



Corporate Services Committee

Date: WEDNESDAY, 10 JANUARY 2024

Time: 1.45 pm

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

Members:

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

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

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

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

Ian Thomas CBE
Town Clerk and Chief Executive

AGENDA

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 29 November 2023.

For Decision
(Pages 5 - 10)

4. ***MINUTES OF THE JOINT CONSULTATIVE COMMITTEE**

To note the minutes of the meeting held on 28 November 2023.

For Information

5. **ANNUAL REVIEW OF TERMS OF REFERENCE**

Report of the Town Clerk.

For Decision
(Pages 11 - 16)

6. **DRAFT PEOPLE STRATEGY**

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

For Decision
(Pages 17 - 62)

7. **DEPARTMENTAL BUDGET ESTIMATES 2024-25 – CORPORATE SERVICES COMMITTEE**

Joint report of the Town Clerk, Chief Strategy Officer, Comptroller & City Solicitor and Chamberlain.

For Decision
(Pages 63 - 72)

8. **DRAFT HIGH-LEVEL BUSINESS PLAN 2024/25 - CORPORATE STRATEGY AND PERFORMANCE TEAM**
Report of the Chief Strategy Officer.

For Decision
(Pages 73 - 84)

9. **DRAFT HIGH-LEVEL BUSINESS PLAN 2024/25 – TOWN CLERK’S DEPARTMENT**
Report of the Town Clerk.

For Decision
(Pages 85 - 104)

10. **HEALTH & SAFETY UPDATES**
Report of the Town Clerk.

NB – to be read in conjunction with non-public appendices at Item 16.

For Discussion
(Pages 105 - 112)

11. ***FORWARD PLAN**
Joint report of the Chief People Officer & Executive Director of Human Resources and Town Clerk.

For Information

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

13. **ANY OTHER BUSINESS THAT THE CHAIR CONSIDERS URGENT**

14. **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

15. **NON-PUBLIC MINUTES**
To agree the non-public minutes of the meeting held on 29 November 2023.

For Decision
(Pages 113 - 114)

16. **NON-PUBLIC APPENDICES - HEALTH & SAFETY UPDATE**
Report of the Town Clerk.

NB – to be read in conjunction with the public report at Item 10.

For Discussion
(Pages 115 - 156)

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

18. **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

19. **CONFIDENTIAL MINUTES**
To agree the Confidential minutes of the last meeting held on 29 November 2023.

For Decision

CORPORATE SERVICES COMMITTEE **Wednesday, 29 November 2023**

Minutes of the meeting of the Corporate Services Committee held at Guildhall on
Wednesday, 29 November 2023 at 11.00 am

Present

Members:

Deputy Alastair Moss (Chair)
Florence Keelson-Anfu (Deputy Chairman)
Deputy Randall Anderson
Deputy Keith Bottomley
Deputy Henry Colthurst
Anthony David Fitzpatrick
Steve Goodman OBE
Deputy Christopher Hayward
Gregory Lawrence
Deputy Charles Edward Lord
Catherine McGuinness
Timothy James McNally
Tom Sleigh
James Tumbridge

Officers:

Ian Thomas	- Town Clerk and Chief Executive
Gregory Moore	- Deputy Town Clerk
Polly Dunn	- Town Clerk's Department
Oliver Sanandres	- Town Clerk's Department
Ali Littlewood	- Chief People Officer & Executive Director of Human Resources
Pauline Shakespeare	- Human Resources
Dionne Williams-Dodoo	- Human Resources
Faye Johnstone	- Human Resources
Sonia Virdee	- Chamberlain's Department
Genine Whitehorne	- Chamberlain's Department
Frank Marchione	- Comptroller & City Solicitor's Department
Alix Newbold	- City of London Police
Simi Shah	- Innovation & Growth Department
Gavin Stedman	- Environment Department
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1. APOLOGIES

Apologies for absence were received from Alderman Sir Charles Bowman, Alderwoman and Sheriff Dame Susan Langley and Mandeep Thandi.

Catherine McGuinness issued apologies for lateness.

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

There were no declarations of interest.

3. **MINUTES**

Under matters arising, the Chief People Officer and Executive Director of Human Resources gave an update on appraisals.

It was confirmed that the number of returned appraisals had increased considerably. Beyond that, progress had been made in respect to Senior Officer appraisals.

The Chief People Officer confirmed that appraisal meetings were largely taking place face-to-face. This was the recommended approach, where at all possible.

As a more general point, Members commented on the need for minutes to be shared with Members in good time (i.e. before the draft set was published within the pack for the following meeting). This was acknowledged by officers and Members were advised that steps were being taken to ensure that the Governance and Member Services Team had sufficient capacity to focus on core activities, such as minute production.

RESOLVED, that Members approve the public minutes and non-public summary of the meeting held on 18 October 2023.

4. ***MINUTES OF THE JOINT CONSULTATIVE COMMITTEE MEETING OF 4 SEPTEMBER 2023.**

RESOLVED, that the public minutes and non-public summary of the Joint Consultative Committee meeting held on 4 September 2023, be noted.

5. **AMBITION 25: MY CONTRIBUTION, MY REWARD**

Members considered a report of the Chief People Officer and Executive Director of Human Resources concerning the ongoing Ambition 24: My Contribution, My Reward programme.

Clarification was sought on the report having been marked 'for discussion'. Whilst the Committee had authorised the Town Clerk to progress with the work, the continued feedback from Members was considered essential to inform the process.

There was debate on the relevance of workplace attendance and how this should be a consideration within the 'My Contribution' tranche of work. Clarification was provided over why certain institutions could not to be included within the programme, such as those informed by nationally-agreed scales.

There was debate over the adoption of Market Forces Supplements (MFS). Some Members wished to see the introduction of a pay scale that irradiated

the need for them; however, others felt that, whilst it was essential that the number of MFS reduced, it would not be possible to get rid of them entirely. This led into discussions on the City Corporation's responsibilities as a Local Authority, but also as a private organisation and charity and how the new arrangements should respond to the different requirements that each of those sectors require.

The consultants would be presenting options for Ambition 25, including the associated financial implications, in the spring. Once the programme had been delivered, the Reward Policy should be considered annually. This would help pick up the challenges surrounding recruitment and retention.

Officers confirmed that the work to date was within budget but that a separate budget would need to be identified to facilitate a piece of work centring on values and behaviours.

Members and Officers shared concern over the perception that Ambition 25 was a second iteration of the recent Target Operating Model (TOM) changes. Communication to staff was essential to dispel any misconception.

In terms of management responsibilities, it was not considered desirable for the Town Clerk and Chief Executive to continue to directly manage such a large number (17) Chief Officers.

There was a brief discussion on the value of the Local Government Pension Scheme and whether the City Corporation could be more radical in the options it provided its staff.

In response to the discussion on workplace attendance, it was proposed that an amendment be made to the recommendations, seeking that the Terms of Reference for Ambition 25 be reviewed and amended, if required, to ensure that when and where people work is featured within the 'My Contribution'.

In response the Chief People Officer agreed that the terms of reference centred on 'My Reward' and that the 'My Contribution' aspect was not sufficiently set out. It was suggested that in place of the proposed amendment, that Officers go away and draft revised terms of reference for the 'My Contribution' aspect of Ambition 25.

RESOLVED, that Members:-

1. Request revised terms of reference for the 'My Contribution' aspect of Ambition 25.
2. Note the report.

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

There were no questions.

7. ANY OTHER BUSINESS THAT THE CHAIR CONSIDERS URGENT

The following items of urgent business were raised –

Health & Safety

Members were advised that a detailed Health & Safety Update would come forward to their January meeting. Members asked that Health & Safety feature as a standing item on future agendas.

Members were also provided an update on surveys undertaken for City Corporation properties with RAAC. Three properties had RAAC identified but these were all in good condition and would now be subject to regular review.

Brexit Readiness for the Port Health Service

Members heard from the Executive Director Environment.

The City of London is the Port Health Authority (LPHA) for the tidal Thames and is responsible for sanitary and phytosanitary checks on food and feed at Border Control Posts (BCPs). The area includes the ports of London Gateway, Tilbury 1 & 2, Purfleet, Thamesport and Sheerness.

On 29 August 2023 the UK Government published a new Border Target Operating Model (BTOM), setting out a new border regime including a risk based approach to border controls for food, feed, plants, seeds and live animals.

Controls for imported food and feed will be aligned for Rest of World and EU imports and would be implemented in three stages:

31 January 2024 - Export Health Certificates introduced

30 April 2024 - Documentary physical and identity checks introduced.

31 October 2024 - Use of a UK Single Trade Window to assist the import process.

Members were advised that this change would require a significant increase in staffing early in the New Year, but that full implications and financing from Government was still being determined.

In response to this, Members agree to delegate authority to the Town Clerk in consultation with the Chairman and Deputy Chairman of Corporate Services Committee, to consider proposals relating to a Brexit Readiness Resourcing Plan for the Port Health Service, if required before the next meeting (10 Jan 2024).

RESOLVED, that Members agree to delegate authority to the Town Clerk in consultation with the Chairman and Deputy Chairman of Corporate Services Committee, to consider proposals relevant to the Committee, relating to a Brexit Readiness Resourcing Plan for the Port Health Service, if required before the next meeting (10 Jan 2024).

8. **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.

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

RESOLVED, that the non-public minutes of the Joint Consultative Committee meeting held on 4 September 2023, be noted.

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

Members received a report of the Chief People Officer and Executive Director of Human Resources, regarding the extension of the managed service Temporary Agency Resource Contract.

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

There was one question relating to a recent meeting of the Joint Consultative Committee.

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

There were no items of urgent business.

At this point in the meeting several officers departed so that items could be considered in confidential session.

12.59 - Pursuant to Standing Order 40, Members present agreed to extend the meeting until such a time where the business on the agenda had been considered.

13. **CONFIDENTIAL MINUTES**

RESOLVED, that the confidential minutes of the meeting held on 18 November 2023, be approved as an accurate record.

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

Members considered a report of the Chamberlain regarding the creation of a Grade I post.

15. **DESTINATION CITY**

Members considered a report of the Executive Director of Innovation and Growth concerning the restructuring of the Destination City Team.

16. **MINIMUM-HOURS CONTRACTS**

Members received a report of the Principal of the Guildhall School of Music and Drama regarding minimum hours contracts.

17. ***EMPLOYMENT CASES UPDATE**

Members received a report of the Comptroller & City Solicitor regarding an update on Employment Tribunal Cases.

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

Members received a report of the Town Clerk regarding action taken between meetings under urgency procedures.

Members received a verbal update on a confidential staffing matter.

The meeting ended at 1.17 pm

Chairman

Contact Officer: Polly Dunn
Polly.Dunn@cityoflondon.gov.uk

Committee(s): Corporate Services Committee – For decision	Dated: 10 January 2024
Subject: Annu Review of Terms of Reference	Public
Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?	1-12
Does this proposal require extra revenue and/or capital spending?	N
If so, how much?	£n/a
What is the source of Funding?	n/a
Has this Funding Source been agreed with the Chamberlain’s Department?	n/a
Report of: The Deputy Town Clerk	For Decision
Report author: Polly Dunn, Assistant Town Clerk and Executive Director of Governance and Member Services (Interim)	

Summary

This report calls for the annual review of the Committee’s own Terms of Reference.

No changes are proposed at this time; however, Members may wish to make suggestions and provide feedback to be incorporated and approved either at its next meeting (21 February 2024) or, if uncontentious, by the Town Clerk under Delegated Authority.

Any amendments to Grand Committee terms of reference require the approval of the Policy & Resources Committee and the Court of Common Council.

Recommendation(s)

Members are asked to:

- Consider the Committee Terms of Reference set out at Appendix A and agree whether they sufficiently encapsulate the responsibilities of this Committee;
- Consider the Committee Composition, also set out at Appendix A, and agree whether the Membership is appropriate for the exercising of these duties; and
- If amendments are required, agree that Delegated Authority be given to the Town Clerk in consultation with the Chair and Deputy Chair, to consider the final wording of the revised terms of reference, for consideration by the Policy & Resources Committee and Court of Common Council.

Main Report

Background

1. The Court of Common Council considers and re-appoints committees to discharge its various responsibilities on an annual basis each April.

2. In anticipation of this, each Grand Committee (i.e. a committee directly appointed by the Court of Common Council) is, invited to consider whether its own terms of reference sufficiently capture and reflect the work of their relevant work areas.
3. Typically, this annual review provides an opportunity for officers and Members to suggest any administrative amendments (such as the updates of names of any Departments, or Committees) alongside any more substantial revisions that are considered necessary to facilitate strategic change.
4. In this vein, the Governance Review in 2020/21 and subsequent 'Light Touch Governance Review', led to a significant refresh of the Corporate Services Committee (formerly the Establishment Committee) terms of reference.

Current Position

5. The Committee's existing Terms of Reference document (also known as the 'Court Order') is set out at Appendix A. The named Membership listed is correct as of April 2023 and should be disregarded for the purpose of this report.
6. Given the work undertaken in recent years (para 3), no significant changes are proposed at this time, however, it is for the Committee to decide whether or not it amendments are required.
7. If Members feel that updates are necessary, caution should be exercised if attempting to draft wording in the meeting as it can have unintended consequences/implications. Therefore, should the need arise, it is recommended that Officers would be instructed to draft proposed amendments and report back to the Committee at its next meeting or, alternatively, via the Delegated Authority arrangements.
8. By bringing this report forward in January 2024, there is a good amount time to ensure any amendments are settled for the Court of Common Council to re-appoint its Committees in April.
9. Any changes will need to be considerate of recent Governance Review recommendations that have been agreed by the Court of Common Council. Advice on this can be provided by Officers upon discussion.

Options

10. Members have two options:
 - a) To agree that no changes are required; or
 - b) Discuss and propose any required changes and agree whether these should come to the February meeting or be finalised under Delegated Authority procedures.

Proposals

11. No changes are known to be required at this time. If this is agreed, no further action will be taken.

Corporate & Strategic Implications

- **Strategic implications** – Any changes should facilitate efficiencies in the delivery of the City of London Corporation Strategy.
- **Financial and Resource implications** – None, providing no changes are required. Financial and Resource Implications will need to be considered should the Committee seek to make amendments.
- **Legal implications** – any changes proposed will change internal organisational administrative procedures at the City of London Corporation.
- **Risk implications** – None, providing no changes are required. Risk Implications will need to be considered should the Committee seek to make amendments.
- **Equalities implications** – Under the Equality Act 2010, all public bodies have a duty to ensure that when exercising their functions they have due regard to the need to advance equality of opportunity between people who share a protected characteristic and to take steps to meet the needs of people with certain protected characteristics where these are different from the needs of other people and encourage people with certain protected characteristics to participate in public life or in other activities where their participation is disproportionately low. The proposals contained in this report do not have any potential negative impact on a particular group of people based on their protected characteristics.
- **Climate implications** - The proposals included in this paper do not carry any significant implications for the Climate Action programme.
- **Security implications** – None

Conclusion

12. It is recommended that this Committee consider its terms of reference and decide whether the document accurately reflects the nature of its work and suitably supports the City Corporation in the exercising of its various duties.

Appendices

- Appendix A – 2023/24 Corporate Services Committee Court Order (Terms of Reference)

Polly Dunn

Assistant Town Clerk and Executive Director of Governance and Member Services (Interim)

E: polly.dunn@cityoflondon.gov.uk

APPENDIX A

LYONS, Mayor	RESOLVED: That the Court of Common Council holden in the Guildhall of the City of London on Thursday, 27th April, 2023, doth hereby appoint the following Committee until the first meeting of the Court in April, 2024
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CORPORATE SERVICES COMMITTEE

- 1. Constitution**
A Non-Ward Committee consisting of,
 - two Aldermen nominated by the Court of Aldermen
 - 15 Commoners elected by the Court of Common Council at least two of whom shall have fewer than five years' service on the Court the time of their appointment
 - an appointed representative of the Finance Committee

- 2. Quorum**
The quorum consists of any four Members.

- 3. Membership 2023/24**

ALDERMEN

- 5 Sir Charles Edward Beck Bowman
- 2 Susan Langley, O.B.E.

COMMONERS

- 4 (4) Henry Nicholas Almroth Colthurst, Deputy
- 7 (3) Keith David Forbes Bottomley, Deputy
- 6 (3) Christopher Michael Hayward, Deputy
- 2 (2) Timothy McNally, *for three years*
- 3 (3) Thomas Charles Christopher Sleigh
- 3 (3) James Richard Tumbridge
- 2 (2) Catherine Sidony McGuinness, C.B.E
- 2 (2) Florence Keelson-Anfu
- 15 (2) Charles Edward Lord, O.B.E., J.P., Deputy
- 2 (2) Alastair Michael Moss, Deputy
- 9 (1) Randall Keith Anderson, Deputy
- 1 (1) Anthony Fitzpatrick
- 2 (1) Gregory Alfred Lawrence
- 2 (1) Mandeep Thandi
- 9 (1) Philip Woodhouse, Deputy

together with the appointed Member of the Finance Committee referred to in paragraph 1 above.

4. Terms of Reference

- (a) The Corporate Services Committee has specific authority to deal with or make recommendations to the Court of Common Council where appropriate on all matters listed below relating to the City of London Corporation staff where such matters are not specifically delegated to another Committee. These matters include:-
- Conditions of employment;
 - Local Government Pension Scheme (apart from investments);
 - Workforce planning;
 - Wages, salaries structure, job evaluation, staff grading and remuneration of Heads of Departments or Institutions and any other officers in the Senior Management Grade;
 - Organisation reviews;
 - Employee relations;
 - Joint consultation;
 - Learning and employee development;
 - Recruitment and selection;
 - Discipline, dismissal, redundancies in line with the appropriate stages in policy etc;
 - Occupational health, safety and wellbeing;
 - Corporate health and safety, including fire and psychosocial hazards.

NB. The definition of "staff" includes all graded and non-graded employees, employees on the professional payrolls, staff, and including casual workers, across Corporation departments and Institutions. The exceptions to this rule are uniformed police officers, which come under the Police Authority Board and are subject to national policing arrangements, and teaching staff whose remuneration is managed through separate arrangements.

- (b) To approve:-
- (i) Reports of Chief Officers recommending changes to or creation of senior management posts of Grade I and above which need the approval of the Court.
 - (ii) The structure and application of Job Evaluation Schemes and any amendments thereto.
 - (iii) The Resources policies and practices so that the City of London Corporation can recruit, retain and motivate its employees and carry out its functions to the highest standards of quality and cost effectiveness;
 - (iv) Market Forces Supplements and Honorarium payments in line with the Officer Scheme of Delegations.
- (d) To instigate and receive organisational reviews of departments and to approve their reports and comments on proposed changes in organisation to ensure that staff resources are deployed in an efficient and effective manner.
- (e) To make amendments to:-
- (i) the general terms and conditions of employment which are contained in the employee handbook, such as working hours, annual leave, pension, leave of absence, allowances, family friendly provisions, and sick pay;
 - (ii) those procedures which form part of the contract of employment to include the grievance, disciplinary, capability, and appeals procedures, motor car, and motorcycle assisted purchase scheme.
- (f) To appoint seven members (including the representative of the Finance Committee):-
- (i) to act as the Employer's side of the Joint Consultative Committee when meeting 8 members of the recognised unions, UNITE and GMB for the purpose of collective consultation and negotiation on general matters relating to salaries and terms and conditions of service etc. of City of London Corporation employees up to and including Grade G but excluding teachers and City of London Police Officers;
 - (ii) to act as the Employer's side of the Senior Management Joint Consultative Committee when meeting representatives of senior management of grades H and above, including High and Table Officers, for the purpose of collective consultation and negotiation on general matters relating to salaries and terms and conditions of service, etc;
- (g) To increase Judges' salaries if they follow the recommendations of the Top Review Board and are approved by the Lord Chancellor.
- (h) To increase the salary of the Coroner if it follows the recommendations of the Joint Negotiating Committee for Coroners.
- (i) To consider submissions of the Board or Boards of Governors relating to teaching staff, which, inter alia, may have to be finally submitted to the Court of Common Council.
- (j) To approve any increase in the salaries for teachers at the three City Schools if they are in excess of that recommended by the School Teachers' Review Body and any proposed changes to the basic salary structure or restructuring of the common pay spine for teachers.
- (k) To approve:-
- (i) the learning and employee development policy, strategy and budget;
 - (ii) the Health and Safety and Occupational Health and Wellbeing policies and strategies, not including policies related to public health and wellbeing.

- (l) To be the service Committee for the following Departments:-
Town Clerk's (Policy and Democratic Services)
Comptroller and City Solicitor's
Chief Operating Officer's (HR; Corporate Health and Safety; Equality Diversity and Inclusion)
- (m) To be responsible for the appointment of the Coroner (and see (h) above).
- (n) In accordance with the Scheme of Delegation, to receive details of:
 - (i) redundancies and early retirements
 - (ii) Employment tribunals, litigation cases and grievances and other reports from Comptroller's and City Solicitor's Department
- (o) To be responsible for the monitoring of overtime, sickness absence, recruitment and retention changes to staffing resources, workforce profile, job evaluation and the termination of employment.
- (p) dealing with requests for grants to support staff hospitality and recognition initiatives from funds under the Committee's control, as allocated by the Resource Allocation Sub (Policy and Resources) Committee.

