



## Corporate Services Committee

**Date:** WEDNESDAY, 10 APRIL 2024

**Time:** 1.45 pm

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

**Members:**

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

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

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

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

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

# AGENDA

## 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 non-public summary of the meeting held on Wednesday, 21<sup>st</sup> February 2024.

**For Decision**  
(Pages 5 - 16)

### For Formal Decision

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

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

**For Decision**  
(Pages 17 - 22)

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

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

**For Decision**  
(Pages 23 - 26)

6. **NATIONAL GRADUATE DEVELOPMENT PROGRAMME**

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

**For Decision**  
(Pages 27 - 30)

7. **UPDATED HEALTH & SAFETY POLICY**

Report of the Interim Deputy Town Clerk.

**For Decision**  
(Pages 31 - 34)

## **For Information**

8. **HEALTH AND SAFETY UPDATE**

Report of the Interim Deputy Town Clerk.

**For Information**  
(Pages 35 - 40)

9. **COMMITTEE FORWARD PLAN**

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

**For Information**  
(Pages 41 - 42)

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

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

12. **EXCLUSION OF THE PUBLIC**

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

**For Decision**

### **Part 2 - Non-Public Agenda**

13. **NON-PUBLIC MINUTES**

To agree the non-public minutes of the meeting held on Wednesday, 21st February 2024.

**For Decision**  
(Pages 43 - 44)

14. **STAGE 1 - PROCUREMENT OF THE MANAGED SERVICE TEMPORARY AGENCY RESOURCE CONTRACT**

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

**For Decision**  
(Pages 45 - 68)

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

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

**For Information**  
(Pages 69 - 74)

16. **CASUAL LABOUR REVIEW**

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

**For Decision**  
(Pages 75 - 82)

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 Wednesday, 21st February 2024.

**For Decision**

**For Formal Decision**

20. **STAFFING MATTERS - CORPORATE STRATEGY & PERFORMANCE TEAM**

Report of the Chief Strategy Officer.

**For Decision**

**For Information**

21. **TOWN CLERK'S UPDATE**

The Town Clerk to be heard.

**For Information**

## CORPORATE SERVICES COMMITTEE

Wednesday, 21 February 2024

Minutes of the meeting of the Corporate Services Committee held at Guildhall on  
Wednesday, 21 February 2024 at 1.45 pm

### Present

#### Members:

Deputy Alastair Moss (Chair)  
Florence Keelson-Anfu (Deputy Chair)  
Deputy Randall Anderson  
Deputy Keith Bottomley  
Alderman Sir Charles Bowman  
Steve Goodman  
Deputy Christopher Hayward  
Alderwoman & Sheriff Dame Susan Langley  
Gregory Lawrence  
Deputy Charles Edward Lord  
Catherine McGuinness  
Timothy James McNally  
Philip Woodhouse

#### Officers:

Ian Thomas	- The Town Clerk
Caroline Al-Beyerty	- The Chamberlain
Greg Moore	- Interim Deputy Town Clerk
Polly Dunn	- Interim Assistant Town Clerk
Alison Littlewood	- Interim Chief People Officer
Sonia Virdee	- Chamberlain's Department
Simon Gray	- Chamberlain's Department
Frank Marchione	- Comptroller and City Solicitor's Department
Nick Senior	- Comptroller and City Solicitor's Department
Alix Newbold	- City of London Police
Emily Brennan	- Environment Department
Tabitha Swann	- Town Clerk's Department
Oliver Sanandres	- Town Clerk's Department
Jacqueline Cover	- HR Department
Chris Fagan	- HR Department
Colette Hawkins	- HR Department
Faye Johnstone	- HR Department
Kaye Saxton-Lea	- HR Department
Pauline Shakespeare	- HR Department
Carol Simpson	- HR Department
Cindy Vallance	- HR Department
Dionne Williams-Dodoo	- HR Department
John Cater	- Town Clerk's Department

1. **APOLOGIES**

Apologies for absence were received from Deputy Henry Colthurst, Anthony Fitzpatrick, Mandeep Thandi, and James Tumbridge.

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

There were no declarations of interest.

3. **MINUTES**

**RESOLVED** – That the public minutes and non-public summary of the meeting held on Wednesday, 10<sup>th</sup> January 2024 be approved as an accurate record.

4. **WORKPLACE ATTENDANCE UPDATE**

The Committee considered a Report of the Interim Chief People Officer concerning the Workplace Attendance Policy.

The Chair opened the discussion by inviting the Deputy Town Clerk to read out a recently received letter, jointly submitted by the City's recognised Trades Unions, the GMB and Unite, which outlined their concerns with the proposal in the Report to require all employees in the current hybrid and academic categories, who currently are required to attend their office or place of work on a minimum of 2 days per week, to increase their attendance to a minimum of 3 days per week (or 60% of their working time) from September 1<sup>st</sup>.

After the Deputy Town Clerk had concluded, officers responded to each of the major points raised in the Unions' letter (*italicised below*).

- *No engagement with the staff, for example in form of a survey specifically around increasing from 2 days to x days*

It was pointed out that the recommendation was submitted to the Corporate Services Committee for Members' consideration at this meeting; substantive communications and discussions around the detail of the Policy will commence in earnest with staff, the Unions, the Staff Networks and other stakeholders once the recommendation was approved.

- *Tardiness of providing the revised policy and EIA to the unions*

Officers expressed their apologies to the Unions for the quick turnaround - the union meeting was held on Monday, 5<sup>th</sup> February.

- *The tight timeline whereby it gives the unions little or no opportunity to seek feedback with our members.*

It was emphasised that, should the change be approved, discussions will immediately commence with the Unions concerning the detail around how best to implement it.

- *Embargo on the shared documents so the full picture cannot be shared with union members.*

It was emphasised that no such embargo occurred.

- *EQIA- is it fully comprehensive as there has been no engagement with the staff?*

It was stressed that EQIAs are live documents, and this one will be continually reviewed if the change is agreed.

- *Financial implications of the proposed change and other implications*

Officers acknowledged the likely detrimental financial impact this would pose for a number of employees, and, as a result, consideration was being given, via the ongoing work in the Benefits Review, for options around discounted travel and salary sacrifice schemes. It was also pointed out that data indicated that those employees currently coming into their place of work for 5 days each week, were amongst the lowest paid across the organisation.

- *Presenteeism v productivity. WFH has proven to increase productivity overall.*

Officers pointed out that the City had not undertaken a productivity survey around working from home in 2022, so unfortunately could not quantify whether this had derived overall productivity gains or indeed losses during this period.

- *Health & safety legislation dictates that if there is a change to working practices/equipment etc there needs to be a consultation process the proposed changes will have impact on the wellbeing of the staff (mental stress, anxiety potentially leading to physical health manifestations, financial worries etc)*

It was emphasised that, should the change be approved, discussions will immediately commence with staff via the Staff Networks, the Unions, and other staff stakeholder groups concerning the detail around how best to implement the policy.

- *This is moving away from inclusive by design - and will mean that people with care responsibilities (usually women) and those with disabilities will be disproportionately impacted and therefore discriminated against*

If the change was approved, HR would engage closely with the relevant staff networks in both these areas.

- *It means that there will be an upsurge in workplace adjustments requests.*

It was anticipated that there would be an increase in flexible working requests if the change was approved. The legislation changes for the flexible regime which takes effect from 6 April 2024 was highlighted. These changes include allowing employees to make two statutory requests in any 12-month period, introduce a new requirement for employers to consult with employees before rejecting a request, a

reduction in the amount of time for a decision to be made from 3 to 2 months and making the right to request a 'day one' right.

- *It is going to cause a massive burden on HR*

HR would work closely with line managers to ensure that the changes (if approved) were implemented effectively and efficiently for roll out from September.

- *Accommodation - are workplaces conducive to accommodate increased presence in the office?*

This was acknowledged as a critical area; if the change was approved, officers would be working with the unions and key departments, such as the City Surveyors, in considering changes to the workplace to accommodate greater usage and to meet the challenge of the changed working styles for employees such as the higher frequency of meetings conducted via MS Teams.

