

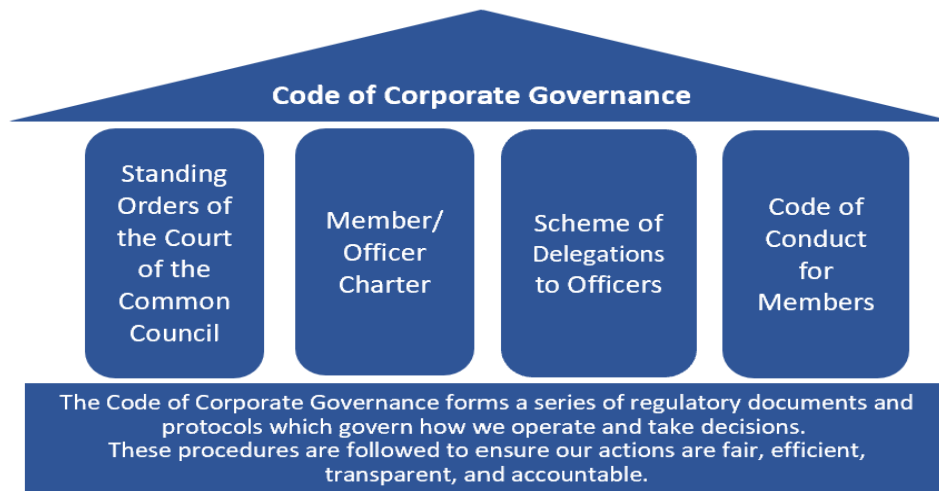
## Annual Governance Statement (City Fund) 2023-24

### Executive Summary

1. The City Corporation has approved and adopted a code of corporate governance which is consistent with the principles of the CIPFA/SOLACE *Delivering Good Governance in Local Government Framework 2016*.
2. This statement explains how the City Corporation has complied with the code and also meets the requirements of [regulation 6\(1\) of the Accounts and Audit \(England\) Regulations 2015](#), which requires all relevant bodies to prepare an annual governance statement.
3. The City of London Corporation is satisfied that appropriate governance arrangements are in place. The organisation is committed to continuous improvement and changes that are due to be made in the coming year will strengthen this position further.
4. **The Head of Internal Audit has provided an annual opinion stating that the City has adequate and effective systems of internal control (which includes governance arrangements) in place to manage the achievement of its objectives. This is informed by completed Audit work, discussion with key officers and observation of the governance process in operation.**

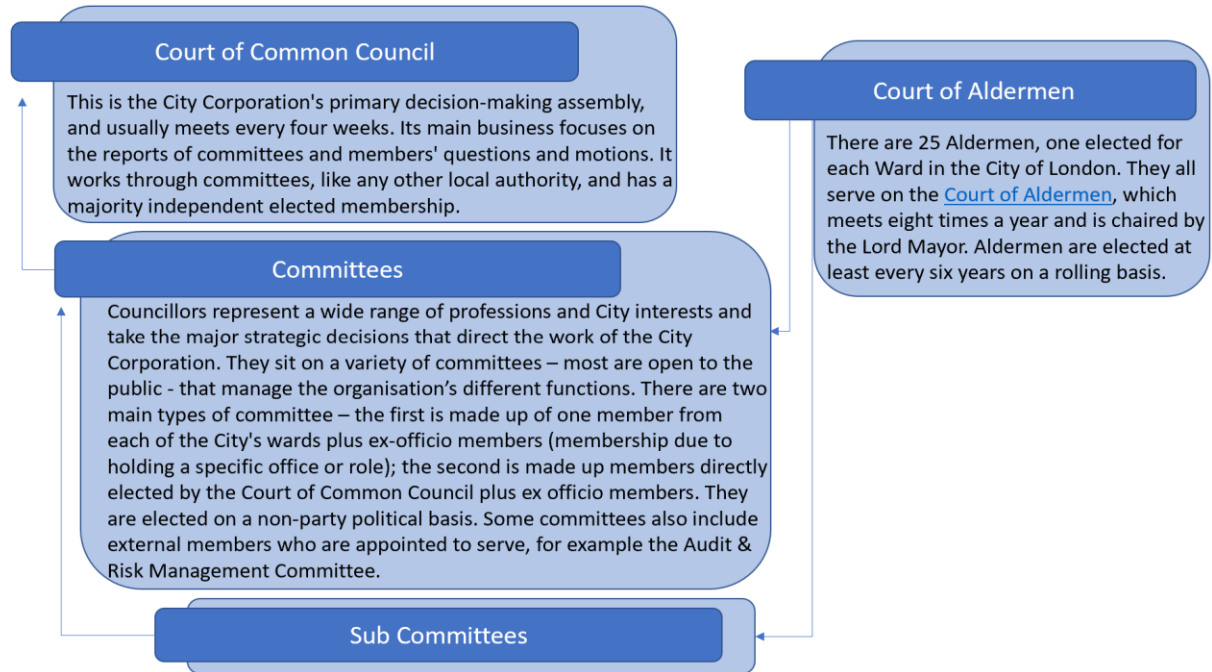
### Code of Corporate Governance

5. The principles of good governance are embedded within a comprehensive published Code of Corporate Governance, which is a series of regulatory documents and protocols which govern how the City Corporation operates and takes decisions. This code covers both the Local authority and Police Authority roles and is also applied to our private and charitable functions, where appropriate. It links together a framework of policies and procedures, all of which are published on the City of London Corporation's web pages at the following location: [Corporate Governance - City of London](#)



- The [Standing Orders of the Court of the Common Council](#) outline how the court shall be run.
- The [Code of Conduct for Members](#) states members shall have regard for the Seven Principles of Public Life: Selflessness, Integrity, Objectivity, Accountability, Openness, Honesty and Leadership.
- Our [Member/Officer Charter](#), in conjunction with the City Corporation's Member and Employee codes of conduct, ensures that appropriate working relationships and mutual expectations are more clearly established and promoted between Members and Officers.
- The Court of Common Council has agreed the principle that authority should be delegated to Chief Officers (and their nominated Deputies or Assistants) under the [Scheme of Delegations to Officers](#) for carrying out the day-to-day management of all services and for the discharge of specific statutory and non-statutory functions.

6. Our decision-making arrangements operate on a committee-based system whereby a series of "Grand" committees are appointed annually by the Court of Common Council every April. Those Grand Committees in turn, will appoint sub committees to oversee specific scrutiny and functions. Some Grand and Sub-Committees have decision making powers. These committees, the principal governing body being the [Court of Common Council](#), meet regularly throughout the year at a cadence appropriate to the nature of their business. Common Councillors are elected for three-four year terms on Grand Committees, which are staggered. Some Committees have term limits based on best practice for that sector.



