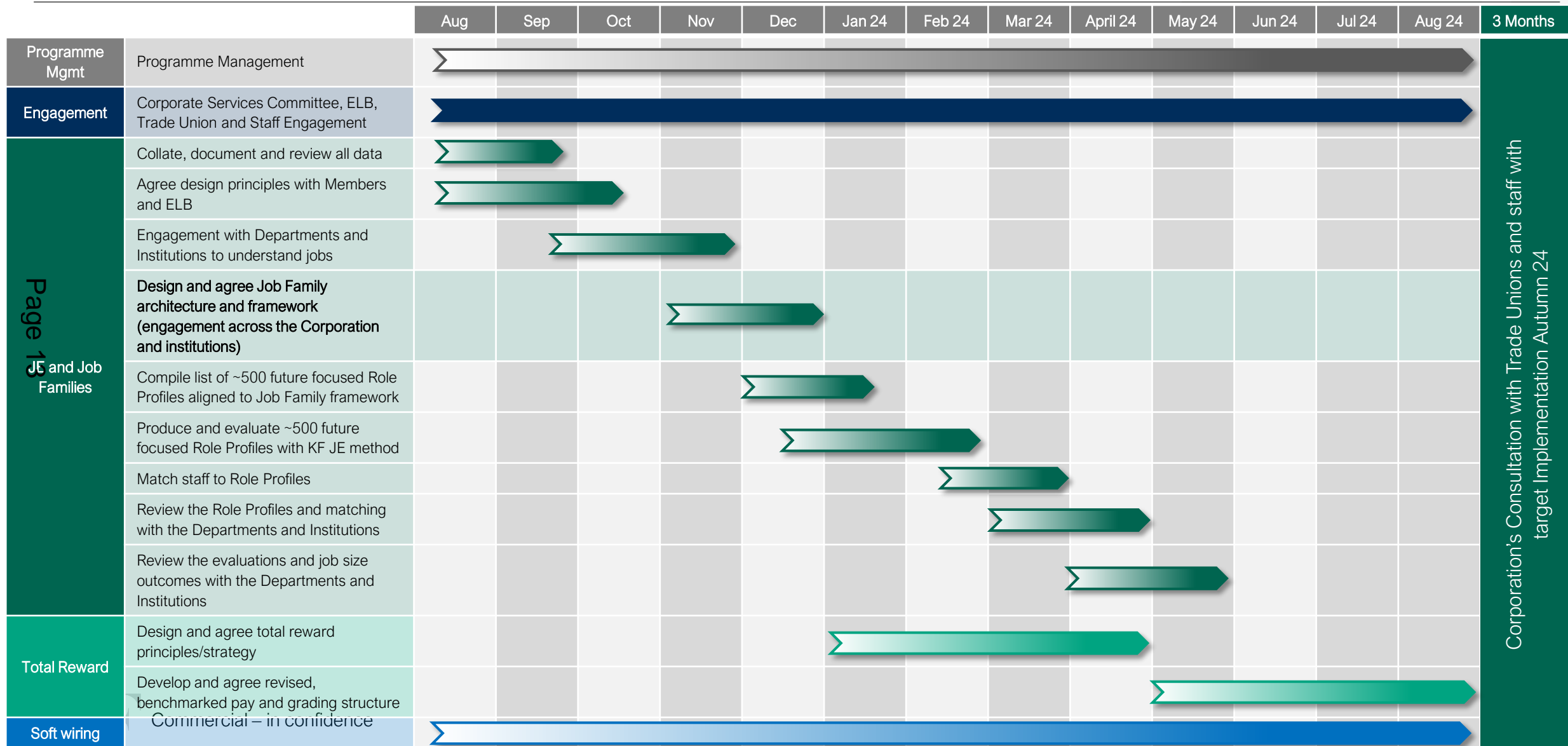
Fay Johnstone
Assistant Director: Reward and HR Projects

T: +44 7513 703255

E: fay.johnstone@cityoflondon.gov.uk



Appendix One: High-level project plan (November 2023)



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AMBITION 25: MY CONTRIBUTION, MY REWARD

APPENDIX THREE: JOB FAMILIES

City of London Corporation

November 2023



High-Level DRAFT Job Family Descriptors



- KF have reviewed all the JDs received, structure charts and the information coming out of the deep dives to 'group' types of work to create a suggested draft framework for the job families.
- There has been three workshops with the Job Family working group (attendees nominated by ELB). There has been good engagement, challenge and feedback and the original design has shifted following feedback.
- The job families below are the draft final structure – there are clusters and ladders of work underneath.