- *Makes prospect of working for the City less attractive to some workers and could lead to less staff retention especially for those who have joined up on the current arrangement.*

It was emphasised that the policy was always intended as a temporary measure and was not specified as a component in people's contracts. It was emphasised that, should the change be approved, discussions will immediately commence with staff, the Unions, the Staff Networks and other staff stakeholder groups concerning the detail around how best to implement the policy.

The Chair thanked officers for the assistance and opened the discussion to Members.

Several Members queried whether a three-day frequency was sufficient, a Member highlighted the productivity gains generated by a number of blue chips firms in the City which had returned to a five-day a week frequency over the past year and suggested that four or five days should be the aim for the City Corporation as well. In addition to the productivity gains, it would also be important for the Corporation to act as an exemplar to others, which would, in turn, increase footfall and economic activity across the Square Mile.

Members also queried whether the 1<sup>st</sup> September go-live date could be brought forwards; the pace of change in this policy area had, since pandemic restrictions in England were lifted in 2021, been too slow overall and did not fit with the City Corporation's aspiration to be an agile organisation. Officers responded that the proposed September launch provided for a sufficient and fair amount of time for employees to adjust their personal/family arrangements and for HR to carry out comprehensive discussions with the key stakeholder groups, including the EDI Group, the staff networks, and the trade unions about how best to implement the change.



The Town Clerk emphasised that he had not been aware of a written plan for the organisation to fully return to five days a week in the workplace and urged caution around the suitability of drawing comparisons with firms in the private sector. He emphasised that Members have the discretion to vary or withdraw the policy but that, as Head of the Paid Service, his recommendation was that three days in the workplace for the categories of staff highlighted in the paper was the optimal approach currently. Three days was currently the norm across sectors, and he expressed concern that increasing this frequency to four or five days would be out of the kilter with the current employment market, and that this in turn would impact upon the Corporation's ability to attract and retain talent. It was already apparent from some of the reactions to the Report amongst the workforce that there was a degree of opposition to a three-day policy so any move to increase this to four days would create further pushback. He reminded the Committee that the policy was a practice, which had continued to evolve since the onset of the pandemic and the organisation was not contractually bound to retain the two-day in the workplace frequency on a permanent basis.

In response to a separate query, the Town Clerk informed the Committee that discussions involving the City Surveyors were taking place concerning changes to the workplace environment. This would be a particular focus given the changing nature of working styles over recent years, an example being the large increase in meetings being conducted via MS Teams which necessitated quieter/private space in the office as opposed to open plan desks. Members welcomed this information and asked officers to consider a rollout of additional privacy booths, these had proven very popular since their installation last year. In addition, consideration should be given to the utilisation of Guildhall under a three day in the week policy, particularly around whether the organisation would need to implement an anchor day(s) approach so as to avoid a situation where staff were clustering their days in the office in the middle of the week, leaving the building under-utilised on Mondays and Fridays. Costings for these matters would be presented to the Finance Committee and relevant committees (including Corporate Services Committee) in due course.

Several Members remarked on the perceived current unfairness of those on lower salaries having to come into the workplace more often than those on higher salaries, and the ensuing costs for these individuals that this incurs. A Member asked the Town Clerk to raise with his senior management team his alternative proposal for senior managers to come into the office five days per week from September 1<sup>st</sup>.

A Member commended the paper as clear and thorough and was supportive of the recommendations with the caveat that officers should continue to monitor the employment market and if the norm shifted from three days to four or five days in the workplace then the Corporation should follow the market trend.

A Member asked that the Union's assertion that employees are more productive when working from home should be tested as well as gathering information from employees on their views on this policy; officers responded

that this area would be something which would be incorporated into the Staff Survey in the spring.

A Member commented that the organisation made a fundamental error when the policy was reduced from three days in the workplace to two days, it was always harder to take back what you had given, and this was a lesson to learn for the future. Whilst he was supportive of the recommendation to return to three days in the workplace as a solid starting point, he asked that, in line with the wishes of an increasing number of Members of the Court, consideration should also be given to how the Corporation could keep the door open to a four day in the office policy in the future. He contended that four days was probably the upper limit in terms of ambition as the shift to home working on Fridays had been a longer-term trend which had been accelerated by the pandemic and was now likely to be a permanent feature in people's working lives. He added that it was important to remember that the change to remote working was a result of the global pandemic and not as a response to calls for adjustments to people's work-life balance.

Several Members indicated their support for consideration of a four-day in the workplace policy, whilst this would further support the Corporation's ambition to be a place based organisation, careful and thorough planning was required, particularly to understand the impact this would have on recruitment and retention and to give plenty of notice to the workforce that this was the ambition of elected Members. Views on when a four-day in the workplace frequency should commence varied, with the Chair emphasising that officers should first be given the opportunity to implement the three-day in the office policy, and then, in due course, provide their professional opinion and advice on the advantages, disadvantages and the wider process of moving to a four-day a week in the workplace policy. All agreed that expectation management would be key.

The Chief People Officer advised that any shift to four days needed to be very carefully considered and all should be mindful of the risk to recruitment and retention. Whilst the Deputy Chair acknowledged this risk, she emphasised that the ambition of the Corporation was to be a place based organisation which it should not shy away from; staff ultimately had the choice to remain or seek to find an employer which offered a greater degree of remote working. She suggested that as a starting point, senior managers should attend the workplace four days a week.

In response to a query, whilst acknowledging that he came into the office five days a week, the Town Clerk emphasised that there was currently a lack of empirical evidence for the benefits, or otherwise, of working from home, and that a range of academic studies carried out both in the UK and overseas since the pandemic could be marshalled in favour of or against working from home. Separately he urged caution about the City trying to emulate South Cambridgeshire District Council's four day a week compressed hours approach as this had triggered a Best Value Notice from the Department for Levelling Up, Housing and Communities in November 2023.

RESOLVED – that the Committee approved the following:

- With effect from the 1<sup>st</sup> September 2024, a change to the current workplace attendance policy will apply.
- All employees in the current hybrid and academic categories who currently are required to attend their office or place of work on a minimum of 2 days per week, will be required to increase their attendance to a minimum of 3 days per week (or 60% of their working time).

5. **PAY POLICY STATEMENT 2024/25**

The Committee considered a Report of the Interim Chief People Officer concerning the Pay Policy Statement for 2024/25.

The Chair began the discussion by proposing that the second recommendation in the Report concerning the deferral of the awarding of the performance related pay mechanism for 2024 should be amended in favour of reinstating the award of performance pay.

Deferral of this award had been maintained for the past several years, largely as result of measures introduced as a response to the pandemic, several Members agreed with the Chair that this was no longer a valid position and asked that the matter of awarding of performance related pay mechanism for 2024 is revisited and that a Report comes back to a future meeting of the Committee.

In response to a separate query, officers confirmed that the pay of named senior individuals in the Corporation was disclosed in separate published documentation. The Report before Members today concerned the pay policy. A Member proposed that an additional Remuneration Report which could be published should be something which is considered by the Senior Remuneration Sub-Committee – a Report of this nature would be in line with best practice across the public and private sectors.

An officer highlighted an error in the drafting of the Report (page 77), the last increase in the London Living Wage was implemented on 24<sup>th</sup> October 2023, not 24<sup>th</sup> October 2024 as stated in the paper. This would be rectified in the version of this Report which went to the Court of Common Council for final approval on 7<sup>th</sup> March.

RESOLVED – that the Committee:

- Reviewed and agreed the Pay Policy Statement for 2024/25 and recommend it be submitted to the next Policy and Resources Committee on 22 February 2024, for agreement and forwarding to the Court of Common Council.
- Agreed that the matter of awarding of performance related pay mechanism for 2024 is revisited and that a Report comes back to a

future meeting, noting that this does not impact the Pay Policy, as drafted. This includes performance increments; contribution payments (Grades D-SMG) and recognition payments (Grades A-C).

6. **DRAFT HR DEPARTMENTAL BUSINESS PLAN 2024/25**

The Committee considered a Report of the Interim Chief People Officer concerning the draft 2024/25 departmental Business Plan for Human Resources.

RESOLVED – that the Committee approved the departmental High Level Business Plan 2024/25 at Appendix 1.

7. **DRAFT COMPTROLLER & CITY SOLICITOR'S DEPARTMENTAL BUSINESS PLAN 2024/25**

The Committee considered a Report of the Comptroller & City Solicitor concerning the draft 2024/25 departmental Business Plan for the Comptroller & City Solicitor's Department.