Committee(s): Corporate Services Committee	Dated: 10 January 2024
Subject: People Strategy 2024–2029	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?	N/A
If so, how much?	N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain’s Department?	N/A
Report of: Alison Littlewood, Interim Chief People Officer	For decision to delegate final approval of the People Strategy to the Town Clerk & Chief Executive and Member Reference Group.
Report author: Cindy Vallance, People and Human Resources	

Summary

This paper highlights the process that has been used to develop City Corporation’s first ever People Strategy which will cover the period 2024 - 2029. It outlines engagement with employees and Members to date and summarises corporate and strategic implications for the creation of a People Strategy. The People Strategy itself, outlining key ambitions, priorities and suggested KPI categories is contained in Appendix 1, with definitions in Annex 1, and a summary of engagement in Annex 2. It will continue to be iterated and finalised for launch in April 2024. The People Strategy has been created to enable the realisation of the Corporate Plan and will be implemented alongside the pillars of the Digital Strategy and Transformation work.

To achieve the Committee deadline for Court of Common Council in March 2024, Members are asked to agree delegation of approval for finalisation of the City Corporation People Strategy to the Town Clerk & Chief Executive (TCCX) and the People Strategy Member Reference Group for its April 2024 launch. The People Strategy will also be circulated to the Policy and Resources Committee and to the Court of Common Council for adoption.

Recommendation

Members are asked to:

1. Approve the following for the draft People Strategy 2024 - 29 in Appendix 1. Specifically:
 - a. Agree the five themes; and
 - b. Agree the direction of travel contained within the summary of high-level annual Activities and Key Performance Measures
2. Authorise the TCCX to finalise and agree any further changes to the content of the draft People Strategy 2024 - 2029, in consultation with the Member

Reference Group; noting that the final wording and design will be finalised in consultation with the TCCX and Chair, Member Reference Group.

3. Recommend that the Policy and Resources Committee adopts the People Strategy 2024 - 2029.
4. Recommend that the Court of Common Council adopts the People Strategy 2024 - 2029.

Main Report

Background and current position

1. The People Strategy for 2024 - 2029 provides a framework to guide the City of London Corporation's thinking and decision-making over the next fantastic five years in realising the overarching outcomes of the Corporate Plan that covers the same period. Alongside a new Digital Strategy and Transformation work, the People Strategy will enable employees within the City of London Corporation to achieve the organisation's ambition to be world-class.
2. An initial People Strategy framework made up of eight themes was approved by Members in December 2022. The framework was created based on lessons learned from the Total Operating Model work that had taken place over the previous 18 months as well as the 2022 all staff survey results and action plans. Employee engagement with the People Strategy framework, including discussions with trade unions, took place across the City Corporation in early spring 2023 with over 200 employees taking part.
3. Following a brief pause due to a change of HR leadership, additional engagement was initiated between July - October 2023 in close partnership with parallel discussions leading to the development of a new 2024 - 2029 Corporate Plan. This dual engagement was led directly by the TCCX, the new interim Chief People Officer and the Chief Strategy Officer. The engagement included brief presentations and open question and answers at each session. This work resulted in a refinement from eight to five themes, the opportunity to report on actions already underway, and a confirmation of the details and the priority ordering of the five themes. Over 1,200 Face-to-face (F2F) / live and virtual interactions occurred in sessions held across the sites of City Corporation. Sessions were supplemented with a dedicated joint intranet site, as well as a regular newsletter and email updates from the TCCX that led to over 15,000 'hits' in that period.
4. Further engagement with employees has occurred in November and December, resulting in an additional focused reach to over 300 employees through a core group of HR colleagues undertaking F2F and virtual listening sessions at senior team and all team meetings, as well as connecting back with the Trade Unions, EDI networks, and the Strategy Forum. This deeper engagement and listening work have supported the creation of key priorities, with a particular emphasis on activity during the first two years.
5. In addition to fore fronting employee engagement, a People Strategy Member Reference Group was launched in November 2023 to enlist the engagement of the Member community. Chaired by the Chair of the Corporate Services

Committee, the group is made up of 11 Members and the Interim Chief People Officer, supported by other Officers as appropriate. The group will meet quarterly over the course of the five-year People Strategy. It reviewed work to date along with the draft terms of reference at its first meeting and will finalise these at its next meeting which is in the process of being scheduled for February 2024.

6. The following assumptions and aims framed the work to date:
 - a. The overarching purpose of the People Strategy framework is not to detail everything related to Human Resources and people-focused work, but instead to define the key activities we want to undertake in the next five years to help create a culture of exceptional performance and inclusion.
 - b. The People Strategy, in tandem with the Corporate Plan and other collaborative partnerships and Strategies and wider transformational change, will provide a catalyst for culture change.
 - c. The People Strategy will be a living document that is reviewed and refreshed over the five-year period. An annual progress report will be produced and linked to performance metrics.
7. The People and Human Resources team will also be working closely with the Executive Director of Corporate Communications and External Affairs and members of her team as part of next steps to finalise the draft People Strategy to ensure it reflects the wider narrative and sets the context around the work of City Corporation, and that the content is clearly articulated in as simple a way as possible.

People Strategy 2024 – 2029

8. The People Strategy 2024 - 29 Appendix 1 consists of the following elements:
 - Forewords (to be finalised after approval of the Strategy) by:
 - a. The Chair of Corporate Services Committee
 - b. The TCCX
 - c. The Chief People Officer
 - Sections outlining:
 - d. Strategic Context
 - e. Purpose and Outcomes
 - f. Underpinning Principles and Values
 - g. Scope
 - h. Engagement in the Development of the People Strategy
 - i. Measuring and Reporting Progress
 - j. Our Current Workforce Profile
 - k. An Overview of our People Strategy Framework and Coding Key with a detailed breakdown of each of the five themes for 2024 – 2029. These are:
 - i. My Contribution, My Reward
 - ii. My Wellbeing and Belonging
 - iii. Trustworthy Leadership
 - iv. My Talent and Development
 - v. Modernising our City Corporation
- The breakdown for each theme includes ambitions, a vision of what is needed, a rationale about what is important, a description of what success

will look like, a summary of key activities with a particular focus on years one and two, and impact progress measures baseline and target timelines included.

- l. Annex 1 contains a start of a glossary of People Strategy Definitions.
 - m. Annex 2 contains a Summary of Engagement by Employees and Members, including Member Reference Group composition.
9. The five themes are currently presented in an order that has been strongly endorsed by employees. In the final form of the People Strategy, these themes will be presented in a way that ensures that Trustworthy Leadership of all activity (theme three) is placed at the core given its importance in achieving all other outcomes. Design work will be undertaken to consider the placement and representation of all five themes within the final publication.
10. The design and layout of the People Strategy will ensure it is easy for our communities to read, both in physical and digital copies. The tone will reflect a desire to be brilliant at the basics and to be world class, recognising that different areas of City Corporation are at various stages of maturity.
11. The City Corporation's mission¹, legal, statutory, regulatory obligations and commitments remain unchanged. And our ambition to be world class is critical to how employees work together within a values-driven organisation, striving for equity in addition to equality, diversity, and inclusion.
12. Establishing new values and behaviours will be critical to the success of the People Strategy and will require a period of active engagement across City Corporation with employees and with Members. This work will begin in spring 2024 and the values and behaviours that are created will then inform all elements of the People Strategy as it unfolds.

Monitoring Progress

13. As already mentioned, the People Strategy 2024 - 29 will be a living document that will adapt during its five-year span. Some of the proposed content will also last beyond 2029. It will be reviewed and refreshed annually to ensure we continue to meet our stated outcomes and ambitions (supplementing these as required) and will be reported on annually, along with key performance indicators.
14. The People Strategy 2024 - 29 is the first time we are bringing together data sets into the organisation on our people in this way to be able to analyse performance, and we are aware there are many gaps. Given the maturity of elements of City Corporation's data infrastructure and capabilities, our capacity to collect, manage and monitor data is limited and will be improved through the implementation of the Enterprise Resource Planning (ERP) system, which itself is one of the major programmes of work within the Strategy. The People Strategy 2024 - 29 will be used to identify opportunities to improve the data we collect and how we collect

¹ Note our mission: "City of London Corporation is the governing body of the Square Mile and is dedicated to a vibrant and thriving City, supporting a diverse and sustainable London within a globally successful UK."

this data. Data maturity will continue to grow over the lifetime of the Strategy and as this develops, so will the measures.

Next Steps

15. Once the People Strategy 2024 - 29 has been approved by Members of this Committee, Policy and Resources Committee, and by the Court of Common Council, we will continue our engagement across all activities and programmes of work with all employees across City Corporation.
16. Planning will be undertaken internally pre-publication and for external launch (intranet site, internet site, press releases, posters, hard and soft copy versions of the People Strategy). Some of this work will extend beyond the launch date to enable and facilitate continued iteration.
17. As mentioned previously, engagement work to create new values and behaviours will be undertaken, beginning in spring 2024.

Corporate and Strategic Implications

18. Strategic implications – Peter Drucker is credited with saying, “Culture eats strategy for breakfast” which is true in the sense that how people do what they do all day — culture — determines whether the strategy will succeed or fail. Likewise, leaders embed cultural values into an organisation’s people-based strategies and operational plans. Culture determines how humans spend their days, how decisions are made, who people surround themselves with, who has a seat at the table, who is respected and how respect is shown. That is the operating system of an organisation, and at its foundation demonstrates what is most valued. The City Corporation’s first ever People Strategy must be a live document that is iterated at least annually to meet and execute activities that respond to changing needs and context. As mentioned, KPIs and targets will be agreed and measured and reported on annually.
19. Financial and Resource implications – The People Strategy has been created to guide thinking on prioritised thinking on employee initiatives over the next five years. The cost of design and publication will be taken from existing budgets. For any new activity occurring in FY 2024/25, the existing People and HR budgets will need to be amended and increased to accommodate all the work as outlined in the People Strategy (Appendix 1). As specific programmes of work are agreed in greater detail, funding sources will need to be identified and, where applicable, Member agreement sought.
20. Legal implications – The People Strategy must be proactive to anticipate and address all regulatory and legal changes and issues impacting employees that arise over the course of the period covered by the People Strategy.
21. Risk implications – Risks inherent to the People Strategy relate to the importance of recruiting, supporting, developing, and retaining an engaged and highly performing workforce and a positive organisational culture that forefronts inclusion, belonging and wellbeing as well as world-class performance and impact for its communities. Additionally, efficient, effective systems and processes that

provide data for decision-making are necessary to facilitate the work of people, and the quality and timely delivery of all system-based elements of the People Strategy will also be critical.

22. Equalities implications – Equality, Diversity and Inclusion are critical to the successful implementation of the People Strategy. Wide engagement with employees over the course of the development and implementation of the People Strategy and all its activities, along with close interaction with EDI colleagues to connect EDI and People related activities will ensure that equality impacts will be considered carefully across all projects. A full Equalities Impact Assessment will be completed as part of the work leading to the April 2024 People Strategy launch.
23. Climate implications – There are no specific climate implications although communications about and employee engagement in sustainability and climate justice activity will be important to realise the ambitions and aspirations of City Corporation’s workforce since employees are keen to support the realisation of societal action and positive role modelling of behaviours in this critical area.
24. Security implications – There are no direct security implications. The People Strategy emphasises the importance of enabling a safe and secure environment for all employees.

Conclusion

25. City Corporation’s first ever People Strategy will drive employee engagement, retention, professional development, and performance in alignment with the Corporate Plan. It will be based on data and insights, and will set the stage for attracting, developing, and retaining talented employees in a unique, complex yet inclusive and equitable 21st Century workplace that has strong roots in history and tradition. It will help to identify and fill workforce gaps; provide a framework for people management; and will be adaptable and responsive to change through an annual review and update process and through regular reporting on key performance indicators to track momentum and success.

Appendices

Appendix 1: Draft People Strategy, including:

Annex 1: Definitions of Key Concepts

Annex 2: Engagement Summary

Background Papers

None

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Appendix 1

DRAFT People Strategy 2024 – 2029

Cover page

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Forward By the Chair of Corporate Services Committee

To be agreed and added.

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Forward By the Town Clerk & Chief Executive

To be agreed and added.

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Forward By the Chief People Officer

I am very excited to be working with you to develop the City of London Corporation's first ever five-year People Strategy – our critical tool to help us create an exceptional work environment where our people feel safe and deeply connected with our vision, values and have the skills, recognition, motivation, and reward to deliver our ambitious and exciting corporate plan.

By understanding what really matters to you, we are looking to you to help us develop our future vision, values, and behaviours, by drawing together what helps you to thrive at work and enables you to be your best self every day.

This is why we have used your responses from the Staff Survey along with dedicated feedback sessions, to develop five themes that will start our conversation.

1. My Contribution, My Reward
2. My Wellbeing and Belonging
3. Trustworthy Leadership
4. My Talent and Development
5. Modernising our City Corporation

My team will be collaborating with you to embed these themes across our City Corporation. This strategy is about you and for you, so please do continue to learn more about this work and be a part of shaping our future organisation. I very much look forward to working with you to create the City Corporation of the future.

Strategic Context

What is a People Strategy? Developing a people strategy is about creating a coherent framework for employees to be hired, managed, and developed to support the organisation's goals. A people strategy helps to ensure that all aspects of people management come together to forefront behaviours that create an environment that supports the organisation to accomplish its work. The City of London Corporation's People Strategy for 2024-2029 provides a framework to guide thinking and decision-making over the next fantastic five years in realising the overarching outcomes of the Corporate Plan that covers the same period. Alongside a new Digital Strategy and Transformation work, City Corporation's People Strategy will enable employees within the City of London Corporation to achieve the organisation's ambition to be world-class and to do so in an environment where employees thrive.

Our Mission: The City of London Corporation is the governing body of the Square Mile dedicated to a vibrant and thriving City, supporting a diverse and sustainable London, within a globally successful UK.

The City of London Corporation's first People Strategy has been designed to support City Corporation's mission and vision to be world-class in all that we do and sets out our key priorities to support our new 2024 – 2029 Corporate Plan. A strategic, evidence-based approach to equality, diversity, and inclusion (EDI) is a key element of this vision and EDI is still at an early point in its evolution at City Corporation. The concept of equity is also not yet fully embedded. Progressing this work will require the committed engagement of Members and Officers and will require active engagement with work underway that will include finalising and embedding the City Corporation's Equality Objectives.¹ For instance, work has already begun across the Executive Leadership Board (ELB) as follows:

- reviewing local policies, processes, and systems through an EDI lens.
- working towards seamless and consistent reporting and monitoring procedures to enable data-driven activities.
- integrating EDI into mainstream Learning and Development programmes.
- identifying delivery owners for actions at different levels (e.g. senior teams, line managers, all employees; and ensuring cohesive collective commitment to ELB level actions.

¹ Equality Objectives in summary: **Equality Objective 1 – Aspirational leadership** Taking a broad and intersectional approach to equality, diversity and inclusion which appeals to people from all backgrounds. **Equality Objective 2 - Dynamic and Engaged Workforce** Enabling career progression opportunities for all staff and the development of a suitably skilled workforce that reflects the composition of our communities. **Equality Objective 3: Accessible and Excellent services** Creating a community-centred approach to service delivery bolstered by an inclusive community and stakeholder engagement strategy. **Equality Objective 4 – Understanding our Communities** Promoting a data-led and evidence-based approach to understanding and working with our communities and networks. **Equality Objective 5 – Socio-Economic Diversity** Working collaboratively with our stakeholders to enable opportunities for everyone to flourish and reach their full potential regardless of their socio-economic background.

And over the course of the next five years, the People Strategy will forefront all aspects of EDI to advance equality, diversity, inclusion, and equity within and across all five themes of the People Strategy to deliver sustainable change.

Broader than a traditional Human Resources plan, the emergent People Strategy framework has been designed to draw together what really matters in supporting and enabling our people. The successful implementation of the People Strategy will need to keep front of mind how activity comes together within a single framework while acknowledging the need to tailor many elements of people work; for instance, across institutions, departments, and services that often have vastly diverse needs and communities. All of these will need to be carefully considered through active engagement and continuing dialogue across our unique and complex organisation.

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Purpose and Outcomes – a story in the making

The success of City Corporation in achieving its objectives now and over the next five years will be dependent on the skills and commitment of its employees in partnership with the communities they serve.

Success will occur through our work to:

- foster a fair and inclusive culture.
- build inclusive leadership capability at all levels.
- identify and role model positive values and behaviours.
- encourage cooperation and collaboration.
- organise for continuous change.
- anticipate the future through horizon scanning and workforce planning.
- diversify our workforce.
- promote personal and professional growth.
- empower people by providing responsibility and accountability.
- reward high performance.
- deal with poor performance quickly, honestly, consistently and with dignity.
- be evidence based, shaping actions using qualitative and quantitative data.
- modernise systems, processes and procedures and use technology to create efficiency, effectiveness, and flexibility.

The People Strategy is made up of five themes:

1. My Contribution, My Reward
2. My Wellbeing and Belonging
3. Trustworthy Leadership
4. My Talent and Development
5. Modernising our City Corporation

Why these five themes? The People Strategy articulates what will be necessary to realise City Corporation's ambition to be a world class organisation; an organisation where people feel:

1. valued, rewarded, and recognised.
2. respected, safe, included, and heard.
3. that inclusive, values-led leadership is consistently role modelled across all levels.
4. supported, challenged, and motivated to do excellent work and achieve exceptional outcomes while being seen as unique individuals with individual and collective strengths and aspirations.
5. ease in getting on with the work at hand without barriers to efficiency and effectiveness.

Our people are critical to achieving positive organisational outcomes and the People Strategy framework that has been created will help us to be proactive in meeting current and future challenges and organisational and community requirements by ensuring we have the right people in the right places at the right time. As employees and leaders at all levels within City Corporation's unique community, we all contribute to the environment and culture that enables our people to thrive. We will build our future together and the story that will be written is in our hands.

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Underpinning Principles and Values

It is important to note that City Corporation will undertake an all-employee and Member engagement exercise beginning in spring 2024 to confirm new values and behaviours to fit the evolving vision and context for City Corporation with its new People Strategy and Corporate Plan and to continue its journey to develop an inclusive culture. Changing culture does not happen overnight and the ambition is to ensure that the new values and behaviours will be embedded across all people activities within City Corporation by the end of the five-year period. These new values and behaviours will inform the future development of activities in the later years of the People Strategy.

In the meantime, the principles that follow have been already agreed by Members and Officers for a project already underway: the *Ambition 25 Reward Project*, which is the first significant piece of work within the theme of My Contribution, My Reward. The principles agreed within this project have been suggested as an initial touch point within the People Strategy until new values and behaviours are confirmed. These principles are:

Equity

- Our definition of work and careers helps every colleague thrive.

Empowerment

- People are clear on what is expected of them.
- We are one Corporation enabling colleagues to operate and partner effectively across organisational boundaries.

Engagement

- We retain our distinct organisational identities whilst uniting around shared purpose and culture where people strive for excellence, encourage trust, and drive innovation.

Excellence

- We can attract talent to secure a pipeline of brilliant diverse people and identify and target inclusive development and retention opportunities for all colleagues, thus reducing the risk of critical skills gaps.

Efficiency

- There is less duplication of effort associated with people related activity and processes across all areas.

Scope

As mentioned above within the underpinning principles, the People Strategy incorporates the concept of a One Corporation model while also enabling the retention of distinct organisational identities. To break down barriers and silo working, individual work streams within the People Strategy, as these unfold, will necessitate close partnership working across all areas of City Corporation, particularly with the leadership teams and area dedicated HR teams where these exist. For instance, the Ambition 25 project already underway is working to span boundaries and acknowledge the varying contexts of individual institutions, departments, and services across City Corporation, while still intentionally identifying commonalities.

The People Strategy covers the period from 2024/25 through 2028/29 which is also the period covered by the Corporate Plan. It will develop in an iterative way, particularly given the current large project agenda such as Ambition 25 and the Enterprise Resource Planning (ERP) project that will continue over the next two years and that will have a significant impact on prioritised work plans for future years as well as the creation of new values and behaviours that will underpin culture development more broadly.

We recognise that there are terms used in the People Strategy that may carry multiple meanings and are also continually evolving. Based on feedback from colleagues, we have summarised the start of a glossary of definitions in **Annex 1**. We will be posting these definitions to the Intranet and will add to these definitions over time.

Engagement in the development of the People Strategy

Highlights from Employee and Member engagement leading to the creation of the People Strategy are outlined in **Annex 2**.

