



Town Clerk's Department, Corporate and Member Services

Business Plan 2017-2020

*'We co-ordinate and ensure the resilience, good
governance and reputation of the City of London
Corporation'*

Responsible Officer: John Barradell, Town Clerk

Contact: Paul Debuse, Head of Business Support

Introduction

1. This business plan presents an overview of the ambitions and key aims and objectives of the 'core' of the Town Clerk's Department, the Corporate and Member Services Division. It coincides with significant changes to the City of London Corporation's business planning process, which will be rolled out over several years. A high level business plan covering this service has previously been produced and submitted to the Policy and Resources and Establishment Committees in draft form; this document provides a more detailed look at the work that is planned within the service over the coming business planning period.
2. The Town Clerk's Corporate and Member Services Division consists of Committee and Member Services; Corporate Strategy and Performance; Media and Communication; Elections; Resilience & Community Safety; the Contact Centre and the Town Clerk's Office and Business Support. The division provides the following services and activities:
 - **Committee and Member Services** – Leadership, governance, scrutiny, programme management, Committee and Member support, Police Authority oversight.
 - **Corporate Strategy and Performance** – Strategic direction, performance monitoring, ensuring alignment with corporate objectives.
 - **Media and Communications** – Media messages, internal and external communications.
 - **Elections** - Conducting elections, Member and democratic services, electoral canvassing.
 - **Resilience and Community Safety** – Business continuity and emergency planning, community safety strategy, security advice.
 - **Contact Centre** – One stop access to services, front line customer engagement.

Vision and Ambitions

4. The Corporate and Member Services vision statement has been refined this year to align with the draft new Corporate Plan aims and desired outcomes: The vision is:

'We co-ordinate and ensure the resilience, good governance and reputation of the City of London Corporation'
5. Supporting the vision, three service ambitions have been developed which describe the aspirations for the future of the service and align with the draft Corporate Plan outcomes. The ambitions are:
 - The City of London Corporation is known to be relevant, reliable, responsible and radical in how it goes about governing a thriving City, supporting a strong and diverse London, within a globally successful UK.
 - The City's communities live and work in a safe and resilient place.
 - The City Corporation optimises the quality of and access to its

cutting edge cultural offer.

6. To work towards achieving the ambitions, a set of top line service objectives have been identified, which are to:
 - Drive and coordinate the delivery of our corporate ambitions.
 - Promote high standards of governance throughout the organisation.
 - Deliver democratic services, which meet the needs of elected Members and the electorate.
 - Create and deliver clear, consistent and confident media messages and ensure consistent messaging across the City Corporation
 - Ensure that there are plans in place to provide support and assistance to the City's communities in the event of an incident.
 - In partnership with the City of London Police and others, help deliver a safer community

A more detailed look at the objectives and actions for this business planning period, each with performance and outcome measures is set out in Annex 1.

Progress to date

7. **Cultural hub** - The development of the area between Farringdon and Moorgate into a world-class cultural destination for London continues to progress. Over the past year a new identity and brand for the area and its partners has been developed and work is well underway on a 'Look and Feel Strategy' which will inform public realm interventions across the hub.
8. **Business Planning/ Corporate Plan review** - A new framework for corporate and business planning is currently being developed. The aim is for all the work carried out by or supported by the City Corporation to contribute to one overarching goal. As this new approach involves parallel changes to a number of high-level processes, it will take 2-3 years to be fully implemented, so how plans are presented to Members is likely to develop during this time. In response to Members' requests, new high level departmental plans have been designed and presented to service Committees and received very positively. A draft Corporate Plan for 2018-23 has been produced and is also being presented to Members for their initial feedback.
9. **Elections** – 2016/17 was a particularly busy period for the Elections team. The EU referendum, GLA election and a full round of Ward elections were all successfully conducted. The resources of the team were enhanced during this period to ensure all of the necessary detailed preparation work was completed and the Elections team had sufficient resilience over the period of the Ward elections. This had a consequential effect on the Central Risk budget provided for running elections, which was exceeded in this financial year. This has highlighted that the resources available for this key function need to be reviewed. A report will be produced and presented to Members in due course. The Ward election resulted in significant turnover in the Membership (26%). Work began immediately

after the election to ensure that the new Members were fully inducted and prepared for their new role.