RESOLVED – that the Committee:

- Noted the factors taken into consideration in compiling the C&CS Business Plan; and
- Approved the departmental Business Plan 2024/25 at Appendix 1.

8. **ENTERPRISE RESOURCE PLANNING (ERP) PROGRAMME UPDATE**

The Committee received a Joint Report of the Chamberlain and the Interim Chief People Officer concerning the Enterprise Resource Planning (ERP) Programme.

Members were pleased to hear that the software being procured was “off-the-shelf” as opposed to a bespoke solution, the Chair also reassured them that the Deputy Chair and other Members were actively involved with the discussions and would continue to exercise influence in the planning of the programme.

In response to a query, officers assured Members that the ERP solution would meet the challenges and complexities of the Corporation's pensions schemes and payroll.

Officers assured the Committee that ongoing engagement with multiple departments and institutions was yielding positive feedback and that all involved with the programme acknowledged that “bringing the business with us” was a vital component of the work.

The Committee asked to be provided quarterly updates on the progress of the Programme going forwards.

RESOLVED – that the Committee noted the Report.

9. **HEALTH AND SAFETY UPDATE**

The Chairman requested that, going forwards, given the importance of this topic, updates to the Committee on these matters should be in the form of a written Report (i.e., not a verbal update)

The Chair asked officers to circulate a written summary to the Committee on Health and Safety matters before the next meeting.

Separately, the Town Clerk requested Members grant delegated authority in order for officers to amend the Committee's Terms of Reference to strengthen the wording on Health and Safety.

RESOLVED – that the Committee granted Delegated Authority for the Town Clerk, in consultation with the Chair and Deputy Chair of the Corporate Services Committee, to approve amendments to the Committee's Terms of Reference in order to strengthen the wording concerning the Committee's Health and Safety remit.

10. **APPRENTICESHIPS UPDATE**

The Committee received a Report of the Interim Chief People Officer concerning apprenticeships at the Corporation.

A Member asked consideration was given to enhancing the City's support for the City of London Academies Trust's Pre-Apprenticeship Programme.

In response to a query, officers assured Members that close consideration was being given to examining and measuring the impact of the Corporation's Apprenticeship Programme on improving social mobility, this includes the City's collaborations with schools and organisations such as the Prince's Trust, as well as monitoring the "whole journey" for an apprentice, especially around the pathway to permanent employment either with the City or elsewhere.

A Member asked whether a proportion of the City apprenticeships can be ring-fenced for care leavers

A Member proposed that approaches were made to the two largest companies in each City Ward asking them for their support in efforts to enhance the Apprenticeship Programme. In a similar vein, it was also suggested that the City write to all of the Livery Companies inviting them to support the Programme.

RESOLVED – that the Committee noted the Report.

11. **REGISTER OF INTEREST FOR THE SENIOR MANAGEMENT GROUP**

The Committee received a Report of the Interim Chief People Officer concerning the Register of Interest for the Senior Management Group.

In response to a query, officers confirmed that those individuals in Grade I roles (and above) were considered senior management at the City Corporation.

Officers clarified that the document was in the public domain and was freely accessible to all who were interested.

In response to a query, the Town Clerk confirmed that officers were obliged to include membership of the Freemasons in their register of interests if relevant.

RESOLVED – that the Committee noted the Report.

**12. COMMITTEE'S FORWARD PLAN**

The Committee received a Report of the Interim Chief People Officer concerning the Committee's Forward Plan.

RESOLVED – that the Committee noted the Report.

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

There were no questions.

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

There were no urgent items.

**15. 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.

**16. NON-PUBLIC MINUTES**

**RESOLVED** – That the non-public minutes of the meeting held on Wednesday, 10th January 2024 be approved as an accurate record.

**17. AMBITION 25 - MY CONTRIBUTION MY REWARD UPDATE**

The Committee considered a Report of the Interim Chief People Officer concerning Ambition 25 – My Contribution My Reward.

**18. REPORT OF (NON-PUBLIC) ACTION TAKEN**

The Committee received a Report of the Town Clerk concerning a recent decision taken under delegated authority procedures.

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

There were no questions.

**20. 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.

**21. CONFIDENTIAL MINUTES**

RESOLVED – That the confidential minutes of the meeting held on Wednesday, 10th January 2024 be approved as an accurate record.

**22. NATURAL ENVIRONMENT STAFFING**

The Committee considered a Report of the Interim Executive Director, Environment.

**23. TOWN CLERK'S UPDATE**

The Committee considered a late, additional Report of the Town Clerk.

**The meeting ended at 3.45 pm**

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Chair

**Contact Officer: John Cater**  
**John.Cater@cityoflondon.gov.uk**

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# Agenda Item 4

<b>Committee(s):</b> Corporate Services Committee	<b>Dated:</b> 10/04/2024
<b>Subject:</b> HR policy changes (various) – April 2024	<b>Public</b>
<b>Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?</b>	2, 3, 4
<b>Does this proposal require extra revenue and/or capital spending?</b>	No
<b>If so, how much?</b>	n/a
<b>What is the source of Funding?</b>	n/a
<b>Has this Funding Source been agreed with the Chamberlain’s Department?</b>	n/a
<b>Report of:</b> Alison Littlewood, Executive Director of HR & Chief People Officer	<b>For Decision</b>
<b>Report author:</b> Carol Simpson, Head of Employee Services & Transformation	

## Summary

A number of significant employment law changes are due to come into force in April 2024. This report details: the policy changes to be assured of compliance with legislative/regulatory changes in UK employment law; our current policy position for context, where applicable; and the proposal to improve our employment offer i.e., to consider paid leave when taking the newly introduced Carer’s Leave.

## Recommendation(s)

The body of this report is primarily for Members endorsement to changes in City Corporation employment policies to be in line with employment law changes. However, it is proposed to improve our employment offer in regard to agreeing that the newly introduced right to take Carer’s Leave is paid at normal pay rate, as opposed to unpaid leave.

Members are asked to:

- Approve policy changes as set out in the body of the report.
- Approve the proposal of paid Carer’s Leave.
- Delegate authority to the Chief People Officer, to agree any further revisions / insertions where necessary i.e., to the Flexible Working Policy, the extension of redundancy protection in specified circumstances.

## **Main Report**

### **Background**

1. A number of employment law changes come into force in April in the UK that require our employment policies to be updated.

### **HR policy - Changes, current position (where applicable), and proposals**

2. For ease, this report sets out the relevant policy type, summarises the main policy updates (where relevant with context to existing policy), and proposals i.e., paid Carer's Leave.

### **Changes to the right to request flexible working**

3. The Flexible Working (Amendment) Regulations 2023 remove the current requirement for employees to have at least 26 weeks' continuous service, so that the statutory right to make a flexible working application will become a 'day one' right with effect from 6<sup>th</sup> April 2024.
4. In addition, the Employment Relations (Flexible Working) Act 2023 provides for changes to some of the rules on statutory flexible working requests to:
  - Allow employees to make two statutory flexible working requests every 12 months (as opposed to the previous limit of one).
  - Reduce the time limit for employers to deal with statutory flexible working requests from three to two months (although this can be extended by agreement with the employee).
  - Require employers to consult an employee before refusing a request.
  - Remove the need for employees to explain the effect of the proposed change, or how that could be dealt with when making a request.
5. Acas has consulted on a new 'Code of Practice on requests for flexible working' which is due to be published on 6<sup>th</sup> April 2024, this will replace the current 'Acas Code of Practice on handling in a reasonable manner requests to work flexibly' which was issued in 2014. A failure to follow the Code does not in itself make a person or organisation liable to legal proceedings. However, employment tribunals will take the Code into account when considering relevant cases.
6. At the time of writing secondary legislation is pending to implement the amended rights under the Employment Relations (Flexible Working) Act 2023. Furthermore, the proposed changes to the Acas Code of Practice on requests for flexible working still need to go through Parliament. Both are expected to come into force on 6<sup>th</sup> April 2024. Further revisions to the updated Flexible Working Policy (Appendix 1) may be necessary once these are available, therefore Members are asked to approve that, if necessary, the authority to make them is given to the Chief People Officer.