While the People Strategy will launch in April 2024, we invite continuing discussion across City Corporation throughout the duration of the Strategy. Our intention is to create a culture that enables innovative and collaborative partnerships and that taps into great practices already underway everywhere at City Corporation. Engagement will continue over the course of the five-year period through a range of mechanisms, including:

- All employee webinars led by the Town Clerk & Chief Executive (TCCX) and the Chief People Officer (CPO)
- Senior Leadership Team sessions (SLT)
- Executive Leadership Board sessions (ELB)
- **NEW:** Quarterly forums for senior/mid-level leadership / management tiers with up to three groupings that will also be adjusted based on Ambition 25 project results (Theme 2; also connected to Theme 3)
- Trade Union sessions with the Chief People Officer
- All area HR leads sessions
- Equality and Diversity Network sessions
- Strategy Forum sessions
- Individual Department / Service / Institution Team sessions
- Collaborative partnerships; for instance, with Corporate Strategy and Performance; Health & Safety; Equality, Diversity and Inclusion; and Corporate Communications (and others as appropriate)
- Specific Project Working Groups already underway and/or that will be established (e.g. Ambition 25, ERP, and other projects)
- Quarterly Member Reference Group meetings (additional information and membership outlined in Annex 1)
- Annual Corporate Services Committee reports

Measuring and Reporting Progress

The People and Human Resources team hold responsibility for delivering on and monitoring progress of the People Strategy in close collaboration with all areas across City Corporation and will report annually to the Corporate Services Committee who hold overall accountability for People Strategy outcomes.

The annual report will include an update on all agreed key performance indicators (KPIs) against targets (including any individual service area, department or institution reporting agreed) and an annual operational action plan will be published on the City Corporation Intranet.

A review will also be undertaken in the final year of the People Strategy to report on the achievement of outcomes, final performance against targets, and all agreed future actions to inform the next People Strategy.

Data and Informing Decision Making

Understanding our employee profile and using data as our evidence base will help us to identify areas where we need to focus our efforts in our workforce planning and our People Strategy activities. The data within this profile and the draft Key Performance Indicators (KPIs) that follow within this document give a collective overall picture and of course will vary from area to area across City Corporation. As part of annual workforce planning processes, initially a manual annual exercise and then enabled by the Enterprise Resource Planning system, managers will have the ability to review and take action to improve team diversity, employee engagement, and other key KPIs.

However, due to the challenges of multiple systems, manual entry, and instances of low data quality within the organisation, setting up performance reporting will be iterative and will take time. In some areas of work relevant to the People Strategy, limited performance measurements are in place. Improving reporting and action planning year on year as more and/or better data becomes available will be critical. We are working with teams across City Corporation to support and enhance performance reporting.

Performance reporting and measuring progress also requires both data baselining and target setting. Initial quantitative data is provided in this report for 2022/23 and will be updated to incorporate baseline measures following the close of 2023/24. Work has already taken place over the course of the current year to enhance reporting by adjusting elements within the existing People System and through manual interventions and mechanisms. These adjustments will enable the creation of an appropriate set of baseline measurements for 2023/24 with accompanying targets, with additional baseline measures and targets added once further data is available.

A small amount of data measures does not currently follow an annual financial cycle. For instance, the most recent baseline data on staff survey results is from 2022. The

next staff survey is planned for spring 2024 which will tie in well with People Strategy initiatives and will provide a helpful set of measures.

Reporting progress on people measures also goes beyond numbers and therefore will require qualitative elements to supplement quantitative measures. For instance, qualitative feedback from future staff surveys that span the five thematic areas will be incorporated into annual People Strategy reporting along with findings from associated practices such as interviews, exit surveys, focus groups and other types of engagement activities.

Additionally, future benchmarking measures will be considered where reliable data sources are available. For instance, salary benchmarking will be part of the Ambition 25 Reward project that is now underway and, once these benchmarks are agreed, will set the stage for appropriate benchmarking for other areas of work.

The objective is to work towards developing a set of meaningful measures and targets across the lifespan of the People Strategy.

Our Current Workforce Profile

Summary for 2022/2023

Most recent date for full year reporting; to be updated for 2023/2024.

- Directly employed: 4,248 or 3,993 full time equivalent employees.
- Turnover rate: 14% (number of leavers replaced by new starters).
- Average length of service: 8 years with 21% of employees serving between 10 and 20 years.

Salary bands:

Grade Display	Total	Percentage
Apprentice	58	1.4%
F9 Grade	117	2.8%
Grade A	114	2.7%
Grade B	579	13.6%
Grade C	817	19.2%
Grade D	761	17.9%
Grade E	612	14.4%
Grade F	436	10.3%
Grade G	217	5.1%
Grade H	101	2.4%
Grade I	36	0.9%
Grade J	18	0.4%
SMG	20	0.5%
Teachers Grade	362	8.5%
Total	4,248	100.0%

Gender %:

Gender	Total	Percentage
Female	2,167	51%
Male	2,081	49%
Total	4,248	100.0%

Ethnicity: %

Ethnic Group:	Total	Percentage
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Ethnic Minorities	758	17.8%
Not Known	989	23.4%
White	2,501	58.9%
Total	4,248	100.0%

Disability: %

Disability	Total	%
No	2,898	68.2%
Not Known	1,155	27.2%
Yes	195	4.6%
Total	4,248	100.0%

Age: %

Age Band	Total	%
0 to 20	39	0.9%
21 to 30	691	16.3%
31 to 40	1,004	23.6%
41 to 50	1,011	23.8%
51 to 60	1,111	26.2%
61 and over	392	9.2%
Total	4,248	100.0%

Sexual orientation: %

Sexual Orientation	Total	%
Declined to specify	213	5.0%
Heterosexual	2,402	56.5%
LBQTBA+	262	6.2%
Not Known	1,370	32.3%
Total	4,248	100.0%

Religion or Belief: %

Religion or Belief	Total	%
Buddhist	11	0.3%
Christian	1,195	28.1%

Hindu	56	1.3%
Jewish	27	0.6%
Muslim	139	3.3%
None / No religion	1,431	33.7%
Not Known	1,212	28.5%
Other	114	2.7%
Sikh	25	0.6%
Spiritual	38	0.9%
Total	4,248	100.0%

Note: Social mobility will be tracked and reported on in future annual People Strategy updates but there is currently insufficient data to report at this time.

Trends

Item	2021/22	2022/23	Upward/ downward
Total staff	3,997	4,248	Upward
Average age	N/A	44	N/A
Disabled	5%	5%	No change
Ethnic Minorities	18%	18%	No change
Gender	Female =50% Male=50%	Female =51% Male=49%	Upward female
LGBT+	6%	6%	No change

Note: Due to low levels of disclosure in some areas, caution must be exercised in drawing conclusions from this data. A top priority, as outlined in Theme 5, will be to increase employee voluntary disclosure rates through a sustained campaign over time to explain why data is collected and the benefits of doing so for individuals as well as for the organisation overall. Creating an environment of trust and safety for people to feel comfortable disclosing sensitive information will be critical to this work.

Our People Strategy Framework

What follows are the most significant priorities across the five themes of the People Strategy with a focus on the first two years. The plan will be iterated on an annual basis.² Major projects underway within Themes 1 and 5 that form part of the People Strategy will significantly impact priorities for years three to five. The five themes are:

1. My Contribution, My Reward
2. My Wellbeing and Belonging
3. Trustworthy Leadership
4. My Talent and Development
5. Modernising our City Corporation

Coding Key

Activities are coded and summarised in the tables that following using the following Keys:

1. My Contribution (C), My Reward (R)
2. My Wellbeing (W) and Belonging (B)
3. Trustworthy Leadership (TL)
4. My Talent (T) and Development (D)
5. Modernising our City Corporation (M)

² Business as usual HR work is ongoing and therefore not all HR activity is explicitly included within the priority initiatives outlined within the People Strategy.

My Contribution (C), My Reward (R)

Our ambition

Through flexible, sustainable, fair, equitable, and transparent reward and recognition mechanisms, beginning with the Ambition 25 project, we will attract a diverse array of excellent people and provide career support for progression and retention.

What do we need?

A total reward and recognition offer that recognises performance and supports progression.

Why is it important?

Helping new and existing employees see and feel that we are a world class organisation is essential for employees to function as our greatest ambassadors and facilitate continued organisational success.

What does success look like?

Increasing clarity and transparency of roles and how they fit together as well as providing assurance that pay and grading is fair and will support employees to undertake fulfilling work. Success will enable employees to access career progression opportunities and will reduce disengagement and resignations due to pay, reward, or insufficient opportunities to learn and gain experience.

We will achieve this by:

	Activity	Year 1 2024/25	Year 2 2025/26	Years 3-5 2026/27 – 2028/29
R	Implementing a manageable number of succinct and outcome focused role profiles defining each role’s purpose, responsibilities, accountabilities, knowledge, skills, and experience with follow on work outlined in theme 4.	x		
R	Implementing job families that inform horizontal and vertical career pathways outlined in theme 4 and ensure career progression opportunities are available to all eligible employees, regardless of job type.	x		
R	Developing a new pay and grading structure based on market benchmarking.	x		
C	Creating a new job evaluation process to grade and evaluate roles.	x		

R	Designing an approach and underpinning principles for a new Total Reward Strategy.	x	x	
C	Simplifying regrading and promotion processes to acknowledge job growth and exceptional contribution.	x	x	
R	Creating and implementing the new Total Reward approach to remuneration, offering flexibility and choice through a new flexible benefits portal that includes recognition mechanisms.		x	x
R	Ensuring annual reviews and regular benchmarking of pay and reward are undertaken		x	x

We will measure our progress annually by:

Measuring, analysing, reporting, and implementing action plans for:

- Voluntary leaver reasons and retention trends.
- Pay gaps across all job families and all protected characteristics, including attention to socio-economic factors.
- Pay benchmarking.

Measure	2022/23 Baseline	Future Baselines and Targets
% Turnover	14% all reasons. 11% voluntary.	2023/24 Baseline and 2024/25 Target to be set
% voluntary turnover in first two years of employment (based on headcount)	20.3% (from 1 Dec 21 to 30 Dec 23)	2023/24 Baseline and 2024/25 Target to be set
Voluntary turnover reason trends (exit survey data now being collected)		2023/24 Baseline and 2024/25 Target to be set
% ethnicity pay gap	Mean hourly rate – 17.4% Median hourly rate – 14.7%	2023/24 Baseline and 2024/25 Target to be set
% gender pay gap	Mean hourly rate – 4.5% Median hourly rate – 2.7%	2023/24 Baseline and 2024/25 Target to be set
% disability pay gap	Mean hourly rate – 8.8% Median hourly rate – 2.4%	2023/24 Baseline and 2024/25 Target to be set
% social mobility pay gap to be added when data is available		2025/26 Baseline and 2026/27 Target to be set

Pay benchmarking and annual reviews to be added through Ambition 25 project; groupings of appropriate benchmarking comparators will be determined		2025/26 Baseline and 2026/27 Target to be set
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2. My Wellbeing (W) and (B) Belonging

Our ambition

We will be an inclusive, diverse, and people-oriented City Corporation. We will ensure that all employees are appropriately challenged and supported and are able to work in flexible ways that consider whole life commitments and appropriate boundaries.

What do we need?

An environment where our people feel physically and psychologically safe, demonstrating respect between employees and between employees and Members, where employees have sufficient support and resources to undertake their work, manageable workloads, a sense of control and autonomy, and excellent partnership working.

Why is it important?

Supporting the wellbeing and belonging of our people is critical to our continuing success and we recognise the need to integrate all our people initiatives with EDI objectives that are now being finalised to create an environment of belonging for all.

What does success look like?

Employee survey results show upward trends for employee engagement; how employees view managers / leaders and Members; employees feel valued and listened to; are proud to work in an organisation where all aspects of diversity and inclusion are valued and where there is visible leadership for important issues such as sustainability and climate action. Employee alumni will be encouraged and supported to stay in touch with City Corporation through regular communications. Current and previous employees will be City Corporation's most vocal positive ambassadors.

We will achieve this by:

	Activity	Year 1 2024/25	Year 2 2025/26	Years 3-5 2026/27 – 2028/29
W/B	Undertaking and implementing a values and behaviours project on how we work, how we deliver.	x		
W/B	Reviewing and revising codes of conduct for employees and Members based on new values and behaviours.	x		
W/B	Creating and sustaining deeper working partnerships across City Corporation with a particular focus on the following: -Members	x	x	x

	-Institutions & all City Corporation locations -Unions -Equality, Diversity & Inclusion -Health & Safety			
W/B	Undertaking collaborative HR/EDI/H&S projects (e.g. to continue the work of the Tackling Racism Taskforce as a top priority; other priorities to be confirmed & addressed individually & through an intersectional lens; eg. gender; disability, etc.).	x	x	x
B	Creating quarterly forums for senior/mid-level leadership / management tiers across up to three groupings. These will be used to share good practices and lessons learned with the goal to increase transparency, decision-making autonomy, empowerment, commitment, measured risk appetite, permission to fail, appreciation, recognition, hierarchy reduction.	x		
B	Undertaking an annual employee survey, creating collective & individual action plans; connecting these directly to future year People Strategy initiatives.	x	x	x
B	Developing cross-City Corporation virtual lunch & learns through networks; eg. on sustainability, digital literacy, EDI, and face to face site visits are encouraged: 'what we do here; what we're proud of.'	x	x	
B	Reviewing and revising our Celebrating our People Awards to connect to new values and behaviours; creating rolling employee case studies / stories of what 'good' looks like; possible annual publication to celebrate success		x	x
W	Researching, benchmarking, and implementing a holistic and proactive wellbeing offer to create consistent conditions for our people to flourish.	x		
W	Introducing an anonymous HR reporting system and process to investigate and resolve employee complaints (scope tbd).	x		
W	Undertaking a stress at work project with Health & Safety that reviews and addresses physical, psychological, psychosocial impacts.		x	
W	Developing and implementing actions to improve autonomy and address		x	

	frustrations of what we do and how we work.			
W	Reviewing occupational health service.		x	
W	Refining mental health awareness training for managers and employees, including stress risk assessments, and reviewing the role of mental health / wellbeing champions.		x	x
B	Introducing communications and staying connected programme for City Corporation employee alumni.			x

We will measure our progress by:

Measuring, analysing, reporting, and implementing action plans for:

- annual employee survey engagement, wellbeing and belonging feedback.
- sickness absence; occupational health referrals; EAP usage; access to work spend.
- employee grievances; bullying & harassment incidents.

Measure	2022/23 Baseline	Future Baselines and Targets
Employee survey participation	51% (2022)	2024/25 Target to be set
Employee survey engagement*	52% (2022)	2024/25 Target to be set
Rolling average sick days per FTE (and review other patterns of sickness absence).	0.6	2023/24 Baseline and 2024/25 Target to be set
Number of referrals to occupational health function.	61	2023/24 Baseline and 2024/25 Target to be set
Employee Assistance Programme utilisation as a percentage, calculated as counselling and advice calls against headcount	5.7%	2023/24 Baseline and 2024/25 Target to be set
Number of grievance cases / outcome trends.		2023/24 Baseline and 2024/25 Target to be set
Number of bullying and harassment cases / outcome trends.		2023/24 Baseline and 2024/25 Target to be set
Number of anonymous complaints about employee issues (such as racist incidents, bullying and harassment), investigated, and resolved. Note – the specific nature of complaints to be included are still to be confirmed as part of next steps scoping		2025/26 Baseline and 2026/27 Target to be set

Stress Indicator Tool measurements and reporting to be developed w/H&S		2025/26 Baseline and 2026/27 Target to be set
Safety index score to be developed w/H&S		2025/26 Baseline and 2026/27 Target to be set

*Five survey elements were used to create the engagement measure:

1. The purpose of City Corporation makes me feel good about my work.
2. I have confidence my career aspirations can be met at City Corporation.
3. I feel valued and recognised for the work I do.
4. I feel appropriately supported through change.
5. City Corporation has a culture of openness, transparency, and inclusion.

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3. Trustworthy Leadership (TL)

Our ambition

We will develop a community of leaders and managers at all levels who create an inclusive and respectful environment. All leaders and managers will consistently role model our values and have the capability and confidence to engage with, develop, challenge, and celebrate our people, take measured risks, and deliver excellent outcomes.

What do we need?

A clear sense of direction and vision that encompasses horizon scanning and strategic thinking with regular opportunities for two-way dialogue and feedback, where reliable, credible, compassionate, values-based behaviours are role modelled and where a collaborative, creative strengths-based approach is taken to culture development.

Why is it important?

Leaders and managers hold critical responsibility for creating a safe physical and psychological working environment, excellent employee experience and exceptional organisational outcomes. Empowering all who lead and manage with the ability to make decisions within appropriate parameters will ensure organisational growth and success.

What does success look like?

Leaders will evidence their positive impact through employee survey results and a robust performance management framework aligned to the Corporate Plan that demonstrate good manager / team engagement, and organisational results will improve year over year, creating a world-class environment.

We will achieve this by

	Activity	Year 1 2024/25	Year 2 2025/26	Years 3-5 2026/27 – 2028/29
TL	Leading the development, communication and embedding of values and behaviours that create an environment where everyone can thrive – through ‘different kinds of conversations’ that forefront time for listening, reflection, and learning.	x	x	x
TL	Developing and implementing a new performance management framework that features dynamic conversations with individual and team objectives connected to Corporate Plan outcomes, and including	x	x	

	360-degree feedback, beginning with SLT and ELB			
TL	Providing programmes of development for SLT / ELB leadership cohorts, including horizon scanning, strategic capability, and inclusive culture team building	x	x	
TL	Providing three levels of integrated and inclusive management / leadership internally delivered cohort-based programmes, for first time, middle and senior managers to enable talent development and leadership succession planning.	x	x	
TL	Developing the Head of Profession People & HR /focused network across City Corporation for information and good practice sharing, networking, and creative collaborations on employee-focused initiatives.	x	x	
TL	Developing leadership capacity and capability across all aspects of EDI; for instance, by widening access and participation range in working groups and meetings, actively listening to understand lived experience, and considering who is in the room, who has a voice.	x	x	x

We will measure our progress through:

- Measuring responses to employee surveys, setting baselines and targets, and creating action plans to address gaps.
- Creating a new performance management framework, beginning with senior leaders, that will include 360-degree feedback and reportable and actionable measures.

Attributes that have been highlighted include (but are not limited to) the following:

- Measuring against revised code of conduct in relation to leadership of values and inclusive behaviours (once these are created and agreed).
- Actively contributing to and promoting an inclusive culture that forefronts equity, wellbeing and belonging.
- Enabling and empowering team members through projects, secondments, development activities including mentoring, coaching and sponsorship programmes, and promotion.
- Demonstrating connectedness of teams.
- Working effectively with Members.

4. My Talent (T) and Development (D)

Our ambition

We will attract & retain excellent, diverse, local, and national talent to support the success of City Corporation. We will continue to create opportunities for people to develop and grow professionally.

What do we need?

We need a great employer brand and effective, inclusive, internal / external recruitment approaches that are underpinned by proactive workforce planning, supportive onboarding, performance aligned to the Corporate Plan, and development initiatives to support progression & retention.

Why is it important?

Providing effective recruitment, onboarding & development experiences for all our people will pave the way for improved performance, retention, and exceptional organisational outcomes, all aligned to the Corporate Plan.

What does success look like?

Existing and new employees will easily access exciting new opportunities and will be supported and encouraged to develop and progress in their current or their future roles anywhere in City Corporation. They will have the confidence, skills, and capabilities to be able to move or leave when it is the right time to do so and will want to stay, thrive and be part of a world class organisation.

We will achieve this by:

	Activity	Year 1 2024/25	Year 2 2025/26	Years 3-5 2026/27 – 2028/29
T	Introducing a manual process and then automating annual workforce planning to enable understanding of current and future recruitment and succession planning needs, including identifying and addressing skills gaps, critical roles, and improving recruitment timelines.	x	x	x
T	Overhauling end to end internal & external inclusive recruitment / assessment processes to address talent identification and acquisition; including anonymised applications, panel composition review and improving access and accessibility for those from marginalised groups.	x	x	

T	Developing lateral and vertical career path maps based on job families, including access to apprenticeships, secondments, and shadowing opportunities to inform progression and promotion processes.		X	X
T	Developing an employer brand refresh.			X
T	Reviewing and refining organisational structure and organisational design approaches.			X
D	Enhancing central and local induction, including technology led mandatory training.	X		
D	Enhancing Member inductions and training.	X	X	
D	Creating a comprehensive EDI training offering with a focus on awareness raising, skills building, and inclusive culture development, including coaching and embedding EDI in general training.	X	X	
D	Partnering across City Corporation to create / revise and determine solutions to technical & digital / professional / external customer service / conflict skills training needs.	X	X	
D	Introducing online interactive on-boarding and digital learning solutions to address initial and ongoing core probation and training needs.		X	
D	Implementing a systems-based all-employee dynamic conversations and performance management framework with individual and team objectives connected to Corporate Plan outcomes and based on values and behaviours, including dedicated time and resource allocated for development.		X	X
D	Creating job family-based continuous professional development for all employees.			X

We will measure our progress by:

Measuring, analysing, reporting, and implementing action plans for:

- Speed of time to hire.
- Applicant pipeline and progression based on EDI characteristics.
- Employee career pipeline and progression based on EDI characteristics.
- Documented appraisal completions and objective setting aligned to the Corporate Plan for all.
- Responses to 'how was my on-boarding' survey conducted within six months of commencing employment.
- Engagement in development opportunities.