10. **Security Review** – A review of the City of London’s physical security arrangements has been conducted over the last year. The aim of the review is to ensure that security arrangements are consistent and appropriate for the current level of threat. The review is continuing but an initial over-arching strategy has been released to Chief Officers and a number of improvements and recommendations have been made. A new full time Security Advisor is currently being recruited.
11. **Transformation** – The Town Clerk’s department has undergone significant structural changes over the last year, with the aim of improving efficiency and focus. The departmental management team was reviewed and revised with a new, simplified structure adopted. In addition, the retirement of the Director of Culture Heritage and Libraries presented an opportunity to review the Culture Heritage and Libraries Department. As a result, the Assistant Town Clerk and Cultural Hub Director is now responsible for the newly created Cultural Services Division of the Town Clerk’s Department which will help to maximise the opportunities presented by the Cultural Hub programme.

Looking ahead

12. **Performance Management** – As part of the on-going programme of work to enhance the corporate planning process and improve governance, plans are being formulated to design and develop robust processes for reporting performance against the Corporate Plan, and to review the presentation of detailed departmental business plans to Members.
13. **Developing Democratic Services** – Feedback from the induction of new Members and the on-going Member development programme will be used to help develop the provision of democratic services. The development work will focus on ensuring Members can carry out their roles effectively. Work has begun to enhance specialist support in Committee Services, in particular the area of the City’s educational activities.
14. **Cultural Hub** - A launch event is planned for July 2017 – the event will for the first time showcase the vision for the area and its major projects as all being part of a larger initiative to transform the area. The work on the hub remains split into three main strands – creative content, property and public realm co-ordinated by the Town Clerk’s Department. Activity across 2017/18 will include work on a successful launch, raising the brand awareness, development of wider partnerships, work on the three major capital projects, development and delivery of Look and Feel Strategy and opportunities for hub events.

Other Issues

15. **Finance** - The final phase of our Service Based Review saving takes effect in the 2017-18 financial year. Planning will start during the autumn to meet the challenge presented by efficiency savings required from 2018-19 onwards. A financial statement for the division can be found at Annex 2; this details the original 2017-18 total net budget of £5.39m. A structure chart is provided at Annex 3.

16. **Developing our capabilities** - Staff learning and development continues to be a priority as part of our overall Investors in People commitment. Organisational change is a key driver in reviewing our workforce skills and future needs. Our workforce planning has focused on the retention of key skilled staff and ensuring that succession planning measures have been introduced to mitigate the risk posed by the loss of staff in critical roles.
17. The City Corporation's Apprentice scheme has its first intake of apprentices this year. The scheme offers opportunities to young people to gain valuable work experience and formal training leading to recognised qualifications. Corporate and Member services will be supporting the initiative by offering apprenticeships in a number of areas.
18. Enhancing management skills, particularly in the management of projects and business analysis will help to develop our capabilities.
19. **Business Risk** - The assessment of business risk is integrated into the business planning process and a risk register is maintained to ensure that all identified risks are managed and appropriate mitigating actions are taken. The current summary risk register can be found at Annex 4, updates are reported quarterly to Members. The corporate risk related to resilience (corporate risk CR01) was reviewed in detail by the Audit and Risk Management Committee in September 2016 to ensure that the mitigation process was being managed effectively. A departmental risk related to the replacement of the Customer Relationship Management system will be considered by the Chief Officer Risk Management Group in July to assess whether its status should be raised to corporate level.
20. **Space Utilisation** - The priority of optimising use of space remains unchanged. The need for efficient use of existing space includes a requirement to constantly evaluate the service being provided in each property to ensure that service is being delivered in accordance with the wishes of users and the Corporate Property Asset Management Strategy. The majority of Corporate and Member Services Division is located on the 2nd floor of the Guildhall West Wing. There have been a number of minor internal moves within this space but it is unlikely that the core of the unit will move in the foreseeable future. The Contact Centre will move as part of the 'One Safe City' project when they merge with the City of London Police to create a new Joint Contact and Control Room.