## **Changes to the Paternity Leave Policy**

7. The Statutory Paternity Pay (Amendment) Regulations 2024 change the rules on paternity leave for children born or placed for adoption after 6<sup>th</sup> April 2024.
8. The main features to note are:
  - An ability to split the two weeks of Statutory Paternity Leave as either one single block of one week, one single block of two weeks, or two separate blocks of a week each (instead of one week or two consecutive weeks).
  - The ability to take such leave at any point in the 52 weeks following birth or placement for adoption (instead of in the first 8 weeks after: birth, adoption placement for UK adoptions, or the date the child enters the UK for adoptions from abroad).
9. The Paternity Leave Policy has been updated and incorporates these changes, see Appendix 2.

## **Changes to the Sickness Absence Policy**

10. The definition of disability has been amended in relation to employment and occupation under the Equality Act 2010 (Amendment) Regulations 2023. In practical terms, provided a worker can show they have a physical or mental impairment with a long-term adverse effect on their ability to fully, and effectively participate in working life equally with their colleagues, it will be easier for them to establish that they are disabled.
11. The Sickness Absence Policy definition of disability is proposed to be amended to reflect this change:

Current wording

*30. The Equality Act 2010 defines disability as a “physical or mental impairment which has a substantial and long-term adverse effect on the ability to carry out normal day to day activities”.*

New wording

*30. The Equality Act 2010 defines disability as a “physical or mental impairment which has a substantial and long-term adverse effect on the ability to carry out normal day to day activities”. A person’s ability to participate fully and effectively in working life should be considered on an equal basis with other workers when looking at day-to-day activities.*

## **Changes extending redundancy protection**

12. Employees on maternity leave already have the right to be offered any suitable alternative vacancy (if there is one) when at risk of redundancy. The Protection from Redundancy (Pregnancy and Family Leave) Act 2023 provides for greater protection against redundancy, during pregnancy and after a period of relevant leave has ended (maternity, adoption leave, and shared parental leave).

13. On 5<sup>th</sup> March 2024, the government published the finalised Maternity Leave, Adoption Leave and Shared Parental Leave (Amendment) Regulations 2024 which extend the right to be offered available suitable alternative employment in a redundancy situation. The main features of this change are:
  - To employees who have informed their employer that they are pregnant.
  - To employees who have returned to work from statutory maternity leave, statutory adoption leave, or a period of at least six consecutive weeks' statutory shared parental leave. The protection applies for a period of 18 months from the child's date of birth, or placement for adoption.
14. HR Business Partners and line managers implementing a redundancy process will need to ensure that they take account of the extended redundancy protection period where any employees at risk of redundancy are pregnant or have recently returned to work from maternity, adoption or shared parental leave.
15. The Maternity Policy, Adoption Policy, Shared Parental Leave Policy, Redeployment Policy and Managers Guide to Organisational Change will be updated to reflect these extended redundancy protection rights. It is proposed that the Chief People Officer is given the authority to make these changes.

### **Changes to the Special Leave Policy – Carer's Leave proposal for paid leave**

16. The Carer's Leave Act 2023 provides for one week of unpaid leave per year for employees who are providing or arranging care for a dependant with a long-term care need (i.e., expected to need care for more than 3 months). On 4<sup>th</sup> March 2024 the government published the final version of the Carer's Leave Regulations 2024 to implement these reforms.
17. Carer's Leave comes into force on 6<sup>th</sup> April 2024. The main features to note are:
  - The introduction of one week's unpaid leave each year for employees who are carers, for the purpose of caring for a dependant, or arranging care for a dependant, with long-term mental or physical health needs.
  - Carer's leave will be a 'day one' right, meaning that staff will not require a minimum period of service.
  - Carer's leave can be taken in one continuous block, as individual days, or as half days.
  - Entitlement will depend on the relationship between the carer and the person being cared for, with a focus on dependants with a long-term care need or a terminal illness.
  - Employees will self-certify that they are eligible, with no evidential requirements (for example details of the dependant's condition or caring activities being undertaken).

18. Members are asked to consider making the one week's Carer's Leave eligible for pay at normal pay. This does not incur additional budgetary costs, as salary would have otherwise been paid when working. In so doing, this would be viewed as advantageous to employees who are also unpaid carers for dependants and potentially help retain them in the workplace.
19. There are presently 58 employees who have declared themselves as having caring responsibilities for dependants in City People (the City Corporation's HR and payroll system). However, according to Carers UK, there are over 7 million people in paid work who also provide unpaid care (Carers UK, 'Right to carer's leave', 2023), invariably we are not capturing data on all our staff with caring responsibilities. Work to encourage the disclosure of caring responsibilities is planned with an equality and diversity data capture campaign.
20. The Special Leave Policy will be updated to incorporate Carers Leave, see extract for insertion at Appendix 3.

### **Key Data**

21. See the Carers Leave section above.

### **Corporate & Strategic Implications**

- Strategic implications – The changes cited in this report will support improving our employment offer as part of the City Corporation's People Strategy.
- Financial implications – None.
- Resource implications – None.
- Legal implications – Updates to HR policies and procedures to ensure compliance with changes in employment law.
- Risk implications – None.
- Equalities implications – The changes cited in this report are in direct response to legislative/regulatory changes to ensure compliance, please refer to the UK government's impact assessments:
  - [Proposals to reform flexible working regulations \(The Flexible Working Regulations 2014\): Impact Assessment \(publishing.service.gov.uk\)](#)
  - The Statutory Paternity Pay (Amendment) Regulations 2024, a full [Impact Assessment](#) has not been produced for this instrument as no, or no significant, impact is foreseen.
  - The Equality Act 2010 (Amendment) Regulations 2023, a full [Impact Assessment](#) has not been prepared for this instrument because there is no impact as a result of its implementation. Its effects are to maintain existing legal principles, thus having no impact on business.
  - [The Protection from Redundancy \(Pregnancy and Family Leave\) Act 2023 Impact Assessment](#)
  - [The Carer's Leave Act 2023](#)

- Climate implications – None.
- Security implications – None.

## **Conclusion**

The policy changes detailed in this report are required to be assured of compliance with legislative/regulatory changes in UK employment law.

The proposal to make the newly introduced Carer's Leave paid leave is made on the premise of improving our employment offer and help to retain key staff who also care for dependants, whilst aiding their wellbeing.

## **Appendices**

Appendix 1 - Flexible Working Policy

Appendix 2 - Paternity Leave Policy

Appendix 3 - Carer's Leave [Insert to Special Leave Policy]

## **Background Papers**

Flexible Working Policy: the policy appendices are available upon request, these include: the flexible working application form, management decision letter templates, and FAQs).

## **Carol Simpson**

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<b>Committee(s):</b> Corporate Services Committee Policy & Resources Committee Court of Common Council	<b>Dated:</b> 10 April 2024 To be confirmed To be confirmed
<b>Subject:</b> Member-led Recruitment Procedures and Roles included	Public
<b>Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?</b>	Senior level recruitment impacts all Corporate Plan outcomes.
<b>Does this proposal require extra revenue and/or capital spending?</b>	No
<b>If so, how much?</b>	N/A
<b>What is the source of Funding?</b>	N/A
<b>Has this Funding Source been agreed with the Chamberlain’s Department?</b>	N/A
<b>Report of:</b> Alison Littlewood, Executive Director of HR & Chief People Officer	For Decision
<b>Report author:</b> Cindy Vallance, Employee Experience Lead	

## Summary

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

Given the need to provide assurance and clarity on all aspects of recruitment to senior roles along with the requirement to act quickly to recruit for critical roles and to avoid the risk of losing outstanding candidates due to protracted or unclear procedures, this report outlines proposed updates to the member-led recruitment procedures and committee involvement.

This paper focuses on recommended adjustments to recruitment procedures for roles of Chief Officers / Senior Management Group Officers (SMG) and a small number of additional roles where appointments are member-led.

## Recommendation

Members are asked to:

1. Agree the recommendations for updated member-decided procedures as outlined in Appendix 1.
2. Agree roles where member-led recruitment is used.

3. Note that approval will also be required from the Policy and Resources Committee and the Court of Common Council before any changes can take effect.