7. Key features of the City Corporation's Governance Framework include effective leadership, scrutiny and review, and robust decision making and risk management.


Key Elements of the Governance Framework		
<p><b>Members, Committees and Policy Chair</b></p> <p>Provide leadership and set policy to maintain the City's global standing as a vibrant and thriving City, supporting a diverse and sustainable London within a globally successful UK</p>	<p><b>Scrutiny and Review</b></p> <p><a href="#">Committees</a> scrutinize and review policy, plans and performance:</p> <ul style="list-style-type: none"> <li>• Audit and Risk Management Committee</li> <li>• Nominations and Effectiveness Sub Committee of the Audit &amp; Risk Management Committee</li> <li>• Corporate Services Committee</li> <li>• Policy and Resources Committee</li> <li>• Finance Committee</li> <li>• Police Authority Board</li> <li>• City Bridge Foundation Board</li> </ul>	<p><b>Risk Management</b></p> <p>Corporate risks are considered by the Chief Officer Risk Management Group (chaired by the Chief Strategy Officer), and Executive Leadership Board, and reported to Audit and Risk Management Committee</p>
<p><b>Decision making</b></p> <p>Committee meetings are held in public and recordings are available on <a href="#">City of London Corporation – YouTube channel</a> for up to one year Decisions <a href="#">are recorded</a> on the City Corporation website</p>	<p><b>Town Clerk and Chief Executive and other Chief Officers</b></p> <p>The <a href="#">Town Clerk and Chief Executive</a> is the Head of Paid Service and responsible for City Corporation staff and for leading the Chief Officer executive leadership team. The Comptroller &amp; City Solicitor is the Monitoring Officer for the purposes of s.5 of the Local Government and Housing Act 1989 with responsibility for supporting lawful decision making and legal compliance and the promotion of high standards of conduct by elected and co-opted members of the Court of Common Council. The Chamberlain and Chief Finance Officer is the City Corporation's s.151 Officer responsible for the proper administration of the Corporation's financial affairs.</p>	

## The Corporate Plan

8. The City of London Corporation Corporate Plan defines the key outcomes we want to achieve over a five year period to help us spend our resources (time and money) on what we value. [Corporate Plan 2024-29](#), which is effective from 1 April 2024, is a living document which will be monitored, reviewed, and refreshed during the five-year period, with progress published annually. It includes positive outcomes which are measurable by assessing impact. These measures will be further developed and refined during the lifetime of the plan. The plan also ties individual contribution to our core purpose, builds on the past and lays a foundation for the future and recognises the City Corporation's spheres of operation and influence: the Square Mile, London, nationally, and globally. It will be implemented through and alongside other strategies and programmes and is agile and iterative to respond to new challenges.

## Progress on Issues identified in the 2022-23 Annual Governance Statement

9. The City of London Corporation has taken action to progress issues identified in the Annual Governance Statement 2022-23, as listed below.

Issue identified	Action Taken	Outcome
Delivery of the Corporate Plan <sup>1</sup>	From July 2023, over a period of 9 months, Corporate Plan 2024-2029 was developed through extensive engagement and collaboration. Corporate Plan 2024-29 is effective from 1 April 2024 and progress is to be reported annually after the end of year 1.	
Implementing Internal Audit Review recommendations for Health & Safety	In July 2024 the City of London Corporation undertook an external review of health & safety governance within the organisation. This was undertaken by Quadriga Health & Safety Ltd. The review generated key recommendations, including a need to review the positioning of the central health & safety function into a second line of defence role. It also recommended a review of competent safety personnel across all departments of the organisation. Several recommendations have already been actioned, such as the reporting line of the team, now sitting under the Deputy Town Clerk and improving its reporting cadence into the Executive Leadership Board, and Corporate Services Committee.	Ongoing
Improving the management of the City Corporation's housing provision	An independent review of customer service functions across housing and repairs was carried out in 2023, identifying 30 recommendations for improvement, which are being taken forward under the name of the <a href="#">Resident Focus Project</a> . An implementation action plan will track progress and updates are provided each month. Significant progress has been made on producing new Service Standards and supporting policies and procedures, to enhance housing management service delivery. A new Housing Strategy for 2024-29 is in the final stages of development and will be supported by an action plan to coordinate service improvements across Housing and Repairs. Additionally, steps are being taken to strengthen compliance activity to ensure safety in the homes we manage, with a new post of Housing Compliance Manager being created to coordinate this vital work. The responsive repairs contract is being re-	Ongoing

<sup>1</sup> In July 2023 the Court of Common Council decided that a Corporate Plan 2024-2029 would be implemented from 1 April 2024 and consequently work to attach an Annex to Corporate Plan 2018-2023 for the 2024 year was superseded.

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	<p>procured in time for April 2025, with substantial resident and Member involvement to ensure that the new service meets the Corporation's and tenants' priorities.</p> <p>A new regulatory regime for social housing came into effect on 1 April 2024 and officers are working to ensure that services meet regulatory expectations. The first mandatory Tenant Satisfaction Survey was conducted in late 2023 and showed increased performance on previous years.</p>	
Positioning City of London Corporation as an Employer of Choice through our people and talent offerings	<p>The City Corporation's HR Function, led by the Chief People Officer and overseen by the Executive Leadership Board and Corporate Services Committee, produced the <a href="#">People Strategy 2024-29</a>. The first of its kind for the City Corporation, it captures a range of services and actions to be delivered across the duration, designed to ensure that leaders and the workforce are supported effectively, enable inclusive recruitment and retention of the best talent, and position the City Corporation as an employer of choice. All the People Strategy themes are interconnected to support the achievement of the Corporate Plan objectives while providing an exceptional work environment where all our people can thrive. Key workstrands including Ambition 25, work on the City of London Corporation's Values, and on culture and behaviours are ongoing.</p>	Ongoing
Enabling a data driven organisation through appropriate technology and capability	<p>In 2023-24 the City of London Corporation undertook a detailed Data Maturity Assessment in partnership with Hitachi Solutions. The Assessment outlined a series of key recommendations including the need to review the organisation's data governance, develop a centre of excellence for data and establish a corporate data platform to support more effective data sharing and derive greater value from the organisation's data. These recommendations are in the process of being implemented and are due to complete in 2024-25. The ongoing focus on data will be encapsulated and further progressed through the emerging Digital, Data and Technology Strategy.</p>	Ongoing
Continuing to strengthen Equality, Diversity & Inclusion	<p>The corporate EDI portfolio transferred to CSPT in November 2023 with the following agreed areas of focus:</p> <ul style="list-style-type: none"> <li>• EDI Team: support to the current EDI team.</li> <li>• Compliance: ensure the CoLC is compliant in its EDI duties and commitments.</li> <li>• Political Priorities: take stock and prioritise delivery of the political EDI commitments (namely delivery of the <a href="#">Equality Objectives</a> (published March 2024), completion and embedding the Tackling Racism Taskforce Recommendations and address gaps relating to EDI Data)</li> <li>• Review: scope and agree the terms of reference (with Members) of a review into EDI.</li> </ul> <p>Department and Institution EDI teams also provide expertise and support.</p>	Ongoing