Appendices

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|---------|-----------------------------|
| Annex 1 | Key Objective Plans 2017/18 |
| Annex 2 | Finance Statement 2017/18 |
| Annex 3 | Structure Chart |
| Annex 4 | Risk Register |

Contacts:

John Barradell, Town Clerk

Paul Debuse, Head of Business Support, Town Clerk's Department

Town Clerk's Corporate and Member Services – Key Objectives 2017-2018

| | | | | |
|---------------------------|---|--|---|----------------|
| Ambition | | The City of London Corporation is known to be relevant, reliable, responsible and radical in how it goes about governing a thriving City, supporting a strong and diverse London, within a globally successful UK. | | |
| Aligns to Corporate Plan: | | Benefit society, Shape the future City, Secure economic growth | | |
| | Key Objectives | Measure of Success/Outcome | Target Date | Lead Officer |
| 1.1 | Refresh and enhance the City of London Corporate Plan. | The Corporate Plan is enhanced and refreshed by March 2018. The new plan clearly describes the organisation’s vision and key ambitions. | March 2018 | Kate Smith |
| 1.2 | Develop the business planning process so that strategy becomes the main driver. | The Business Planning process is revised and is more strategic and forward looking. | March 2018 | Kate Smith |
| 1.3 | Design and develop robust processes for reporting performance against the Corporate Plan. | Processes are put in place to ensure that impacts on corporate ambitions are tracked in order to support innovation by enabling early and ongoing course-correction | March 2018 | Kate Smith |
| 1.4 | Successfully deliver the 2017 General Election and other Ward and Aldermanic elections. | The 2017 General Election and other Ward and Aldermanic Elections are delivered effectively in accordance with legislation. | June 2017 (Ward and Aldermanic Elections delivered to set timetables) | Simon Murrells |
| 1.5 | Deliver a comprehensive induction and Member development programme for newly elected Members. | A satisfaction survey shows that Members feel the induction and development programme enables them to fulfil their roles effectively. | Dec 2017 | Simon Murrells |
| 1.6 | Review the resourcing of the Elections Team. | The review is completed with recommendations reported back to Members for approval. | Dec 2017 | Simon Murrells |

Town Clerk's Corporate and Member Services – Key Objectives 2017-2018

| Ambition | | <i>The City's communities live and work in a safe and resilient place</i> | | |
|---------------------------|---|---|-------------|--------------|
| Aligns to Corporate Plan: | | <i>Benefit society, people are safe and feel safe</i> | | |
| | Key Objectives | Measure of Success/Outcome | Target Date | Lead Officer |
| 2.1 | Oversee a review of the security of the City of London Corporation's operational estate | Implementation of the security review recommendations helps to make our operational property a safer place to visit and work. | Dec 2017 | Peter Lisley |
| 2.2 | As part of the 'One Safe City' programme, move the Contact Centre Services to the new Joint Contact and Control Room, co-locating and providing a joint service with the City of London Police. | The Joint Contact and Control Room delivers efficient and co-ordinated contact services for the City's communities. The new service is delivered on time and within budget. | April 2018 | Peter Lisley |
| 2.3 | Refresh the Prevent Strategy and roll out a comprehensive training programme for relevant staff | A Prevent/safeguarding on-line training course for all staff, a bespoke Prevent toolkit for businesses, strengthened engagement with faith communities, continued support for educational establishments. | April 2018 | Peter Lisley |
| 2.4 | Produce an anti-social behaviour strategy in partnership with the City of London Police | Anti-social behaviour is reduced. Reduction in repeat incidents and appropriate use of warning letters, Community Protection Notices and injunctions. | April 2018 | Peter Lisley |

