



## Establishment Committee

**Date:** WEDNESDAY, 8 SEPTEMBER 2021  
**Time:** 1.45 pm  
**Venue:** INFORMAL HYBRID PUBLIC MEETING (ACCESSIBLE REMOTELY)

**Members:**

Tracey Graham (Chair)	Sheriff Christopher Hayward
Deputy Edward Lord (Deputy Chair)	Deputy Jamie Ingham Clark
Randall Anderson	Jeremy Mayhew
Deputy Keith Bottomley	Deputy Richard Regan
Alderman Sir Charles Bowman	Deputy Elizabeth Rogula
Henry Colthurst	Ruby Sayed
Karina Dostalova	Deputy Tom Sleigh
Deputy Kevin Everett	Deputy Philip Woodhouse
The Revd Stephen Haines	

**Enquiries:** **John Cater**  
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### Accessing the virtual public meeting

Members of the public can observe this virtual public meeting at the below link:  
<https://youtu.be/dcNcwXGm38w>

This meeting will be a virtual meeting and therefore will not take place in a physical location. Any views reached by the Committee today will have to be considered by The Comptroller & City Solicitor after the meeting in accordance with the Court of Common Council's Covid Approval Procedure who will make a formal decision having considered all relevant matters. This process reflects the current position in respect of the holding of formal Local Authority meetings and the Court of Common Council's decision of 15th April 2021 to continue with virtual meetings and take formal decisions through a delegation to the Town Clerk and other officers nominated by him after the informal meeting has taken place and the will of the Committee is known in open session. Details of all decisions taken under the Covid Approval Procedure will be available on line via the City Corporation's webpages.

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

**John Barradell**  
Town Clerk and Chief Executive

# AGENDA

## Part 1 - Public Agenda

1. **APOLOGIES**
2. **MEMBERS' DECLARATIONS UNDER THE CODE OF CONDUCT IN RESPECT OF ITEMS ON THE AGENDA**
3. **MINUTES**  
To agree the public minutes of the meetings held on 23<sup>rd</sup> June and 22<sup>nd</sup> July.  

**For Decision**  
(Pages 7 - 16)
4. **OUTSTANDING ACTIONS - PUBLIC**  
Report of the Town Clerk.  

**For Information**  
(Pages 17 - 18)
5. **TARGET OPERATING MODEL - SAVINGS TRACKER UPDATE**  
Report of the Chamberlain.  

**For Information**  
(Pages 19 - 26)
6. **ASSISTANT TOWN CLERK & MEMBERS SERVICES DIRECTOR - RECRUITMENT**  
Report of the Executive Director of Human Resources.  

**For Decision**  
(Pages 27 - 32)
7. **REGISTER OF INTERESTS FOR CHIEF OFFICERS**  
Report of the Executive Director of Human Resources.  

**For Information**  
(Pages 33 - 34)
8. **REVENUE OUTTURN 2020-21**  
Joint Report of the Town Clerk, the Chamberlain, and the Comptroller and City Solicitor.  

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

9. **JOINT ANNUAL REPORT FOR THE 'SOCIAL' STRATEGIES: RESPONSIBLE BUSINESS, SOCIAL MOBILITY, DIGITAL SKILLS AND CLIMATE ACTION STRATEGIES FOR 2020-21**  
Joint Report of the Chamberlain, Managing Director, Bridge House Estates, Director of Innovation and Growth, and Director of Community & Children's Services.
- For Information**  
(Pages 41 - 44)
10. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
11. **ANY OTHER BUSINESS THAT THE CHAIR CONSIDERS URGENT**
12. **EXCLUSION OF THE PUBLIC**  
MOTION - That under Section 100A(4) of the Local Government Act 1972, the public be excluded from the meeting for the following items of business on the grounds that they involve the likely disclosure of exempt information as defined in Part I of Schedule 12A of the Local Government Act.
- For Decision**

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

13. **NON-PUBLIC MINUTES**  
To agree the non-public minutes of the meetings held on 23rd June and 22nd July.
- For Decision**  
(Pages 45 - 50)
14. **OUTSTANDING ACTIONS - NON-PUBLIC**  
Report of the Town Clerk.
- For Information**  
(Pages 51 - 52)
15. **EXIT STRATEGY - RECRUITMENT MORATORIUM - UPDATE**  
Report of the Executive Director of Human Resources.
- For Decision**  
(Pages 53 - 60)
16. **NON-PUBLIC QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
17. **ANY OTHER BUSINESS THAT THE CHAIR CONSIDERS URGENT AND WHICH THE COMMITTEE AGREES SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**

### **Part 3 - Confidential Agenda**

18. **CONFIDENTIAL MINUTES**  
To agree the confidential minutes of the meetings held on 23rd June and 22nd July.  
**For Decision**
19. **OUTSTANDING ACTIONS - CONFIDENTIAL**  
Report of the Town Clerk.  
**For Information**
20. **MFS - GUILDHALL SCHOOL OF MUSIC & DRAMA**  
Report of the Principal, Guildhall School of Music & Drama.  
**For Decision**
21. **HONORARIA - BARBICAN CENTRE**  
Report of the Executive Director of Human Resources.  
**For Decision**
22. **COMMERCIAL DIRECTOR - RECRUITMENT**  
Report of the Chief Operating Officer.  
**For Information**
23. **CREATION OF A SERVICE DELIVERY DIRECTOR - FRAUD AND CYBER CRIME REPORTING AND ANALYSIS SERVICE**  
Joint Report of the Town Clerk and the Commissioner of the City of London Police.  
**For Decision**
24. **MARKET FORCES SUPPLEMENT REQUEST - CITY OF LONDON POLICE/CHAMBERLAIN'S DEPARTMENT**  
Report of the Chamberlain.  
**For Decision**

25. **CORONER'S PAY**  
Report of the Executive Director of Human Resources.

**For Decision**

26. **REGISTER OF INTERESTS FOR CHIEF OFFICERS - CONFIDENTIAL APPENDIX**  
Report of the Executive Director of Human Resources.

**For Information**

27. **BARBICAN CENTRE - HR AUDIT**  
Report of the Executive Director of Human Resources.

**For Information**

28. **STAFFING MATTER**  
Chief Operating Officer to be heard

**For Information**

29. **TOWN CLERK'S UPDATE**  
The Town Clerk to be heard.