## Review of Effectiveness

10. The City Corporation identified the following governance performance indicators.

Governance Key Performance Indicators	Outcome
Internal Audit Work: as at 31/03/2024, 18 Internal Audit reviews were completed (final reports issued), the majority of which resulted in a Moderate Assurance opinion. A total of 124 recommendations were raised by Internal Audit, a proportionately greater number than in the previous year <sup>2</sup> , although noted that 30% of the recommendations raised were as a result of 2 Limited Assurance reviews	<div style="display: flex; justify-content: space-around;"> <div style="text-align: center;"> <p>Assurance Ratings Provided</p> <p>Moderate 13 Limited 4 Substantial 1</p> </div> <div style="text-align: center;"> <p>Recommendations Raised: 124</p> <p>98 19 7</p> </div> </div>
Fraud identification: proven fraudulent activities carried out by members or staff	One in 2023/24.
Outcomes of investigations carried out by Monitoring Officer or Independent Panels 151 formal issues raised	In the period 1 complaint was considered by the Panel of Independent Persons under the Code of Conduct. Two were successfully resolved by informal mediation and did not therefore warrant the Panel's formal consideration. None in 2023/24
Local Government & Social Care Ombudsman referrals (where upheld)	<a href="#">Compliance with recommendations</a> – 100% (no upheld referrals in the period)
Meeting statutory deadlines/targets as per Electoral Commission Performance Standards	2023: The Electoral Services team carried out 8 elections across 6 wards (some wards had multiple elections) to the national standard. They also delivered the annual canvass which is the statutory audit of the Ward List and the Electoral register to the relevant legislation.
Freedom of Information and Environmental Information Regulations	2023: 1,191 FOIs and 9 EIRs were received. Of these 1,118 (93%) requests were responded to within the statutory Compliance deadline. The Information Commissioners Office target is 90%. 2023: 14 Complaints were received concerning request responses. Of these 22% (3 complaints) were upheld, 22% (3 complaints) were partially upheld, 50% (7 complaints) were not upheld and 7% (1 complaint) was pending at the end of the calendar year.
Number of corporate and service departments that report business plan KPIs	2023-24 Performance: 5 (of 8) corporate and service departments reported business plan KPIs
Appraisals % completed	2023: 80% appraisals completed (City of London Corporation overall average)

<sup>2</sup> 73 recommendations were raised in FY2022-23. 168 recommendations were raised in FY2021-22

Number of staff attending City of London Corporation induction	2023-24 Performance: In total, 691 staff attended the 5 induction events held in the period.	
Course completion rates for staff enrolled in mandatory training <sup>3</sup>	2023-24 Performance: Action Counters Terrorism (ACT) 92% Customer Service 95% Data Protection 70% Equality & Inclusion - Our Commitment 92% Fire Awareness Online Module 87% Fraud Awareness 93%	Health, Safety & Wellbeing Induction 79% New Starter Orientation 80% Our Social Media Policy 97% Prevent 99% Secure Remote Working 87%
Number of reports taken by Corporate Projects Board taken under the urgency procedure	2023-24 Performance: 114 reports taken, of which 16 (14%) were taken under urgency	
Number of non-exempt invoices processed without a corresponding purchase order (PO)	2023-24 Performance: Total invoices (26/03/2023 - 25/03/202) was 98,231, breakdown as follows: Invoices with a PO – 54,907 (56%), invoices without a PO (PO Exempt) - 38,942 (40%); invoices without a PO (Non-Exempt) - 4,382 (4%). Compliant invoices 96% with 4% non-compliant.	

### Member Governance

- In May 2023 a 'light touch' review of the changes introduced to the Committee Structure (implemented as a result of the [independent review of the City Corporation's governance arrangements](#) in 2019 by Robert Rodgers, The Lord Lisvane) was undertaken, with a view of rectifying any matters that were not working as hoped. A [summary of further changes](#) to be explored was reported to the Policy & Resources Committee in February 2023. An update on progress against these reviews is due in 2024, the vast majority of actions have been completed and/or matters moved on.
- Business as usual reviews into the various thresholds and responsibilities captured within the [Scheme of Delegations](#) and [Standing Orders](#) are being completed as per agreed processes.

### Changes to Programmes and Projects Governance

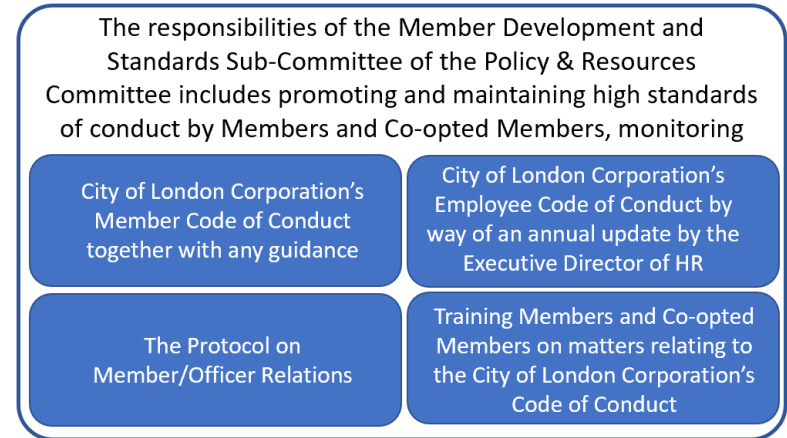
- A review of project governance was undertaken, and the [findings reported](#) to the Policy & Resources Committee in July 2023. The review recommended a move to a portfolio management model providing greater assurance regarding delivery of project objectives, more clearly defined roles and responsibilities and, strengthened officer governance in order to enable a more risk-based approach to Member governance of projects. As a result, the new Town Clerk chaired Portfolio Board and the Chamberlain-led Project Assurance Board have been stood up to oversee the implementation of the portfolio management approach and to act as key gateways to Member approval for the most complex, high risk/value projects. The project governance review also included an independent assessment of the effectiveness of Member governance (relating to project delivery), which was debated by the Court of Common Council in July 2023. This