## **Main Report**

### Background and current position

4. The current member-led recruitment procedures are from 2016. These procedures have been accompanied since 2021 (midway through the TOM process) by a CSC-approved list outlining committee responsibilities for recruitment to each role.
5. Over the past two years, significant changes have been made to officer titles, job role content and department functions have been adjusted. Committee name changes have also been made during this time. Other amendments reflect the governance requirements around scrutiny for roles that are Grade I and/or those that are salary benchmarked at £100K and above.
6. The recommended adjustments to member-decided procedures and associated tables have been updated and are enclosed in Appendix 1.

### Corporate and Strategic Implications

7. Strategic implications – Ensuring the appropriate engagement of Committees ensures good governance practices are maintained within City Corporation.
8. Financial implications – None.
9. Resource implications – Member-led recruitment is extremely resource-intensive; however, current resourcing is seen to be sufficient for all appropriate processes and decision-making to take place for Chief Officer & SMG recruitment.
10. Legal implications – There are no legal implications, beyond the need for adherence to governance requirements and the requirement to adhere to the Localism Act 2011.
11. Risk implications – Maintaining the status quo will result in lack of clarity for decision-making and processes and can be seen as a reputational risk in the eyes of candidates and other members of the City Corporation communities, employees, and members alike. At a practical level, since senior roles can take up to six months to appoint, lack of clarity or overly slow processes can also risk the loss of outstanding candidates, supporting the need to streamline procedures where possible.
12. Equalities implications – A robust decision-making process, transparent procedures and due care and attention to all aspects of equality, diversity and



inclusion ensures that discrimination and bias, even where unintentional, does not take place.

13. Climate implications – There are no climate implications.

14. Security implications – Security implications are taken into account for all roles requiring close scrutiny and appropriate pre-employment checks.

### Conclusion

15. The goal in providing revised procedures and a list for the roles to be included in member-led recruitment will provide assurance that appropriate decision-making and processes are followed and are up to date to enable speedier recruitment for critical roles.

### Appendices

Appendix 1: Recommendations: March 2024 Member-led Recruitment Procedures

Annex 1.1: Member-led Roles / Committee Table

Annex 1.2: Salary Setting Framework

Appendix 2: Existing State: 2016 and 2021 Member-led Recruitment Procedures

Annex 2.1: Report and Member-led Roles / Committee Table.

### Background Papers

None

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<b>Committee(s):</b> Corporate Services Committee	<b>Dated:</b> 10/04/2024
<b>Subject:</b> Graduate scheme	Public
<b>Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?</b>	8: We have access to the skills and talent we need.
<b>Does this proposal require extra revenue and/or capital spending?</b>	Yes
<b>If so, how much?</b>	£380K year 1 £710K year 2
<b>What is the source of funding?</b>	City Estate
<b>Has this Funding Source been agreed with the Chamberlain's Department?</b>	Yes
<b>Report of:</b> Alison Littlewood, Executive Director of HR & Chief People Officer, People & HR	For decision
<b>Report author:</b> Kaye Saxton-Lea, People & Human Resources	

## Summary

This report provides details to the committee concerning the proposed re-implementation of the National Graduate Development Programme (NGDP) starting September 2024, seeking final approval after its initial presentation to the Executive Leadership Board in 2023. The reintroduction of the programme is aimed at bolstering the City Corporation's social mobility agenda while also addressing recruitment challenges in specific areas by fostering internal talent development within the organisation.

## Recommendations

The following recommendations are proposed for consideration by the committee:

1. Approve funding for a minimum two-year period for the National Graduate Development Programme (NGDP) and associated costs.
2. Endorse the recruitment of up to 9 National Management Graduates per year for a minimum of two years as part of the NGDP.
3. Acknowledge that the Finance Committee has endorsed, and the Court of Common Council has approved in principle the allocation of £380k in 24/25 and £710k from 25/26 from the City's Estate Budget for this purpose.

## Main Report

### Background

1. The City Corporation has historically administrated the National Graduate Development Programme (NGDP) with the aim of nurturing young talent and fostering professional growth with the organisation. However, in 2019, the programme was suspended to conduct a review of its effectiveness and alignment with our organisational goals. The funding was removed as part of the 12% savings put in place during the fundamental review.
2. The NGDP at the City Corporation previously engaged with two graduates annually, offering them a structured pathway into various roles within the City Corporation. Despite its initial intentions, concerns arose regarding the programmes efficacy, particularly regarding retention rates and diversity of participants. Graduates were observed to

frequently depart the programme prematurely, typically towards the end of their first year. Furthermore, there were apprehensions regarding the programmes ability to attract a diverse pool of candidates and support our commitment to social mobility initiatives.

3. In 2020, the work was then paused due to the covid 19 lockdown, and the work being undertaken on the target operating model. In 2023, The YEN network proposed a paper to the Executive Leadership Board (ELB) that a generalist graduate scheme should be reintroduced to the City Corporation. (appendix 1) This proposal recommended the following:
  - a. Register the City Corporation with the NGDP managed by the Local Government Association for the 2024/2025 cohort.
  - b. Seek agreement this should be funded centrally, with departments and Institutions bidding to host a National Management Trainee (NMT) for a six-month placement.
  - c. Approve the appointment of a fulltime Graduate and Work Experience Coordinator to sit within the Learning & Organisational Development Team to manage the scheme.
  - d. The City Corporation to recruit up to 9 Graduates/NMT per year, Graduates would be paid Spinal point 1018 (Top of grade B) in year 1 and spinal point 1022 (bottom of grade C in year 2).

Table below taken from original report prior to 2023/24 pay award.

	Cost of one Graduate		Cost of 9 Graduates	
	2024/25	2025/26**	2024/25	2025/26**
Local Government Association fee	£3,500	£7,000	£31,500.00	£31,500.00
Pay	£33,120	£66,860	£298,080.00	£619,740.00
Travel and additional costs	£200.00	£400.00	£1,800.00	£3,600.00
Graduate and work experience coordinator *	£41,360	£42,220	£41,360.00	£42,220.00
Cost	£77,880	£116,480	£372,740.00	£697,360.00

\*Spinal point 1030 grade D and excludes on-costs

\*\* based on current pay structure 2023/2024 excluding on-costs

### Next Steps

4. Collaborating with the Local Government Association (LGA), our objective is that 75% of incoming graduates to the City Corporation hail from Non-Russell Group Universities. This strategic partnership underscores our commitment to embracing diversity and inclusivity by widening the pool of prospective candidates.
5. Collaborate with departmental managers to secure 6-month placements across the City Corporation, enabling graduates to work on critical projects in line with the NGDP programmes aims and objectives. We aim to offer robust support systems and tailored resources to facilitate graduates' growth within the Organisation. This approach not only enriches our talent pipeline but also fosters an environment conducive to continuous learning and innovation.
6. A 2-year programme will be designed to support the graduates to develop and achieve the Chartered Management Institute (CMI) Level 7 qualification in Leadership and Management. This will equip them with the necessary knowledge and skills to be effective leaders in the public sector.

7. Conduct a comprehensive evaluation throughout the duration of the programme to assess its effectiveness and measure its success against predetermined benchmarks within the People Strategy. Based on the finds of the evaluation, make informed recommendations for the continuation of the programme beyond the initial two-year period. This includes seeking funding approval for the 26/27 fiscal year to sustain and potentially expand the National Graduate Development Programme

#### Corporate and Strategic Implications

8. Strategic implications – The National Graduate Development programme will be an integral part of the People Strategy and provide a structured pathway within the My Talent and development, enabling the cultivation of a skilled workforce, which in turn will enhance employee retention and facilitate succession planning by nurturing talent. Help bridge the skills gaps by providing hands-on-training and practical experience, demonstrating the organisations commitment to workforce development and corporate social responsibility.
9. Financial and Resource implications –
  - Costs 1 per year graduate £77,880, 9 graduates £372,740.00 (inclusive of graduate and work experience role and excluding on-costs year in the first year)
  - Costs 1 per year graduates year 2, £116,480, 9 graduates year 2, £697,360.00
10. Legal implications – None arising from the report.
11. Risk implications – The funding allocation currently does not go beyond 25/26. It will be important to assess any risk implications associated with the Ambition 25 project, particularly concerning where the graduates will sit within its framework. Additionally, consideration pertains to the potential hurdles in securing suitable placements across diverse departments.
12. Equalities implications – Equality, Diversity and Inclusion are critical to the success of Graduate programme. Offering opportunities for individuals from diverse backgrounds to enter and thrive in the workforce, will ensure that the organisation meets their socioeconomic and social mobility agenda.
13. Climate implications – There are no specific climate implications arising from this report.
14. Security implications – There are no direct security implications.