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Leadership and Management

Professional and Enabling Services

Destination and Culture

Strategy, Policy and Insight

Communications, Development and Engagement

Communities

Assets, Infrastructure and Built Environment

Operations





Job Family descriptors (DRAFT)

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Leadership and Management

Jobs in this family provide strategic leadership or operational management and are focused on visible accountability, setting direction and inspiring / empowering others to achieve their potential for the Departments and / or Institutions to meet their vision, mission and objectives.

These roles foster a motivating climate to deliver through others and are responsible for ensuring that their teams are high performing and value-led. They lead by example and cultivate a trusting and collaborative environment when working internally and externally to encourage excellence and innovation.

Professional and Enabling Services

Jobs in this family provide professional and enabling services that support the City Corporation and its Departments and Institutions to function effectively, efficiently, and in compliance with statutory and regulatory requirements and best practice.

These roles focus on providing technical and specialist expertise, professional advice and / or facilitative services either internally or externally. These services enable the overall performance and the smooth-running of the City Corporation's Departments and Institutions.

Destination and Culture

Jobs in this family will directly or indirectly facilitate and enhance the cultural experience for residents, visitors and businesses.

These roles enable the City Corporation and its locations to continue to be a destination of choice to local, national and international audiences, providing everyone with the opportunity to immerse themselves in heritage and tradition as well as the offerings of this modern global city.

Strategy, Policy and Insight

Jobs in this family focus on insight and intelligence, using data, research and analysis to aid understanding of issues, challenges, opportunities and performance for the City Corporation's Departments and Institutions.

These roles focus on combining robust intelligence with expertise to generate reports and insights to inform and / or create evidence-based courses of action to meet priorities, objectives and / or strategic direction.



Job Family descriptors (DRAFT)

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Communications, Development and Engagement

Jobs in this family establish and maintain productive and collaborative relationships with partners, stakeholders and communities, advocating the objectives, aims and reputation of the City Corporation's Departments and / or Institutions.

These roles involve creating impactful communication or marketing output and / or generating funding / revenue and investment to support positive and impactful outcomes at local, national, and international levels.

Communities

Jobs in this family deliver or commission activities that improve wellbeing, safety, health and learning opportunities to foster a community where everyone can thrive.

These jobs will work across the full cross section of the community to ensure everyone is protected, needs are understood and that the appropriate support is in place to enable better outcomes for all.

Assets, Infrastructure and Built Environment

Jobs in this family design, manage and enhance assets, infrastructure and the built environment for the City of London, its locations and beyond to conserve, support and develop the physical environment for businesses, residents and visitors.

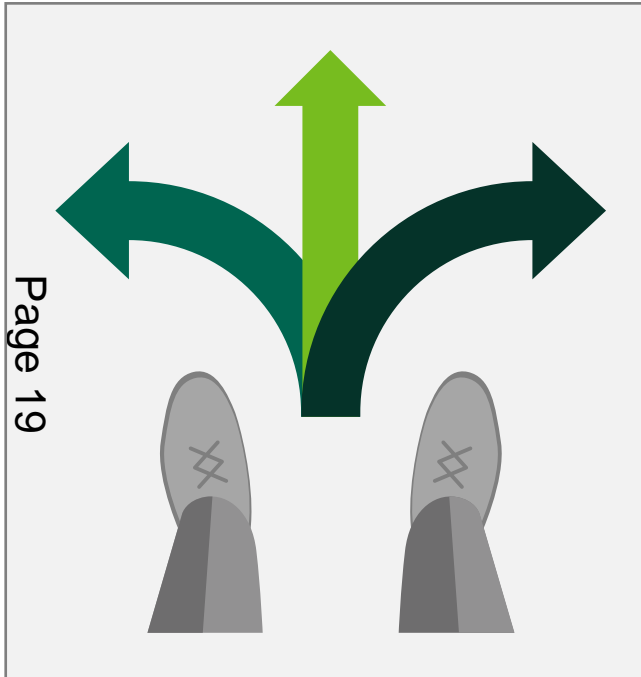
These jobs provide the planning, engineering and investment / income decisions that protect and improve the physical assets in a sustainable way, ensuring the built environment and infrastructure meets all current and future requirements and ensuring compliance with all regulatory obligations.

Operations

Jobs in this family deliver operational services for the City Corporation and its locations, ensuring they are attractive and safe places to live, work, and visit.

These roles can either be public-facing or work behind-the-scenes to deliver the operational activities that ensure the City Corporation and its various locations run efficiently and safely to exceed business, resident and visitor expectations.

What is happening next?



- Additional work element information collection launched and completed by Christmas.
- Finalise Job Families and associated work ladders identified and presented back to the organisation.
- Continue to drive tailored communications to staff
- Start producing role profiles for the agreed families
- Start evaluating the role profiles using the additional work elements and creating rationales
- Start designing the matching process across Departments and Institutions

Appendix



Introduction - Job Families

Job Families



What is a job family?