<sup>3</sup> All newly hired staff members are required to complete the mandatory training modules listed within the initial three months of their employment commencing. The data given is in respect of all staff of the City of London Corporation and its Institutions (including the civilian staff of the City of London Police, but excluding officers) enrolled on online mandatory learning. The following training modules are on a renewal programme for all staff members: Fire Awareness: every 3 years; Action Counter Terrorism: every 4 years.

review established the primacy of service committees in overseeing project initiation and delivery in line with service objectives and within budgets. The Projects and Procurement Sub-Committee, which was now to be overseen by the Finance Committee, was recognised as having responsibility for corporate assurance of internal capacity and capability to deliver the entire City of London Corporation project portfolio.

**Code of Conduct**

14. The [Panel of Independent Persons](#) comprises a diverse group of 12 independent persons appointed by the Court of Common Council. Its purpose is to receive allegations of misconduct under the Members’ Code of Conduct, facilitate informal resolution where appropriate, determine whether to investigate allegations, consider the outcome of investigations and if necessary, hold a hearing and any appeal and present recommendations to the Court regarding breaches of the Code and any sanctions. The regime involves a three-stage process: an assessment stage, a hearing stage and an appeal stage which are considered by separate Sub-Panels. The Panel is also responsible for considering requests for dispensations. Regular training is made available to all Members on the Code of Conduct, and External Members are also subject to this Code.

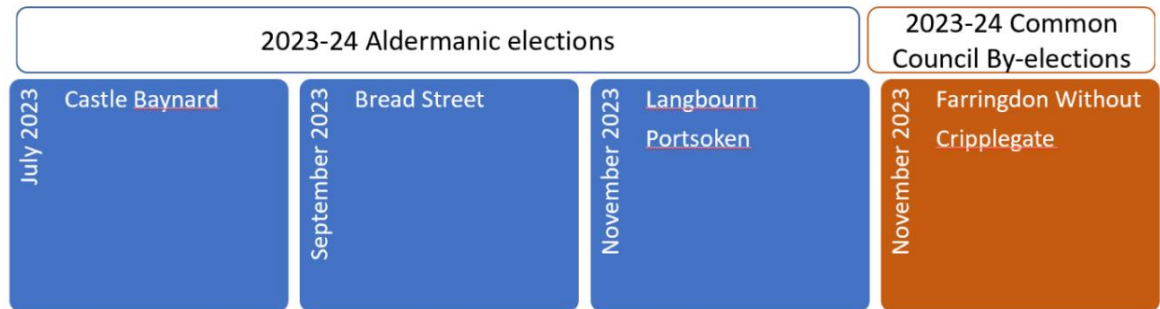


**Whistleblowing**

15. Whistleblowing is the term used when someone who works in, or for an organisation, wishes to raise concerns about malpractice in the organisation (for example, crimes, civil offences, miscarriages of justice, dangers to health and safety or the environment), and the covering up of any of these. The City of London Corporation has a [Whistleblowing Policy](#) and information for employees on how to raise a concern is provided on its website and its staff intranet.

**Electoral Arrangements**

16. The City Corporation administers electoral registration and elections in the City of London and maintains a database of organisations and individuals in the City of London who are eligible to register to vote. Three separate registers are maintained: the Common Hall Register of Liverymen, the Ward Lists and the Electoral Register. Information on [the electoral process and how to vote](#) is published on the City Corporation website, as are the details of forthcoming elections and [election results](#). The electoral process remains robust. Aldermanic elections and Common Council by-elections were held in a number of wards in the 2023-24 year.



17. [Common Hall](#) is one of the Executive Bodies through which the City Corporation operates and is a meeting of the Liverymen of the City of London Livery Companies, held at Guildhall twice a year, to elect officers of the City including the Sheriffs and the Lord Mayor. The annual [Aldermanic Appraisal Process](#) forms part of the City Corporation’s corporative governance information. The Lord Mayor is elected annually at Michaelmas, on 29 September, and the City’s Sheriffs are elected after

Midsummer day on 24 June. Exceptions are made if these dates fall on weekends or major religious holidays. Sheriffs support the Lord Mayor in their official duties undertaken on behalf of the City Corporation.

### **Senior Officer Governance**

18. The City Corporation's most senior Officer Governance Groups are the City of London Corporation Senior Leadership Team, established by the Town Clerk and Chief Executive in 2023, the Executive Leadership Board and the Chief Officer Risk Management Group. These senior officer groups provide strategic oversight, guidance, and decision-making for effective governance and management, discharging the aggregate set of accountabilities delegated to Officers by Members. The City of London Corporation Senior Leadership Team comprises Tier 1 Chief Officers and meets on a weekly basis, focusing on operational and organisational strategy and performance. The Executive Leadership Board agreed revised Terms of Reference in March 2024, reflecting its distinct role providing collective leadership and direction considering the City of London Corporation as a whole, aiming to secure outcomes for its long-term future by considering risks and opportunities for continuous improvement and effective change. Its membership comprises the City of London Corporation's Chief Officers and Heads of Institutions, and membership was expanded in January 2024 to include the Executive Director, Office of the Lord Mayor, Executive Director, Office of the Policy Chairman, and the Chief Operating Officer, City of London Police. The Chief Officer Risk Management Group is a sub-group of the Executive Leadership Board, and supports it in its overall responsibility for risk management.

### **Corporate Performance Management**

19. Alongside the Corporate Plan 2024-29 a suite of performance metrics are being developed to monitor and measure Corporate Plan outcomes. These comprise of data collection and qualitative reporting that will, when aggregated, allow us to monitor progress against Corporate Plan outcomes. Progress reports will be published on the City Corporation website annually. Due to the immaturity of data collection and management within the organisation, metrics will evolve over time as better information is identified and processes improved. As data capture and availability improves additional Management Information will be made available for Executive Leadership. This is starting with core HR/staff data being made available for senior leaders.

20. Better data management, activity to improve data quality and data sharing across the organisation are key to improving effective corporate performance management. Activity is underway to improve back-end data management, including maturing data governance activity, and improving the use of business intelligence tools supported through the new Corporate Data Platform. This will allow the City Corporation to remove existing reporting tools and reduce manual processes that will ultimately support standardisation, cost-cutting and removing duplication and complexity.

