



Establishment Committee – Main Agenda Pack

Date: WEDNESDAY, 19 JANUARY 2022
Time: 1.45 pm
Venue: INFORMAL HYBRID PUBLIC MEETING (ACCESSIBLE REMOTELY)

Members:

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

Enquiries: John Cater
tel. no.: 020 7332 1407
john.cater@cityoflondon.gov.uk

Accessing the virtual public meeting

Members of the public can observe this public meeting at the below link:

<https://youtu.be/ozoh1NEVR8Q>

This meeting will be a hybrid meeting with participation virtually and from 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 16th December 2021, to recommence hybrid 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 online 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 meeting held on 3rd December 2021.

For Decision
(Pages 7 - 12)

4. **OUTSTANDING ACTIONS REPORT**

Report of the Town Clerk.

For Information
(Pages 13 - 14)

5. **DRAFT BUSINESS PLANS**

For Decision

- a) Draft Town Clerk's Corporate & Members Services Business Plan for 2022/23
(Pages 15 - 24)
Report of the Town Clerk.
- b) Draft Comptroller & City Solicitors Departments Business Plan for 2022/23
(Pages 25 - 32)
Report of the Comptroller & City Solicitor.
- c) Draft Department of Human Resources Business Plan for 2022/23
Report of the Interim Executive Director of Human Resources.
To Follow.

6. **DEPARTMENTAL BUDGET ESTIMATES 2022-23 - ESTABLISHMENT COMMITTEE**

Joint Report of the Town Clerk, the Comptroller & City Solicitor and the Chamberlain.

To Follow.

For Decision

7. **CLS PILOT EXTENSION: PROCUREMENT & PROJECTS**

Report of the TOM Programme Director.

For Decision
(Pages 33 - 42)

8. **TOM TEAM UPDATE - 2021 ACTIVITY**

Report of the TOM Programme Director.

For Information
(Pages 43 - 46)

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

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

11. **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

12. **NON-PUBLIC MINUTES**

To agree the non-public minutes of the meeting held on 3rd December 2021.

For Decision
(Pages 47 - 48)

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

14. **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

15. **CONFIDENTIAL MINUTES**

To agree the Confidential minutes of the last meeting held on 3rd December 2021.

For Decision

16. **TARGET OPERATING MODEL PROPOSAL - CITY SURVEYOR'S DEPARTMENT (CENTRAL CRIMINAL COURT & ENABLING SERVICES)**
Report of the City Surveyor.
- For Decision**
17. **PROPOSALS FOR THE ORGANISATIONAL DESIGN OF THE CULTURAL AND VISITOR SERVICES SECTION OF INNOVATION AND GROWTH (IG)**
Report of the Executive Director of Innovation and Growth.
- For Decision**
18. **INNOVATION & GROWTH TOM UPDATE**
Report of the Executive Director of Innovation & Growth.
- For Information**
19. **PROPOSALS FOR THE ORGANISATIONAL DESIGN OF THE POLICE AUTHORITY TEAM**
Report of the Town Clerk.
- For Decision**
20. **COLP'S TARGET OPERATING MODEL: POLICE STAFF ESTABLISHMENT AND ITS ALIGNMENT TO COLC'S ORGANISATIONAL DESIGN PRINCIPLES**
Report of the Commissioner of the City of London Police.
- For Information**
21. **PROPOSALS FOR THE ORGANISATIONAL DESIGN OF THE LONDON METROPOLITAN ARCHIVES**
Report of the Town Clerk.
- For Decision**
22. **PROPOSALS FOR THE ORGANISATIONAL DESIGN OF THE OFFICE OF THE LORD MAYOR AND MANSION HOUSE**
Report of the Executive Director, Private Secretary to the Lord Mayor.
- For Decision**

23. **TOM PROPOSALS - ENVIRONMENT DEPARTMENT**
Report of the Executive Director Environment.

