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| <b>Committees</b>   | <b>Dated:</b>                      |
| Policy and Resources<br>Establishment Committee   | 19 October 2015<br>29 October 2015 |
| <b>Subject:</b><br>Town Clerk's Office (Policy and Democratic Services)<br>Business Plan Progress Report<br>(1 July to 30 September 2015) | <b>Public</b>                      |
| <b>Report of:</b><br>Town Clerk   | <b>For Information</b>             |

### Summary

- This report provides an activity update as at 30 September 2015 on progress towards achieving the objectives set out in the Town Clerk's Business Plan.
- Objectives due for delivery within this reporting period such as the work associated with the IIP assessment have been completed.
- Major pieces of work scheduled for the rest of the year such as the continuing program of work associated with the Service Based Review and the Re-configuration of the Town Clerk's Department are proceeding according to plan.
- Performance within the division is mostly at or above the performance level standards set within the Business Plan.
- A financial monitoring statement that covers the period 1 April 2015 to 30 September 2015 can be found at paragraph 19.
- It is expected that the Division will remain within its local risk resources in this financial year.

### Recommendation

That Members note the content of this report.

### Main Report

#### Introduction

1. The Town Clerk's Office lies at the centre of the City Corporation's strategic management processes, helping to shape the development of corporate policy and strategy. It provides corporate leadership and co-ordination at officer level. The Town Clerk's Office is also responsible for promoting high standards of corporate governance and providing support to Members and Committees. The section consists of Committee and Member Services, Corporate Policy and Performance, Corporate HR, Resilience and Community Safety, and a Business Support Unit.

## Key Developments

- Satisfactory progress has been made towards achieving the actions detailed in the plan. Some of the highlights are listed below.

### Leadership, Policy and Strategy

- Reconfiguration of the Town Clerk's department** – The new Director of Communications has been appointed. Bob Roberts joins us on 2 November. He was previously Director of Communications to Labour leader Ed Miliband and the political editor of the Daily Mirror.
- His appointment will coincide with a few changes to the structure of the department. The newly-created Communications Team - comprising media, digital and filming - will be located on the 2nd Floor of the West Wing. The Corporate Affairs Team are joining Economic Development to help to integrate the work promoting the City and our partnerships with communities across London. The internal communications, publishing and website functions will join our evolving Customer Services function. The City Occupiers Database team will join the Democratic Services team and the City Bridge Trust will move to the 1st Floor in the West Wing.
- The Cultural Hub** – The work to develop the complex program of work related to this project has progressed, here are some of achievements and planned activity over the coming period:

| Objective   | Progress   | Completion by |
|---|--|---------------|
| Successful establishment and embedding of Programme Structure   | The Structure is now embedded within the work of key departments, coordinated by lead officers.  | Autumn 2015   |
| Recruitment of Cultural Hub Property Director   | Successfully completed with the Property Director now in post for a two-year fixed term  | Spring 2015   |
| Recruitment of Communications Consultant to work on narrative and place of the hub within overall Cultural Strategy | Communications consultant, Rebecca Driver, appointed to work with the Town Clerk's Department and cultural partners in drawing together the key communications narrative for the Cultural Hub.<br>The Narrative is now drafted and agreed by cultural partners + COL. It will be reviewed by the Cultural Hub Working Party on 1 October. Work on a new Cultural Strategy for the Square Mile is also included in the brief and is due to commence later this month. | Feb 2016      |
| Successful procurement of a Property Master plan for the Cultural Hub   | Draft master plan has been procured...   | Autumn 2015   |
| Exploration of property options along Beech St.   | An outline vision for Beech Street has been drafted by the Cultural Hub Property Director for consideration by Members. The next step will be to draft a brief for a substantial feasibility study. The study will explore the opportunities for opening up Beech St, creating more light, a welcoming and pleasant environment and unlocking latent value along the street's frontages.   | June 2016     |

6. **Affordable Housing** -.Housing shortage in London is one of the most pressing economic and social issues that the capital faces. Led by the Director of Community and Children Services, the City Corporation's vision is to deliver an ambitious programme of housing development, providing homes of mixed tenures for those on a range of incomes. Within our social housing estates this programme will be funded through planning gain receipts, grant funding, borrowing within the Housing Revenue Account and cross subsidy from market sale of some new homes. On development sites outside of the HRA the City will explore the potential of private financing, joint ventures, borrowing or disposal to support the development of new homes.
7. The City Corporation will use its close relationship with the finance sector and stability to enable partnership across the private and public sector. The City Corporation will also work to shape and influence policy change that will enable supply and unlock opportunities. By 2025 the City Corporation will deliver 3,700 new homes on sites across the capital.