**For Information**

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## ESTABLISHMENT COMMITTEE

Wednesday, 23 June 2021

Draft Minutes of the meeting of the Establishment Committee held virtually on  
Wednesday, 23 June 2021 at 1.45 pm

### Present

#### Members:

Tracey Graham (Chair)  
Deputy Edward Lord (Deputy Chairman)  
Deputy Keith Bottomley  
Alderman Sir Charles Bowman  
Henry Colthurst  
Deputy Kevin Everett  
The Revd Stephen Haines  
Sheriff Christopher Hayward  
Deputy Jamie Ingham Clark  
Jeremy Mayhew  
Deputy Elizabeth Rogula  
Ruby Sayed  
Deputy Tom Sleigh  
Deputy Philip Woodhouse

#### Officers:

John Barradell	- Town Clerk and Chief Executive
Angela Roach	- Assistant Town Clerk
Caroline Al-Beyerty	- The Chamberlain
Michael Cogher	- Comptroller and City Solicitor
Chrissie Morgan	- Director of Human Resources
Ruth Bailey	- Executive Director of Human Resources
Janet Fortune	- Town Clerk's Department
Tracey Jansen	- Human Resources
Marion Afoakwa	- Human Resources
Alistair Cook	- Chamberlain's Department
Paul Wilkinson	- City Surveyor
Tim Fletcher	- Communication's Department
Andrew Carter	- Director of Community and Children's Services
Charles Griffiths	- Bursar, City of London School
Nick Senior	- Comptroller and City Solicitor's Department
Douglas Trainer	- Deputy Town Clerk
Paul Wright	- Deputy Remembrancer
Justin Tyas	- Human Resources Department
Sonia Virdee	- Chamberlain's Department
John Cater	- Committee Clerk
Paul Murtagh	- Communities and Children's Services
Ian Simpson	- Human Resources
Carol Simpson	- Human Resources

1. **APOLOGIES**

Apologies for absence were received from Karina Dostalova.

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

There were no declarations of interest.

3. **MINUTES**

**RESOLVED** – That the public minutes and summary of the meeting held on 12<sup>th</sup> May 2021 be approved as an accurate record.

4. **OUTSTANDING ACTIONS REPORT**

The Committee considered a report of the Town Clerk which provided details of outstanding actions from previous meetings.

Item 7 from May 2021 (TRT Staffing Workstream – Work Experience and Training Budget)

The Report was progressing to P&R, however, officers have rearranged funding arrangements for this workstream, so there will be no call for additional funding.

Item 11 from May 2021 (Corporate Home / Remote Working Policy (Health and Safety) - Draft)

A Member had asked what the Corporation had spent to equip people to work from home over the course of the pandemic. The Chamberlain responded that the sum had, so far, totalled £1.7m; most of this was absorbed by departmental local risk budgets, with £313K charged to the P&R Covid Fund.

**RESOLVED** – that the Committee noted the Report.

5. **UPDATE ON OVERALL TOM FLIGHT PATH SAVINGS**

The Committee received a Joint Report of The Town Clerk & Chief Executive and The Chamberlain.

Several Members remarked that, whilst it was still early days in the process, there was a lot of work to be done to ensure we achieved the savings flight path.

The Chamberlain stressed that, as well as the TOM savings, the challenge also extended to the securing savings under Medium Term Financial Plan. Noting the one-off savings identified by several departments, it was vital that, on the whole, the savings secured were sustainable and fixed. The Chamberlain added the RASC away day in July would provide Members with an opportunity to drill down on the current proposals.

The Chairman of the Efficiency & Performance (Finance) Sub-Committee pointed out that the Report had been reviewed by that Sub the previous week, Members there had asked for future iterations of this Report to include better graphical representations of the savings secured and still to be achieved (e.g. by way of a graphic barometer) in future. He pledged to work with the Chair of



the Establishment Committee to ensure that both Committees, whilst examining these issues with slightly different lenses, worked in lockstep over the coming months.

**RESOLVED** – that the Committee noted the Report.

6. **DEVELOPMENTS IN EMPLOYMENT LAW**

The Committee received a Report of the Director of Human Resources concerning recent developments in UK Employment Law.

A Member highlighted the recent news that the Government was considering legislation to give employees the legal right to work from home. The Member stressed that this type of blanket policy would be undesirable, and that the Corporation should oppose it.

Officers responded that, whilst there were benefits from a more hybrid way of working, there was likely to be a degree of flexibility in any legislation, giving employers the ability to justify asking employees to come into the workplace on a regular basis, according to the needs of the business. They would keep the development of the legislation monitored and would report back in due course.

**RESOLVED** – that the Committee noted the Report.

7. **MEMBER GOVERNANCE OF THE ERP PROJECT DELIVERY**

The Committee considered a Report of the Chamberlain concerning the ERP Project Delivery.

**RESOLVED** – that the Committee approved the governance approach of the ERP Solution.

8. **MENTAL HEALTH AND WELLBEING POLICY REVIEW**

The Committee considered a Report of the Director of Human Resources concerning the Mental Health and Wellbeing Policy.

In response to a query, officers confirmed that they would be returning with an update Report outlining metrics around the mental health and wellbeing of employees. This will also include information around the take up of mental health first-aid training.

**RESOLVED** – that the Committee approved the revised corporate Mental Health and Wellbeing Policy.

9. **EQUALITY AND INCLUSION UPDATE**

The Committee received a Report of the Director of Human Resources concerning the Annual Employee Profile Report for 2020 – 2021.

Responding to the Chair's concern about the increase in leavers from a BAME background, officers recognised that whilst this had been a gradual incremental increase over recent years, it was a worrying trend and further exploration as to

the reasons for the increase were required, this would include analysing answers from exit interviews.

**RESOLVED** – that the Committee noted the Report.

10. **STONEWALL UPDATE**

The Committee received a Report of the Director of Human Resources concerning the Stonewall Diversity Champions Programme and Workplace Equality Index (WEI) 2021 submission.

The Committee expressed its wholehearted support for the Corporation remaining part of the Diversity Champions Programme. Despite noting recent negative headlines in the media, it was stressed by several Members that to withdraw now would send a very damaging signal to LGBT+ staff.

**RESOLVED** – that the Committee noted the Report and endorsed the Corporation remaining a member organisation of the programme.

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

Questions were raised as follows –

In response to a query, officers confirmed that the Corporation will be flying the Progress Pride Flag this year.

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

There were no urgent items.

13. **EXCLUSION OF THE PUBLIC**

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

14. **NON-PUBLIC MINUTES**

The non-public minutes of the meeting held on 12<sup>th</sup> May were approved.

15. **DEEP DIVE REPORT FOR COMPTROLLER - TOM SAVINGS**

The Committee received a Report of the Comptroller & City Solicitor concerning the savings confirmed/unidentified under the Comptroller & City Solicitors Department (C&CS).

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

There were no questions.

17. **ANY OTHER BUSINESS THAT THE CHAIR CONSIDERS URGENT AND WHICH THE COMMITTEE AGREES SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**

There were no items of urgent business.