| | Key Objectives | Measure of Success/Outcome | Target Date | Lead Officer |
|-----|--|--|-------------|--------------|
| 2.5 | Working with the Department of Communities and Local Government and the national Cyber Security Centre, complete a review and produce a cyber-attack working strategy for response to cyber incidents for local resilience forums. | Review helps to increase awareness and minimise the impact of a potential cyber-attack. Strategy completed and guidance documents issued. | April 2018 | Peter Lisley |
| 2.6 | Ensure that the City of London Corporation exceeds the minimum London Resilience Standard, working with partner London Boroughs to share best practice and increase capacity. | Exceeding the standard provides assurance of the measures in place to deal with an emergency incident. | April 2018 | Peter Lisley |

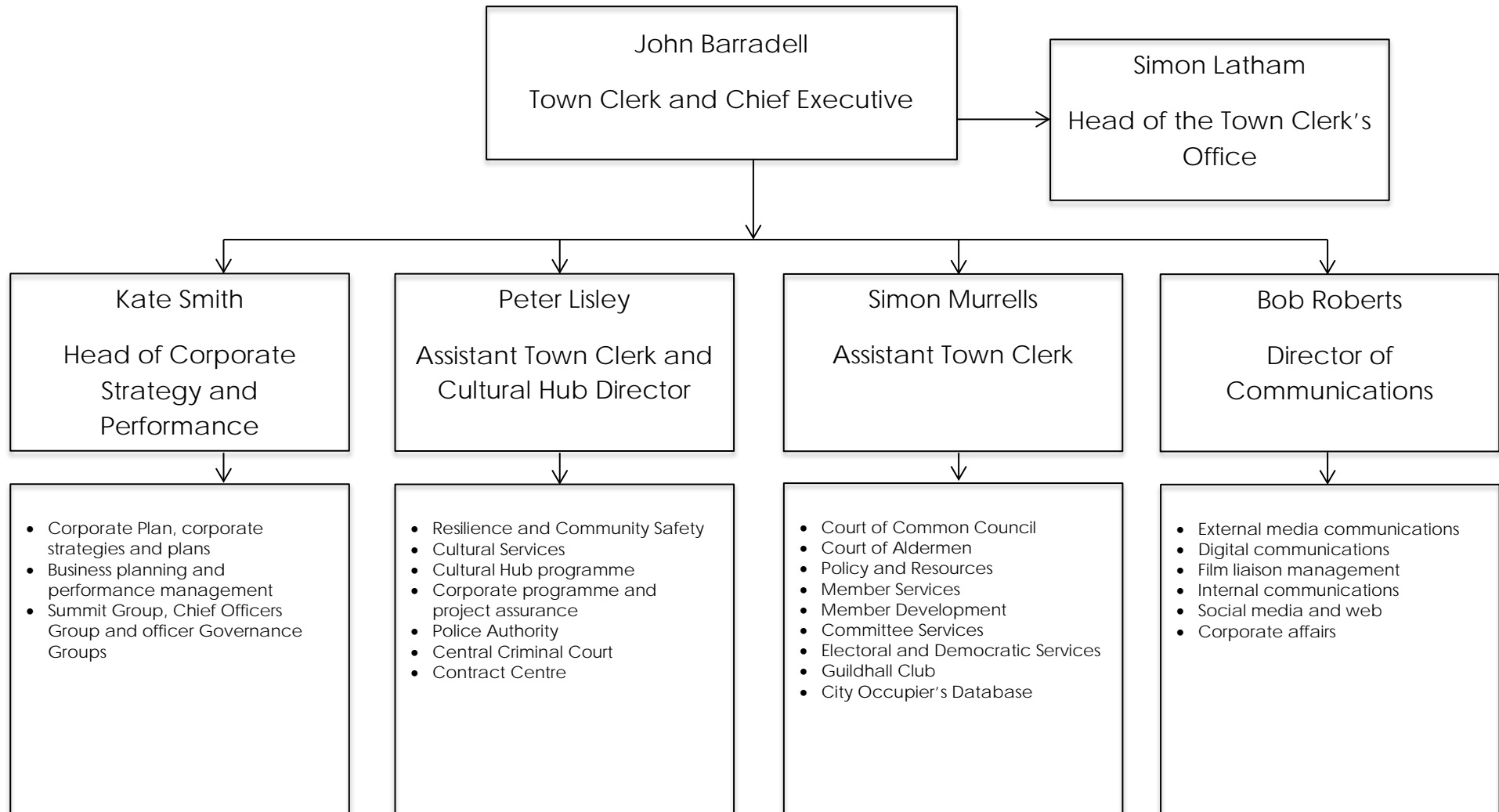
Town Clerk's Corporate and Member Services – Key Objectives 2017-2018