21. Business Planning performance monitoring and management is more robust due to improvements to the process and additional scrutiny by Heads of Profession of department and institution Business Plans as they were developed. This helps combat siloed working and identify risks and interdepartmental dependencies. All departments and institutions presented their business plans to agreed timescales, with increasingly mature milestones and performance metrics having been developed as part of the process. Quarterly reporting of progress to the Executive Leadership Board has been introduced for FY 2024-25. Further iterations will align these business plans to the new Corporate Plan and move the City Corporation from a single year process towards five-year business plans that are refreshed annually.

### **Financial Management**

22. The Chamberlain is the Chief Finance Officer in accordance with section 151 of the Local Government Act 1972 and has overall responsibility for the proper administration of the City's financial affairs. CIPFA's 2010 Statement on the Role of the Chief Financial Officer in Local Government defines the key responsibilities



of this role and sets out how the requirements of legislation and professional standards should be met. The City's financial management arrangements were reviewed and found to conform to the governance requirements of the Statement. The Chamberlain also fulfils the role of Treasurer of the Police Authority.

23. The City Corporation culture is to maximise returns from its resources and seek value for money. It assesses the scope for improvements in efficiency/value for money by a variety of means, including improvement priorities set by the Policy & Resources Committee through the annual resource allocation process. The [Projects and Procurement Sub-Committee](#) meets monthly to ensure that projects align with corporate objectives and strategy and provide value for money. The [Capital Buildings Board](#) provides oversight for the major programmes, meeting every two months, supported by a monthly Chamberlain's Projects Assurance Board. The Efficiency and Performance Working Group examines and scrutinises both the Corporation-wide and individual departmental plans to ensure the drive for value for money and oversee performance in alignment with departmental business plans.
24. The City Fund Medium Term Financial Plan is approved each year by the Court of Common Council and sets the revenue and capital budgets for a five-year period. Over recent years the levels of high inflation have placed significant pressures on both revenue and capital budgets as costs of previously included programmes have increases. Uncertainty around local government finance beyond the next year, in particular the timing of any business rate reset, are key estimates required to be reviewed each year as part of the planning process.
25. Focus on financial processes in FY 2023-24, such as reducing instances of invoices and credit notes on hold past 30 days, generated improvements across City Corporation. The City Corporation is in the process of procuring a new ERP system which will continue to help modernise financial and human resources systems and processes.
26. The wider transformation within Chamberlain's and Financial Services Division is continuing to review processes and implement updates to modernise practice and efficiencies. During 2023/24 significant progress has been made in clearing the backlog of historic accounts meaning that now all accounts are signed off up to FR22/23.

### **Risk Management**

27. The Chief Officer Risk Management Group (CORMG) met regularly during this period, with risk reports regularly issued to ELB on the management of corporate and top red departmental risks and developing risk areas – a new addition to these reports was assigning RAG ratings to the Corporate/Red departmental risks showing how often the risks were being reviewed (with Red indicating over three months). Moving forward, this process will be one of the measures used to help identify where there may be issues in the routine management of our risks.
28. Cross-cutting portals were set-up within the electronic risk register that group risks by theme (aligning to City Corporation Heads of Profession) with the aim of identifying hot-spots/emerging risks. The programme of staff training continued, intranet pages were updated to ensure staff have clear guidance on risk processes and a 'how to' section incorporated into the Risk Management Forum, which now meets regularly. The risk management policy documents will be further updated in FY2024/25 once the Risk Management Strategy (which was rewritten in the final quarter of this year) is finalised. A Risk Appetite Review took place, as agreed with the Audit & Risk Management Committee, which will also impact the focus of work in FY2024/25, along with a review of risks against the new Corporate Plan outcomes.

**Audit and Risk Management Committee**

29. Risk management arrangements are reviewed annually by the [Audit and Risk Management Committee](#) which has a wide-ranging but focused brief that underpins the City of London Corporation’s governance processes. The Committee continued to play an important and integral part in ensuring key risks were reviewed through regular risk updates and deep dives of corporate risks on a rolling basis. These corporate risk deep dives are now carried out by the Internal Audit Team to provide an additional level of assurance. A skills audit was produced and sent out to members of A&RMC. Responses will be collated and reviewed in the first quarter of FY2024/25.