18. **CONFIDENTIAL MINUTES**  
The confidential minutes of the meeting held on 12<sup>th</sup> May were approved.
19. **OUTSTANDING ACTIONS REPORT**  
The Committee noted a report of the Town Clerk which provided details of confidential outstanding actions from previous meetings.
20. **TARGET OPERATING MODEL PROPOSALS - COMMUNITY AND CHILDREN'S SERVICES DEPARTMENT**  
The Committee considered a Report of the Director of Community and Children's Services.
21. **CHAMBERLAIN'S PROPOSED TIER 2 STRUCTURE**  
The Committee considered a Report of the Chamberlain.
22. **TARGET OPERATING MODEL PROPOSAL - CITY SURVEYOR'S DEPARTMENT**  
The Committee considered a Report of the City Surveyor.
23. **SCHOOL OPERATIONS PILOT (TARGET OPERATING MODEL)**  
The Committee considered a Report of the Head of City of London School and Head of City of London School for Girls.
24. **TEACHER PAY AND REWARDS UPDATE**  
The Committee considered a Joint Report of the Head of the City of London School, the Head of the City of London School for Girls, and the Head of the City of London Freemans School.
25. **HONORARIUM**  
The Committee considered a Report of the City Remembrancer.
26. **SPORT STAFFING AT THE CITY OF LONDON SCHOOL**  
Report of the Head of the City of London School.
27. **PAY AWARD UPDATE**  
The Committee received an update from the Chair concerning the Pay Award.
28. **FURLOUGH UPDATE**  
The Committee considered an update of the Director of Human Resources concerning furlough.
29. **TOWN CLERK'S UPDATE**  
The Town Clerk provided an update on several points.

**The meeting ended at 3.30 pm**

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Chairman

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**ESTABLISHMENT COMMITTEE**  
**Thursday, 22 July 2021**

Draft Minutes of the meeting of the Establishment Committee held virtually on  
Thursday, 22 July 2021 at 9.30 am

**Present**

**Members:**

Tracey Graham (Chair)  
Deputy Edward Lord (Deputy Chair)  
Randall Anderson  
Deputy Keith Bottomley  
Henry Colthurst  
The Revd Stephen Haines  
Sheriff Christopher Hayward  
Deputy Jamie Ingham Clark  
Jeremy Mayhew  
Deputy Brian Mooney (Chief Commoner)  
Deputy Elizabeth Rogula  
Ruby Sayed  
Deputy Tom Sleigh  
Deputy Philip Woodhouse

**Officers:**

John Barradell	- Town Clerk and Chief Executive
Angela Roach	- Assistant Town Clerk
Douglas Trainer	- Deputy Town Clerk
Michael Cogher	- Comptroller and City Solicitor
Ruth Bailey	- Executive Director of Human Resources
Chrissie Morgan	- Director of Human Resources
Emma Moore	- Chief Operating Officer
Dionne Corradine	- Chief Strategy Officer
Peter Lisley	- Assistant Town Clerk
Damian Nussbaum	- Director of Innovation & Growth
Janet Fortune	- Town Clerk's Department
Tracey Jansen	- Human Resources
Marion Afoakwa	- Human Resources
Jason Hayes	- Community and Children's Services
Paul Murtagh	- Community and Children's Services
Caroline Reeve	- Corporate HR
Emma Cunnington	- Town Clerk's Department
John Cater	- Town Clerk's Department

1. **APOLOGIES**  
Apologies for absence were received from Alderman Sir Charles Bowman, Karina Dostalova, Deputy Kevin Everett, and Richard Regan.
2. **MEMBERS' DECLARATIONS UNDER THE CODE OF CONDUCT IN RESPECT OF ITEMS ON THE AGENDA**  
There were no declarations of interest.
3. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**  
There were no questions.
4. **ANY OTHER BUSINESS THAT THE CHAIR CONSIDERS URGENT**  
There were no urgent items.
5. **EXCLUSION OF THE PUBLIC**  
**RESOLVED** – That under Section 100(A) of the Local Government Act 1972, the public be excluded from the meeting for the following items on the grounds that they involve the likely disclosure of exempt information as defined in Part I of the Schedule 12A of the Local Government Act.
6. **TARGET OPERATING MODEL - UPDATE ON PROGRESS**  
The Committee received a Report of the Town Clerk concerning the Target Operating Model (TOM).
7. **BARBICAN RESIDENTIAL COMMITTEE RESOLUTION**  
The Committee received a resolution and accompanying briefing note concerning the recruitment moratorium.
8. **TERMS OF REFERENCE OF AN HR AUDIT AND EXTERNAL REVIEW AT THE BARBICAN CENTRE**  
The Committee received a Report of the Executive Director of Human Resources concerning the Terms of Reference of an HR Audit and External Review at the Barbican Centre.
9. **NON-PUBLIC QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**  
There were no questions.
10. **ANY OTHER BUSINESS THAT THE CHAIR CONSIDERS URGENT AND WHICH THE COMMITTEE AGREES SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**  
There were no items of urgent business.
11. **INNOVATION & GROWTH - TOM UPDATE**  
The Committee considered a Report of the Director of Innovation & Growth.

**The meeting ended at 10.40 am**

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Chair

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# Agenda Item 4

<b>PUBLIC ACTIONS</b>		
Meeting Date	Item reference	Action
23/06/21	Item 8 (MENTAL HEALTH AND WELLBEING POLICY REVIEW)	In response to a query, officers confirmed that they would be returning with an update Report outlining metrics around the mental health and wellbeing of employees. This will also include information around the take up of mental health first-aid training.

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# Agenda Item 5

<b>Committee:</b> Establishment Committee – for information	<b>Date:</b> 8 September 2021
<b>Subject:</b> Securing target operating model savings: 2021/22 progress, update on	<b>Public</b>
<b>Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?</b>	<b>All</b>
<b>Does this proposal require extra revenue and/or capital spending?</b>	<b>No</b>
<b>If so, how much?</b>	<b>N/A</b>
<b>What is the source of Funding?</b>	<b>N/A</b>
<b>Has this Funding Source been agreed with the Chamberlain’s Department?</b>	<b>N/A</b>
<b>Report of:</b> The Chamberlain	<b>For Information</b>
<b>Report author:</b> Sonia Virdee, Assistant Director - Strategic Finance, Chamberlain’s	

## Summary

This report updates on the achievement of Target Operating Model Savings as departments progress through the process. The Target Operating model (TOM) forms part of the overall flight path of savings to be achieved in the medium-term financial plan.

The TOM savings target agreed by the Court of Common Council in 2020/21 was £4.5m, this report illustrates 72% (£3.3m) of the TOM target is achievable to date, of which 18% (£0.8m) are permanent savings. As remaining departments go through the TOM process, deep dives and bilateral meetings permanent savings will be confirmed and updated to this committee.

## Recommendation

- Members are asked to note the report.