### **Corporate Governance and Democracy**

8. **Enhancing the Common Council Meetings** – Good progress has been made with this project; proposals will be presented to the November informal meeting of the Members of the Common Council detailing enhancements to the Court agenda and the physical layout of the Court for the meetings. A report is also planned for the agenda of the November Policy and Resources Committee proposing changes to the way that the Chief Commoner is elected.
9. **Report Writing** – The project to improve the quality of report writing across the organisation has been underway since April 2015. Further guidance and advice is planned to be issued over the coming months. It is hoped that practical training sessions and fresh guidance will deliver well written, clear and concise Committee reports.

### **Organisational and Departmental Development**

10. **Investors in People Refresh** –The second of three liP annual reviews concluded on 30 September 2015. The lead liP Assessor will give the Director of HR detailed verbal feedback on 8 October and a detailed written report will be provided on 23 October. The written report will give details of the strengths, weaknesses and development opportunities and will be used to assist us as we move into Year 3 of our three year liP assessment strategy.
11. **Workforce Strategy** - All departments have completed an initial Workforce Plan and these are currently being analysed to identify the main themes that may need a corporate intervention to suggest a collective approach. Once the analysis is complete a report will be taken to the Workforce Planning Steering Group, this is anticipated to be in October or early November. The Departmental Workforce plans have also covered certain aspects in relation to our Pay & Reward structure and this will provide useful input to the review of Pay & Reward scheduled for 2016/17

12. **Equalities and Inclusion Action Plan (EIAP)** – All six networks have been successfully launched. The Networks’ branding and communications campaign is now a standard feature on the intranet.
13. The consultant working with Chief Officer Group has completed his field work and is due to report back with his findings in October. The findings will help to redefine the Equality and Inclusion Action Plan going forward. All department business plans include equalities and inclusion actions and the Corporate Programme Delivery Unit’s Business impact assessment template now includes equalities assessment as part of the standard business impact.

### **Resilience**

14. **Major Incident Exercises** – An exercise is planned to take place next year that will involve all of the major emergency agencies as well as Local Authorities. Exercise ‘Unified Response’ will test Local Authorities response to a declared major incident requiring the implementation of the Pan London strategic co-ordination arrangements. The City of London Corporation will play an active role, exercising its Borough Emergency Coordination Centre.
15. **The Lord Mayors Show** – The Resilience team have been working closely with officers in The Department of the Built Environment and the City of London Police to ensure that plans are in place to guarantee that the Lord Mayors show runs smoothly without incident.

### **Other Issues**

16. **Performance Monitoring** – The Town Clerk’s Office has performed at or above most of the performance level standards that were identified within the Business Plan. One area that has caused concern is the current level of sickness absence in the department as a whole. The monthly average days lost per employee figure has increased to 0.63 in September (CoL average 0.37). A significant proportion of this figure relates to a number of long term sickness absence cases, which are being actively managed.
17. Staff turnover in the department as a whole, for the current rolling year is 22.03%. This compares to a CoL average of 14.6%. This comparatively high turnover figure has been considered by management and as a result actions have been taken in specific areas (for instance in the Committee Team) to help retain high performing staff.
18. **Business Risk** – The assessment of business risk is integrated into the business planning process, the 3 major risks that the Town Clerk is responsible for under this business plan have been reassessed as part of this update process. Currently, there are no changes in the scoring of these risks. A report considering the Town Clerk’s Department business risks in more detail is on the agenda of this Committee meeting
19. **Resources** - A summary of Policy and Democratic Services’ budgetary position, for the quarter ended 30 September, is provided below. It is expected that the division will remain within its local risk resources in this financial year.

## Town Clerk's Office – (Policy and Democratic Services)

Local risk budgetary statement for the period ended 30 September 2015

| Section   | Latest<br>2015/16<br>£000 | Budget for<br>Year to Date<br>£000 | Actual<br>£000 | Variance<br>YTD<br>Ad/(Fav)<br>£000 |
|---|---------------------------|------------------------------------|----------------|-------------------------------------|
| Town Clerk's Office<br>(Committee & Corporate HR) | 6,838                     | 3,525                              | 3,314          | (211)                               |
| Resilience and Community<br>Safety                | 633                       | 329                                | 317            | (12)                                |
| Total   | 7,471                     | 3,854                              | 3,631          | (223)                               |

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