Measure	2022/23 Baseline	Future Baselines and Targets
Average time to hire in days: as measured across 3 elements: 1) manager request to advertisement live; 2) advertise close to conditional offer; 3) conditional offer to all checks complete		2023/24 Baseline and 2024/25 Target to be set
Diversity of applicant pipeline, measured at application, shortlisting, and appointment		2025/26 Baseline and 2026/27 Target to be set
Indicative historical figures are provided below to highlight possible future measures for career pipelines across EDI characteristics to enable target setting based on the communities around us. This is NOT an exhaustive list and is provided as an exemplar only, noting there continues to be a high level of missing and incomplete data		
% of Black, Asian & Minority Ethnic employees	18%	2025/26 Baseline and 2026/27 Target to be set
% of Black, Asian & Minority Ethnic employees in grades H - SMG	11%	
% of women employees	51%	
% of women in grades H - SMG	41%	
% of LGBT employees	6%	
% of LGBT employees in grades H - SMG	6%	
% of employees declaring they meet the Equality Act definition of disability	5%	
% of employees declaring they meet the Equality Act definition of disability in grades H - SMG	3%	
% of annual appraisal completions	80% (2023/24)	82%
% of internal appointments		2023/24 Baseline and 2024/25 Target to be set
Number of capability cases / outcome trends		2023/24 Baseline and 2024/25 Target to be set
Number of disciplinary cases / outcome trends		2023/24 Baseline and 2024/25 Target to be set
% employees undertaking at least one learning & development opportunity each year		2025/26 Baseline and 2026/27 Target to be set
% of positive responses to 'how was my onboarding' survey in 6 months of start		2025/26 Baseline and 2026/27 Target to be set

5. Modernising (M) Our City Corporation

Our ambition

Our processes, systems and reporting mechanisms will efficiently provide real-time data and information to inform effective prioritisation and decision-making.

What do we need?

We need simple to use, automated people processes. This includes robust and easy to use automated systems that facilitate data collection, including all EDI protected characteristics and social mobility, including disaggregating data by identity characteristics, and consideration, where possible, to how protected characteristics intersect. We need reporting and self-service mechanisms that support prioritisation and decision making. We need easy to understand and simple to use people policies and the ability to create simple, effective, and timely workforce planning solutions.

Why is it important?

We understand that ensuring our people can focus on doing their jobs well by using simple and efficient processes and policies is essential for our success.

What does success look like?

All data held about our people is of high quality, ensures legal compliance and adheres to GDPR requirements with good insights available through dashboards and reporting that can be used with confidence for action planning and prioritised decision making, with particular attention to ensuring fairness across our workforce. Recruitment and workforce planning processes are simple, fair, and inclusive. Policies, processes, and practices are fully legally compliant and simple to use and understand.

We will achieve this by:

	Activity	Year 1 2024/25	Year 2 2025/26	Years 3-5 2026/27 – 2028/29
M	Continuing to make back-office improvements and data cleansing within the existing People system in preparation for the new Enterprise Resource Planning (ERP) system.	x		
M	Creating an agile talent management approach by implementing and embedding contingent labour & casuals labour approaches.	x		
M	Continuing to improve data and insights, including improving annual data gathering	x	x	x

	through extensive and sustained communications in partnership with EDI and Communications, dashboard provision and reporting on all protected characteristics, and social mobility, disaggregated where possible by identity data.			
M	Undertaking a comprehensive compliance and risk management audit of HR policies, creating a prioritisation matrix and calendar for updates to all HR policies, procedures, and manager/employee guidelines with a focus on those that have the greatest impact on managers and employees, undertaking work to on those prioritised as most urgent in year one.	x		
M	Adjusting HR policies as required due to legislative, regulatory, internal, external changes.		x	x
M	Implementing and embedding the ERP system to bring together financial and people data and provide easy-to-use automated system for the management of people processes including recruitment, onboarding, induction, probation, performance management, development, talent management, succession planning, and exiting.		x	x

We will measure our progress by:

- Providing a standard suite of people reports run in a standard and consistent way with a focus on EDI characteristics that are used to improve prioritisation and decision-making that in turn improves both employee experience and organisational outcomes.
- Holding to a rolling calendar that ensures all policies remain current and up to date.

Measure	2022/23 Baseline	Future Baselines and Targets
Levels of missing data around employee equalities characteristics for:		
Ethnicity	23%	2023/24 Baseline and 2024/25 Target to be set
Sexual orientation	32%	2023/24 Baseline and 2024/25 Target to be set
Disability	27%	2023/24 Baseline and 2024/25 Target to be set

Religion / Belief	32%	2023/24 Baseline and 2024/25 Target to be set
Social Mobility	89%	2023/24 Baseline and 2024/25 Target to be set
Policy updates adherence to annual revision calendar		2024/25 Baseline and 2025/26 Target to be set

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Annex 1: People Strategy Definitions

(Initial definitions have been provided by City Corporation subject matter expert leads in Human Resources, Health & Safety, and Equality, Diversity & Inclusion³)

“Our words create our worlds.” Pierre du Plessis

The language we speak, hear, and read, and with which our minds reflect our place in the world, shapes our reality. Our intention here, based on feedback by employees about the development of the People Strategy, is to provide a glossary of definitions.

It is impossible to create definitions with universal agreement, especially as language and terminology is continually evolving; however, it is critical to make a start to begin to create a sense of shared understanding of what we mean when we use certain words.

Belonging: a concept from social psychology used to describe an individual's quality of social connections, and the extent to which they feel like a valued member of a group.

Equality: the right of different groups of people to receive the same treatment.

Equity: fair treatment for all people, so that the norms, practices, and policies in place ensure identity is not predictive of opportunities or workplace outcomes. Equity differs from equality in a subtle but important way. While equality assumes that all people should be treated the same, equity takes into consideration a person's unique circumstances, adjusting treatment accordingly so that the result is equal.

Diversity: who is represented in the workforce. Some examples of diversity in workplaces include:

- **Gender diversity:** What makes up the composition of men, women, and nonbinary people in a given population?
- **Age diversity:** Are people in a group from mostly one generation, or is there a mix of ages?
- **Ethnic diversity:** Do people in a group share common national or cultural traditions, or do they represent different backgrounds?

³ EDI definitions: McKinsey & Company; Cambridge Dictionary; Merriam Webster Dictionary.

- Physical ability and neurodiversity: Are the perspectives of people with disabilities, whether apparent or not, accounted for?

These are a few of the most common examples, but what is considered diverse can range widely. Although there is sometimes a tendency to assume diversity is about others, in fact, everyone is diverse.

Inclusion: the practice or policy of providing equal access to opportunities and resources for people who might otherwise be excluded or marginalised, such as those who have physical or intellectual disabilities and members of other minority groups.

Intersectionality: the complex, cumulative way in which the effects of multiple forms of discrimination (such as racism, sexism, and classism) combine, overlap, or intersect, especially in the experiences of marginalised individuals or groups. Kimberlé Crenshaw introduced the theory of intersectionality, the idea that when it comes to thinking about how inequalities persist, categories like gender, race, and class are best understood as overlapping with all elements forming essential parts rather than being isolated and distinct.

Physical safety: the absence of harm or injury that can be experienced by any person from a physical object or practices that include a physical object.

Psychological safety: the ability to speak up, take interpersonal risks and challenge without fear of negative repercussions.

Psychosocial safety: the conditions in the workplace that affect the psychological and social wellbeing of employees and involves factors such as work organisation, job design, interpersonal relationships, organisational culture, and management practices.

Trust: based loosely on the Trust Equation by Charles Green: a model of trust that details four components that affect trust. Three of them increase a person's trustworthiness: credibility, reliability, and good relationships. The fourth one, self-interest, reduces a person's trustworthiness.



Annex 2: Engagement in the development of the People Strategy

Employee and Member Engagement leading to People Strategy Creation
Period Covered: July – November 2023

1. Employee Engagement

A summary follows highlighting People Strategy priorities based on employee engagement.

My Contribution, My Reward

- All agreed this is our top priority. We need to get this right.
- Work is underway already through a separate consultation process happening in parallel with broader engagement on the less developed areas of the People Strategy.
- Reward Refresh Project name too unspecific – the word “refresh” does not cover what is happening which is a complex project across the whole City Corporation – need to focus on pay and recognition as baseline. Renamed project to Ambition 25: My Recognition, My Reward.
- It was explained that The Ambition 25 project seeks to improve recruitment and retention and ensure fairness, transparency and equity throughout the reward structure.

My Wellbeing & Belonging

- Our second priority is wellbeing and belonging with a genuine focus on equality, diversity, and inclusion.
- What is wellbeing? Values need to be role modelled. Wellbeing is psychological safety where colleagues can share ideas and take risks.
- Flexibility at work, rather than using the terms work life balance or integration is more descriptive of what is needed. Boundaries between work and other parts of life need to be clear and respected.
- Wellbeing is about 1) physical space 2) physical safety 3) psychological safety and 4) psychosocial safety and is a key leadership responsibility for all who manage and lead others; definitions are needed for each.
- Wellbeing is also impacted through interactions with external communities as well as internal colleagues; including employees who experience discriminatory, insulting & even criminal behaviours by the public – better reporting & employee

training needed to provide support to know how to manage tricky situations & maintain wellbeing.

- Challenging Member behaviours also impact employee wellbeing; Members need to role model the type of behaviours we wish to see in employees.
- Every day racism is hurtful as are other discriminatory behaviours. What behaviours do we want to embed? Employees often do not feel safe speaking up. An anonymous reporting system is needed.
- We need to provide better access to employees to offerings made externally through events and networks; collaborating and partnering more with businesses and others.
- Employee networks such as EDI networks struggle to use our own facilities due to prohibitive catering costs and difficulty getting space.
- We need to continue to break down siloes to understand what people do (including more attention to Heads of Profession); challenges faced; share good practices; develop communities.
- Team / area meetings can support or detract from a feeling of belonging; how often they are held; what format they take; who does the talking; how is information shared both about the area and the wider organisation; how are people recognised for good work? How are new starters introduced?
- All areas need to be considered in relation to wellbeing and belonging initiatives; not just office-based employees.
- A policy on violence and abuse of employees by external communities is needed – a no tolerance policy and clear sign posting.

Effective (Trustworthy) Leadership

- Although this is our third priority, good leadership is critical to all themes.
- Effective leadership feels top-down. Trust-worthy leadership embodies credibility, reliability, good relationships, and shared purpose.
- How can we better understand connections to Members?
- We need greater transparency about how decisions are made.
- Employees would value an increase of autonomy of ownership and if decisions could be pushed further down from senior leadership levels; a great deal of time is spent simply reporting upward on work underway, rather than doing the work itself.
- The role modelling of leadership behaviours should include the demonstration of inclusion, equity, and wellbeing; the 'heart' of City Corporation.
- Managers need to emphasise the value they place on employee training by ensuring time and resource is allocated for employees to undertake as well as to engage in City activities (e.g. EDI networks); the ambition is to make City Corporation more of a 'learning' organisation.
- 'Accidental' managers require support & development to effectively carry out responsibilities.
- One area commented they were not keen on the term 'trustworthy' leadership – need to continue to emphasise what 'trustworthy' means in our context: demonstrating credibility; reliability; good relationships; working to a greater purpose to benefit the organisation (rather than self-interest).
- Staff surveys are important, and people need to know something will be done; need to focus beyond quick wins; need to measure progress and benchmark with other organisations; not just local councils.

- Greater leadership stability is required; there continues to be constant flux, particularly at senior levels, leading to continuous uncertainty on priorities, expectations, approaches to work and change.
- A good deal of leadership language here still has a very top-down approach.
- Need to look at people development and success.
- Near miss incident reporting can be a good indicator of a 'safe' environment

My Talent & Development

- Our fourth priority is to support the development of our current and future workforce.
- We need clearer career pathways. Our learning is outdated and needs to be revamped for a digital age. We are focusing on key elements of inclusive recruitment, including apprenticeships, a review of contingent labour and creation of management programmes.
- Internal career development will be a critical element within the People Strategy; including the opportunity to consider succession planning and lateral as well as vertical moves across the entire unique organisation that is City Corporation; this will become easier as Ambition 25 brings more clarity to roles, job families and interconnections; technical specialties as well as management pathways in some areas.
- Secondments and shadowing opportunities would also be great additions; more opportunities to gain experience on the job rather than in a classroom.
- Apprenticeships and graduate scheme welcomed; however, also need to provide short, sharp development (e.g. centrally run manager pilot programme underway).
- More bite-size technical training would also be welcomed – e.g. Finance and IT; apps for use in hybrid team meetings to increase participation and engagement.
- A high profile for sustainability and climate justice externally; how to embed more deeply across City Corporation; an appetite by employees to engage in this space.
- Some areas also have funding to create their own development programmes; inconsistencies between areas are noticed; what do areas do when there is no budget for staff development?
- Need to 'sell' City Corporation better as a contemporary employee brand while not losing the 'bizarre and weird' unique traditions that its history brings.

Modernising and Transforming Our City Corporation

- Our fifth priority is getting the basics right. This is foundational and we want to see this work completed. It is important to just get on with this work which will make it important as a baseline.
- Our people systems and processes need streamlining and modernising. City People Improvement Projects & Enterprise Resource Planning (ERP) project.
- Modernising is about getting the basics right; transformation will come from the outcomes contained in other themes.
- Policies are not written in helpful ways for users; too ambiguous; too negative in approach and tone; need to be clearer, simpler, and more specific on responsibilities; overuse of the passive tense.

2. Member Reference Group Engagement

Member engagement has been initiated through the creation of a Member Reference Group (RG) that launched in November 2023 and will meet quarterly over the course of the five-year People Strategy. The group will report formally to Corporate Services Committee.

The Chair of the RG will be the Chair or Deputy Chair (as availability permits) of Corporate Services Committee. The full membership is as follows:

1. Alastair Moss (Chair) (AM)
2. Florence Keelson-Anfu (Deputy Chair) (FKA)
3. Deputy Henry Colthurst (HC)
4. Anthony Fitzpatrick
5. Steve Goodman
6. Alderman Alison Gowman
7. Deputy Shravan Joshi
8. Deputy Edward Lord
9. Paul Martinelli
10. Catherine McGuinness
11. Deputy Andrien Meyers
12. Alison Littlewood, Interim Chief People Officer
13. Additional Members and/or Officers may be invited to attend as appropriate.

My Contribution, My Reward

- This project is progressing as a separate strand with close Member and Officer oversight and its outcomes will provide a critical foundation to further work within the People Strategy, particularly in the areas of Recruitment and Workforce Planning, Total Reward and Benefits, Career Progression, Development and Retention.

Wellbeing and Belonging

- Belonging includes having a voice and feeling safe to use it and wellbeing includes considering the whole person, not just what people do at work; 'being human.'
- In some cases, sickness absence has reduced, and mental health had improved when employees have been in the office and younger employees in particular welcome the opportunity to receive mentoring by senior members of staff when they are all in the office.
- While there is a global push by many organisations to return to full on-site working, equity does not mean treating everyone the same. The benefits of learning from COVID in relation to adjustments to working patterns that have also benefited people and organisations should not be abandoned.

Effective (Trustworthy) Leadership

- Leadership today is about the importance of embracing new ways of working; City Corporation needs to ensure action is taken when individuals or managers are simply unable to do their job; competence is important, along with ensuring they are fully committed – engaging heads and hearts.

Talent and Development

- Talent development / career progression and EDI should not be in tension. Managers need to be clear about expectations and in truly diverse organisations, this requires reflection about what good looks like.
- Training on and off the job is important; formal and informal; F2F as well as remote. It would be beneficial to offer training in multiple locations across City Corporation which requires time and resources to make happen.

Modernising and Transforming Our City Corporation

- The work on getting the basics right with processes and systems as well as the significant Enterprise Resource Planning project is progressing. The ERP implementation will provide a sound foundation for data, reporting and prioritised decision-making as the People Strategy progresses.

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Agenda Item 7

Committee:	Date:
Corporate Services Committee	10th January 2024
Subject: Departmental Budget Estimates 2024-25 – Corporate Services Committee	Public
Does this proposal require extra revenue and/or capital spending?	N/A
Report of: The Town Clerk, The Deputy Town Clerk, Chief Strategy Officer, Comptroller & City Solicitor and The Chamberlain	For Decision
Report author: Mark Jarvis - Head of Finance, Chamberlain's Department Reece Surridge – Finance Business Partner - Chamberlains	

Summary

This report is the annual submission of the revenue budgets in relation to the operational services directly overseen by your committee. It is asking Members to note the latest revenue budget for 2023/24 and approve the proposed revenue budget for 2024/25.

The estimates presented in this report are for the services detailed in Appendix 1 by Chief Officer, which are summarised below:

- i) **The Chief People Officer (under the Town Clerk)**– The People & HR Team.
- ii) **Deputy Town Clerk & Chief Strategy Officer (relevant functions of both)**– Town Clerk's Office, Governance & Member Services, Office of the Policy Chairman and Corporate Health & Safety, Business Support, Corporate Strategy & Performance and Equality, Diversity & Inclusion. (Please note for the purpose of this report Deputy Town Clerk & Chief Strategy Officer have been included together, their budgets will be fully separated by the commencement of 2024/25 financial year)
- iii) **Comptroller and City Solicitor** – Comptroller and City Solicitor's Office and Democratic & Election Services.

The proposed budget for 2024/25 totals net expenditure of £11.070m, which is an increase of £0.790m (7.68%) compared with the 2023/24 original budget of £10.280m, which is principally due to:

Increases:

- The full year effect of the July 2023 pay award (£1.014m)
- Net 3% inflation (£0.333m) and
- Incorporation of payroll into People & HR Team budgets (£0.466m) and
- Health & Safety moved into Deputy Town Clerk from City Surveyors (£0.289m) and
- Health & Safety budget has been made permanent (£0.207m).

Decreases:

- Movement of a post within Town Clerk budgets out of Guildhall admin (£0.044m) and
- Project governance moved to P&R committee (£0.547m) and
- Apprentice contingency central risk budget moved to Finance committee (£1.415) and

- Staff events budget removed from Guildhall Admin (£0.072m).

The overall budget is summarised by Chief Officer in the following table.

Summary Revenue Budgets 23-24 & 24-25	Original Budget	Latest Approved Budget	Movement 2023/24 Original to Latest	Original Budget	Movement 2023/24 Original to 2024/25 Original
By Chief Officer and Risk (Table 1)	2023/24 £m	2023/24 £m	£m	2024/25 £m	£m
Local Risk					
The Chief People Officer (under the Town Clerk)	(3.161)	(3.745)	(0.584)	(4.081)	(0.920)
The Deputy Town Clerk & Chief Strategy Officer	(4.739)	(5.833)	(1.094)	(5.509)	(0.770)
Comptroller & City Solicitor	(0.877)	(1.074)	(0.197)	(1.453)	(0.576)
Total Local Risk	(8.777)	(10.652)	(1.875)	(11.043)	(2.266)
Central Risk					
The Chief People Officer (under the Town Clerk)	(1.415)	(2.079)	(0.664)	0.000	1.415
The Deputy Town Clerk & Chief Strategy Officer	(0.288)	(0.318)	(0.030)	(0.227)	0.061
Comptroller & City Solicitor	0.200	0.200	0.000	0.200	0.000
Total Central Risk	(1.503)	(2.197)	(0.694)	(0.027)	1.476
Support Services inc Guildhall Admin Recharge	10.280	11.198	0.918	11.070	0.790
Committee Total	0.000	(1.651)	(1.651)	0.000	(0.000)

Figures in brackets indicate expenditure, increases in expenditure, or decreases in income.

Recommendation

Members are asked to:

- i) Note the latest revenue budget for 2024/25,
- ii) Review and approve the estimate for 2024/25 for submission to the Finance Committee,
- iii) Authorise the Chamberlain, in consultation with the Town Clerk, Deputy Town Clerk, the Comptroller and City Solicitor to revise these budgets to allow for any further implications arising from Corporate Projects, other reviews and changes to the Cyclical Works Programme,
- iv) Authorise the Chamberlain to agree minor amendments for 2023-24 and 2024-25 budgets arising during budget setting be delegated to the Chamberlain.

Main Report

Background

1. An overview of the services provided under this Committee can be found in Appendix 1.

Estimate for 2024/25

2. This report seeks approval to the estimate for 2024/25 in relation to the operational services overseen by your committee. The overall budget is summarised in Table 1, including detail on the movement between the original and latest budget for the current financial year, and the movement between the original 2023/24 and proposed budget for 2024/25.

Assumptions

3. The estimate for 2024/25 includes a 3% uplift for inflation and the full year impact of pay increases to staff arising from the pay deal effective from July 2023 & the winter pay award effective from April 2023.
4. The estimate for 2024/25 does not include any potential new pay deal from July 2024.

5. 2023/24 budget movements in relation to the split up of areas formerly under the Chief Operating Officer have been reflected in both the original & latest approved budgets.

Latest Approved Budget 2023/24

6. The latest approved budget for 2023/24 totals net expenditure of £12.849m which is an increase of £2.569m (24.99%) compared with the original budget of £10.280m. The main reasons for this increase are:
- i) **The Chief People Officer (under the Town Clerk) (£1.248m net increase)** – Allocations from contingency of £0.212m for redundancy costs, £0.047m of underspends carried forward to provide HR Support, £1.415m transfer of apprentice contingency budget to finance committee, £1.859m contingency drawdown for HR transformation projects and £0.079m – July '23 pay award, £0.047m 2022/23 carry forwards & £0.466m adjustments to unidentified savings budgets.
 - ii) **Deputy Town Clerk & Chief Strategy Officer (£1.124m net increase)** – £0.060m winter payment award effective from April '23, £0.185m July 23 pay award, £0.101m carry forwards in relation to underspends against transformation fund, £0.405m transfer from other budgets in line with previous committee approvals to fund the CPR office, £0.424m H&S contingency drawdown & transfer of budget from surveyors and £0.072m budget reduction in relation to the transfer of staff event budgets to Finance committee.
 - iii) **Comptroller & City Solicitor (£0.197m net increase)** - £0.053m winter payment award effective from April '23 & £0.144m July 23 pay award.