For Decision
24. **TOM & GOVERNANCE REVIEW: BARBICAN CENTRE**
Report of the Joint Interim Managing Directors of the Barbican Centre.

For Decision
25. **TOM & GOVERNANCE REVIEW: GUILDHALL SCHOOL OF MUSIC & DRAMA**
Report of the Interim Principal of the Guildhall School of Music & Drama.

For Decision
26. **CHAMBERLAIN'S PROPOSED STRUCTURE**
Report of the Chamberlain.

For Decision
27. **PROPOSALS FOR ORGANISATION DESIGN FOR CLIMATE ACTION
OVERSIGHT**
Report of the acting Deputy Town Clerk & Chief Executive.

For Decision
28. **PROPOSALS FOR THE ORGANISATIONAL DESIGN OF SERVICES UNDER THE
CHIEF OPERATING OFFICER**
Report of the Chief Operating Officer.

For Decision
29. **HR HIGH LEVEL REPORT**
Report of the Interim Executive Director of Human Resources.

To Follow.

For Decision
30. **HONORARIUM**
Report of the Chief Operating Officer.

For Decision

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

For Information

ESTABLISHMENT COMMITTEE Friday, 3 December 2021

Draft Minutes of the meeting of the Establishment Committee held at Guildhall on
Friday, 3 December 2021 at 1.45 pm

Present

Members:

Tracey Graham (Chair)
Deputy Edward Lord (Deputy Chair)
Randall Anderson
Deputy Jamie Ingham Clark
Jeremy Mayhew

Observers

Alderman Sir Charles Bowman
Deputy Elizabeth Rogula

Officers:

John Barradell
Emma Moore
Michael Cogher
Caroline Al-Beyerty
Jan Davies

Tracey Jansen
Marion Afoakwa
Peter Lisley
Caroline Reeve
Ian Simpson
Emma Cunnington
Amanda Lee-Ajala
Sonia Virdee
John Cater

- Town Clerk and Chief Executive
- Chief Operating Officer
- Comptroller and City Solicitor
- The Chamberlain
- Interim Executive Director of Human Resources
- Human Resources
- Human Resources
- Assistant Town Clerk
- Corporate HR
- Human Resources
- TOM Programme
- Equality, Diversity and Diversity Unit
- Chamberlain's Department
- Committee Clerk

1. **APOLOGIES**

Apologies for absence were received from Deputy Keith Bottomley, Alderman Charles Bowman, Henry Colthurst, The Revd Stephen Haines, Christopher Hayward, Deputy Elizabeth Rogula, Ruby Sayed, and Deputy Philip Woodhouse.

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 of the meetings held on 15th October and 16th November be approved as accurate records, subject to the following amendment:

On ITEM 6 of the 15th October meeting minutes, namely, that the second bullet point of the second recommendation be amended to the following wording (which is per the appendix of the Report):

‘The starting point for internal **appointments and** acting up into higher positions’.

4. **OUTSTANDING ACTIONS - PUBLIC**

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

RESOLVED – that the Committee noted the Report.

5. **2022/23 PAY POLICY STATEMENT**

The Committee considered a Report of the Executive Director of Human Resources concerning the 2022/23 Pay Policy Statement.

RESOLVED – that the Committee:

Agreed the Pay Policy Statement for 2022/23 and recommend it to the Policy and Resources Committee for agreement and forwarding to the Court of Common Council.

6. **CLS PILOT EXTENSION: PROCUREMENT & PROJECTS**

The Chair informed Members that this Report was deferred and will be taken at the January 2022 meeting of the Committee.

Officers explained that it would be more prudent that Members of the Procurement Sub-Committee and the Project Sub-Committee scrutinise the paper before it was considered by Establishment Committee at its 19th January meeting. Project Sub meets next on the 15th December and Procurement Sub next meets on 18th January.