## Main Report

### Background

1. To ensure the sustainability of the Medium-term Financial Plan, it is essential to ensure the ‘flightpath’ savings remain on track, in particular:
  - Delivery of the Fundamental Review savings approved by Policy and Resources Committee; and where proposals have been moved out of year due to delays caused by COVID impacts;

- Delivery of the 12% savings; part of which are savings from the TOM, with scrutiny of any overspending committees or departments/institutions; and
  - COVID impacts on main income streams and service delivery, in particular from lower rental income and volatility on retained business rates.
2. Although overall scrutiny is being provided by the Efficiency and Performance Sub Committee, Establishment Committee will be scrutinising achievement of Target Operating Model Savings, the impact of flexible retirement policies and translation of vacancies into post permanent savings; alongside costs of the scheme.
  3. As the new target operating model enters the second phase, departments are progressing under separate and staggered 'waves' to ensure a smooth transition across the City Corporation. The purpose of the TOM is not just a cost saving exercise, but rather about effective and efficient running; ensuring the TOM principles are adhered to in structural design. The TOM savings target agreed by Court of Common Council in 2020/21 was £4.5m (£3m City Fund and £1.5m City's Cash). Members will recall that the TOM programme was delayed by a year due to the pandemic.
  4. 12% savings were identified as essential in 2021/22 budget setting, as part of the flight path of savings needed across the medium-term financial plan. This 12% figure totalling £16m (£7m City Fund, £4m City's Cash and £5m Guildhall Admin) included the TOM savings and is a permanent reduction in resource levels.
  5. It is not currently possible to estimate what the TOM savings will be and allocate to departments. Each department has a different cost base - some departments are overwhelmingly staff costs, other departments have proportionately much smaller staff costs within their overall spend. As each department progresses through the TOM, Chamberlain's are capturing the post savings under the TOM, and building an overall snapshot of ongoing savings to date. At an officer level, securing TOM savings and outputs are challenged by the Design Authority Board and at Member level by the Efficiency and Performance Sub Committee in the deep dives - the outcomes of which are reported to this Committee.
  6. The TOM target is therefore a range, with a minimum value of £4.5m.
  7. As departments go through the Design and Authority Board, Chamberlain's are translating what is achieved for this financial year (2021/22) and future years, presenting the information via deep dives to the Efficiency and Performance Sub Committee.

### **Update on TOM savings**

8. Table 1 below provides a summary of the TOM savings for the departments that have either gone through the process, where permanent year on year savings are achieved and delivered (full year implementation in 2021/22), against those departments yet to go through the process achieving one-off savings in year (2021/22) by holding vacancies. Permanent savings total £0.8m, against the total £3.3m deliverable to date. Taking into account the cost of backfill £0.3m (as

departments finalise their restructure), this report illustrates a snapshot in time delivering 70% net savings of the original TOM target in 2021/22.

**Table 1**

Department	TOM savings delivered in 2021/22	Permanent (on-going) Savings	One-off Savings	Full year implementation	Overall 12% savings in 2021/22
	£000's	£000's	£000's		£000's
Barbican	-	-	-	2023/24	0
Built Environment	668	-	668	2022/23	4,456
Chamberlains	911	-	911	2022/23	1,324
Chief Operating Officer	838	-	838	2022/23	2,146
Children and Community Services	196	196	-	2021/22	1,451
City of London Freeman's School	-	-	-	2021/22	105
City of London School	-	-	-	2021/22	227
City of London School for Girls	-	-	-	2021/22	91
City Surveyors	471	471	-	2021/22	3,463
Comptrollers and City Solicitors	101	101	-	2021/22	101
Innovation & Growth	-	-	-	2021/22	950
Mansion House	48	48	-	2021/22	48
Remembrancer	-	-	-	2021/22	200
Town Clerk	28	-	28	2022/23	1,609
<b>Total TOM savings</b>	<b>3,261</b>	<b>816</b>	<b>2,445</b>		<b>16,171</b>
<b>Less cost of backfill</b>	<b>(301)</b>				
<b>Net TOM Savings</b>	<b>2,960</b>				
<b>TOM Target</b>	<b>4,500</b>				
<b>GAP</b>	<b>(1,540)</b>				

Note:

- 1) Whilst the overall 12% savings target is confirmed, as departments confirm their restructure allocation of savings will be reallocated appropriately.
- 2) Due to COVID impact, the Barbican was permitted to defer its 12% savings until after 21/22 (an additional £7m of funding was included in the budget). Although partial implementation is planned in 22/23, it may be 23/24 before full implementation is secured.
- 3) Green shading denotes departments have had their proposals agreed by Committee/Members under the TOM process.

Department	TOM savings delivered in 2021/22 £000's	Permanent (on-going) Savings £000's	One-off Savings £000's	Full year implementation	Overall 12% savings £000's
GSMD	443	147	296	2022/23	813

Note that Guildhall School savings are ring-fenced to the School reserves under funding agreement.

9. As majority of the departments are yet to go through the process there is a significant risk the one-off savings are diluted as departments confirm their new restructure. 18% of overall TOM target is confirmed as permanent savings against one of savings at 54% (excluding cost of backfills). Chamberlain's are working with departments to ensure on-going monthly monitoring of savings. As mentioned in paragraph five, it is not currently possible to estimate what the TOM savings will be achieved as each department has a different cost base. It is therefore vital savings are reviewed against the overall programme (12%/TOM savings) and not in isolation. Chamberlain's together with Town Clerk and HR will review and comment on proposals prior to reports going to Design Authority Board.
10. The following recommendations were also provided at the June Efficiency and Performance Sub Committee and progress is noted below:
- Officer accountability mechanisms to be spelt out – *included in budget setting and bilateral guidance sent to Chief Officers;*
  - Presentation of savings to clearly identify TOM, remaining 12%, Fundamental Review and any other unidentified savings – *update to E&P Sub Committee in October;*
  - Barometer chart of 12%/TOM savings, clearly outlining savings that are delivered against those identified – *update to E&P Sub Committee in October;*
  - Challenge on Chief Officers before reports are taken to Design Authority Board – *as per section 9 of this report.*

### **Bilateral meetings in the Autumn**

11. Bilateral meetings between Service Committee Chairmen and the Chair(men) of Policy and Resources and Finance and their Deputies will commence in September and run through to mid-October. It is expected that conversations will cover the following 5 key areas:
- i. 2021/22 and 2022/23 budget setting:
    - a. Progress in securing the 12% savings– measures for 2021/22 and full delivery for 2022/23.
    - b. Progress with the TOM and capturing savings secured through post reduction.
  - ii. Medium term outlook- key political initiatives, service direction and progress with fundamental review.
  - iii. What these savings mean on the ground for service delivery and assurance that efficiencies have actively been secured before any reduction in service delivery.