Estimate 2024/25

7. The proposed budget for 2024/25 totals net expenditure of £11.070m, which is an increase of £0.790m (7.68%) compared with the 2023/24 original budget of £10.280m. The main reasons for this increase are:
- i) **The Chief People Officer (under the Town Clerk) (£0.495m net decrease)** - Full effect of the July 23 pay award and April '23 winter payment £0.395m, net 3% inflation £0.157m, apprenticeship contingency budgets transfer to finance committee £1.415m.
 - ii) **Deputy Town Clerk & Chief Strategy Officer (£0.859m net increase)** – Full year effect of the winter payment and July '23 pay award and April '23 winter payment £0.333m, 3% net expenditure inflationary uplift £0.150m and the transfer of staff event budgets from Corporate Services Committee to Finance Committee £0.072m, H&S contingency allocation & transfer of budget from surveyors £0.424m.
 - iii) **Comptroller and City Solicitor (£0.330m net increase)** – The full effect of the winter payment and July '23 pay award £0.295m and net 3% inflation £0.035m.
 - iv) **An increase in recharges (£0.164m net increase)** across all three Chief Officer Areas due to the increased cost of running the Guildhall facilities.

Potential Further Budget Adjustments

8. The provisional nature of the revenue budgets recognises that further revisions maybe required to realign funds for:
- i) Central and departmental support services apportionments; and
 - ii) Decisions of the Resource Allocation Sub Committee in relation to the Cyclical Works Programme.
9. In particular it should be noted that there are unknown resource requirements yet to be quantified relating to requirements associated with the Equality, Diversity and Inclusion team (which has just transferred to the Chief Strategy Officer's function). This is highlighted in that departmental business plan and, in particular, it should be noted that headcount will increase in 2024/25 to stabilise the function and build it to deliver Member ambitions and commitments.
10. Equally, with the recent transfer of the Corporate Health & Safety function to the Deputy Town Clerk and the outcomes of the independent review into the City Corporation's Health & Safety arrangements being quantified, it is possible that some additional resource may be required to meet obligations in this area (please see separate report, Health & Safety Update, on the agenda for this Committee).
11. Finally, it should be noted that the current budgeting arrangements see the Deputy Town Clerk and Chief Strategy Officer's financial information merged and reported on together in this report, as a consequence of historic budgeting and structural arrangements. Work will be undertaken over the coming year to disaggregate these to reflect the structural position and ensure proper staffing and operational budget reporting, aiding greater scrutiny and transparency.

Staffing Statement

12. A summary of the employee related costs and FTEs by department are shown in the table below.

Corporate Services Committee Operational Services staffing statement by Chief Officer	Original Budget 2023-24		Estimate 2024-25	
	Staffing Full-time equivalent	Estimated cost £m	Staffing Full-time equivalent	Estimated cost £m
The Chief People Officer (under the Town Clerk)	62.4	3.954	63.6	4.557
Deputy Town Clerk & Chief Strategy Officer	70.2	4.991	69.7	5.835
Comptroller and City Solicitor	54.5	5.098	59.3	5.140
TOTAL	124.7	10.089	129	10.975

13. Staffing levels for The Deputy Town Clerk & The Chief Strategy Officer combined have reduced by 0.5 FTE's from 2023/24. For the Town Clerk they have increased by 1.2 FTE and increased by 4.8 FTE for the Comptroller and City Solicitor between 2023/24 and 2024/25 budgets giving a net increase in FTE of 4.2 due to the incorporation of Elections department into their service. The estimated equivalent cost has increased by £0.886m due to the overall increase in staffing numbers and the recent pay award.

Corporate & Strategic Implications

14. The Town Clerk's Office lies at the centre of the City Corporation's strategic management processes, helping to shape the development of corporate policy and strategy. It provides corporate leadership and co-ordination at officer level. The Town Clerk's Office is also responsible for promoting high standards of corporate governance and providing support to Members and Committees.

Security implications

15. There are currently no Security Implications identified as a result of the budgets.

Financial implications

16. Finance Committee and the Court of Common Council has proposed that a 3% inflationary increase on the Original 2023-24 net local risk budgets should be made by all departments in their 2024-25 local risk budgets.

17. The Town Clerk's Department, The Deputy Town Clerk and Comptroller and City Solicitor's Department budgets have been prepared in accordance with guidelines agreed by the Corporate Services and Finance Committees.

Equalities Implications

18. Whilst there are currently no Public Sector Equality Duty Implications arising from this specific budget report, it should be noted that there may be potential equalities implications in terms of our ability to discharge equality duties within the current resource arrangements (as referenced in the Corporate Performance & Strategy Team's business plan report, elsewhere on this Committee's agenda). The requirements for the EDI Corporate Team including resource considerations will be scoped by quarter one, FY 2024-25.

Resourcing implications

19. The budgets presented in this report are within their available resource base. However, there are budget pressures from resourcing identified earlier in this report.

Conclusion

20. This report presents the budget estimates 2024-25 for the Town Clerk's, Deputy Town Clerk, Chief Strategy Officer and Comptroller & City Solicitor's Departments for Members to consider and approve.

Appendices

- Appendix 1 – Summary of Services by Chief Officer
- Appendix 2 – The Corporate Services Committee Detail Budget with Notes
- Appendix 3 – Corporate Services Committee Budget – Analysis of Risk by Chief Officer

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Summary of Services by Chief Officer (relevant to this committee)

The Chief People Officer (under the Town Clerk):

- The People & HR Team

Deputy Town Clerk:

- Corporate Health and Safety
- Town Clerk's Office
- Governance & Member Services
- Office of the Policy Chairman
- Business Support

It should be noted that this paper only reports on those elements of the DTC function which fall under the remit of these committees, i.e, as set out in this report Other elements, e.g., the London Metropolitan Archives, the Police Authority, Mansion House, etc are the subject of separate reporting to the relevant service committees and relevant figures are therefore excluded from this report

Chief Strategy Officer:

- Equity, Equality, Diversity & Inclusion
- Corporate Strategy & Standards
- Corporate Performance & Analysis
- Business Planning
- Corporate Risk Management

Deputy Chief Executive, Comptroller and City Solicitor Comptroller:

- Contracts and Litigation Division
- Property Division
- Public & Corporate Law Division
- Office Services Division
- Electoral Services

Appendix 2

CORPORATE SERVICES COMMITTEE Analysis of Service Expenditure By Risk and Chief Officer	Actual 2022-23	Original Budget 2023-24	Latest Approved Budget 2023-24	Original Budget 2024-25	Movement Original 2023-24 to Original 2024-25
	Em	Em	Em	Em	Em
LOCAL RISK - EXPENDITURE					
Employees	(12.789)	(13.940)	(15.266)	(15.526)	(1.586)
Premises Related Expenses	(0.005)	(0.005)	(0.005)	(0.005)	0.000
Transport Related Expenses	(0.117)	(0.035)	(0.118)	(0.078)	(0.043)
Supplies & Services	(1.510)	(0.933)	(0.933)	(1.114)	(0.181)
Private Contractors	0.000	0.000	0.000	0.000	0.000
Contingency	0.000	1.391	0.000	0.000	(1.391)
Transfer to Reserve	0.000	0.000	0.000	0.000	0.000
Savings to be Applied	0.000	0.000	0.925	0.825	0.825
TOTAL LOCAL RISK - EXPENDITURE	(14.421)	(13.522)	(15.397)	(15.896)	(2.376)
TOTAL LOCAL RISK - INCOME					
Charges for specific services	5.138	4.745	4.745	4.855	0.110
TOTAL LOCAL RISK - INCOME	5.138	4.745	4.745	4.855	0.110
NET LOCAL RISK	(9.283)	(8.777)	(10.652)	(11.043)	(2.266)
CENTRAL RISK - EXPENDITURE					
Employees	(1.625)	(0.106)	(0.903)	(0.790)	(0.684)
Premises Related Expenses	0.000	0.000	0.000	0.000	0.000
Transport Related Expenses	0.000	0.000	0.000	0.000	0.000
Supplies & Services	(0.474)	(0.192)	(2.084)	(0.094)	0.098
Capital Charges	(0.043)	0.000	0.000	0.000	0.000
Childcare vouchers	0.000	0.000	0.000	0.000	0.000
Contingency	0.000	(1.431)	(0.016)	(0.016)	1.415
TOTAL CENTRAL RISK - EXPENDITURE	(2.142)	(1.729)	(3.003)	(0.900)	0.829
CENTRAL RISK - INCOME					
Charges for specific services	0.025	0.226	0.806	0.200	(0.026)
Other Contributions	0.000	0.000	0.000	0.673	0.673
TOTAL CENTRAL RISK - INCOME	0.025	0.226	0.806	0.873	0.647
NET CENTRAL RISK	(2.117)	(1.503)	(2.197)	(0.027)	1.476
TOTAL EXPENDITURE BEFORE SUPPORT SERVICES	(11.400)	(10.280)	(12.849)	(11.070)	(0.790)
TOTAL NET EXPENDITURE RECHARGED AS SUPPORT SERVICES					
Central Recharges	(1.863)	(1.859)	(1.859)	(1.895)	0.164
Capital Charges	0.000	0.000	0.000	0.000	0.000
Recharges Within Fund	0.041	0.033	0.033	0.033	0.000
Recharges Across Funds	0.647	0.117	0.117	0.117	0.000
GA Recharge	12.575	11.989	12.907	12.615	0.626
TOTAL NET EXPENDITURE RECHARGED AS SUPPORT SERVICES	11.400	10.280	11.198	11.070	0.790
By Chief Officer:					
The Chief People Officer (under the Town Clerk)	(5.124)	(4.578)	(5.824)	(4.081)	0.495
The Deputy Town Clerk & Chief Strategy Officer	(5.545)	0.000	0.000	0.000	0.000
Comptroller and City Solicitor	(0.731)	(0.677)	(0.874)	(1.253)	(0.578)
	(11.400)	(5.253)	(6.698)	(5.334)	(0.081)

Notes - Examples of types of service expenditure:-

- (i) Supplies and Services – equipment, furniture, materials, uniforms, printing, stationery, professional fees, grants & subscriptions.
- (ii) Charges for specific services – printing & stationery charges, commercial property fee income, corporate recruitment, HR services to
- (iii) Employees (central risk) – includes union representatives, Chief Officers recruitment advertising, long service mementoes.
- (iv) Support services reflect the share of the Guildhall complex costs and IS charges.
- (v) Transformation Fund expenditure reallocated across all funds

Appendix 3

CORPORATE SERVICES COMMITTEE Analysis of Risk by Chief Officer	Original Budget 2023-24	Latest Approved Budget 2023-24	Original Budget 2024-25	Movement from Original 2023-24 to Original 2024-25
	£m	£m	£m	£m
The Chief People Officer (under the Town Clerk)				
Local Risk				
Expenditure	(3.731)	(4.315)	(4.576)	(0.845)
Income	0.570	0.570	0.495	(0.075)
Total Local Risk	(3.161)	(3.745)	(4.081)	(0.920)
Central Risk				
Expenditure	(1.415)	(2.885)	(0.673)	0.742
Income	0.000	0.606	0.673	(0.075)
Total Central Risk	(1.415)	(2.079)	0.000	1.415
Support Charges inc Guildhall Admin Recharges	4.576	5.042	4.081	(0.495)
Total The Chief People Officer (under the Town Clerk)	0.000	(0.782)	0.000	0.000
The Deputy Town Clerk & Chief Strategy Officer				
Local Risk				
Expenditure	(4.739)	(5.833)	(5.509)	(0.770)
Income	0.000	0.000	0.000	0.000
Total Local Risk	(4.739)	(5.833)	(5.509)	(0.770)
Central Risk				
Expenditure	(0.314)	(0.318)	(0.227)	0.087
Income	0.026	0.000	0.000	(0.026)
Total Central Risk	(0.288)	(0.318)	(0.227)	0.061
Support Charges inc Guildhall Admin Recharges	5.027	5.479	5.736	0.709
Total Deputy Town Clerk & Chief Strategy Officer	0.000	(0.672)	0.000	0.000
Comptroller and City Solicitor				
Local Risk				
Expenditure	(5.052)	(5.249)	(5.813)	(0.761)
Income	4.175	4.175	4.380	0.185
Total Local Risk	(0.877)	(1.074)	(1.453)	(0.576)
Central Risk				
Expenditure	0.000	0.000	0.000	0.000
Income	0.200	0.200	0.200	0.000
Total Central Risk	0.200	0.200	0.200	0.000
Support Charges inc Guildhall Admin Recharges	0.677	0.677	1.253	0.576
Total Comptroller and City Solicitor	0.000	(0.197)	0.000	0.000
Total Net Expenditure (recharged as support services across the City Corporation's activities)	0.000	(1.651)	0.000	0.000

Figures in brackets indicate expenditure, increase in expenditure or decreases in income

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Agenda Item 8

Committee(s): Corporate Services Committee Policy and Resources Committee	Dated: 10 January 2024 22 February 2024
Subject: Draft High-Level Business Plan 2024/25 – Corporate Strategy and Performance Team	Public
Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?	All
Does this proposal require extra revenue and/or capital spending?	N
If so, how much?	N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain’s Department?	N/A
Report of: Dionne Corradine, Chief Strategy Officer	For Decision
Report author: Barbara Hook, Assistant Director Corporate Planning Email: Barbara.Hook@cityoflondon.gov.uk	

Summary

This report presents for approval the high-level Business Plan for the Corporate Strategy & Performance Team, part of Town Clerk’s Department, for 2024/25. Members should note that the Chief Strategy Officer’s portfolio now also includes Equality, Diversity and Inclusion (since November 2023).

Recommendation

Members are asked to:

- i. Note the factors taken into consideration in compiling the Corporate Strategy and Performance Team Business Plan; and
- ii. Approve, subject to the incorporation of any changes sought by this Committee, the departmental High Level Business Plan 2024/25 at Appendix 1.

Main Report

Background

1. As part of the new framework for corporate and business planning, departments were asked to produce standardised high-level, 2-side Business Plans for the first time in 2017 for the 2018/19 year. Members welcomed these high-level plans for being brief, concise, focused and consistent statements of the key ambitions and objectives for every department.

2. For 2024/25, the high-level Business Plan has been further evolved to describe the funding, people resources and KPIs associated with each priority workstream. As a high-level plan, this document does not capture the granularity of departmental work but gives the overall picture of departmental activity, trends where applicable and direction of travel.
3. Corporate Strategy and Performance Team is part of the Town Clerk's Department. For expedience, due to the recent reforming of a Town Clerk's Department, the Chief Strategy Officer, Deputy Town Clerk and Executive Director for Communications and Corporate Affairs are presenting separate 2024-25 high level Business Plans (various Committees¹) but will in future years work together to create a unified departmental high level Business Plan for the Town Clerk's Department.
4. Developed considering the work activity, aspirations, and issues of each of the part of the Chief Strategy Officer's portfolio and focused on fostering cross-departmental collaboration, the Corporate Strategy and Performance Team high level Business Plan has been reviewed with Officer groups across the City of London Corporation through the Business Planning Forum, a newly established Strategic Planning Group which includes the Heads of Profession, and the Executive Leadership Board (as have all departmental high level Business Plans).

Draft final high-level Business Plan for 2024/25

5. This report presents, at Appendix 1, the draft final high-level Business Plan for 2024/25 for the Corporate Strategy and Performance team (CSPT).
6. Each CSPT workstream contributes to the City of London Corporation's overall goals and outcomes, and specifically works to enhance our collective capability in the key areas of risk, strategy, performance and analysis, and equality, diversity and inclusion.
7. CSPT engages with all parts of the City Corporation on its portfolio and the direction of travel for activity being taken forward in 2024-25, for example the planned work on embedding our Risk Management Strategy, and further ahead, and is also informed through discussion with Members, both in Committee and directly with Officers. Recent focus has been on shaping Corporate Plan 2024-29, and CSPT has been working closely to engage with our City of London Corporation colleagues, with Members, and with external stakeholders on its development. Our collective aspirations for the medium-term are reflected within the Business Plan and include the steps necessary to

¹ Deputy Town Clerk – Police Authority Board 10 January 2024, Corporate Services Committee 10 January 2024, Policy and Resources Committee 18 January 2024; Executive Director for Communications and External Affairs – Communications and Corporate Affairs Sub Committee 28 February 2024.

ensure the success of Corporate Plan 2024-29 and monitoring tracking performance, across the organisation.

8. Our core purpose is support and improve the organisation's collective capability to implement collaborative risk management, bring strategic alignment and enhance understanding of data, driving performance and enabling more effective decision-making, and helping to set the conditions needed for transformation and culture change within our organisation. Our workstreams for 2024-25 are:

- a) Corporate Plan 2024-29² – ensuring priorities alignment and embedding the Corporate Plan 2024-29 outcomes into strategy development and delivery across City of London Corporation.
- b) Risk Management – nurturing a robust Risk Management culture within City of London Corporation by identifying, mitigating and actively monitoring Corporate Risks.
- c) Business Planning – transitioning our process from presenting 1-year departmental Business Plans to 5-year departmental Business Plans that are refreshed annually and ensuring alignment with Corporate Plan 2024-29 outcomes.
- d) Corporate Performance – enhancing data use and monitoring across City of London Corporation to facilitate effective reporting and performance and to enable data-driven decision-making by promoting a more efficient use of data.
- e) Prioritisation – working with the Transformation team to oversee and plan steps to enhance prioritisation within City of London Corporation's decision making and activities.
- f) Head of Profession for Strategy, Business Planning and Risk – fostering a dynamic culture across City of London Corporation to ensure a unified and coherent approach to these areas within the organisation.
- g) Equality, Diversity and Inclusion (EDI) - Integrating the EDI's team into CSPT, prioritising support for its transition and development of its portfolio.

9. The department's key performance indicators (KPIs), included in page three and four of Appendix 1, will track workstream delivery progress.

Operational Property Assets Utilisation Assessment

² Subject to Member approval Corporate Plan 2024-29 will be launched 1 April 2024

10. Aligned with the requirements of Standing Order 56, CSPT undertook a utilisation assessment of the corporate space it occupies - an apportionment of 56.61 sqm at the Guildhall complex (West Wing, second floor). Occupancy was monitored³ indicating average weekly occupancy of 54% (note that occupancy was higher mid-week). The assessment did not identify any surplus operational property assets and currently assets allocated for the delivery of services are fully utilised. Utilisation will be kept under review, in line with the requirements of Standing Order 56 and changes in the CoLC's Workplace Attendance Policy.

Corporate & Strategic Implications

11. CSPT has a key role in enabling the City of London Corporation to achieve its strategic outcomes. We will continue to engage with Members, Officers, and external stakeholders to ensure the successful delivery of our strategic priorities.

Financial and resourcing implications

12. There are financial and resourcing implications related to the transfer of the EDI portfolio in to CSPT. This will be assessed during FY 2024-25 in consultation with the Town Clerk and Chamberlain. In terms of the rest of the CSPT portfolio, resources allocated to the strategic workstreams, noted in the high-level Business Plan, has been considered and can be adjusted in-year to account for emerging needs and requirements.

Public sector equality duty

13. As well as EDI now forming part of the Chief Strategy Officer's portfolio, CSPT makes a significant contribution to EDI in the Town Clerk's Department and across the City Corporation. Notably, team members actively sponsor, lead and participate in Staff Networks (WIN, CLEAR, DAWN, YEN, Pride, Social Mobility Network and Carers and Parents).

Conclusion

14. This report presents the high-level Business Plan for 2024/25 for CSPT for Members to consider and approve.

Appendices

- Appendix 1 – Corporate Strategy & Performance Team Draft high-level Business Plan 2024/25

Barbara Hook

³ 4 September – 27 October 2023

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Corporate Strategy, Performance & EDI Team

Driving an integrated, professional and insight-led approach to strategy, planning, risk management and change and EDI



Alignment to how the City Corporation achieves its strategic outcomes



Fostering collaborative, partnership approaches in delivery and ensuring that dependencies are recognised and communicated

Our aims and objectives:



Ensuring risk management is utilised in every aspect of the organisation to drive efficiency, innovation and effectiveness in its overall decision-making process.



Using data to enable evidence-led decision making and continually monitor performance to optimise results.