- A job family is a categorisation or grouping of related job roles within an organisation based on their similarities in terms of skills, knowledge, and competencies.
- It provides a way to classify and organise various positions into broader categories, allowing for consistency in job titles, career paths, and compensation strategies.
- Within job families there are often different prescribed levels of work which can inform your reward structure



What are the benefits?

- ✓ **Simpler and more consistent framework:** Job families provide a standardised and consistent way to categorise and understand work across your organisation
- ✓ **Flexible and output based culture:** Job families promote an output-based approach to work, focusing on the skills and responsibilities required for specific roles rather than rigid job titles or task-based descriptions.
- ✓ **Timeless approach to work:** Job families are adaptable and not tied to the organisation's specific structure, making them timeless and able to accommodate changes within the company without requiring constant restructuring.
- ✓ **Efficient resource utilisation:** By organising roles into job families, organisations can gain a holistic view of collective resources. This insight helps in optimising resource allocation, ensuring that employees are effectively utilised, and reducing redundancy.
- ✓ **Improved career development:** Job families facilitate career conversations by providing a clear path for advancement within a specific job category. This benefits both employees and the organisation by outlining a structured progression and fostering professional development.



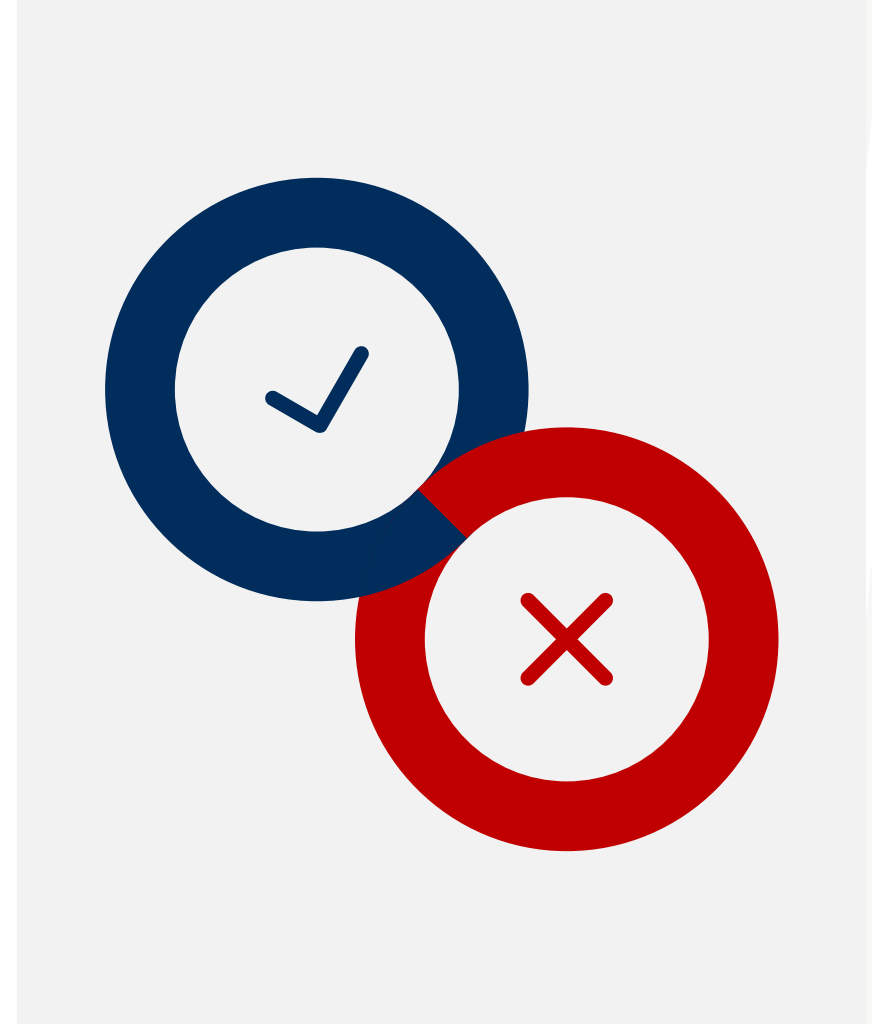
What are job families?