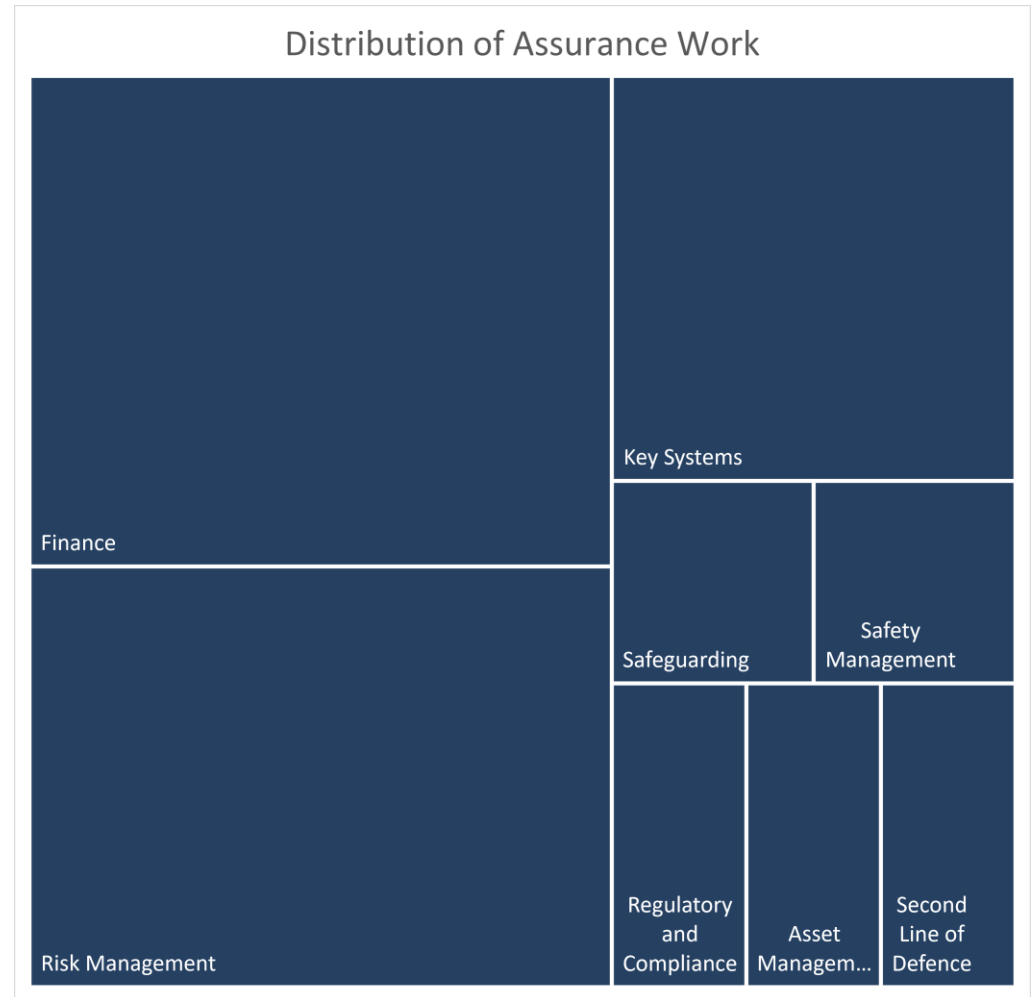
**Role of Internal Audit**

30. Internal Audit has provided independent and objective assurance across a range of City Corporation activities and services.

31. The diagram opposite indicates the broad categorisation of assurance work within the Internal Audit programme of work.

32. For 2023-24 the Internal Audit work has continued to be driven by an ongoing assessment of risk and priorities, a more agile and dynamic practice implemented in 2022, working to a rolling quarterly plan with a statement of intent for a further 6 months, enabling better prioritisation of the limited resources available to Internal Audit. The Head of Internal Audit has worked with the full engagement and support of the Audit and Risk Management Committee, with updates provided to each Committee meeting. The level of resources available to Internal Audit during 2023/24 has resulted in delivery of a reduced programme of work and, as a result, assurance coverage has been focussed on operations assessed as higher risk. It is expected that a larger programme of work would result in provision of a greater number of Substantial Assurance opinions, providing a more balanced view of the overall effectiveness of the Internal Control Environment. A business case is in development for an increase to the Internal Audit budget to support an expansion of coverage and to enhance the Audit planning process.

33. In accordance with the requirements of the Public Sector Internal Audit Standards, an External Quality Assessment was undertaken in 2023 which confirmed that the City of London Corporation’s Internal Audit Service *Generally Conforms* with the requirements of the standards. An exception based self-assessment review has since been undertaken to assess the impact of any changes made to the Internal Audit methodology, the overall assessment of *Generally Conforms* remains valid.



## Community Engagement

34. Improved resident engagement is a key priority for the City Corporation, reflecting the Policy Chairman’s “Resident Reset” priority. [City Question Time](#) events were held in June 2023, December 2023 and January 2024 at venues across the City, enabling residents to meet and hold their elected officials to account. A Resident Campaigns and Communications Manager has been appointed to ensure effective engagement with our residents and the development of a clear resident offer and focus across our organisation. A Resident member representative has also been appointed to the City Envoy Network, which advises on tourism and leisure in the Square Mile and comprises leaders from a range of sectors.
35. In June 2023 the City Corporation launched the [City Belonging Project](#) an exciting new initiative to build a more inclusive and connected Square Mile, focusing in particular on improving our engagement with the diversity networks of City businesses. The scheme, which has delivered and promoted numerous events since its inception, is intended to create a more inclusive and better-connected Square Mile, where workers feel as much a part of the community as they do in the areas they live. Through such connections, we have been able to consult and co-create projects with our diverse community more effectively, including in areas such as planning, transportation and service delivery.

## Equality Diversity & Inclusion

36. The City Corporation aims to drive forward Equality, Diversity and Inclusion (EDI) at all levels of the organisation. There is much ground to cover to achieve the desired corporate position and outcomes on EDI: to progress this EDI Sub Committee have agreed four core priorities. These are: supporting the EDI team, ensuring compliance with EDI duties and commitments, prioritising delivery of political EDI commitments and scoping and agreeing the terms of reference for an EDI review. The [EDI Sub-Committee](#) led by elected Members and strengthens the EDI governance structure and sets the strategic direction for EDI. The City of London Corporation’s Equality Objectives 2024 to 2029, the Equalities Information Report and the Gender Pay Gap report were all published in March 2024, thereby meeting the specific requirements of the Equality Act 2010 Public Sector Equality Duty. The City Corporation is a signatory of charters and accreditations including Women in Finance, Stonewall, Disability Confident Employer, London Living Wage and the Social Mobility Employer Index. In 2023 the City of London Police became a White Ribbon accredited organisation. White Ribbon UK is a charity engaging men and boys to stop violence before it starts through personal reflection and allyship with women and girls. The City Corporation ranked at 87 in the [Social Mobility Employer Index](#) in October 2023, a notable slide from previous years from which lessons have been identified (e.g. coordination corporate returns and enhanced activities to improve social mobility). A new Social Mobility Staff Network was launched in March 2023, joining the City Corporation’s other 7 staff networks: Disability and Wellbeing Network (DAWN), City of London Ethnicity and Race Network (CLEAR), City Pride (LGBTQ+), Multi Faith Network, Women’s Inclusive Network, Carers and Parents’ Network, and Young Employees Network (YEN). Two new staff groups, Informal Armed Forces Staff Network launched in January 2024, and Climate Champions launched in February 2024, help inform policies and support staff from these groups. Departmental Equality Representatives meet regularly, and departmental Dignity at Work Advisers provide support to staff and aid the organisation in being an employer of choice.

## Procurement

37. The Corporation’s procurement activity is governed by the [Procurement Code](#). This is supported by detailed guidance to officers on the City of London Corporation staff intranet. The Procurement Code is reviewed by the Commercial Service on a six-monthly basis. Procurement activity is organised into categories of spend each supported by a named Commercial Lead from within the Commercial Service. Dependent on spend value, procurement decisions are taken by the relevant Category Board (>£100k<£2m) or on the recommendation of the Category Board by the Projects and Procurement sub-Committee (£2m<£4m), Finance

Committee (>£4m<£5m), Court of Common Council (>£5m). Spend below £100k in total value is delegated to Chief Officers with compliance and good governance facilitated through the Procurement Authorisation Report (PAR) which must be approved by the relevant officer with delegated authority. The Corporation is in the process of implementing a long-tail spend solution intended to enable a more strategic, cost-effective, efficient and sustainable approach to low value purchasing. This is due to go-live in April 2024. The Commercial Contract Management toolkit sets out the Corporation's approach to the management of its contracts and provides practical guidance to officers across the Corporation.