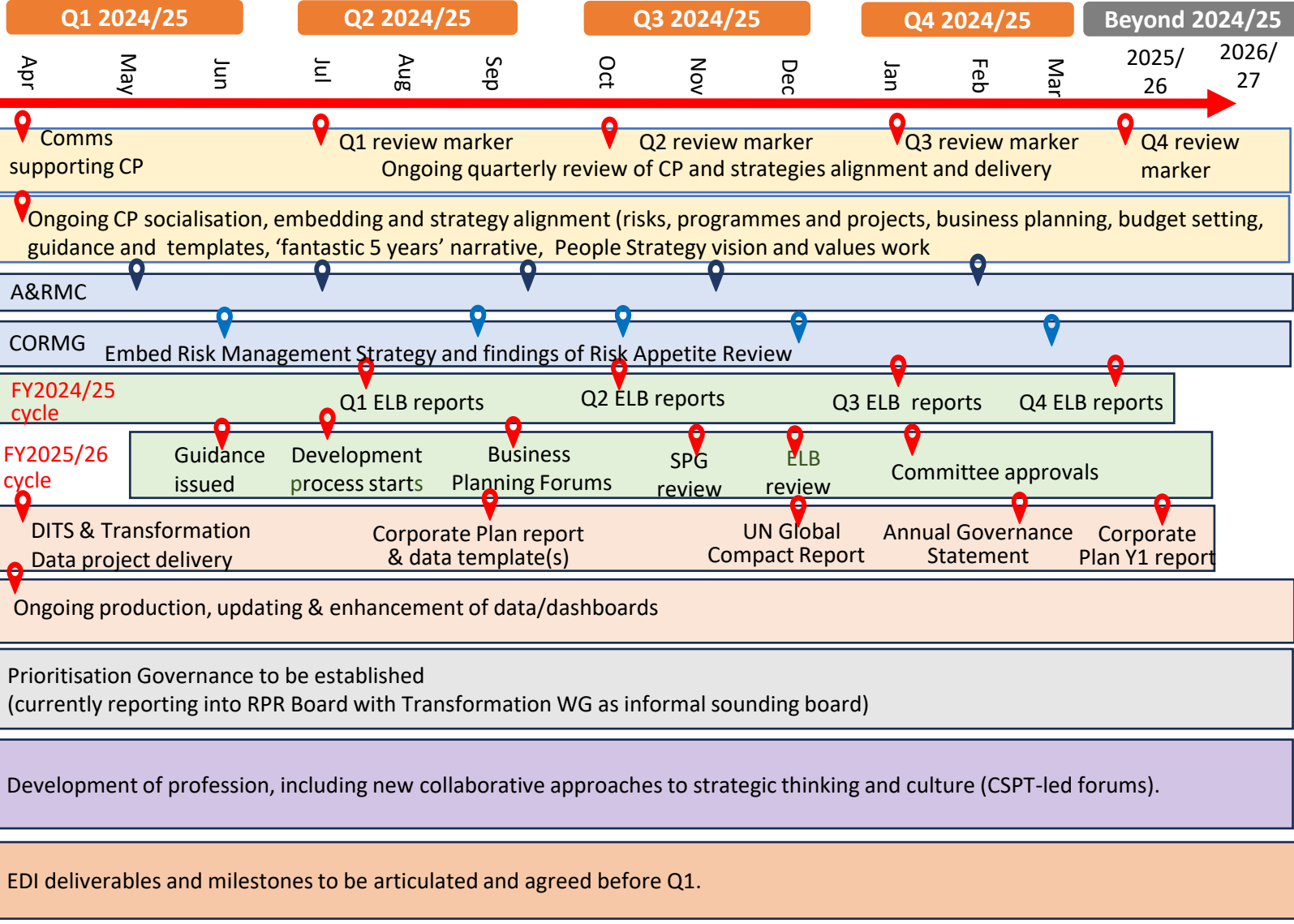
Striving to enhance the Corporation, its departments and Institutions' EDI maturity. Ensuring equity for staff, residents, service users, and business outcomes, while serving as the central authority on all EDI-related matters

What's changed since last year (FY2023/24):

- **Corporate Plan 2024-29** design, development and consultation (internal and external) completed.
- **City Corporation risk management** Chief Officer Risk Management Group (CORMG) focus on thematic risks & how these are identified/collectively addressed cross-corporation to ensure an agile risk approach. CSPT risk roles revised, with the portfolio split between four posts to better align risk with achieving successful strategic outcomes. Electronic risk registers updated to reflect Target Operating Model (TOM) changes and portals created for various Heads of Profession to counter silo working. Work began on risk appetite review.
- **Departmental Business Planning** strengthened through collaborative officer forums and Executive Leadership Board oversight. Increased focus on identifying synergies, opportunities and dependencies, insight on medium term plans and workforce planning alongside finance informed development of future CoLC priorities. Future Priority: aligning 5-year departmental business plans with Corporate Plan 2024-29.
- **Performance and Analysis** provided across the City Corporation enabling teams to identify relevant performance data to baseline and monitor, growing their capability. Cross-cutting performance data identified, dashboards and tools developed including the City Intelligence Dashboard, implementation of audit recommendations, completion of mandatory training and operational property data.
- **The Equality, Diversity, and Inclusion (EDI) team and portfolio** was incorporated into the CSPT team in November 2023. Work to rationalise, reprioritise and incorporate and align workstreams initiated. Interim EDI Director recruited.
- Lead for **Resources and Priorities Refresh** was transferred to the Transformation Team (CSO still Chief Officer sponsor). The Corporate Plan Annex 2024 workstream was superseded by decision to bring forward the new CP to start of FY24. A new CSPT-led workstream on Prioritisation created to address challenges and opportunities for improved prioritisation.
- An **interim and final TOM report**, covering progress and a full review of the TOM restructuring programme was delivered.
- **Executive Leadership Board (ELB) support** enabled Board focus on a cross-cutting issues, strategy, policy and corporate performance & risk.
- **City-Wide Resident events**, in the new Member-led format, was successfully transferred to the Head of Campaigns and



Our 2024/25 timeline planner priority workstreams and key milestones



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Key:

- Milestone marker
- A&RMC Audit and Risk Management Committee
- CORMG Chief Officer Risk Management Group
- ELB Executive Leadership Board
- SPG Strategic Planning Group

Our major workstreams this year will be

Workstream Name	Funding allocated	People resource	Prioritisation category	Dependency	Outcomes/ Impacts	KPI	Update Schedule	24/25 Target	22/23 Baseline
Corporate Plan Ensuring alignment of priorities. Embedding Corporate Plan into CoLC strategy development. Monitoring and evaluating progress.	20%	20%	Political priority/Key strategic outcome	Political priorities Available data	Corporate outcomes are achieved	Increase People Survey Q: I understand the aims of the City Corporation	Annual	+ 5%	69%
						Identified CoLC strategies input to CP 2024-29 report	Annual	95%	New
Risk Management Supporting/embedding the right risk management culture within CoLC, ensuring corporate risks are identified, captured, effectively mitigated and actively monitored	18%	18%	Political priority/Key strategic outcome		Risks are identified, mitigated and reduced (enable successful CoLC outcomes)	4x Risk Management Forums; 6x L&D sessions (incl Ideagen) held	Annual	100%	New
						Ideagen access/risk guidance requests actioned within 5 working days	Quarterly	90%	New
						6 x COMRG held annually	Annual	100%	7 held
Business Planning Steer and scrutinize departmental business plan development and reporting. Aligning BPs with CP2024-29 outcomes. Transition to 5-year BPs refreshed annually.	13%	13%	Political priority/Key strategic outcome	Financial, major project and strategies data	Business Planning is robust and aligned to CP outcomes	Departmental Business Planning quarterly reporting deadline met	Quarterly	95%	New
						% of Business Plans with robust KPIs	Annual	100%	New
Corporate Performance Improve corporate use and monitoring of data to enable effective reporting and performance monitoring on outputs, including Corporate Plan outcomes. Create tools for data driven decision-making & driving better use of data.	13%	13%	Political Priority/Key strategic outcome	Data availability and quality	Better use of data; data in regular use to monitor outcomes	Commissioned dashboards delivered within timeframe	Annual	90%	New
						CP data streams set up for regular reporting	Annual	baseline in Yr1	New
						Support for data & performance tool requests	Annual	baseline in Yr1	New
Prioritisation Working cross-corporation through RPR and Transformation to plan and oversee steps to improve prioritisation within CoLC decision-making/activities	5%	5%	Political Priority/Key Strategic Outcome	CP; political priorities; work on culture, data, tech	CoLC is better able to prioritise & allocate resources to what is valued	Activities mapped, monitored and successfully achieved within Prioritisation Maturity Matrix	Into RPR Board each quarter	100%	New

Our major workstreams this year will be

Workstream Name	Funding allocated	People resource	Prioritisation category	Dependency	Outcomes/ Impacts	KPI	Update Schedule	24/25 Target	22/23 Baseline
Head of Profession Dynamic culture of strategy, business planning and risk across CoLC	5%	5%	Political Priority/Key Strategic Outcome	CP; political priorities; People Strategy	Consistent approach to strategic development	Emerging or in-flight departmental/thematic strategies reviewed by the Strategy Forum	Monthly Strategy Forum meetings	100%	New
Equality, Diversity and Inclusion - Transition <ul style="list-style-type: none"> EDI Team focus Compliance Stocktake of political and public commitments - delivery EDI Review scoped (e.g. TORs, resource requirements, risk, interdependencies, timescales etc) 	13%	13%	Political Priority/Key Strategic Outcome	CP, MTFP, political priorities, People Strategy, EDI legal duties	Compliance with EDI duties. Ambition match resource. EDI Priorities identified and inform decision making.	KPIS will be established following first phase of work to complete a root and branch review of EDI in CoLC.	To be reviewed		

*The remaining 13% of CSPT funding and people resources is allocated to BAU

Our Work Locations

Guildhall West Wing posts=16

Operational Property Utilisation Assessment

Asset name	Assessment complete	Assessment Completion Date
Guildhall	Yes	23/11/2023

Our Strategy and Cross-Cutting Strategic Commitments

Corporate Plan 2024-29 and alignment to political priorities: Destination City, Tech City, Green City, Residents and SMES; and policy lead Member areas: Innovation & Tech, Emerging Markets, Advanced Markets, SMEs, Sports Engagement; and Mayoral themes. Key strategies include Competitiveness, Climate Action, EDI, Social Mobility, City Plan 2040, Transport Strategy.

Medium Term Plans under consideration (2025/26, 2026/27)	2025/26	2026/27	Funded/Unfunded
Implement five-year Business Planning process to support strategic planning and budgeting	Y		N/A
Benchmarking Governance process prior to producing 2024/25 Annual Governance Statement	Y		N/A
Reporting on progress against Corporate Plan outcomes	Y		N/A
Commission Inclusive Leadership coaching (EDI in partnership with the HR L&D team)	Y		Funded
EDI Initiatives TBC pending Review Outcome	Y		TBC (partial)



Our People

16 Posts

52% People Survey Engagement Score (2022 CoLC score) (CSPT < 10 returns)

Equality Diversity & Inclusion

Lead for Corporate EDI was incorporated into the Chief Strategy Officer's portfolio in November 2023. In addition, team members sponsor, lead and participate in the Women, CLEAR, DAWN, YEN, Pride, Social Mobility Network and Carers and Parents Staff Networks.

At team level, we have prioritised:

- Wellbeing – including via Team Away Days and team lunches to build team bonds
- Learning & Development – attending conferences and training events, including Local Government Partnership Network North, Next Generation Programme, Public Sector Data Summit, and UN Global Compact Annual Summit UK.
- Corporate Knowledge building – team-wide L&D visits to CoLC locations, including CoLC Cemetery and Crematorium, Freeman's School, Hampstead Heath, Epping Forest

Equality Impact Assessments Completed: 1 (Corporate Plan 2024-29)



Our Stakeholders (or Customers) Needs

1200+ internal and external Stakeholders engaged on Corporate Plan 2024-29

Partners we work with:

Our Stakeholders include all areas of the City of London Corporation, including:

Members

- Policy and Resources Committee
- Finance Committee
- Audit and Risk Management Committee
- Corporate Services Committee
- Resources Allocation Sub Committee
- SABTAC Steering Group
- Equality, Diversity and Inclusion Sub Committee
- Nomination and Effectiveness Sub Committee

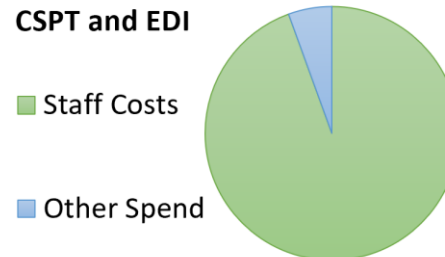
Communities

- Residents
- Visitors
- Learners
- Workers

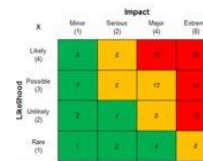
Where our money comes from and what we spend it on

2024-25 budget estimate is c. £1.427M from the City Fund

CSPT and EDI



Our Impacts



CORMG, SLT and ELB alert to and managing new and emerging risks

Risk, Strategy, Business Planning, and Business Intelligence Forums leading capability improvement



City Intelligence Dashboard launched



Aligning 20 Team & Department Business Plans



Over 230 staff and stakeholders engaged on EDI and over 800 staff engaged on Corporate Plan 2024-29

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Agenda Item 9

Committee(s): Corporate Services Police Authority Board Policy and Resources	Dated: 10 January 2024 10 January 2024 18 January 2024
Subject: Draft High-Level Business Plan 2024/25 – Town Clerk’s Department	Public
Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?	1,2,3,4,5,6,7,8,9,10,11 and 12
Does this proposal require extra revenue and/or capital spending?	N
If so, how much?	N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain’s Department?	N/A
Report of: Town Clerk	For Decision
Report author: Sarah Scherer, Head of Business Support	

Summary

This report presents for approval the high-level business plans for several areas of the Town Clerk’s Department for 2024-2025.

Specifically, the report brings together the following functions which report into the Deputy Town Clerk:

- Governance and Member Services
- Office of the Policy Chairman
- Strategic Security and Resilience
- Police Authority
- Corporate Health & Safety

The Office of the Lord Mayor and the London Metropolitan Archives, which also sit under the Deputy Town Clerk, will report in separate, individualised business plans, as will other areas of the Town Clerk’s Department (e.g., Corporate, Strategy and Performance and Communications).

Recommendation(s)

1. Members of the **Corporate Services Committee** are asked to approve the sections related to Governance and Member Services, Office of the Policy Chairman and Corporate Health & Safety.
2. Members of the **Policy and Resources Committee** are asked to approve the sections related to the Office of the Policy Chairman and Strategic Security and Resilience.
3. Members of the **Police Authority Board** are asked to approve the sections related to the Police Authority.
4. Members are asked to note organisational changes which will affect the Town Clerk’s Department and Deputy Town Clerk reporting lines, particularly that Electoral Services has moved to the Comptroller and City Solicitor, and that Health and Safety will report into the Deputy Town Clerk.

Main Report

Background

1. As part of the new framework for corporate and business planning, departments were asked to produce standardised high-level, 2-side business plans for the first time in 2017 for the 2018/19 year. Members generally welcomed these high-level plans for being brief, concise, focused and consistent statements of the key ambitions and objectives for every department.
2. For 2024/2025, the high-level business plans have been further evolved to add more narrative and improve readability. These plans incorporate further changes to the organization since the TOM. As high-level plans, these documents do not capture the granularity of work but give the overall picture of activity, customer feedback, trends where applicable and direction of travel.

Draft final high-level Business Plans for 2024/2025

3. This report presents, at Appendix 1, the consolidated draft high-level business plans for 2024/2025 for the following functions within the Town Clerk's Department who report into the Deputy Town Clerk:
 - a. Governance and Member Services
 - b. Office of the Policy Chairman
 - c. Strategic Security and Resilience
 - d. Police Authority Team
4. These functions have individualised deliverables, but their size and remit do not necessarily warrant individualised business planning in a directly equivalent manner to the wider departmental submissions made by larger areas.
5. Given the transition of Health & Safety to the Town Clerk's Department at a late stage in the business planning process, a separate draft high-level business plan is presented in Appendix 2. (*N.B. – consequently, Appendix 2 has been omitted from circulation to the Policy & Resources Committee and Police Authority Board, in the interests of reducing superfluous paperwork to those bodies*).
6. The Office of the Lord Mayor and the London Metropolitan Archives, which also form part of the Deputy Town Clerk function, will report in separate, individualised business plans to the relevant committees.
7. The high-level plans have been developed in consultation with senior officers, considering the work activity, aspirations, and issues of each of the respective function. The intention is to establish and confirm the core workstreams for each function, so that management teams can set objectives and work plans to accomplish these overarching goals throughout the upcoming year.
8. In drafting their business plans, teams have focused on cross-departmental collaboration. The Office of the Policy Chairman business plan, for example, has been shared with Innovation & Growth, Corporate Communications, Remembrancer's and Mansion House. Governance and Member Services have consulted with the Corporate Strategy team.

9. These functions represent a headcount of 67.7 FTE all based in the Guildhall complex.

10. *Governance and Member Services*

- a. The Governance and Member Services team in the Town Clerk's Department is dedicated to supporting the Corporation's decision-making process and supporting Members in their work as elected officials and representatives of the City of London Corporation. The Team is comprised of 20 individuals who support with the day-to-day operations of committees, on matters of procedure, and by providing learning and development opportunities.
- b. The Team oversees the formal process and services of over 500 formal decision-making meetings each year, including meetings of the Court of Common Council and Court of Aldermen, their committees, sub-committees and working parties.
- c. In 2023/2024 this team saw significant change with the appointment of a new interim Assistant Town Clerk. As of writing there were 3 vacancies against a headcount of 20. We hope in the year ahead that we can get back to basics and better deliver against the core functions of our team and help the organisation (Members and Officers) better understand the role of Members and the City Corporation's decision-making functions.
- d. In 2024/2025, the team will focus on the development and implementation of a Member Development programme and the development of an Induction Programme for all potential candidates in the 2025 election. The team will also work to define a new Report Template and associated guidance and training to align with the new priorities of the 2024-2029 Corporate Plan and facilitate improved decision making.

11. *Office of the Policy Chairman*

- a. Led by the Executive Director and Private Secretary, the team works to support the Policy Chairman, Deputy Policy Chairman, Vice Chairs and Policy Leads in their role in providing leadership for the Corporation in the development of policy and drive the organization's aims and objectives.
- b. Within the Policy Unit, the team works across the organization with all Departments to deliver on the strategic priorities of the Policy Chairman, including the implementation of recommendations proposed by the sector through Vision for Economic Growth, reinvigorating activity in the Square Mile through the completion of the London Museum, the definition of an expanded Destination City remit, and SME Strategy, as well as day-to-day governance within the Corporation.
- c. In 2024/2025, the team will continue to drive a programme of external engagement that includes regular meetings/activities with key stakeholders, ensure the successful execution of the CPR overseas visits programme, support the Chair in their duties at Common Council, Policy and Resources

and RASC, and ensure timely response to inbound correspondence, while also supporting cross-cutting policy responses to emerging issues.

12. *Strategic Security and Resilience*

- a. The City of London Resilience Planning team has a duty and statutory function that offers a specialist resource aimed at helping both the City Corporation and supporting the wider Square Mile community to maintain its resilience in the face of emergencies and other business disruptions.
- b. Led by the Strategic Security Director & Counter Terrorism Advisor, the team aims to raise awareness in the Square Mile community of all aspects of contingency planning, preparing for localised and Pan London incidents supporting the wider City of London community with a key task to ensure the consistency of the Corporations own preparedness to respond to an emergency. Promote business continuity in the Square Mile providing advice and assistance to City businesses those undertaking commercial activities and voluntary organisations in the development of their business continuity management planning arrangements, as well as a responsibility to warn and inform the community of any emergencies and how to mitigate their effect.
- c. Much of the emergency planning activity which affects the Square Mile is carried out on a London wide basis. City of London Contingency Planning Team ensures that the Square Mile is adequately represented as part of these pan-London planning activities. In addition, The City of London Police and the City of London Corporation have a close working relationship in many areas including contingency planning.
- d. In 2024/2025, the team will ensure that local resilience/emergency planning & business continuity planning follows the core principles of legislation under the CCA-Civil Contingencies Act 2004 and echoes the principles that subsidiarity is at the core of local resilience emergency planning arrangements. The Head of Resilience Chairs the Local City of London Resilience Forum (Borough Resilience Forum) the partnership and multi-agency mechanism for planning for emergencies within the Square Mile and beyond

13. *Police Authority*

- a. The Court of Common Council is defined as the Police Authority for the Square Mile. The Court delegates this duty (except for the appointment of the Police Commissioner) to the Police Authority Board and its Committees (Strategic Planning and Performance; Resource, Risk and Estates; Professional Standards and Integrity; Economic Crime and Cyber; and Police Pensions Board). The Board is supported by the Director of the Police Authority and 6 staff members.
- b. The Police Authority team supports the Police Authority Board to make sure that the City of London Police runs an effective and efficient service by holding the Commissioner to account; ensure value for money in the way the police is run and assist in setting policing priorities taking into account the views of the community.