- iv. Using the opportunity to improve service outcomes within a reduced financial envelope- to what extent are departments and Service Committees doing things differently?
  - v. Capital needs and latest thinking on use of Corporation assets.
12. Outputs from the bilateral meetings regarding the TOM will be included in future tracker reports to this Committee.

### Costs incurred in delivering the target operating model

13. Table 2 below provides a breakdown of one-off costs relating to the target operating model totalling £6.623m, of which is spent or committed to date against budget. There has been no change from the June report.

**Table 2**

<b>TOM costs</b>	<b>2019/20 £m</b>	<b>2020/21 £m</b>	<b>2021/22 £m</b>	<b>Total £m</b>
<b>Budgets</b>	<b>0.155</b>	<b>6.42</b>	<b>5.39</b>	<b>11.963</b>
<b>TOM Programme Team</b>	0.094	1.390	1.212	<b>2.696</b>
<b>Termination costs</b>	-	0.313	0.547	<b>0.860</b>
<b>Flexible retirements</b>	-	2.800	-	<b>2.800</b>
<b>Other non-pay</b>	0.040	0.131	0.096	<b>0.267</b>
<b>Total Costs</b>	<b>0.134</b>	<b>4.634</b>	<b>1.855</b>	<b>6.623</b>
<b>Underspend</b>	0.021	1.787	3.532	5.340

14. £3.9m and £1m budget was set aside for redundancy costs and flexible retirement respectively for 2020/21, with an underspend of £1.787m. Approval to carry forward this sum into the 2021/22 budget has been granted and is included in the analysis above. It is expected that these sums will be committed as and when departments go through their transition.

15. For the financial year 2021/22 the costs remain within budget.

### Progress against savings flightpath for Establishment Committee's revenue budget

16. For the departments that report to the Establishment Committee, £903k has been allocated against the 12%/TOM savings target (see appendix 1). These

departments are yet to go through the TOM process and deep dives; however, the bilateral meetings will be an opportunity to further explore where these savings will be delivered, and the outcomes reported back to this Committee.

## **Conclusion**

This paper sets out, for Member information: progress on TOM savings achieved to date, plus progress of 12%/TOM savings against departments that report to this Committee.

Appendix 1 – 12%/TOM savings deliverables for departments reporting to Establishment Committee.

Sonia Virdee  
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**Appendix 1 - 12%/TOM savings deliverables for departments reporting to Establishment Committee**

<b>Establishment Committee</b>	<b>Overall 12% savings £000's</b>
Corporate HR	326
HR Training	23
Occupational Health	37
Project Management Office	33
Establishment	101
Town Clerk's Office	358
Corporate Services	25
<b>Total TOM/12% savings</b>	<b>903</b>

*Note: Whilst the overall 12% savings target is confirmed, as departments confirm their restructure allocation of savings will be reallocated appropriately.*

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# Agenda Item 6

<b>Committees:</b> Establishment Committee – For Decision Policy and Resources Committee – For Decision	<b>Dated:</b> 8 September 2021 16 September 2021
<b>Subject:</b> Appointment of Assistant Town Clerk and Executive Director of Governance and Members Services	Public
<b>Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?</b>	3
<b>Does this proposal require extra revenue and/or capital spending?</b>	N – but there will be some recruitment costs occurred
<b>If so, how much?</b>	Not known
<b>What is the source of Funding?</b>	Local risk budget
<b>Has this Funding Source been agreed with the Chamberlain’s Department?</b>	N
<b>Report of:</b> Douglas Trainer, Deputy Town Clerk and Chief Executive	<b>For Decision</b>
<b>Report author:</b> Douglas Trainer, Deputy Town Clerk and Chief Executive	

## Summary

The current Assistant Town Clerk and Executive Director of Governance and Members Services has provided the appropriate notice of her resignation, with her last day of service as 31 December 2021.

In accordance with the policy for the recruitment of Senior Officers agreed by the Court of Common Council at its meeting in April, the recruitment of a successor is a Member led appointment. Approval is therefore being sought to start the process with the establishment of a recruitment panel.

## Recommendations

Members are asked to:

- Note that the Chair of Establishment Committee and the Chair of Policy and Resources Committee are to agree who will chair the Recruitment Panel;
- Agree that the seven members of the Recruitment Panel for the new Assistant Town Clerk and Executive Director of Governance and Members Services, are as follows:-
  - Chair of the Establishment Committee
  - Deputy Chair of the Establishment Committee
  - Chair of the Policy and Resources Committee
  - Deputy Chairman of the Policy and Resources Committee
  - Town Clerk and Chief Executive
  - Deputy Town Clerk and Chief Executive

- Another member of either Policy and Resources or Establishment Committee if required
- Agree the principle that all recruitment panel members will have undertaken the City of London Corporation's recruitment and selection training in the past 12 months;
- Authorise the recruitment panel, in conjunction with the Deputy Town Clerk and Chief Executive, to make the necessary arrangements for the appointment to the role.

## **Main Report**

### **Background**

1. In April 2021 the Court of Common Council approved a report which outlined which Members could be involved in the recruitment process for Senior Officers and proposed the interim position for recruiting to Tier 1 and Tier 2 level roles.
2. The post of Assistant Town Clerk and Executive Director of Governance and Members Services is a Senior Management Group post which falls under the Chief Officer Appointment process and is therefore a Member led appointment.
3. The current Assistant Town Clerk and Executive Director of Governance and Members Services (Assistant Town Clerk) has given notice of her resignation. The post will become vacant at the end of December 2021.

### **Proposals**

4. The Chief Officer Appointment process for Member led appointments agreed by the Establishment Committee in 2016 states that the Recruitment Panel should consist of:-
  - Chair and Deputy Chair of the employing Committee
  - Chief Officer of the Department; and
  - Chair and Deputy Chair of other relevant Committees.
5. In addition, the Town Clerk and Chief Executive will be a member of the Recruitment Panel. A further panel member may be appointed making the maximum total number seven panel members.
6. A schedule of committees involved in the recruitment of senior officers was subsequently agreed by the Court in April 2021. The Policy and Resources and Establishment Committees are listed as the committees overseeing the recruitment of the Assistant Town Clerk. Other parts of the 2016 policy for the recruitment of senior officers remain unchanged.
7. The proposed panel should therefore comprise the following:-

- Chair of the Establishment Committee
- Deputy Chair of the Establishment Committee
- Chair of the Policy and Resources Committee
- Deputy Chairman of the Policy and Resources Committee
- Town Clerk and Chief Executive
- Deputy Town Clerk and Chief Executive
- Another member of either Policy and Resources or Establishment Committee

In finalising the membership of the panel it is recommended the Chair of Establishment Committee and Chair of the Policy and Resources Committee agree who should chair the panel and we ensure that the panel is diverse.