### **Police Authority Board**

38. The City of London Police – the City’s independent territorial police service – is overseen by the [Police Authority Board \(PAB\)](#). PAB is the City’s equivalent of a Police and Crime Commissioner and makes sure City of London Police runs an effective and efficient service by holding its Commissioner to account, ensures value for money in the way the police is run, and sets policing priorities taking into account the views of the community. It has four sub-committees providing more detailed scrutiny in key areas: Resources, Risk, and Estates (RREC), Strategic Performance and Planning (SPPC), Economic and Cyber-Crime (ECCC), and Professional Standards and Integrity (PSIC).
39. Committee members are drawn from both the City’s elected Court of Common Council and from external appointees, providing both accountability to and representation of City communities, and external perspectives and expertise. The City of London Police’s operational and organisational priorities and objectives are published in periodic Policing Plans, and standalone strategies are published for specific areas – including strategies to reduce serious violence, improve neighbourhood policing, and deliver the City Police’s national responsibilities on fraud, economic, and cyber-crime. This provides transparency about the overarching and the specific aims of the City of London Police, and how their delivery and success will be monitored and scrutinised by PAB and its sub-committees.

### **Events in the Middle East**

40. The City of London Corporation and the City of London Police acted quickly in response to the events in the Middle East to support all residents, workers and visitors, as well as its staff, in the Square Mile and beyond. This included providing additional policing support, arranging for books of condolence in community spaces and promoting available sources of emotional and wellbeing support. We convened a series of community conversations through the City Belonging Project, bringing workers, residents, HR leaders and representatives of the Jewish and Muslim community together online over Microsoft Teams, to gather insight and share information.

### **Transformation**

41. Transformation work has been governed under the Resources and Priorities Refresh Programme. The Resources and Priorities Refresh Steering Group meets every two months to oversee activity focused on the following three workstreams: Income Generation; Operational Property Review and Prioritisation. The Income Generation Workstream has identified a potential £1.5-3.1m of opportunity excluding an additional £3m that was identified to cover an Environment Department funding gap. The Operational Property Review workstream has delivered a dashboard that outlines net book value, workplace utilisation, expenditure/income, running costs and the 20-year forward plan for maintenance of all City Corporation operational property. This is being used to facilitate decision-making around divestment, utilisation as well as potential commercial opportunities. In terms of Prioritisation, a maturity matrix has been developed and a series of workshops

with the Executive Leadership Board have been planned to facilitate radical decision-making to align our plans for 2024/25 and beyond with the Corporate Plan through the lenses of financial sustainability, silo-busting and raising our game.

### Target Operating Model

42. The Target Operating Model (TOM) was completed in 2023. A final report on the TOM was presented to Finance Committee, Corporate Services Committee and Policy and Resources Committee in October and November 2023. This concluded that the TOM has achieved notable change in the organisation, with new leadership and restructuring having taken place. Although the TOM originally focussed on culture change, the delivery was solely on implementing Organisational Design principles and cost savings. The TOM negatively impacted upon staff and morale, and lessons have been identified on programme design and planning to support change programmes; however, it has delivered a modernised departmental structure in line with organisational design principles. The programme missed out on delivering innovation and progressing work to remove silos because it was hampered by its design requirement for simultaneous restructuring of departments, and due to the speed and urgency of the attempt to deliver the programme. All outstanding TOM implementation work was completed by the end of 2023.

### Accountability and Action Plans

43. The City Corporation proposes over the coming year to take actions in the following areas to continue focus on the highest standards of governance.

Area	Action List	Targets / Milestones (include indicative date)	Lead (Chief Officer)
Health and Safety	<ul style="list-style-type: none"> <li>Progress the Health and Safety Action Plan:</li> </ul>	<ul style="list-style-type: none"> <li>Develop the Safety Management Framework and align to City of London Corporation by EOY 2024</li> <li>Review departmental resources for safety management by December 2024</li> <li>Design and deploy a bespoke IOSH accredited managing safely and leading safely course for the CoL by October 2024</li> <li>Digitise our Safety Management System and approach to assurance by building a Safety Portal on COLNET by July 2024</li> <li>Develop a performance reporting mechanism for SLT and CSC by April 2024</li> </ul>	Deputy Town Clerk
Finance	<ul style="list-style-type: none"> <li>Progress the ERP project to improve finance and HR systems</li> <li>Progress automation of invoice payments, ensuring Departments and Responsible Officers undertake tasks in line with set procedures to facilitate greater automation and speed of processing.</li> </ul>	<ul style="list-style-type: none"> <li>Finance Go Live by 2025</li> <li>HR Go Live by 2025</li> <li>Roll out of third party solution/Promote supplier portal - June 2024</li> <li>Remove internal business rates bills from AP - June 2024</li> <li>Achieve target % automation/interfaced payment of invoices within 30 days - Mar 2025</li> </ul>	Chamberlain