| Ambition | | <i>The City Corporation optimises the quality of and access to its cutting edge cultural offer.</i> | | |
|---------------------------|---|---|--|--------------|
| Aligns to Corporate Plan: | | <i>Benefit society; people live enriched lives and reach their potential; The square mile is known for world-leading culture and creativity.</i> | | |
| | Key Objectives | Measure of Success/Outcome | Target Date | Lead Officer |
| 3 | Coordinate the development and delivery of the Cultural Hub programme | <p>The aims of the Cultural Hub programme are met; the projects are delivered within the allocated resources and on time.</p> <p>Individual projects planned for this year and beyond:</p> <ul style="list-style-type: none"> • Hub launch activity • Raising Brand Awareness • Development of wider partnerships • Development and delivery of the Look and Feel strategy • Opportunities for Hub Events • Look & feel quick wins • Delivery of website • Museum of London • Beech Street | <p>The programme has a full schedule of delivery dates</p> <p>July 2017 March 2018 March 2018 Dec 2017</p> <p>March 2018 Jul 17 to Mar 18 July 2017 May 2022 2021/22</p> | Peter Lisley |

Town Clerk's Corporate and Member Services – Original Budget 2017-2018

| Town Clerk's Corporate and Member Services Division – operational budget | | | | | | | |
|--|--|------------------------------------|--------------------------|------------|---------------------------------|----------------|--------------|
| | Committee and Member Services (Inc. TC Office) | Corporate Strategy and Performance | Media and Communications | Elections | Resilience and Community Safety | Contact Centre | Total |
| | £000 | £000 | £000 | £000 | £000 | £000 | £000 |
| Expenditure Type | | | | | | | |
| Employee Expenses | 2,312 | 371 | 1,544 | 209 | 569 | 567 | 5,572 |
| Premises Expenses | 0 | 0 | 0 | 1 | 0 | 0 | 1 |
| Transport Expenses | 1 | 0 | 4 | 0 | 2 | 0 | 7 |
| Supplies and Services | 180 | 0 | 241 | 104 | 124 | 18 | 667 |
| Total Expenditure | 2,493 | 371 | 1,789 | 314 | 695 | 585 | 6,247 |
| Income | (65) | 0 | 0 | (9) | 0 | 0 | (74) |
| Total | 2,428 | 371 | 1,789 | 305 | 695 | 585 | 6,173 |

Town Clerk's Corporate and Member Services – Structure Chart



TC Corporate and departmental risks - detailed report EXCLUDING COMPLETED ACTIONS

Report Author: Paul Debuse

Generated on: 24 May 2017

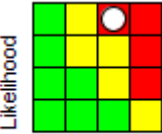
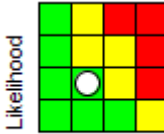



