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| Committees Establishment Committee Policy and Resources Committee | Date 25 October 2016 17 November 2016 |
| Subject: Town Clerk's Office (Policy and Democratic Services) Business Plan Progress Report (1 July to 30 September 2016) | Public |
| Report of: Town Clerk | For Information |
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Summary

- This report provides an activity update as at 30 September 2016 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 elements of the One Safe City Programme have been completed.
- Major pieces of work scheduled for the rest of the year such as the continuing programme of work associated with the Cultural Hub and the 'Increasing the Business Vote' project 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 2016 to 30 September 2016 can be found at paragraph 14.
- 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, the Contact Centre and a Business Support Unit.

Key Developments

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

Leadership, Policy and Strategy

3. **One Safe City Programme** – A working party comprising of the Chairmen of relevant Committees and Chief Officers was created in June to provide oversight of this significant programme of work. Additional funding of £567k was agreed to resource the work until the end of the 2016-17 financial year. The programme consists of 3 main projects:

- The Ring of Steel
- Safer Communities
- Joint Contact and Control Room

Each of these projects comprises of a number of sub-projects which are being managed individually within the Gateway Process.

4. **The Cultural Hub** – The work to develop the complex program of work related to this project is progressing well. The City has developed a vision for the Cultural Hub along with its four partners the Barbican, Guildhall School, London Symphony Orchestra and Museum of London, which states: „The City of London Cultural Hub – the creative heart of the Square Mile – is an internationally renowned, distinctive, vibrant and welcoming centre of arts, heritage and learning.” That vision is now being developed with a branding and identity project to give the public communication of the Hub a clear focus, and this will inform the look and feel initiative. The Cultural Hub initiative comprises three main strands; Creative Content, Property and Public Realm; each will contribute to the public impact of the Hub. A ‘Look and Feel’ Strategy was approved by the Planning and Transportation Committee on October 4.
5. **Business Planning Review** – A review of the corporate and business planning process is currently being undertaken. This will deliver a refreshed, fit for purpose framework that supports and is aligned to appropriate audiences (including Members) and the new Chief Officer corporate governance groups, with medium to long term planning horizons, ensuring that strategy drives business planning. A meeting is planned with a small group of Members to establish what they would like to see within the framework. The new Head of Corporate Strategy and Performance will lead the delivery of this review.

Corporate Governance and Democracy

6. **Increasing Diversity in the Court of Common Council** - In July 2015, the Policy and Resources Committee agreed that improving communication about elections to the Court of Common Council might help to increase the diversity of the Court’s membership. A number of measures have been introduced to ‘reach out’ to potential candidates for election, these include:
 - Engaging with Staff Networks
 - Creation of an informal Member level Diversity Group
 - Welcome Pack for New City Business

- Engaging with External Networks in the City

A special event was held at Guildhall on October 13 to encourage greater participation.

7. **Voter Registration** – A budget of up to £90,000 for initiatives to improve voter registration was approved by the Policy and Resources Committee in January this year. To date, the impact of the additional resources has been as follows: For residents, just over 300 more properties have returned their first set of registration forms this year compared to 2015. The response rate has increased from 27% in 2015 to 32% in 2016. Overall and at the time of writing, the number of firms registered so far has increased to 1,174. This is compared with 845 firms that had registered at the same point in 2015. The number of businesses that have registered online is over 650, which is an increase of 150 compared to the total number of businesses using this method in 2015.
8. **2017 Ward Elections** – Plans for the delivery of the 2017 Ward Elections are well underway. Work related to the booking of venues is almost complete, early engagement with print contractors has taken place. Candidate Briefing sessions have been scheduled for November and an elections FAQ sheet has been produced. The website has been launched, currently the focus is on registration, but more content will be added related to the Election nearer the date.

Communications

9. We have taken major steps forward in our objective of creating and delivering clear, consistent and confident media messages. We have followed the creation of short core messages about the City of London Corporation with increased training for media officers in how to proactively promote positive media stories and engage with journalists. We now have a working media grid so interventions can be coordinated and monitored.
10. However most importantly we have secured the resources to significantly increase the number of media officers. Four new media officers are in the process of being recruited with the aim of getting the new team in place by mid-November. We have also increased our administrative support to focus the work of media officers on delivering positive coverage. While the present team responded well to the pressures placed on them by the European Referendum the increased capacity will give us the ability to keep delivering the right messages for the City Corporation in the months to come.

Organisational and Departmental Development

11. **Performance Development Reviews** –A review of the systems which would link the appraisal form to iTrent found that the systems are less flexible and likely to increase bureaucracy not reduce it. In addition managers were comfortable with the current behavioural framework. The Corporate Values are being embedded through induction and other Corporate Learning. A new on line and corporate induction programme was rolled out in September incorporating all of these. New processes for Market Forces Supplements have been agreed and Chief Officers want to keep the current contribution pay scheme in the short term.

12. **Pay and Reward Structure** – A review of the pay and reward structure has been undertaken with the aim of achieving a system more aligned with the business. The review is almost complete and a report with the findings and recommendations is planned to be submitted to the Establishment Committee in early 2017.

Resilience

13. **Security Review** – A review of the organisation's security procedures is currently being undertaken to ensure that they are consistent and appropriate for the threat level. Implementation of the review findings will take place over the coming year.
14. **Business Continuity** – The City of London Corporation's own business continuity is heavily dependent on resilient IT. A successful test has recently been conducted to establish whether an identified single point of failure in the Guildhall Justice Rooms has been rectified. Further testing is planned to be complete by the end of October.
15. **The Lord Mayors Show** – Extensive planning has been undertaken by City of London Corporation Officers and the City of London Police to ensure that the Lord Mayor's Show runs smoothly. A multi-agency exercise has been conducted to test preparedness and a number of learning points were identified that will be addressed before the show in November.

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 recently been under review is the level of sickness absence across the department. The latest figures available (August 2016) indicate that there has been an improvement in the level of sickness absence from 0.61 working days lost per employee in August 2015 to 0.32 in August 2016. This compares favourably to 0.47 for the CoL as a whole, and the CoL target of 0.5. All sickness absence is actively managed.
17. **Business Risk** – The assessment of business risk is integrated into the business planning process, the 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
18. **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 2016

| Section | Latest 2016/17 £000 | Budget for Year to Date £000 | Actual £000 | Variance YTD Ad/(Fav) £000 |
|---|---------------------------|------------------------------------|----------------|-------------------------------------|
| Town Clerk's Office (Committee & Corporate HR) | 6,802 | 3,580 | 3,523 | (57) |
| Communications | 1,714 | 798 | 744 | (54) |
| Resilience and Community Safety | 704 | 317 | 263 | (54) |
| Total | 9,220 | 4,695 | 4,530 | (165) |

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