	<ul style="list-style-type: none"> <li>Continue to deliver effective financial management through capital and revenue reporting through to publication of the statement of accounts</li> </ul>	<ul style="list-style-type: none"> <li>Draft City Fund Accounts published May 2024</li> <li>Final City Fund Accounts published September 2024</li> <li>Delivery of a balanced budget and Medium Term Financial Plan for City Fund, approved by the Court of Common Council - Jan 2025</li> </ul>	
People & HR	<ul style="list-style-type: none"> <li>Implement People Strategy 2024-2029 actions for year 2024/25, including development of City Corporation values.</li> <li>Progress the Ambition 25 project to ensure the City of London Corporation can recruit and retain high quality colleagues and enable a transparent, fair and understandable reward framework for all CoLC employees.</li> <li>Establish a learning focused offering for senior leaders to work collectively and collaboratively, e.g. in action sets, to enable continuous professional development.</li> <li>Review the mandatory training offer for staff and implement changes.</li> </ul>	<ul style="list-style-type: none"> <li>Commence development of City Corporation Values by July 2024.</li> <li>Launch the developed reward framework from October 2024.</li> <li>Name and launch the new development group for the senior leaders in June 2024.</li> <li>Communicate changes to the mandatory training offer from June 2024</li> </ul>	Chief People Officer
Transformation	<ul style="list-style-type: none"> <li>Transformation to focus on increasing value of our operations in support of mitigation of medium-term financial situation through radical decision making in the short term and transformation delivery in the medium to long term. Programme will include cross-cutting themes, each owned by a Chief Officer.</li> <li>Work will commence with ensuring Transformation enablers are in place, securing the Brilliant Basics. In parallel, savings will be secured by prioritising activity through the lenses of the Corporate Plan, Financial Sustainability, Raising our Game (organisational effectiveness and commercial culture) and silo-busting. In Q3 activity will refocus on diagnostic activity in preparation for development and delivery of a Transformation framework, likely alongside a strategic delivery partner.</li> </ul>	<ul style="list-style-type: none"> <li>Chief Officers to prioritise current activity and pipeline through the lenses of alignment to Corporate Plan, Financial Sustainability, Raising our Game (organisational effectiveness and commercial culture) and silo-busting – April- June 2024</li> <li>Set up a Transformation Enablers Board to monitor progress of key enablers for Transformation – May 2024</li> <li>Conduct a diagnostic review to develop a baseline and framework for Transformation – September 2024</li> <li>Engage a strategic delivery partner to co-deliver the Transformation framework – October 2024</li> </ul>	Chamberlain
Governance	<ul style="list-style-type: none"> <li>Greater base-level knowledge about governance and decision-making across the organisation.</li> <li>Review into the Report Template. Noting the sheer volume of material to be considered, this review is hoped to better equip Committee Members with the key information (e.g. exec summary) to make informed decisions. Training to be rolled out to staff and Members on this.</li> </ul>	<ul style="list-style-type: none"> <li>Strengthened induction presentation for new staff. Updated training materials online (see report template update) and department specific sessions offered.</li> <li>Drafts of report templates being worked up to present to the Resource Allocation Sub-Committee Away Day in June 2024. To be rolled out (including communication and training) in Summer Recess 2024.</li> <li>To be monitored on a quarterly basis.</li> </ul>	Deputy Town Clerk

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	<ul style="list-style-type: none"> <li>Continued improvement to avoid late papers and decisions taken outside of committee. Strengthened agenda planning processes.</li> <li>Regular training is offered to Members on City Corporation Governance processes and how to influence decision-making. The suite of training sessions is designed to support Members in the discharging of their duties.</li> <li>A comprehensive Induction Training Schedule will be produced for the 2025 all out elections. This is offered to all Members (new and returning).</li> </ul>	<ul style="list-style-type: none"> <li>Member training and induction is monitored and overseen by the Member Development and Standards Sub-Committee.</li> </ul>	
Procurement	<ul style="list-style-type: none"> <li>A comprehensive review of COL strategic procurement policy and practice will be undertaken during FY 24/25. This will include contract management and responsible procurement. This review is designed to identify both areas of strength and opportunities for development to ensure procurement governance continues to be effective. The review will also ensure organisational preparedness for the implementation of the new Procurement Act.</li> </ul>	<ul style="list-style-type: none"> <li>Commission independent review of strategic procurement – June 2024</li> <li>Undertake Procurement Act readiness assessment with clear actions – September 2024</li> <li>Develop and agree strategic procurement improvement plan – October 2024</li> </ul>	Chamberlain
Police/Police Authority Board	<ul style="list-style-type: none"> <li>Publish annual refresh of the 2022-25 Policing Plan, to ensure the Police’s overall priorities remain up-to-date with latest issues</li> <li>Publish annual City Police report for 2023/24, setting out how the police have performed on operational and organisational priorities over the past year</li> <li>Publish and scrutinise delivery of several targeted strategies – to reduce serious violence, improve victims’ services and outcomes, and improve equality, diversity, and inclusivity of the police service</li> <li>Continue trialling governance reform to Professional Standards and Integrity Committee, with a more consistent focus on top PSI priorities each quarter</li> <li>Continue implementing Target Operating Model for Police Authority Team, improving support from Corporation staff to the Police Authority Board and sub-committees</li> </ul>	<ul style="list-style-type: none"> <li>Annual Policing Plan refresh – publish c. April/May 2024</li> <li>2023/24 report – publish c. May / June 2024</li> <li>Serious violence strategy – published January 2024, now in delivery</li> <li>Victim strategy – publish c. June 2024</li> <li>EDI strategy – publish c. June 2024</li> <li>PSI governance reform and TOM implementation – ongoing / continuous</li> </ul>	Deputy Town Clerk

<p>Equity, Equality, Diversity &amp; Inclusion</p>	<ul style="list-style-type: none"> <li>• Regular publication of progress on corporate Equality Objectives to update on corporate activity.</li> <li>• Submit corporate social mobility information for benchmarking and participation in social mobility employer index: this covers all corporate activity; review feedback and position in index (late 2024) in order to develop ongoing activity to improve corporate outcomes on social mobility.</li> <li>• Agree terms of reference and conduct a review into EEDI which will develop and strengthen the portfolio and its impact.</li> <li>• Stabilise and strengthen Corporate EEDI infrastructure</li> </ul>	<ul style="list-style-type: none"> <li>• Social Mobility Employer Index submission – June 2024</li> <li>• Feedback review &amp; implementation of social mobility activities – Q1 2025</li> <li>• Workshops to be held with relevant officers and Members to agree the scope of the review and develop Terms of Reference - Spring/summer 2024.</li> <li>• Commission an independent review of EEDI activity – by autumn 2024</li> <li>• Begin implementing recommendations from the review – by end of 2024/2025</li> <li>• Equality objectives progress publication – summer 2025 (one year from publication of the year to March 2024)</li> <li>• Review the Corporate EEDI structure, skills and capabilities required and undertaken recruitment to fill key roles (from Spring 2024)</li> </ul>	<p>Chief Strategy Officer</p>
<p>Risk Management</p>	<ul style="list-style-type: none"> <li>• Implement Risk Management Strategy 2024-2029 to support an agile and effective risk management process, create an effective risk management culture and enable informed decision making and appetite for risk.</li> </ul>	<ul style="list-style-type: none"> <li>• Finalise and agree the Risk Management Strategy 2024-2029 (May 2024)</li> <li>• Promulgate the Risk Management Strategy 2024-2029 across the City of London Corporation and commence embedding its approaches to risk management and culture into wider business processes (May 2024 onwards)</li> <li>• Further develop medium-longer term actions and measures to deliver the Risk Management Strategy over the 5-year period (2024-2025)</li> <li>• Update the Risk Management Policy with the identification, logging, updating and reporting of risks in line with the direction of the overarching Strategy (May-September 2024)</li> </ul>	<p>Chief Strategy Officer</p>

44. This annual governance statement was approved by the City Corporation’s Audit and Risk Management Committee on [DATE].

Chris Hayward  
Policy Chairman

Ian Thomas CBE  
Town Clerk and Chief Executive