A job family is

- ✓ They may cross functional boundaries
- ✓ They consider how many levels of that type of work there are and the key factors that differentiate
- ✓ A single work structure that is consistent across the whole Corporation, which is divided up into a number of families by organisation work level
- ✓ The level of work is determined by the needs of the Corporation and the capability and the contribution required by the individual
- ✓ Job Families describe the Corporation's common career pathways and captures the intuitive career levels that are available to all colleagues

A job family is not

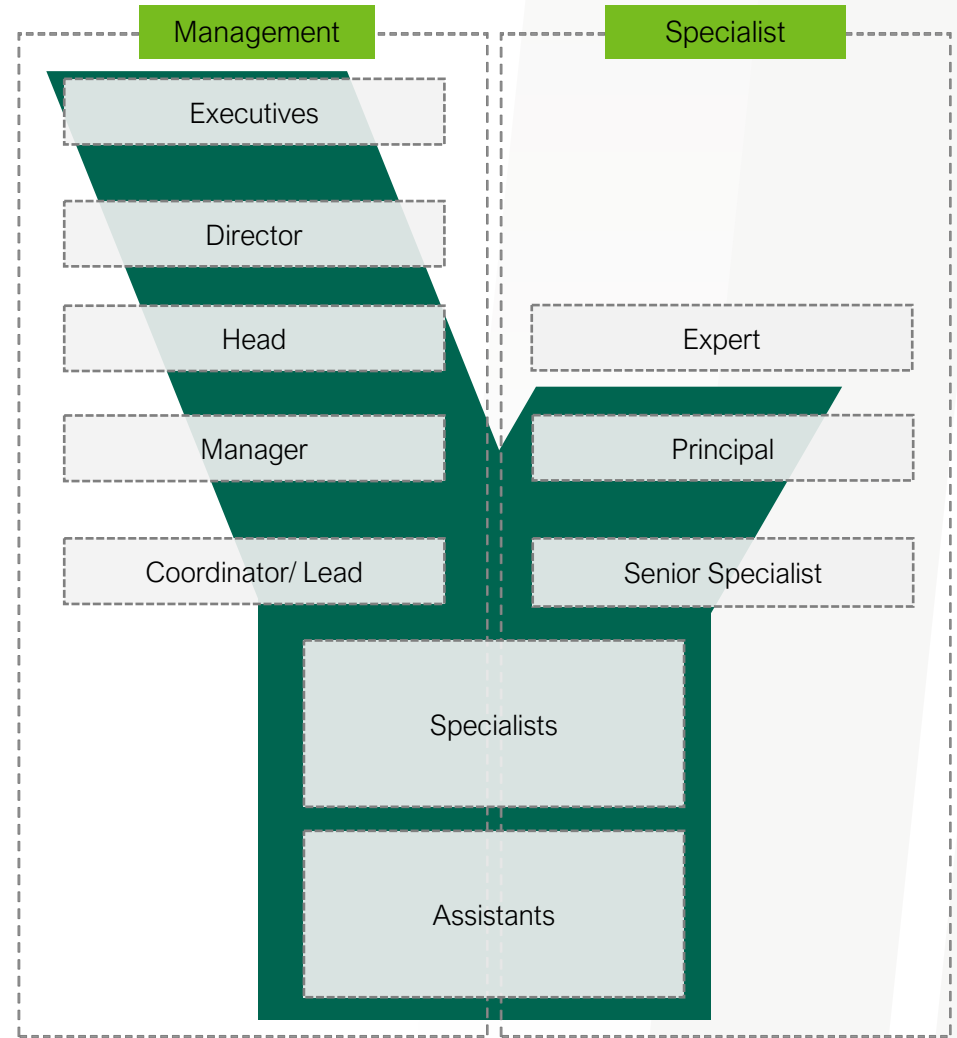
- ✗ They don't necessarily wholly correlate to functions, departments, institutions, teams or operating units
- ✗ They may not reflect current levels and progression patterns – they might be designed for the future organisation
- ✗ Not all groups will be represented at each work level or grade
- ✗ The underpinning role profiles do not detail 100% of every job (rather they cover c.80% of the core activities that all roles have in common)
- ✗ They don't involve lots of individual job descriptions



A Y – Shaped Corporation

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- In the past, organisations have struggled to know what to do with technical experts that reach a certain level.
- The organisation is desperate to keep them but the only route to promotion is to move them into a managerial role.
- This means they spend less time doing what the organisation wants them to do and there is no support to enable them to be great people managers and eventually they leave any way or team morale drops.
- This doesn't need to be the case and technical experts can be recognised for their depth of expertise rather than the number of people they manage and therefore remunerated appropriately and fairly.
- Job families will provide the Corporation with this opportunity to recognise the balance between expertise and managers. Considering the type of work the Corporation does – both are really important.



The potential value and application of job families within the Corporation

Job families can provide a foundation for the people strategy – they can help to provide clarity about what should be happening at different levels and in different areas of the Corporation.

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