8. As this post has only recently been considered under the Senior Structure for the Target Operating Model, a new job description and personal specification is being drafted for the Panel to agree before the recruitment is launched.
9. All panel members will have an equal part in the selection decision.
10. As this is a niche role it is not proposed to use Executive Search consultants.
11. As part of the Tier 1 recruitment process it was agreed that all recruitment panel members should have undertaken recruitment and selection training within the last 12 months, and it is recommended that this principle is applied for this recruitment process.
12. It is anticipated that the recruitment of the Assistant Town Clerk's successor will take approximately 3 months to appoint the successful candidate. An indicative timetable is shown below.

<b>Date</b>	<b>Governance</b>
8 & 16 September 2021	Recruitment Panel agreed by the lead Committee in conjunction with the Deputy Town Clerk
17 – 30 September	Drafting of campaign materials, in consultation with the Recruitment Panel
w/c 4 October	3 week recruitment campaign launched
w/c 25 October	Shortlisting of candidates
w/c 1 November / w/c 8 November	Assessment Centre and Final Panel Interviews

13. Once membership of the Recruitment Panel has been agreed, a draft application pack will be agreed by the Chair of the Recruitment Panel and Deputy Town Clerk

and Chief Executive, with advice by Corporate HR, and then circulated to the Recruitment Panel.

14. The post will be publicly advertised and subject to an open recruitment process, complying with the City Corporation's Equalities and Inclusion policies.
15. Decisions about the possible format of the assessment centre and interview process will be agreed with the Recruitment Panel, following advice from Corporate HR.

### **Strategic Financial and Other Implications**

16. The recruitment of a new Assistant Town Clerk and Executive Director of Governance and Members Services will help meet the aspiration in the City Corporation's Corporate Plan by ensuring that the organisation has access to the skills and talent that it needs to oversee its governance activities.
17. It is estimated that the cost of recruitment will be up to £10,000 and this will be met from the Town Clerk's department local risk budget.
18. The Public Sector Equality Duty 2010 requires that we have due regard to s149 of the Equality Act 2010 to:-
  - Eliminate discrimination, harassment, victimisation and any other conduct prohibited by or under the Act.
  - Advance quality of opportunity between persons who share a relevant characteristic and persons who do not share it
  - Foster good relations between person who share a protected characteristic and persons who do not share it.
19. The recruitment advert will include reference to flexible working opportunities to encourage applications from a wider pool of candidates. Advice will also be sought from TMP, the City of London Corporations recruitment advertising partner, to identify the appropriate media and organisations.

### **Conclusion**

20. The current Assistant Town Clerk and Executive Director of Governance and Members Services has provided the appropriate notice of her resignation, with her last day of service as 31 December 2021. It is estimated that it will approximately 4 months to recruit a successor and therefore the recruitment exercise needs to start as soon as possible to mitigate the impact of any possible hiatus in process. In accordance with the policy for the recruitment of Senior Officers agreed by the Establishment Committee in 2016 and subsequently by the Court of Common Council this year, the recruitment of a new Assistant Town Clerk is a Member-led appointment. Approval is now being sought to start the recruitment process with the establishment of a recruitment panel.

## **Appendices**

None

## **Background Papers**

Court of Common Council – Recruitment Panels for Tier 1 and Tier 2 Positions (April 2021)

### **Contact:**

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<b>Committee(s):</b> Establishment Committee	<b>Dated:</b> 8 September 2021
<b>Subject:</b> Register of Interest for Senior Management Group	<b>Public</b>
<b>Does this proposal require extra revenue and/or capital spending?</b>	No
<b>What is the source of Funding?</b>	N/A
<b>Has this Funding Source been agreed with the Chamberlain's Department?</b>	N/A
<b>Report of:</b> Ruth Bailey, Executive Director of HR	<b>For Information</b>
<b>Report author:</b> Jacqui Cover, HR Business Manager	

### Summary

This report provides Members with the individual Register of Interests for the Senior Management Group (formerly Chief Officers Group).

### Recommendation(s)

Members are asked to:

- Note the report and approve where new work (paid/unpaid) is declared.

### Main Report

#### Background

1. The Senior Management Group, must complete a Register of Interest Form annually to declare the nature of involvement and benefit derived by the City Corporation and the approximate time spent on outside paid work and interests, as well as outside voluntary work and interests affecting their working life. Where they have no declaration to make, they must submit a nil return.
2. The completed Register of Interest Form is reviewed by the Town Clerk & Chief Executive and The Executive Director of HR then reported to the Establishment Committee. This information becomes part of the public record, as named individual records are available in open committee papers.

3. Any new declarations in the intervening time between annual reviews must be declared at the earliest opportunity and the same principles apply.

### **Current Position**

4. The Establishment Committee agreed the circumstances to complete a Register of Interest Form at its meeting in April 2019 as follows:

*Chief Officers will continue to complete a Register of Interest Form, which is reported to the Establishment Committee and becomes part of the public record, as named individual records are available in open committee papers.*

*For Senior Managers at Grades I and J, their declarations are not being made publicly available, so their disclosures will be encapsulated within the Declaration of Interest Form (Officers) and reviewed by the Director of HR and Town Clerk. The Chief Officers' individual Register of Interest Forms are provided at Appendix A to this report.*

5. Following restructuring, all colleagues within the Senior Management Group are now in post and it is deemed appropriate to update the register, which is held and updated by the Human Resources Unit. The Senior Management Group individual Register of Interest Forms are provided at Appendix A to this report.
6. There are five outstanding declarations due to annual leave. However, we anticipate that we will be able to provide these by the meeting.

### **Proposals**

7. We recommend that Members receive this report which is provided for information. The Town Clerk and Executive Director of HR are content that there are no issues to declare that would need further consideration by Members.

### **Appendices**

- Appendix A – Senior Management Group Register of Interest

### **Background Papers**

- Conflicts of Interest Policy

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# Agenda Item 8

<b>Committee:</b>	<b>Date:</b>
Establishment Committee	8 <sup>th</sup> September 2021
<b>Subject:</b> Revenue Outturn 2020-21	<b>Public</b>
<b>Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?</b>	<b>N/A</b>
<b>Does this proposal require extra revenue and/or capital spending?</b>	<b>No</b>
<b>Report of:</b> The Town Clerk, the Chamberlain, the Comptroller and City Solicitor	<b>For Information</b>
<b>Report Author:</b> Laura Tuckey, Senior Accountant, Chamberlain's Department	

## Summary

This report compares the revenue outturn for the services overseen by your Committee in 2020-21 with the final budget for the year. Overall total net expenditure during the year was £10.029m whereas the budget was £10.180m representing an underspend of £151,000 as summarised below.