Conclusion – In conclusion, the reintroduction of graduates into the City Corporation offers a promising avenue for leveraging fresh perspectives and skills while infusing our workforce with renewed energy and enthusiasm. This initiative not only cultivates a vital career pathway for individuals embarking on their professional journeys but also reinforces our dedication to nurture talent and foster excellence and greater innovation.

#### Appendices

1. Generalist Graduate Scheme – proposal to the Executive Leadership Board

#### Background Papers

None

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

## Summary

This report presents an overview of the updated Health & Safety Policy of the City of London Corporation. The policy underwent a thorough review by the safety team following an external review by Quadriga, which emphasised alignment with legal requirements and organisational restructuring. Key revisions include the removal of the Chief Operating Officer and the repositioning of the Health & Safety function within the Deputy Town Clerk's function. Notable changes have been made, such as the addition of the Town Clerk's personal statement on health and safety, the creation of a Strategic Safety Board to supersede the current officer led Corporate Health & Safety Committee and the integration of the Chief People Officer and Commercial Director, acknowledging their organisational safety risk management responsibilities. The policy enhancements also feature refreshed diagrams illustrating the Health & Safety Management System and governance pathways within the Corporation. This comprehensive update underscores the commitment of the City of London Corporation to ensure a safe and healthy working environment for all and in support of the People Strategy.

## Recommendation

Members are asked to approve the updated and reviewed Health & Safety Policy set out at Appendix 1.

## Main Report

### Background

1. Following a red risk raised by internal audit, the Town Clerk engaged a review by Quadriga on the effectiveness of the second line of defence for health & safety. One finding was that our Policy was out of date. the current Policy is dated 2018 and should have been reviewed in 2021.

### Current position

#### **Health & Safety Policy review**

2. This Policy was thoroughly reviewed by the Quadriga audit, which recommended as follows: *'The draft Health, Safety and Wellbeing Policy is well written and should be finalised and adopted taking account of the changes needed following the removal of the Chief Operating Officer. References to the relevant legal requirements that the Policy*

*is intended to fulfil should be included, specifically Section 2(3) of the Health and Safety at Work etc. Act 1974, Regulation 7 of the Management of Health and Safety at Work Regulations 1999 and Regulation 4 of the Construction (Design and Management) Regulations 2015.'*

3. The draft Policy is attached at Appendix 1. The Policy was approved by ELB on 22<sup>nd</sup> March 2024.
4. On page 4 of the Policy, the Chief Operating Officer (COO) role has been removed and the departments listed reflect the current structure. Specific reference to Section 2(3) of the Health & Safety at Work Act 1974 is now made at Page 3 under the Scope section of the Policy. Reference to Regulation 7 has now been aligned to the role of the Health & Safety Director, Page 14, Para 7.2. and Regulation 4, Construction (Design and Management) Regulations 2015 has been encompassed as a general responsibility of Chief Officers.
5. The Policy has also changed in line with the December 2023 organisational restructure, repositioning of the Health & Safety function into the Deputy Town Clerk's Department. The Policy acknowledges the Department now responsible for the strategic direction of health & safety at the City of London Corporation. The most significant change is the move away from an officer led Health & Safety Committee to creating a 'Strategic Safety Board' as outlined in the Policy at page 8, paragraph 5.6. This clarifies and aligns to the position and Terms of Reference of the Corporate Services Committee as the responsible Member-led Committee with oversight of Health & Safety across the City of London Corporation.
6. The Unions have been consulted and have agreed to collaborate on safety issues working as our strategic partners on the Strategic Safety Board, and if successful in practice, as is the intent of all parties this will negate the requirement for a separate consultative mechanism under the Safety Representatives and Safety Committees Regulations 1977.
7. Health & Safety responsibilities were also reviewed in the Members and Chief Officers Schemes of Delegation. This partly closes off another key finding of the Quadriga report concerned with safety responsibilities not being embedded in Job Descriptions. This workstream will be fully closed off as we partner with HR during the Ambition 25 work.
8. There are typically three main channels for safety risk to enter an organisation: Departmental work processes and tasks, the people employed to do the work and external risk imported from the procurement of goods and services. Previous policies highlighted and focussed on the responsibilities of Chief Officers and Managers under the first channel. In recognising this gap, the Chief People Officer has been specifically included in this review for the risk generated by human resource processes and reflects the importance of occupational health, learning & organisational development and wellbeing in mitigating these risks. Page 10, para 6.2. Contractor Management and Procurement of goods and services is another key risk channel for an organisation. To mitigate these safety risks, this Policy now highlights the role and responsibilities of the Commercial Director, shown at Pages 10-11 Paragraph 6.3.
9. The Policy has also refreshed some key diagrams illustrating how the health & safety management system operates, as supported by the Policy. At Paragraph 8, Figure 1, we include an updated, simplified diagram of the governance and escalation pathways within the Corporation of London, integrating the new Strategic Safety Board and critically emphasising each departmental committee's own governance oversight responsibility for health & safety, along with how each Chief Officer manages these



committees. It also shows how health & safety must be aligned into every team meeting at every hierarchical level to connect the coal face to the organisation's decision makers and how the safety management system is the key mechanism for this to happen. This integration forms the backbone of risk escalation and communication pathways in both directions. The Chief Officers' Risk Management Group (CORMG) has also been incorporated to ensure that 'safety' as another business risk is visible to this group following feedback from the Corporate Strategy team.

10. Figure 2 on Page 16 shows a diagram of the Plan, Do, Check Act Cycle. This cycle is the universally adopted model for successful health & safety management. The diagram clearly shows the roles people, processes and governance mechanisms play at the City of London Corporation and how they are expected to work together, not simply to deliver safe work, but to continuously improve safety processes and outcomes.

### **Corporate & Strategic Implications**

11. **Strategic implications** – Development of the SSB will allow us to plan and collaborate on work programmes to effectively support the Corporate Plan or reinforce health & safety as a cultural belief of the People Strategy.
12. **Financial implications** – None at this stage.
13. **Resource implications** – None at this stage.
14. **Legal implications** – This Policy closes off a major compliance gap as was identified by the Quadriga audit. Our current Policy is three years overdue with its review.
15. **Risk implications** – None at this stage.
16. **Equalities implications** – Based on all available data there is no evidence at this time to suggest that there is any adverse impact in relation to any protected characteristics.
17. **Climate implications** – none.
18. **Security implications** – none.

### **Conclusion**

19. The thorough review and update of our Corporate Health & Safety Policy, as detailed in this report, reflects our commitment to ensuring the health, safety and wellbeing of all employees and stakeholders within the City of London Corporation. The changes made, including alignment with relevant legal requirements, following organisational restructures, and identifying all risk safety channels are crucial steps towards enhancing the effectiveness of our health and safety risk mitigation and governance.
20. The introduction of the Strategic Safety Board signals a strategic shift towards proactive safety risk management and collaboration with our union and HR partners, further emphasising our dedication to continuous improvement in health and safety practices.
21. Members are asked to approve the updated and reviewed Health & Safety Policy.

### **Oli Sanandres**

Director of Health & Safety (Interim)

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### **Appendices**

Appendix 1 – Draft Reviewed Health and safety Policy

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

## Summary

The purpose of this report is to provide Corporate Services Committee with a health & safety update, including progress on the implementation of the external Quadriga review recommendations. Key updates this month include the consultation on and officer-level approval of the Corporate Health & Safety Policy (which is presented for approval by Members elsewhere on today's agenda), the Safety Management Framework review, the completion of three pilot assurance audits in the Environment Department, and the Health & Safety forward work plan for 2024. This work plan will drive larger core pieces of work that will refresh our Safety Management System and will close off the remaining of the findings from the external audit, such as health & safety training and the review of safety documentation and guidance. To date, we are at 31% completion with regard to implementing the recommendations. This report also gives an update on the progress of the Building Safety Case progress.