- c. In 2024/2025, in addition to fulfilling our statutory obligations, the team will promote the value of our National Lead Force role and FCCRAS implementation. In addition, they will oversee and work with the Force to improve the line of sight between inputs, activity and outputs/outcomes in relation to the delivery of the City of London Policing Plan

14. *Corporate Health & Safety*

- a. The Corporate Health & Safety function in the Town Clerk's Department is dedicated to ensuring appropriate and sufficient systems are in place to support our governance of Health & Safety risk. These mechanisms support the Corporation's decision-making process and support Chief Officers in discharging the legal requirements set upon us as an ethical, modern employer.
- b. The team is comprised of eight individuals who maintain our policies, procedures, and safety data systems, such as accident reporting and are critical in setting our organisational safety culture. Critically they make up the competent health and safety resource as required by statute under various safety related pieces of legislation, e.g. Fire.
- c. In 2023/2024 this team saw significant change with the appointment of a new Health & Safety Director and Head of Profession and the merging together of the Property and People safety functions. These changes were driven in order to: i. better improve risk visibility, ii. streamline safety processes to support governance, iii. to better support the risk profile of the Corporation and iv. to provide the Town Clerk with assurance.
- d. This year the function will ensure our safety management system is fit for purpose, following key organisational changes resulting from the Target Operating Model. We will ensure we are able to reflect back accurately our significant safety risk profile. We will also set a clear direction for all departments by implementing safety strategy that not only supports our People Strategy as part of our Corporate Plan but can develop the maturity of our risk culture. One workstream in particular will focus on the reduction of harm in order contribute to cost reduction. This work will provide clarity on safety risk, improve risk literacy for our managers, members and encouraging the use of systems, such as accident reporting and ensuring that learnings from incidents are implemented effectively to minimise recurrence and the risk of harming employees, service users and subsequently prosecution from the Health & Safety Executive.

Operational Property Assets Utilisation Assessment

- 15. In keeping with the requirements of Standing Order 56, a utilisation assessment has been undertaken of the corporate space occupied by the relevant sections of the Deputy Town Clerk function covered in this report.
- 16. Recent changes to departmental structure (with elections moving to the Comptroller & City Solicitor's department and Health & Safety relocating to join the function and changing physical location), together with the disparate geographical locations and space requirements of various sections have necessarily limited the ability to report desk usage coherently across the piece or to compare all sections in a like-for-like

fashion. Nevertheless, an assessment has been undertaken and did not identify any surplus operational property assets and currently assets allocated for the delivery of services are fully utilised. Excluding operational spaces (e.g., the Print Unit), an apportionment of 206.58 sqm is made for the various functions located on the West Wing, second floor. The utilisation assessment will continue to be kept under review, in line with the requirements of Standing Order 56 and any changes in the CoLC's Workplace Attendance Policy.

Corporate & Strategic Implications

17. Strategic priorities and commitments are expressed in Appendix 1 and Appendix 2.

Security implications

18. The department is responsible for co-ordinating the City of London Corporation's strategic security provision.

Financial and resourcing implications

19. The budgets for the various functions represented by this report within the Town Clerk's Department are set out in the attached appendices.

20. New and existing functions developed under the TOM included some requests which (in advance of a reprioritisation review) are temporarily funded via repurposed transformation or security funds. Funding for FY 2024/5 is expected through adopting an invest to save model and identifying funding through initiatives including the Resource Priority Refresh Programme.

Equalities Implications

21. All the services and functions covered in the report are committed to Equality, Diversity and Inclusion.

22. We will continue working closely with the Director of Equality, Diversity and Inclusion and the Chief People Officer to enable the City of London Corporation to comply with all obligations under the Equality Act 2010 and the Public Sector Equality Duty relevant to respective functions.

Conclusion

23. The Town Clerk's Department is a combination of disparate functions which work together in support of key corporate functions and encompassing a number of statutory responsibilities. This report presents the key workstreams for the coming year in line with the new business plan reporting template; as the new departmental structure embeds alongside the new business planning process, the connectivity across areas will be strengthened for future years.

Appendices

- Appendix 1 – Final high-level business plan 2024/25
- Appendix 2 – Final high-level Corporate Health & Safety business plan 2024/25

Sarah Scherer

Head of Business Support

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Governance and Member Services

- 2020-22 saw a significant amount of change, including turnover in officers and Members (c. 50% of both groups). There is a new Team structure and several governance reviews which have fundamentally changed some aspects of how we work. 2023-24 sees a 'steady state' for the first time in several years and will hopefully allow the Team to get back to basics and better deliver against the core functions of our team, and help the organisation (Members and Officers) better understand the role of Members and the City Corporation's decision-making functions.

Electoral Services and Health & Safety

- As a result of a structural realignment, the Electoral Services team have moved to the Comptrollers and City Solicitor's and Corporate Health & Safety have moved to the Town Clerk's Department.

Office of the Policy Chairman

- The Office of the Policy Chairman was fully staffed for the first time, albeit there was some churn within the team throughout; 2023-2024 represented the first year in which to establish the Office of the Policy Chair function and showcase the value this team can add across the organisation.

Strategic Security and Resilience

- Senior Security Board has been reviewed and updated, including a new Protect Bridges Board, linked with new corporate risk.
- Implementation and embedding integrated Protect Plans with COLP, COLC, stakeholders and businesses.
- Implementation of actions from debriefs of events, enhancing effective command, control and co-ordination.
- Resilience arrangements, business continuity, response, planning and implementation all developed significantly through the unprecedented response to the global Covid 19 pandemic . Strategic and operational arrangements were a key feature of the City of London response from health for the local community and ensuring local business continuity planning arrangements were in place across the whole of the Corporation's business portfolio. Post pandemic, the recovery to a 'new normal' has presented several challenges across the resilience spectrum. Covid provided proof that the key to success in planning and response to major incidents and events is via relationships and partnership working arrangements. Strategic leadership in major incidents training has been rolled out and we are ensuring our capability and resources through our staff volunteering roles to support major incidents are continually updated.

Police Authority Team

- The new target operating model for the Police Authority Team is bedding in; there is more capacity and capabilities in the Team. The City's Policing Plan was refreshed for 2023/24. The external policing context has evolved: public trust and confidence in policing is too low; financial pressures have increased; and Government has clarified expectations with the publication of a new Fraud Strategy, a second Economic Crime Plan and a revised Strategic Policing Requirement and Policing Protocol.

Our aims and objectives are

Governance and Member Services

- To offer comprehensive support to Members in the exercising of their duties as elected representatives of the City of London Corporation – by providing governance advice and learning and development opportunities
- To oversee the formal decision-making process and services of over 500 formal decision-making meetings each year, including meetings of the Court of Common Council and Court of Aldermen, their committees, sub-committees and working parties

Office of the Policy Chairman

- Support the Policy Chairman, Deputy Policy Chairman, Vice Chairs and Policy Leads to coordinate and advance the development, promulgation and implementation of the Corporation's policies, programmes, and strategic aims in collaboration with senior and Chief Officers, focusing on the strategic priorities of the Policy Chairman which include our Competitiveness Strategy manifested through Vision for Economic Growth and reinvigorating activity in the Square Mile through the completion of the London Museum, Destination City, and a SME Strategy
- Advance the Corporation's policy priorities through the establishment of strong and effective networks and partnerships across the Corporation, the Lord Mayor and Mansion House, and externally across the City of London, Westminster, and the private sector

Strategic Security and Resilience

Page 92

To assist and facilitate across the organisation a co-ordinated response of HM Contest Strategy of Protect, Prepare and Prevent strands, relevant to Local Authorities, through the Senior Security Board, considering our people, places, communities and customers. Oversee high risk events and incidents, through competent command structures

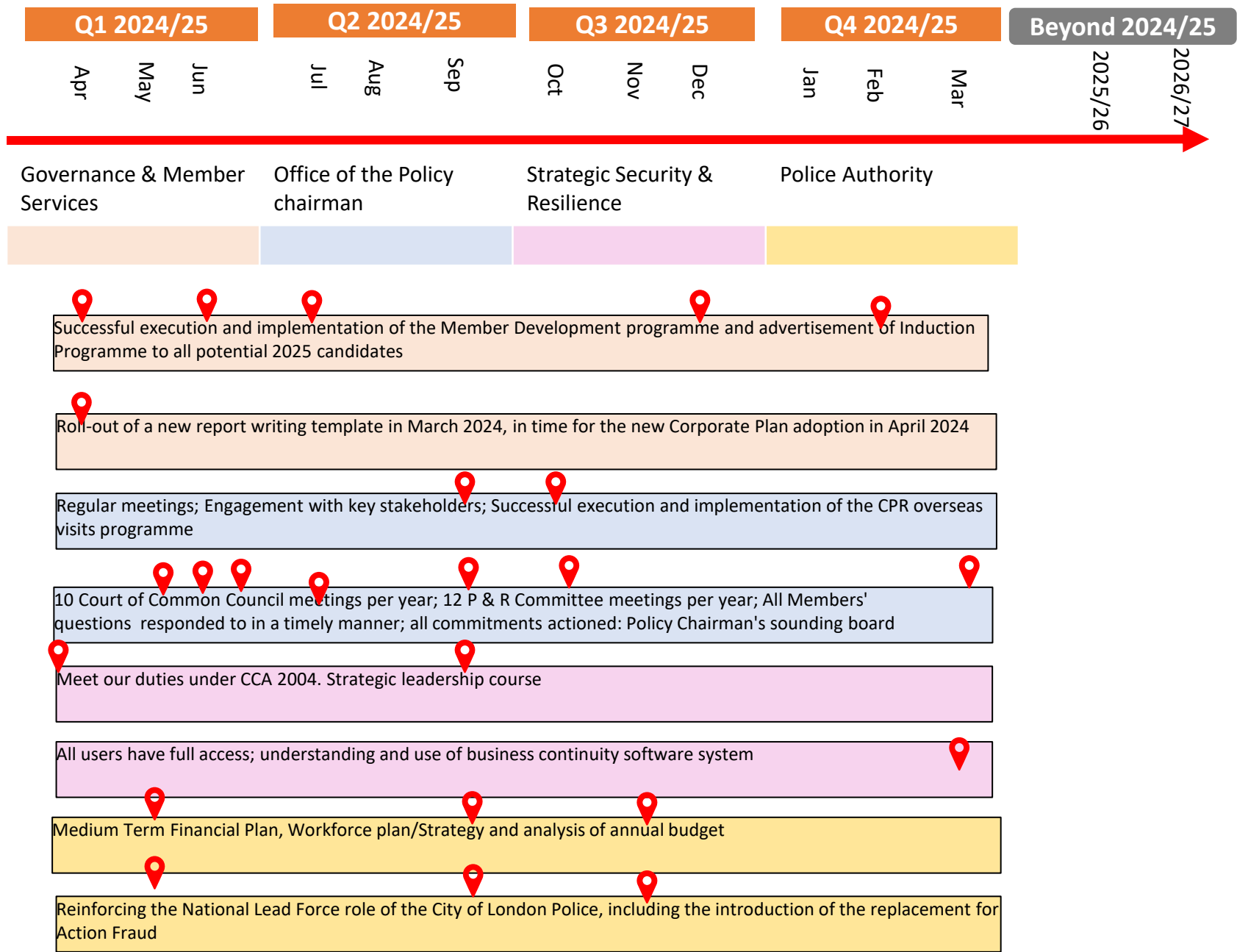
Local resilience/emergency planning & business continuity planning follows the core principles of legislation under the CCA-Civil Contingencies Act 2004 and echoes the principles that subsidiarity is at the core of local resilience emergency planning arrangements. It must also be mentioned that emergency and resilience planning underpin the Government Contest strategy particularly the 'Prepare' strand

- The overarching Aim is still linked to the CR01 risk of all the ingredients above and are a part of providing the capability and resource to ensure that the Colc can respond to a major incident impacting on the City of London and supporting the emergency services

Police Authority Team

- To support the work of the City of London Police Authority Board in fulfilling its statutory and other responsibilities to ensure the public receives an efficient and effective service from the City of London Police, and the priorities in the City of London Policing Plan are delivered

Our 2024/25 timeline planner priority workstreams and key milestones



Our major workstreams this year will be

Workstream Name	Funding allocated	People resource	Prioritisation category	Dependency	Outcomes/ Impacts	KPI	Update Schedule	24/25 Target	22/23 Baseline
Member Development and Induction Development, approval, delivery and evaluation of a Member Development Programme / new Member Induction Programme <div style="text-align: center; font-size: 2em; font-weight: bold;">Page 94</div>	8%	8%	Political Expectation; Duty & Discretionary	Sub committee approval/ Member buy in/ Chief Officer buy in	Improved L & D Programme leading to increased attendance and the development of Member skillsets that allow them to better exercise their duties; More efficient meetings/Less ad-hoc member questions; Potential introduction of mandatory training; An appropriate induction plan designed to provide key information and guidance to help newly elected Members	Successful execution and implementation (measured through attendance and feedback results)	Quarterly	Increase level of attendance by 25%	N/A
						Delivery of quarterly programmes	Quarterly	100%	95%
						Advertisement of induction programme to all potential 2025 candidates in good time	End of Feb 2025	100%	N/A
Governance To establish a new report writing template(s), taking into account the new Corporate Plan	4%	4%	Duty & Discretionary	Approval of the corporate plan; Relevant Chief Officer and Member approvals	The roll-out of a clear template that will assist in the production of reports; and assist Members in their consideration of the reports; leading to more effective and timely decision-making.	Roll-out of a new report writing template and training to support the adoption of the new template	End of April 2024 Progress monitoring quarterly	90% Adherence to new template	N/A

Workstream Name	Funding allocated	People resource	Prioritisation category	Dependency	Outcomes/ Impacts	KPI	Update Schedule	24/25 Target	22/23 Baseline
Supporting the Policy Chairman discharge their duties as a key spokesperson and lead the Corporation's external relations with Westminster, Brussels, London local government and internationally	80%	50%	Priority Outcome (Organisation) Political Expectation	Medium and long term planning impacted by ongoing unforeseen events and conflicting priorities UK Elections EU, US and other global elections Availability of external stakeholders	Positioning the City as a welcoming, diverse and accessible place that is open to everyone, as well as being the centre of the UKS trading and financial services industries	The CPR is well known, and well regarded across major institutions and corporations within the Square Mile – our Vision for Economic Growth is promoted and adopted by major political parties	Quarterly	90% engagement with identified priority stakeholders	N/A
						The CoLC is viewed as the national representative of the FPS sector due to increased regional engagement – we are a well-respected voice and advocate across European and global capitals	Quarterly	N/A	N/A
Supporting the Policy Chairman discharge their duties as a Common Council, Policy & Resources Committee and its sub-committees	20%	50%	Duty & Discretionary	Coordination with the work of all of our Departments	CoLC is able to meet its organisational aims and objectives according to our governance procedures and obligations in a collaborative manner	The Corporation makes timely progress against our commitments; our resources are allocated effectively and within our means	Quarterly	90% adherence with new PIF/ Contingency guidelines and resource allocation processes, resulting in controlled and effective spend	N/A
						The work of our Committees is coordinated, well-planned and there is less duplication of work or the need to handle urgencies			Member questions are responded to in a timely manner; they are well informed of progress against our commitments

Workstream Name	Funding allocated	People resource	Prioritisation category	Dependency	Outcomes/ Impacts	KPI	Update Schedule	24/25 Target	22/23 Baseline
Strategic leadership in major incidents training	10%	10%	Duty and Statutory	Availability of senior leaders to participate in strategic leadership in major incidents training	Capability to respond to a major incident	Meet our duties under CCA 2004 Ensuring competent professional development within this capability and resource	Monitor attendance	80% of staff trained (SLT & selected senior staff)	One strategic leadership course completed for 20 senior staff in September 2022
Continue to integrate and fully implement the business continuity software system	8%	8%	Duty and Statutory	Departments identifying via business impact analysis their most critical dependencies and continued engagement with the software system	Business Continuity software system will enable departments to maintain business continuity management	All users have full access, understanding and use of the software system	Regular Business Continuity Leads meetings and regular interaction with the system provider	100% (System fully used by departments)	The introduction and implementation process has begun
Police funding and value for money Oversee and work with the Force to improve the 'line of sight'	20%	20%	Duty & Statutory	Data availability	It will ensure the future Police Estate and other change programmes are proportionate to operational requirements and improve policing outcomes	Informal assessment by HMICFRS of improvement against 21/22 PEEL 'requires improvement' rating on strategic planning, organisational management, and value for money Balanced revenue and capital budgets aligned to workforce plans, priorities and demands	Quarterly through PAB Committee Structure	HMICFRS informal assessment indicates improvement; Balanced budget	HMICFRS "requires Improvement" rating

Workstream Name	Funding allocated	People resource	Prioritisation category	Dependency	Outcomes/ Impacts	KPI	Update Schedule	24/25 Target	22/23 Baseline
National Lead Force role and FCCRAS implementation Support the expansion of political engagement at national and local levels Focus on supporting the successful implementation of the new FCCRAS fraud reporting and analysis system by City Police	20%	20%	Addresses a risk on Corporation Register	Political will (national and local)	Continued improvements in national capabilities and the response to economic and cyber crime; a better service to victims of crime and law enforcement	The political direction signalled by Government supports the National Lead Force of the City of London Police The replacement service for Action Fraud is launched successfully launched in 2024/25	Quarterly through PAB Committee structure	The City Police meet The NLF Performance Measures in the 2024/25 Policing Plan	Performance against the 2022/23 Policing Plan

Partners we work with

- GLA/LB Newham/LB Barking & Dagenham/LB Tower Hamlets and Westminster. Electoral Commission; DLUHC and Cabinet Office
- Under Civil Contingencies Act 2004, all partners are category 1 and category 2 responders (essentially emergency services, transport networks and utility companies) and in the City, specific City Business groups who sit on the Local Resilience Forum
- London boroughs - specifically those in the Northeast sub region resilience group
- City of London Police
- Police and Crime Commissioners
- Central Government Departments
- The Home Office

Our Strategy and Cross-cutting strategic commitments

- Climate Action Strategy (as spokesperson; support via Policy Lead)
- Competitiveness Strategy (via international, regional and EU travel, and throughout London at major events, hosting events etc)
- Vision for Economic Growth implementation and continued advocacy (promotion across UK and across London)
- Advanced Markets and High-Growth Markets Visits and engagement programme (i.e. international travel)
- Policy Lead for Innovation in Technology
- Policy Lead for Sustainability
- Destination City (revised and expanded mandate)
- Chair of City Envoy Network
- Chair of BIDs (Deputy Chair)
- SME Strategy (delivery and approval at Court)
- Leadership in London (i.e. London Councils, Central London Forward, London Museum Tripartite)
- SMEs - wider business continuity advice to local business and promotion by local authorities under CCA 2004
- Destination City – Resilience work contributes to providing more resilient and safer Cities – LRF strengthening programme 2022-2030
- City of London Policing Plan 2022 – 2025

Our Impacts

Launch of Action Fraud Replacement

Improved reports and decision making



Business Continuity systems fully implemented

Strong external political Replacement



Our People

2022 Engagement Score - Town Clerk's Department 51%

Our work locations

Guildhall Complex FTE 59.7

Asset Name	Assessment complete	Assessment completion date
Guildhall	Yes	4 December 2023

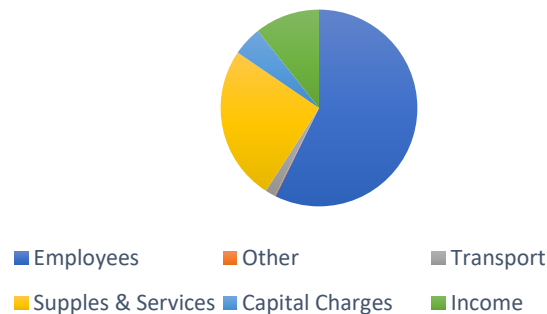
Equality, Diversity & Inclusion

There have been recent personnel changes and structural changes within the Town Clerk's Department. The aim and focus is now on realigning the main priorities; working with colleagues to merge and formulate cohesive EDI plans encompassing all sections. We continue to contribute significantly on EDI through cross-cutting activity, leading and driving change in a number of areas, including but not limited to: accessibility improvements for report templates, governance documents and meeting accessibility; developing and implementing a fair selection process for external member recruitment across all committees; meeting the diverse needs of our elected membership to ensure they can participate in meetings and exercise their democratic mandate; designing and responding to Member training requests and needs with positive EDI implications. At an individual level, we support and encourage Team members in sponsoring, leading, and participating in the new Social Mobility Network, City Pride, DAWN and CLEAR networks, amongst others. At a Team level, we have also prioritised action on wellbeing and integration; helping to embed improved EIA activity informing decision-making through report writing guidance and support; and corporate knowledge building with team-wide and individual L&D visits to CoLC locations.

Town Clerk's Department 2024-25 budget estimate allocation is £4.363M

Where our money comes from and what we spend it on

Local & Central Risk



Police Authority 2024-25 budget estimate allocation is £1M

Where our money comes from and what we spend it on



Our stakeholders (or customers) Needs

- Members
- Residents & City Businesses
- The Livery
- Officers

Key Risks

Risk Title	Score
TC TCO 08 – Management of Public meetings (C&MS)	6
CR01 – Resilience Risk	12
CR36 – Protective Security	12
TC PA 01 Police Funding	8
TC PA 02 Police Estates	12
TC PA 03 Fraud & Cyber Crime Reporting & Analysis Service Procurement	24
TC PA 04 Changes to Police Authority Governance	8

Impact

	Minor	Serious	Major	Extreme
Likely				
Possible		1	3	1
Unlikely			2	
Rare				



Corporate Health and Safety Department

We will be a World Class organisation. Our mission will be to deliver our services safely, through innovation and the application of human performance. Safety is integral to everything that we do, every day, in every Department & Institution. We are committed to the health, safety and wellbeing of everybody affected by our operations.