	<b>Original Budget</b>	<b>Final Budget</b>	<b>Revenue Outturn</b>	<b>Variations Better/(Worse) against Final Budget</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
<b>Chief Officer</b>				
Total Town Clerk	7,021	7,039	6,627	412
Total Comptroller and City Solicitor	645	1,204	1,347	(143)
<b>Total Chief Officer</b>	<b>7,666</b>	<b>8,243</b>	<b>7,974</b>	<b>(269)</b>
<b>Support Services</b>	<b>1,933</b>	<b>1,937</b>	<b>2,055</b>	<b>(118)</b>
<b>Net Expenditure</b>	<b>9,599</b>	<b>10,180</b>	<b>10,029</b>	<b>151</b>

The better than budget position mainly relates to local risk underspends due to savings that have arisen through vacancies and cancellation of events due to COVID (further details can be found in paragraphs 3 and 6 of the main report).

## Recommendations

It is recommended that this revenue outturn report for 2020-21 and the budgets carried forward to 2021-22 are noted.

## Main Report

### Budget Position for 2020-21

1. The 2020-21 original budget for the services overseen by your Committee was £9.599m as endorsed by the Court of Common Council in March 2020. This has subsequently been increased to a final budget of £10.180m. An analysis of the increase of £581,000 is provided in Appendix 1.

### Revenue Outturn for 2020-21

2. As indicated in the table in the summary, actual net expenditure for your Committee's services during 2020-21 totalled £10.029m compared to a budget of £10.180m, resulting in an underspend of £151,000.

#### *Town Clerk - £412,000 decreased net requirement*

3. The decreased requirement of £412,000 is comprised of underspends of £276,000 on local risk and underspends of £136,000 on central risk. A breakdown of local and central risk spend is shown in Appendix 2.
4. The reduced local risk requirement of £276,000 was largely due to:
  - Underspends against salary budgets which came to £228,000 which have arisen due to vacancies and delays in recruitment. This underspend represents 3% of the total Town Clerk's salary budget.
5. The decreased central risk requirement of £136,000 is mainly due to:
  - An underspend of £72,000 due to the pensioners and staff Christmas lunches being cancelled due to COVID;
  - Underspends against the Childcare Voucher Scheme of £32,000 due to the scheme being closed to new applicants since October 2018;
  - An underspend of £16,000 due to Contingencies not being required in the financial year; and
  - An underspend of £11,000 relating to computer licences costs coming under expected budgets.

#### *Comptroller and City Solicitor - £143,000 increased net requirement.*

6. The increased net requirement of £143,000 is comprised of underspends of £6,000 on local risk against an under recovery of income against a budget of £149,000 on central risk as shown in Appendix 2.
7. The Local Risk underspend of £6,000 was due to:

- Underspends on salary budgets which arose throughout the year due to vacancies and delays in recruitment.
8. The Central Risk worse than budget outcome of £149,000 was due to:
- A reduction in property related legal fee income that has resulted in a worse than budget position of £149,000. This was due to a reduced number of property transactions as a result of market conditions which have been adverse due to the COVID pandemic.

### **Carry Forwards to 2021-22**

9. In relation to their cash limited budgets, Chief Officers can request up to 10% of the total underspend or £500,000 (whichever is the lesser amount) to be carried forward provided the underspending is not fortuitous and the resources are required for a planned purpose. These thresholds apply to Chief Officer's total local risk budgets and many Chief Officers manage services overseen by a number of committees. Consequently, the outturn on services overseen by one committee may not represent the total position for a Chief Officer. Requests for carry forwards are considered by the Chamberlain in consultation with the Chairman and Deputy Chairman of the Resource Allocation Sub Committee.
10. Local Risk overspends are carried forward in full to be met from agreed 2021-22 budgets. However, there are no such overspends in relation to the services overseen by the Establishment Committee.
11. No carry forward submissions have been submitted for approval to the Chamberlain in consultation with the Chairman and Deputy Chairman of the Resource Allocation Sub Committee.

### **Appendices**

- Appendix 1 – Analysis of movements from 2020-21 Original Budget to 2020-21 Final Budget
- Appendix 2 – Local & Central Risk Breakdown

Caroline Al-Beyerty  
Chamberlain

John Barradell  
Town Clerk

Michael Cogher  
Comptroller & City Solicitor

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APPENDIX 1

<b>Analysis of movements 2020-21 Original Budget to Final Budget</b>	<b>£000</b>
<b>Original Local Risk Budget (Town Clerk)</b>	<b>6,536</b>
Local Risk carry forward from Town Clerk's underspend in 2019/20	32
Contribution Pay & Pension Increases & Honorariums	58
Equalities & Inclusion post transferred from Comm & Children Services 0.4fte	23
Fundamental Review Bid Removal as superseded by capital bid: - Introducing technology to enable recording, transcribing and live streaming of meetings	(20)
<b>Final Local Risk Budget (Town Clerk)</b>	<b>6,629</b>
<b>Original Local Risk Budget (Comptroller and City Solicitor)</b>	<b>845</b>
Contribution Pay & Pension Increases & Honorariums	52
Budget increase to alleviate COVID strain on income generation	420
<b>Final Local Risk Budget (Comptroller and City Solicitor)</b>	<b>1,317</b>
<b>Original Central Risk Budget (Town Clerk)</b>	<b>485</b>
Pension strain budget uplift in relation to flexible retirement	124
Removal of capital budget which should be coded else where	(47)
Transfer of budget for Benefit in Kind payments to Finance Committee	(152)
<b>Final Central Risk Budget (Town Clerk)</b>	<b>410</b>
<b>Original Central Risk Budget (Comptroller and City Solicitor)</b>	<b>(200)</b>
Pension strain budget uplift in relation to flexible retirement	87
<b>Final Central Risk Budget (Comptroller and City Solicitor)</b>	<b>(113)</b>
<b>Original Support Services and Capital Charges Budget</b>	<b>1,933</b>
Net movements	4
<b>Final Support Services and Capital Charges Budget</b>	<b>1,937</b>
<b>Total Original Budget</b>	<b>9,599</b>
Total increase	581
<b>Total Final Budget</b>	<b>10,180</b>