Rows are sorted by Department Code

| Risk no, title, creation date, owner | Risk Description (Cause, Event, Impact) | Current Risk Rating & Score | | Risk Update and date of update | Target Risk Rating & Score | | Target Date | Current Risk score change indicator |
|--------------------------------------|---|---------------------------------|-----------|--|---------------------------------|-----------|-------------|-------------------------------------|
| CR01 Resilience Risk | <p>Cause - Lack of appropriate planning, leadership and coordination</p> <p>Event - Emergency situation related to terrorism or other serious event/major incident is not managed effectively</p> <p>Effect - Major disruption to City business, failure to support the community, assist in business recovery. Reputational damage to the City as a place to do business.</p> | <p>Likelihood</p> <p>Impact</p> | 12 | <p>The status of this risk has been reviewed in the light of the current increased national threat level. The overall rating has not been increased although additional security measures have been introduced whilst the threat remains at critical. Implementation of the security review findings has begun; installation of the security gates in the West Wing of Guildhall is one example of the type of improvement work planned. The CoL's own business continuity is heavily dependent on resilient IT. Work is continuing to improve the reliability and resilience of the core systems (Chamberlain's IT leading on this). It is felt that the preventative and mitigating actions in place are as good as possible in the current climate.</p> <p>24 May 2017</p> | <p>Likelihood</p> <p>Impact</p> | 12 | 31-Dec-2017 | |

| | | | | | | | | |
|----------------|--|--|--|--|--|--|--|--|
| John Barradell | | | | | | | | |
|----------------|--|--|--|--|--|--|--|--|

| Action no, Action owner | Description | Latest Note | Managed By | Latest Note Date | Due Date |
|----------------------------|--|---|-------------|------------------------|-------------|
| CR01D | Working with the IT division, remove potential single points of failure from business continuity processes. | Networking equipment is being re-located to 6th floor server room and work is currently on-going to improve IT data centres and network bandwidth across the corp. (Chamberlain's IT leading on this) | Gary Locker | 24-May-2017 | 30-Jun-2017 |
| CR01E | Conduct a review of the City of London's physical security arrangements to ensure that are consistent and appropriate for the threat level. Implementation of the review findings originally planned to be complete by the end of 2016 | The review is continuing, initial over-arching security strategy released to Chief Officers in November 2016, work is continuing, engaging with departments, security managers and CoLC assets. A governance structure has been created which includes a Security Board, chaired by the Town Clerk. Funding has been allocated to enhance physical security measures across the estate such as window shatter film, CCTV etc. | Gary Locker | 24-May-2017 | 30-Jun-2017 |

| Risk no, title, creation date, owner | Risk Description (Cause, Event, Impact) | Current Risk Rating & Score | | Risk Update and date of update | Target Risk Rating & Score | | Target Date | Current Risk score change indicator |
|--|---|--|-------------------------|--|---|------------------------|-------------|---|
| TC TCO 05 Customer Relationship Management System John Barradell | Cause: Outdated software that is no longer supported stops working or will no longer work with our network environment Event: Failure of the CRM system Effect: Loss of critical data, Contact Centre, City Occupiers Database team unable to effectively carry out their duties. |  Likelihood | 16 Impact | There is no change to the status of this risk at this time. This risk is being submitted to the CORMG for consideration for escalation to corporate risk level. 24 May 2017 |  Likelihood | 4 Impact | 31-Mar-2018 |  |

| Action no, Action owner | Description | Latest Note | | | Managed By | Latest Note Date | Due Date |
|-------------------------|--|---|--|--|------------|------------------|-------------|
| TCTCO05A | Report to Summit Group prepared by the IT division exploring options for the replacement of the CRM, taking into account all of the current system users | Options report for Summit group being produced by IT. | | | Sean Green | 24-May-2017 | 31-May-2017 |