## Recommendation(s)

This paper is for information. Members are asked to note the general update.

## Main Report

### Background

- Following a red risk raised by internal audit, the Town Clerk engaged a review by Quadriga on the effectiveness of the second line of defence for health & safety. To realign the team into its original and correct second line of defence role, structural changes were made in December 2023. Of the 19 Quadriga recommendations, 31% percent of actions are now closed. Six are complete, 17 are in flight and two are yet to be started. Attached at **Appendix 1** is an updated tracker of the workstreams.

### Current position

#### *Health & safety systems review*

- A key piece of work carried out by the team since January 2024 has been the review of the Health & Safety Policy and the organisational arrangements for managing health & safety, typically referred to as its safety management framework (SMF). The Policy has been reviewed and has been presented for approval elsewhere on your agenda today. The SMF sets out how the organisation will manage safety, instructions to operate the safety management system (SMS). The framework sets the broad operating structure

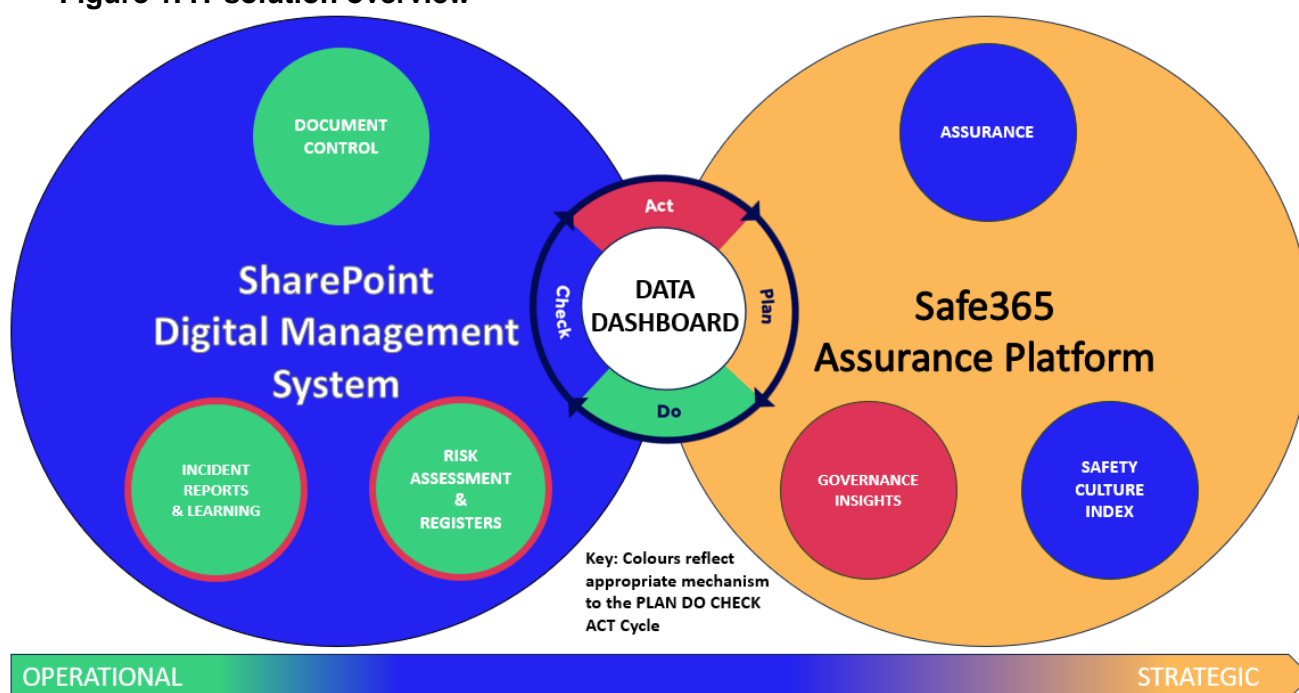
within which departments will manage their own health & safety management systems, as is expected of front-line operations in our policy. This is also consistent with first line of defence principles and the INSHPO (International Network of Safety & Health Professional Organisations) framework. It was work shopped on 29<sup>th</sup> February with our HSPN (Health & Safety Professional Network) colleagues from Departments. There was unanimous support for this approach and a real desire to collaborate on its implementation departmentally.

3. The SMF has been designed to create a 'freedom within a framework', specifically to allow enough freedom of movement, within boundaries, to departments given our organisational complexity and variation between departments. The boundaries set are: a) compliance and b) risk. It is designed to be proportionate based on departmental risk profile, dictated by size, complexity, safety maturity and hazard loading. In other words, lower risk departments will not be required to spend disproportionate resources on safety, however setting a clear expectation that compliance with the law is a minimum requirement. This proportionality allows for 'safety bureaucracy' to be kept to a minimum and supports safety as a dynamic business enabler, rather than a bureaucratic activity.
4. The framework builds on the responsibilities within the health & safety policy and sets out our assurance framework. It mandates key expectations for departments i.e. the nomination of safety leads and directing minimal competence requirements for roles and people (matched to risk profile). It sets minimum organisational training requirements and introduces the standards that will allow us to maintain control of the system, diagnose its efficiency and, critically, allow us to monitor compliance and provide assurance, specifically on the key legal aspects of work: risk assessment, accident investigation and lessons learnt, and making reports to the regulator, the HSE (Health & Safety Executive) under RIDDOR (Reporting of Injuries Diseases & Dangerous Occurrences Regulations 2013). The draft framework is attached. It is attached only as an example to show the detail involved. It is hoped it will give Members a feeling for the complexity and the controls we are setting organisationally to support in safety being a deliberate outcome of work. This will remain a living document and as such will consistently evolve to support the organisation.

#### **IT Infrastructure & Assurance**

5. The health and safety team has completed scoping its requirements for an IT system, in line with recommendation 17 of the Quadriga audit. We have identified and shortlisted two solutions now being taken through the IT & procurement process. They are, a SharePoint Digital Management System, expected to be built for us by a specialist external vendor, under our guidance but leveraging our organisational investment into the existing Microsoft SharePoint infrastructure. Using an external provider allows us to prototype a compliant solution at speed and shorten the design iteration cycle. This solution will digitise our safety management system and set the foundations for central visibility, oversight of key documents and the gathering key data points to enable performance reporting.
6. The second solution is a third-party SaaS (Software as a Service) assurance platform which will enable us to diagnose and understand our departments' ability to manage health & safety and their efficiency and effectiveness in doing so, i.e. their safety maturity. This will in turn allow us to provide assurance to the Town Clerk and Members from across the Corporation.
7. Together, these will become the City of London Corporation's health & safety IT solution. An overview of the solution architecture is shown below at Figure 1.

**Figure 1. IT solution overview**



**Assurance**

8. Our assurance framework has also been scoped, we have identified 55 teams organisationally whose task complexity and risk loading (hazard potential x severity) would merit a regular assurance deep dive. The proposed SaaS system, outlined in paragraph six, will make the corporate health & safety team more efficient by reducing audit time from 2 days to 4 hours and the assurance process more effective and comparable by using one audit methodology. Moreover, it accelerates the assurance cycle, allowing us to deliver a systems audit for all departments annually. Under these plans, 10% of departments will be externally audited by a third party, conforming to best practice. When implemented, this solution will generate 430 extra data points, 23,650 new data points across the 55 profiles.
  
9. Using this assurance platform three pilot audits have been undertaken in the Environment department. Heathrow Animal Reception Centre (HARC), North London Open Spaces (NLOS) and City Gardens & Cleansing. The team would like to recognise the Director of Environment and his SLT for championing this, volunteering to go first, modelling excellent safety leadership. The results have been encouraging, showing they are all operating a live safety management system, the key requirement of safety legislation. None of the three pilot sites met the 65% score, indicating full system compliance, scoring in the 53-58% range. As an aggregated score this gives the Environment Department an overall score of 55%, so far.