<b>Local and Central Risk Budget Breakdown</b>				
	<b>Original Budget</b>	<b>Final Budget</b>	<b>Revenue Outturn</b>	<b>Variations Worse/(Better) against Final Budget</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>
<b>Chief Officer</b>				
<b>Local Risk</b>				
The Town Clerk	6,536	6,629	6,353	(276)
The Comptroller and City Solicitor	845	1,317	1,311	(6)
<b>Total Local Risk</b>	<b>7,381</b>	<b>7,946</b>	<b>7,664</b>	<b>(282)</b>
<b>Central Risk</b>				
The Town Clerk	485	410	274	(136)
The Comptroller and City Solicitor	(200)	(113)	36	149
<b>Total Central Risk</b>	<b>285</b>	<b>297</b>	<b>310</b>	<b>13</b>
Total Town Clerk	7,021	7,039	6,627	(412)
Total Comptroller and City Solicitor	645	1,204	1,347	143
<b>Total Chief Officer</b>	<b>7,666</b>	<b>8,243</b>	<b>7,974</b>	<b>(269)</b>
<b>Support Services</b>	<b>1,933</b>	<b>1,937</b>	<b>2,055</b>	<b>118</b>
<b>Net Expenditure</b>	<b>9,599</b>	<b>10,180</b>	<b>10,029</b>	<b>(151)</b>

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# Agenda Item 9

<b>Committee(s)</b> Establishment Committee Education Board Policy and Resources Committee	<b>Dated:</b> 8 September 2021 9 September 2021 16 September 2021
<b>Subject:</b> Joint Annual Report for the 'Social' Strategies: Responsible Business, Social Mobility, Digital Skills and Climate Action Strategies for 2020-21	<b>Public</b>
<b>Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?</b>	<b>3, 5, 8, 9</b>
<b>Does this proposal require extra revenue and/or capital spending?</b>	<b>No</b>
<b>If so, how much?</b>	<b>N/A</b>
<b>What is the source of Funding?</b>	<b>N/A</b>
<b>Has this Funding Source been agreed with the Chamberlain's Department?</b>	<b>N/A</b>
<b>Report of:</b> Caroline Al-Beyerty, Chamberlain and Chief Financial Officer David Farnsworth, Managing Director, Bridge House Estates Damian Nussbaum, Director of Innovation and Growth Andrew Carter, Director of Community & Children's Services	<b>For Information</b>
<b>Report author:</b> Chris Oldham, Corporate Strategy & Performance Officer	

## Summary

This report presents a combined annual report of the Responsible Business, Social Mobility, Digital Skills and Climate Action Strategies for 2020-21.

## Recommendations

Members are asked to:

- i) Note the progress made in the delivery across the four strategies in 2020-21.

## Main Report

### Background

1. The [Responsible Business Strategy 2018-23](#) was approved at Establishment Committee in May 2018. The [Social Mobility Strategy 2018-28](#) and the [Digital Skills Strategy 2018-23](#) were both approved by Policy and Resources Committee in September 2018. The [Climate Action Strategy 2020-27](#) was approved at Policy and Resources Committee in September 2020.
2. The annual reporting of these strategies is not a statutory commitment but, in previous years, Members have come to expect a formal report on the delivery of

these strategies to evidence the City of London Corporation's continued commitment to social inclusion and responsible business.

### **Current Position**

3. Last year, a combined Annual Report was presented for the Social Mobility and Digital Skills Strategies, recognising the strategic alignment between the two strategies and the integrated nature of digital and social inclusion. As Members were content with this approach of annual strategy reporting, it was decided that the Responsible Business Strategy 2018-23 and the Climate Action Strategy 2020-27 could also be amalgamated in the annual report for 2020-21.
4. These four strategies are being looked at together in one combined annual report as they cover the 'Social' element of the Environmental, Social, and Corporate Governance (ESG) measures for judging the sustainability and societal impact of the City of London Corporation. This also reflects the direct strategic alignment in promoting social mobility as a key outcome from the Responsible Business Strategy, and that attaining a good level of digital skills is an important determiner to improve an individual's social mobility.
5. As well as aligning with the Social Mobility and Digital Skills Strategies, the Responsible Business Strategy also covers the corporate commitment to ensure the health of the planet, directly correlating with the Climate Action Strategy's aim of achieving Net Zero carbon emissions by 2040 in the Square Mile. Similarly, the effects of severe climate change, were the City Corporation to fail in its mission of achieving Net Zero by 2040, would have a disproportionately negative impact upon the social mobility of disadvantaged groups.
6. The annual report will be distributed in digital form only and will be a public document available to the City Corporation's external audiences via the internet site. The intention is that the annual report will demonstrate the City Corporation's continued commitment to champion social and digital inclusion and responsible business.

### **Proposals**

#### 2020-21 Annual Report for the Social Strategies

7. The combined Annual Report for the Responsible Business, Social Mobility, Digital Skills and the Climate Action 'Social' Strategies shares the key highlights, case studies, performance data and partnerships that are involved for each of the Responsible Business Strategy's two outcomes, the Social Mobility Strategy's four outcomes, the Digital Skills Strategy's three priorities, and the Climate Action Strategy's Year One Project Plan. It recognises the achievements for the year September 2020 to September 2021, the learnings from the COVID-19 recovery mission and reaffirms the City Corporation's commitment to the Responsible Business Strategy 2018-23, the Social Mobility Strategy 2018-28, the Digital Skills Strategy 2018-23 and the Climate Action Strategy 2020-27. It can be found at **Appendix 1**.

## Options

N/A

## Key Data

See Appendix 1 for KPIs.

## Corporate & Strategic Implications

8. Strategic implications – The Annual Report provides an overview of the delivery on the Responsible Business, Social Mobility, Digital Skills and Climate Action Strategies. Furthermore, the Annual Report delivers on the following Corporate Plan outcomes: 3: People have equal opportunities to enrich their lives and reach their full potential; 5: Businesses are trusted and socially and environmentally responsible; 8: We have access to the skills and talent we need; 9: We are digitally and physically well-connected and responsive.
9. Financial implications – There are no financial implications relating to the proposal set out in this report.
10. Resource implications - Combining the officer level governance and reporting for the Responsible Business, Social Mobility, Digital Skills and Climate Action Strategies has reduced the resource requirement. This has meant that the joint report could be delivered despite reduced resources in the Corporate Strategy and Performance Team due to Covid-related secondments and savings requirements.
11. Legal implications - There are no legal implications relating to the proposals set out in this report.
12. Risk implications - There are no risk implications relating to the proposals set out in this report.
13. Equalities implications - The Social Mobility Strategy includes strategic aims to overcome barriers for people with protected characteristics and socioeconomic disadvantage, and will promote equality of opportunity.
14. Climate implications - The strategic focus on green jobs and investment reflects the commitments and aims of the Climate Action Strategy.
15. Security implications - There are no security implications relating to the proposals set out in this report.

## Conclusion

16. This report presents work in support of the Responsible Business, Social Mobility, Digital Skills and Climate Action Strategies. The Joint Annual Report reflects the achievements and progress made in 2019-20 towards the delivery of the Responsible Business, Social Mobility, Digital Skills and Climate Action Strategies.

## **Appendices**

Appendix 1: 2020-21 Annual Report for the 'Social' Strategies: Responsible Business, Social Mobility, Digital Skills and Climate Action Strategies

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