Our aims and objectives

- **Competence:** Provide competent advice and partnering to Departments on health and safety risks, including Fire.
- **Systems:** Implement and maintain a fit for purpose HSMS (Health & Safety Management system) and FSMS (Fire)
- **Assurance:** Provide Leadership the visibility and assurance of fulfilling statutory requirements and support their governance of health & safety risk.
- **Culture:** Develop our safety culture into a proactive, generative one
- **Risk:** Prioritise workstreams based on critical risk mitigation & assurance.

Our focus this year will be

- Building a fit for purpose Health & Safety Management System (HSMS)
- Developing Risk literacy in Leaders
- Building a strategically focussed Business Partnering Health & Safety team

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What's changed since last year...

- New structure to the Corporate Health & Safety Team following the amalgamation of People & Property sections from Town Clerks & City Surveyors.
- Re-Integration into Town Clerks Department as part of COO departmental change
- New Interim Health & Safety Director
- TC initiated external review on Health & Safety governance – (note the outcome of this review is likely to have an impact on Health & Safety workstreams over the coming months.)
- New Building and Fire Safety Legislation, public expectations higher due to high profile (external) failures, i.e. Grenfell

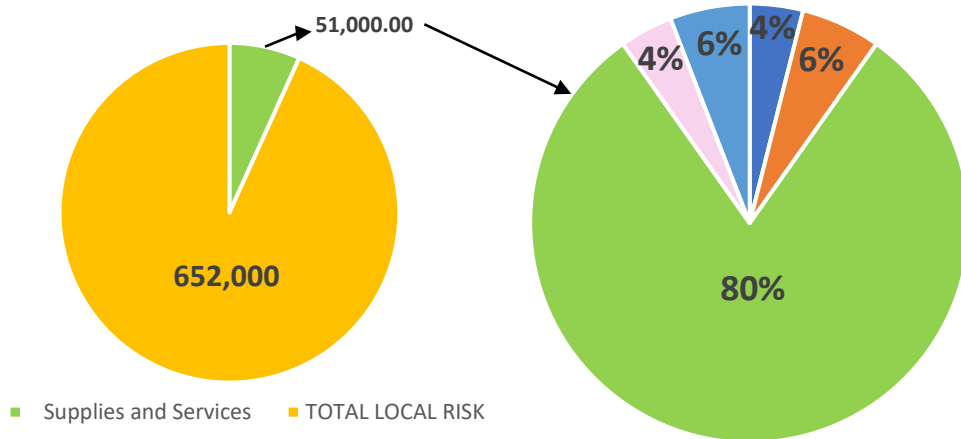
Internal Drivers

- Unsatisfactory Risk Audit on the second line of defence
- Supporting the People Strategy
- Improving Risk literacy of People Leaders
- Focus on enabling and engagement,
- Resetting Safety as a Strategic Priority
- CARE Factor – people focussed, trust earning

Where our money comes from and what we spend it

Total Expenditure - Health & Safety

Supplies & Services - Health & Safety



Our Work Locations (table)

Total people resource is x FTE

Guildhall complex	8 FTE
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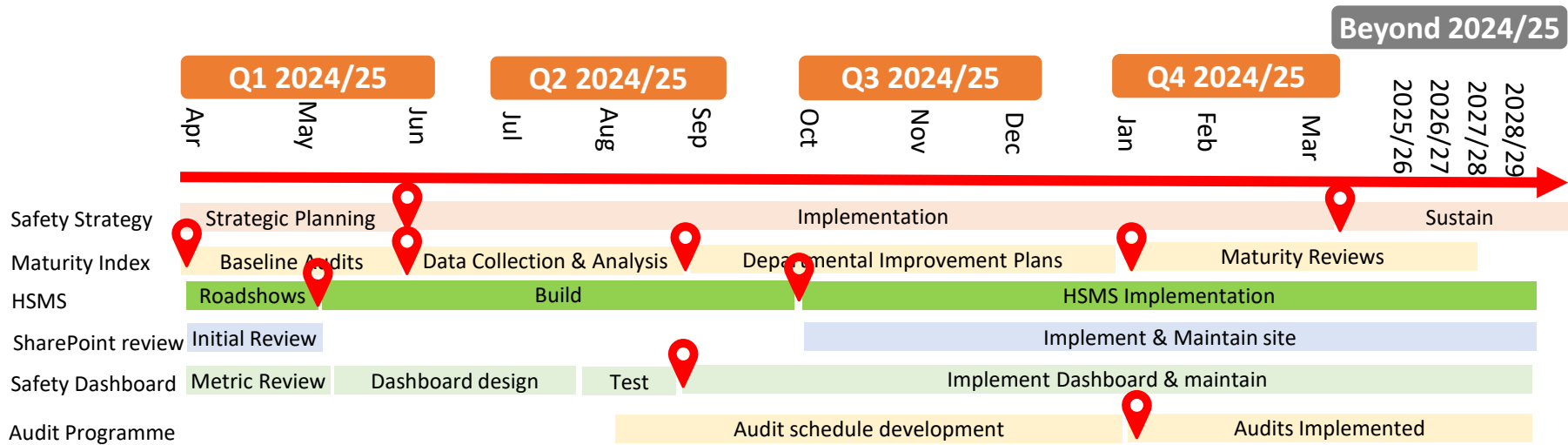
- Total Equipment, Furniture and Materials
- Total Printing, Stationery
- Total Fees and Services
- Total Communications and Computing
- Total Grants and Subscriptions

Our major workstreams this year will be

Workstream Name	Priority #	Funding allocation %	People resource %	Prioritisation category	Dependencies	Outcomes/ Impacts	KPI	Update Schedule	24/25 Target	22/23 Baseline
Development & Execution of Health & Safety Strategy	1	10%	25%	Duty & Discretionary:	Executive & Member support External review Report and funding.	Assured Safety Compliance Improved Risk Mitigation Supporting People Strategy	New H&S Strategy agreed and ratified by Corporate Service Committee.	Monthly	EOQ1	N/A
H&S / Fire Cultural Maturity Assessment	2	68%	10%	Duty & Discretionary:	Successful Software Tender	Assured Safety Compliance Improved Risk Mitigation Supporting People Strategy	Health and safety maturity index identified, and development targets set.	Monthly	EOQ1	N/A
Develop HSMS (Safety Mgt System)	3	4%	50%	Duty & Discretionary:	IT systems architecture to support	Assured Safety Compliance Improved Risk Mitigation Supporting People Strategy	Policy & Governance mechanisms approved, and implementation commenced.	Quarterly	EOQ2	N/A
SharePoint Site Refresh	4	8%	5%	Duty & Discretionary:	Completion of H Drive Migration	Ease of accessing advice and safety information . i.e. reporting	All documents reviewed / migrated from legacy files	Monthly	EOQ2	N/A
Develop Safety 'metrics' Dashboard	5	10%	10%	Duty & Discretionary:	Systems set up to gather safety metrics ERP alignment	Improved Safety Governance Improved Risk Mitigation Supporting People Strategy	Working dashboard live and accessible.	Monthly	EOQ1	N/A



Our 2024/25 timeline planner priority workstreams and key milestones



Medium Term Plans under consideration - (2025/26 and 2026/27)

Priority list (e.g. new legislation, services, projects, automation)	2025/26	2026/27	Funded or Unfunded
Safety IT Software Procurement or Development	x		Unfunded
British Safety Council (External Audit) verification		x	Unfunded

Our Strategy and Cross-cutting strategic commitments

People Strategy - A safe place to work. Empathetic, people focussed leaders.

Safer City – A Culture of Safety, competent people, safe buildings and psychological safety

Compliance & Regulation – Risk mitigation, reduction of harm

Cost Savings – reducing costs from harm (i.e. claims and lost time)

Sustainability – of our workforce and our assets (buildings & equipment)

IT – Systems to support mechanisms, processes and support metric creation. ERP

Alignment



Our People

Engagement Plans

- Monthly updates and safety digests, changes and achievements – all staff
- Health & Safety Culture & Strategy Planning Roadshows
- Monthly catch ups with Departmental Safety Managers

Development

- Chartered Membership of IOSH for Safety Managers
- Leadership Development training for all leaders
- NEBOSH Certification for people with safety management responsibilities

Projects & Programmes

- External Safety Review of organisational arrangements. The outcomes of this report will be aligned to this business plan as they are analysed and aligned
- The amalgamation of the property and people teams has completed its physical move. The remainder of this FY 23/24 will be used to ensure the teams work is harmonised and 'departmental' tasks accommodated in surveyor operations as the team refocuses into a Corporate Central Strategic Safety function.

Equality & Diversity Statement

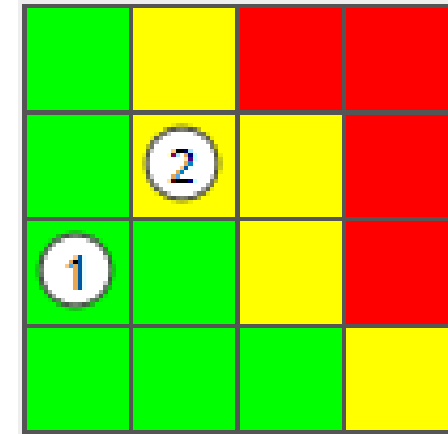
Health & safety impacts on everyone. Diversity of thought leads to better problem solving, innovation, solutions engineering. EDI is integral to vision for safer and healthier workplace. We will work to make our team an inclusive environment where everyone is treated fairly and feels able to participate and achieve their potential and for our service users to be able to access our tools as necessary.

Departmental Action Plan EDI first two priorities

1. Reasonable Adjustments for those that need them
2. Women are underrepresented in Health & Safety, we will sponsor and support more women to work in the safety sector.

Key Risks

Risk Title	Score
Inadequate competent professional advice and assistance. COO HS 001	2
Inadequate professional capacity in Corporate Health and Safety Team COO HS 002	6
Inadequate service capacity in the Corporate Health and Safety Team. COO HS 003	6



Health and Safety Business Plan Top 3 priorities

1. Health & Safety Management System
2. Governance & Assurance
3. Competent, Accessible advice & suitable tools

Our Stakeholders (or Customers) Needs

- Corporation employees
- Members, Aldermen
- Town Clerk and Chief Officers
- Members of the public: visitors, customers volunteers, residents, users of Corporation facilities
- School students, University students, parents and guardians
- Market Tenants, business tenants, resident associations, facility user groups
- Police
- Charities, Ports, Airports
- Enforcement agencies - Health and Safety Executive, Office for Students, Ofsted, ISI, ISBA, Public Health, Building Control and Standards, Local Authorities, Data Protection, Fire & Rescue Authorities, NUS, UUK.
- City Corporation Contractors (including construction and supply chain)
- Consultants and CDM
- Trade Unions

Our Impacts



Felt leadership from top management, commitment, understanding of responsibilities and accountabilities.



A Corporation-wide 'learning' culture that supports achieving our health and safety objectives through psychological safety, fulfils legal requirements and facilitates continual improvement.



Good health and safety business partnering, communication, consultation and stakeholder engagement.



Health, safety and fire policies with corresponding mechanisms we can track and measure to fulfil our overall strategic and business aims.



Effective processes and procedures to identify and control health and safety risk.



Continual performance evaluation and monitoring of the Corporation's health and safety management to continually improve.



Integration of the health and safety management system with the Corporation's business processes.



Compliance with legal and other requirements. A safe place to work.

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Committee(s): Corporate Services Committee	Date: 10 January 2024
Subject: Health & Safety Update	Public
Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?	1,2,3,4,5,8,9,10,11,12
Does this proposal require extra revenue and/or capital spending?	No
If so, how much?	N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain’s Department?	N/A
Report of: Town Clerk	For Discussion
Report author: Oliver Sanandres, Director of Health & Safety and Head of Profession (Interim)	

Summary

The purpose of this report is to provide Corporate Services Committee with an update on the outcome of an independent strategic review of the City Corporation’s health and safety arrangements, undertaken by Quadriga Health & Safety Ltd.

This review was commissioned by the Town Clerk and undertaken from September to November 2023. The review followed an internal audit report which highlighted a lack of second line of defence in relation to Health and Safety Management and, consequently, gave limited assurance; the Quadriga review was, therefore, commissioned to identify and make recommendations to rectify this position.

In summary, the Quadriga report concludes that several of the right actions to address identified issues have already recently been taken; however, there is a need for a strengthening of the health and safety function, greater clarity in the role of the central team and the health and safety specialists in higher risk departments, and a comprehensive change to the monitoring of health and safety standards and risk assessments throughout the City Corporation. The report also makes recommendations in relation to the operation and reporting of the Corporate Health and Safety Committee.

An action plan has been formulated to deliver on the nineteen recommendations identified by the report and action has already been taken to assure some of our highest risk departments’ health and safety arrangements and to rebuild the associated governance mechanisms. This report presents these for Members’ information; it should also be noted that health and safety update will now be a standing item on this Committee’s agenda to ensure appropriate and effective Member oversight and awareness of this important area.

Recommendation(s)

Members are asked to note the report and endorse the action plan prepared by officers.

Main Report

Background

1. In July 2023, Members were advised of a red risk on the effectiveness of the second line of defence mechanism for Health and Safety risk mitigation and associated governance arrangements. This emerged from an internal audit review, following which, the Town Clerk commissioned an external consultancy, Quadriga, to carry out a deep organisational review of Health and Safety arrangements across the City Corporation.
2. The Quadriga review involved visiting a number of key City of London locations, meetings with a number of different staff members, either in person or via remote calls, and consideration of a large amount of documentation including all the papers considered by the Health and Safety Committee during the last year, the minutes of that Committee, reports provided to the Executive Leadership Board, the draft overall Health and Safety Policy and Fire Safety Policy and a wider range of other documentation. A copy of the report in full is included as Appendix 1 (non-public).

Current Position: Quadriga Review (Key Findings)

3. The City of London Corporation, given its diverse range of responsibilities and activities, has a very wide range of complex health and safety risks, translating into a large and complex risk profile. This needs specialist input and careful monitoring to be effectively controlled. The Quadriga report highlights significant management concern about having the appropriate health and safety resources in place. The Executive Leadership Board were briefed on this on 13 December 2023 by the report author.
4. The erosion of the second line function and loss of technical specialists was an unforeseen consequence of the changes implemented through the Target Operating Model (TOM). Through the TOM, the central Health & Safety team was repositioned into an operational supporting role which, in effect, removed the second line of defence. Many of the mechanisms, systems and monitoring arrangements did not change with the organisation and this impact was not considered. The changes made in the last year to appoint a qualified and experienced Health and Safety Director reporting at the executive level within the organisation, merging the property and corporate health and safety teams and reviewing the governance approaches was a sound approach, but there are key gaps.
5. The report found a lack of systems and processes in place for effective monitoring of the standards of health and safety in the organisation and legal compliance. Given the small size of the corporate Health & Safety team and the complexities in the organisation, it would not be possible to get effective assurance of the local standards maintained unless there is an adequate provision of health and safety support at these higher risk locations and activities. Such advisers need to be adequately trained, experienced, and updated; however apart from the Health and Safety Director, there is a lack of

fully qualified health and safety staff. The action plan set out at Appendix 2 (non public) has made an initial 'rough and ready' appreciation of the resources required in the high-risk departments; however, this needs further refinement to ensure we are accurate and proportionate.

6. There is no centrally adopted software system which allows the corporate team to mechanise the processes mentioned above, i.e. to verify their completion, monitor quality and/or compliance. For example, statutory requirements such as the recording and monitoring of risk assessments, the monitoring of close out of actions on risk assessments, employee health and safety training records to monitor completion of mandatory training, and so on. Currently, these are managed in a disaggregated fashion, on excel spreadsheets and various standalone systems. This presents difficulty for the corporate team to build a clear, reliable corporate picture of compliance making safety data difficult to gather and report on.
7. A number of changes to the terms of reference of the Health and Safety Committee (an officer body established pursuant to statutory obligations) had been 'paused' to allow for this review to conclude. The review has identified that the changes are generally sound; however, there is a need to separate Trade Union consultation from the actual driving and delivery of the health and safety agenda at a strategic level. The Policy will need to reposition the corporate Health & Safety team as a second line of defence function and reflect the structural arrangements that have already been made since the dissolution of the Chief Operating Officer function. The Health & Safety Function will now report into the Deputy Town Clerk, which in effect delivers this outcome.
8. There is an overall lack of high-level executive and senior management health and safety training.
9. The audit identified three specific hazards that required action, namely at Tower Bridge, Smithfield Market and at the London Gateway & Tilbury Ports. These have all been addressed and are in the process of being mitigated.
10. In total, the report makes nineteen recommendations for action: these have now been organised into an action plan. These are attached Appendix 2.

Next Steps

11. An action plan has been developed which will function as a roadmap towards assurance, as well as delivering on the nineteen recommendations outlined in Appendix 2. The action plan will tackle these three areas within the first quarter of the year, viz.:-
 - a. Assessment of the effectiveness of Local Arrangements through localised assurance audits. The first areas to be audited are three high risk areas of the Environment Department: Natural Environment (City Commons), City Gardens & Cleansing, and Port Health Operations, commencing in January 2024.

- b. Re-establishing and defining the Governance and oversight mechanisms to the Senior Leadership Team / Executive Leadership Board and the Corporate Services Committee, by agreeing and publishing the Health & Safety Policy and Safety Management Framework.
- c. Scoping an appropriate program of safety governance education for Senior Leaders & Members, with a one-off briefing session taking place early in 2024. This training will be based on the leading health and safety at work guidance for Directors and Board members from the Institute of Directors.

Corporate & Strategic Implications

- **Strategic implications** – Health & Safety is not currently an active strategic consideration, which must be addressed. Without this alignment we cannot effectively support emerging risks to support the Corporate Plan or reinforce health & safety as a cultural belief into the People Strategy.
- **Financial and resource implications** – Whilst it is not yet possible to quantify fully what additional resources (financial or otherwise) may be required in respect of addressing the recommendations of the audit, some will be necessary to rectify the position to a satisfactory standard. We will collaborate with the Chamberlain as data is collated and an informed assessment can be made, with proposals brought back for Member approval where required.
- **Legal implications** – As per the report there is some exposure for the City Corporation with not meeting requirements under the Health & Safety at Work Act and associated legislation. We are vulnerable, should a serious risk of harm manifest to potential criminal prosecution. The costs and reputational impact of such prosecutions can be considerable. Personal prosecutions, though unlikely, can result in custodial sentences. As a recent example of this is Newport Council, which was recently ordered to pay £2 million in fines following the death of a highway operative. Appendix 3 includes the article for Members' information.
- **Risk implications** – We cannot assure effective corporate mechanisms for the escalation and mitigation of risk from safety incidents there is a potential increase in risk and CR09 should be changed to reflect this. The action plans proposed will allow bring this risk into tolerable levels.
- **Equalities implications** – none.
- **Climate implications** – none.
- **Security implications** – none.

Conclusion

12. The Quadriga Health and Safety review has recommended a need for a strengthening of the health and safety function, greater clarity in the role of the central team and the health and safety specialists in higher risk departments, and a comprehensive change to the monitoring of health and safety standards and risk assessments throughout the City Corporation. An action plan, as set out at Appendix 1, has been developed to address the nineteen

recommendations and Members are asked to endorse the approach summarised in paragraphs 11 a to c.

Appendices

- Appendix 1 (non-public) - Independent Strategic Review of Health and Safety Management Arrangements by Quadriga
- Appendix 2 (non-public) - Quadriga Plan Impacts
- Appendix 3 – Institute of Safety & Health (IOSH) Magazine article – Newport Council Prosecution

Oli Sanandres

Director of Health & Safety (Interim)

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NEWPORT CITY COUNCIL FINED £2 MILLION AFTER DEATH OF ROAD WORKER

Monday 18th December 2023



Shutterstock

A council has been ordered £2 million after a man died while repairing a road.

Stephen Bell was barrowing tarmac from the back of Newport City Council's tipper lorry to make resurfacing repairs on a section which runs beneath the M4 motorway in July 2019.

The 57-year-old was struck by a farm vehicle passing the road works.

Investigators from the Health and Safety Executive (HSE) found the council did not take all reasonably practicable steps to organise a safe working environment.

HSE inspector Philip Nicolle said 'the council's failures have had a devastating impact' on Stephen's family.

He added:

'This tragic incident could so easily have been avoided if the council had simply carried out correct control measures and safe working practices.'

As well as the £2 million fine, Cardiff Crown Court ordered the council to pay £9,780 in prosecution costs.

Appendix 3 – Institute of Safety & Health (IOSH) Magazine article – Newport Council Prosecution

Beverly Owen, chief executive of Newport City Council, said it was 'extremely sorry' for Stephen's death, who was a 'respected and valued colleague'.

'We again offer our sincere condolences to his family for their loss,' she added.

'Policies, procedures and training were in place at the time of the incident however, thorough and in-depth reviews have also been carried out since the incident.

'Health and safety resources have been increased, procedures have been strengthened, and additional training introduced. The council has learned from this tragic incident and has taken every step to try and ensure this is not able to happen again.'

Earlier this year, a waste collection giant appeared in court after a man was killed when the lorry in which he was a passenger crashed into litter picking vans blocking a lane of a dual carriageway in Norfolk. [Serco was fined £240,000.](#)

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