Division Audited	Outcome (Compliance >65%)	Div. Areas of improvement
City Gardens & Cleansing	<b>58%</b>	Verification & Audit
Heathrow Animal Reception Centre	<b>55%</b>	Verification & Audit
North London Open Spaces	<b>53%</b>	Verification & Audit Emergency Preparedness

10. A common area identified for improvement are our corporate processes for Director inductions. This process ensures our senior leaders have the right knowledge and understanding of what is required from them in the safety context, setting them and their departments up for success. Improving this area alone will increase scores by 3% across divisions, bring us closer to the 65% target. The insights gathered allow us to formulate interventions to fix the gaps. Our aim is to carry out this exercise across the entire organisation, unlocking vital insights for SLT and the new Strategic Safety Board (SSB) to direct priorities and giving visibility of the management system and its effectiveness. **Appendix 2** provides a breakdown of audit performance in the pilot areas visualised through the starburst indicator.

**Next Steps: Year of Foundations**

11. To build back in 2024 we will focus on embedding the basics. This programme will allow us to re-instate the SMS, update it, communicate it, and assure necessary corporate mechanisms (training, documents and master procedures are fully in place). The Corporate Health & Safety team will support Departments by right sizing their local SMS with them through a series of implementation workshops. One key outcome is to specifically scope the need for safety resources, as per the Quadriga audits first recommendation and align any resource uplifts to our medium-term financial strategy. This decision must be supported by data, using parameters such as safety maturity, hazard loading, departmental complexity, knowledge, structures etc. The aim is to set solid foundations for a strong safety culture. We have identified five key objectives for implementation in 2024.

Objectives	Key Results
1. Develop the Safety Management Framework and align to City of London Corporation by EOY 2024	1.1 Complete initial draft of the Safety Management Framework by June 2024. 1.2 Obtain feedback from relevant stakeholders and incorporate necessary revisions by September 2024. 1.3 Finalise and roll out the Safety Management Framework with City of London Corporation by December 2024.
2. Digitise our Safety Management System and approach to assurance by building a Safety Portal on COLNET by July 2024	2.1 Assess existing systems and requirements for digitisation by April 2024. 2.2 Develop and launch the prototype version of the Safety Portal on COLNET by June 2024. 2.3 Complete testing and debugging, ensuring full functionality by July 2024. 2.4 Procure Safe365 Assurance tool by May 2024 2.5 Complete Safe365 audits across 55 Risk Profiles by August 2024
3. Design and deploy a bespoke IOSH accredited managing safely and leading safely course for the CoL by October 2024	3.1 H&S governance update session for Directors & Members by June 2024 3.2 Develop course curriculum and materials by August 2024. 3.3 Pilot the course with a select group of leaders and gather feedback by September 2024. 3.4 Refine the course based on feedback and deploy it across the City of London Corporation by October 2024.
4. Develop a performance reporting mechanism for SLT and CSC by April 2024	4.1 Identify key performance indicators (KPIs) for safety management by April 2024. 4.2 Develop a reporting framework, cadence and report template to feedback safety performance to leadership by April 2024.

	4.3 Implement the performance reporting mechanism and push down into Departments by August 2024.
5. Raise profile of Health & Safety amongst City of London Colleagues in 2024	<p>5.1 Launch a health &amp; safety communications campaign to increase awareness of health and safety by April 2024.</p> <p>5.2 Organise workshops (future strategy) sessions to canvass colleagues on their perceptions of safety and gather data for medium to long term strategy by June 2024.</p> <p>5.3 Measure and evaluate the effectiveness of the awareness campaign and target improvement measures for 2025.</p>

A Roadmap and Timeline is included at **Appendix 3**.

### **Live Issues: Building Safety Case**

12. In terms of live issues, there is one specific item to which the committee's attention should be drawn, namely, the Building Safety Act.
13. Under the Building Safety Act 2022, a number of new roles and responsibilities have been introduced relating to high-rise residential properties. These duties relate to the management of risk and prevention strategies to avoid and reduce the impact of potential incidents. The Building Safety Act aims to limit the consequences should an incident occur relating to fire safety (which includes smoke, heat, fumes and any form of combustion) or structural failure of a high-rise building.
14. One of the new responsibilities is the requirement to produce and maintain a BSC (Building Safety Case) Report. The new building regulator may call these in for review from the 1<sup>st</sup> of April. Organisationally we were lagging with progressing these BSCs (of which there will be 34 in total). At the beginning of March, we set up a working group to ensure we are actively driving and tracking the safety cases through to completion. The Director of Community & Children's Services has been chairing this group and, at the time of writing, we are now expecting all our highest risk buildings, the residential towers, to be fully complete by this date. Work will continue to ensure the others are progressed at pace.

### **Corporate & Strategic Implications**

- **Strategic implications** – None at this stage
- **Financial implications** – Quotations received to implement the identified assurance system is £180,000 for a three-year period. This is currently being scoped by procurement and IT.
- **Resource implications** – None at this stage.
- **Legal implications** – None at this stage.
- **Risk implications** – None at this stage.
- **Equalities implications** – None at this stage.
- **Climate implications** – None at this stage.
- **Security implications** – None at this stage.

### **Conclusion**

15. Significant strides have been made in the implementation of the 19 Quadriga recommendations, with 31% of actions already closed and good progress evident across various fronts. Notably, the reviews of our Health & Safety Policy and Safety Management Framework have been conducted, aligning them with our current organisational structure and strategic direction. Endorsement for these elements and

our forward plan is imperative, as it sets the stage for enhancing safety management practices within our organisation.

16. The proposed IT solutions hold promise in streamlining our safety management processes and providing robust oversight to leadership. The pilot assurance audits conducted in the Environment department exemplify proactive engagement with safety initiatives, despite the need for further improvement to achieve the 65% target. A measure of assurance should be taken away from the fact that they are operating a live management system, they key legal requirement. These findings will inform our ongoing efforts to strengthen safety practices across all departments.
17. Looking ahead, our focus for 2024 is centred on laying solid foundations for safety management, encompassing objectives ranging from framework embedding to the development of performance reporting mechanisms and heightened awareness campaigns. By diligently pursuing these objectives, we aim to cultivate a culture of safety excellence and fulfil our commitment to safeguarding the wellbeing of our employees and other stakeholders.
18. Members are asked to receive this report for information and note that:
  - Good progress is being made on closing the findings from the Quadriga Health & Safety Audit, 31% of these have now been completed.
  - The Health & Safety Policy is in the process of being approved and a plan is in place to refresh our safety management processes.
  - The Environment Department's pilot audits have revealed areas for improvement in verification and audit processes, as well as Director Knowledge mechanisms, necessitating enhancements to bolster safety performance and compliance.
  - The working group mechanism to track and ensure that our building case submissions are available if called in by the regulator by 1<sup>st</sup> April has ensured that eight of our highest risk buildings will have been completed.

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**Appendices**

Appendix 1 – Quadriga Action tracker

Appendix 2 – Safe 365 Audit Profiles breakdowns of the piloted area

Appendix 3 – Roadmap & timelines

Appendix 4 - City of London Corporation Health and Safety Organisational Arrangements:  
The Safety Management Framework (SMF)



**CORPORATE SERVICES COMMITTEE FORWARD PLAN**

	<b>10 April-24</b>	<b>15 May-24</b>	<b>3 July-24</b>	<b>11 September-24</b>	<b>23 October-24</b>	<b>27 November-24</b>
<b>Standing Annual Items</b>	CSC Forward Agenda Health & Safety	CSC Forward Agenda Health & Safety Pay Gap Report Annual Workforce Report	CSC Forward Agenda Health & Safety	CSC Forward Agenda Health & Safety	CSC Forward Agenda Health & Safety	CSC Forward Agenda Health & Safety
<b>HR Department Reports</b>	Ambition 25 Member Led Recruitment Re-Introduction of the Graduate Programme Procurement of Managed Service – Temporary Agency Resource Contract Causal Labour Review Recruitment for Director of Equality, Diversity & Inclusion Policy Review Update	Ambition 25 Casual Workers Pension Update People & HR Transformation Plan Update (Verbal)	Ambition 25 People & HR Transformation Plan Update Staff Survey Results Member Decided/Member Involved Recruitment	Ambition 25 Policy Review Framework	Ambition 25 People & HR Transformation Plan Update	
<b>Other Department Reports e.g. MFS, Restructures etc.</b>		Funding for the 23 Mile Club				

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