7. **SECURING TARGET OPERATING MODEL SAVINGS: 2021/22 PROGRESS, UPDATE**

The Committee received a Report of the Chamberlain concerning the 2021/22

The Chamberlain informed Members that, given the need to fund additional posts under the newly approved TOM organisational designs, the Chamberlain’s Department have been working to understand how these additional costs pressures are met, so the Corporation can, remain within the overall budget envelope.

The Chamberlain also informed Members that proposals were being drawn up in response to the projected Human Resources departmental budget gap in f/y

2022/23. A Report would be submitted to the Establishment Committee for consideration in the new year.

The Chamberlain apologised to Members about the recent cancellations of bilateral meetings, this was due to key Members leaving the organisation at short notice; officers were working at pace to reschedule these sessions.

Highlighting a section in the Report, a Member raised his concerns about whether the Barbican Centre had been permitted to defer its savings until f/y 2022/23. Whilst the City had provided allowances and was acutely aware of the hit to the Centre's income since the beginning of the pandemic, he was adamant that a full deferral in 2021/22 had not been agreed. The Chamberlain responded that the expectation was that the Centre would deliver its full savings by end of 2022/23; with the Centre delivering what it could in this financial year. The Chair of the Barbican Centre Board was receptive to this phased approach. Clearly reductions in income would have negative impact for some time to come, however, this was par-for-the-course across the arts centre sector – the Barbican had to cut-its-cloth accordingly and continue to bear down on costs.

Members emphasised that any slip into f/y 2023/24 had, so far, not been formally approved by any committee with a remit in this area; the requirement remained that the 12% savings had to be fulfilled by the end of f/y 2022/23. It was added that the most recent Barbican Centre Budget proposals for 2022/23 were, currently, inadequate; a bilateral meeting would be taking place in mid-December with the Executive Team at the Barbican Centre. and, if adjustments are needed because of that meeting, a revised budget will go back to the Barbican Centre Board for approval. The Establishment Committee would be updated on this in January.

RESOLVED - that the Committee noted the Report.

8. **EQUALITIES, DIVERSITY AND INCLUSION UPDATE**

The Committee received a Report of the Chief Operating Officer concerning the Social Mobility Index 2021.

Members welcomed the Report, noting that the City was in 40th place out of 203 organisations on the 2021 Index (this represented a progression of 10 places since the 2020 Index). Members also noted that the City was the only organisation in the top 75 with local authority functions.

The Committee recorded its thanks to William Coomber for his work in completing this submission.

An ongoing focus for improvement was around recruitment, selection, and attraction, with the City's apprenticeships programme having a key role to play in this area. It was also apparent that our data in these areas could be enhanced.

RESOLVED – that the Committee noted the Report.

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

There were no questions.

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

The Committee considered two (information) items of urgent business relating to a) Return to the Workplace and b) Costs of Maternity, Paternity, Shared Parental, and Adoption Leave.

Return to the Workplace

The Chief Operating Officer (COO) provided an oral update on the Return to the Workplace policies.

The COO informed Members that, given the news of the Omicron variant, the policy around working patterns would remain (for those who could work from home) to come into the workplace on two days each week. Enforcement policies would be stepped for those attending the workplace. Members asked the COO to speak to colleagues at NHS Test and Trace to ascertain whether the opening times of the LFT Centre in the Guildhall Complex can be extended, given the currently patchy opening hours.

The COO reminded Members that City of London Events (N.B. not Committee meetings) now required attendees to provide a negative lateral flow test result.

A Member raised his concern about the compliance of the two-day-a-week policy. The COO confirmed that the current attendance rate at Guildhall had not reached this level. There were several factors behind this (including individuals not signing into their desks on the Condeco system) but it would be something that would need to be improved in earnest in the short-term. The COO confirmed that the desk capacity had been increased to 60% in recent weeks.

The Town Clerk emphasised that whilst attendance would be monitored and the policies around two-days-a-week would be enforced, the key driver was ensuring service delivery as opposed to encouraging presenteeism. He added that, more broadly, data would seem to indicate that central London workers were tending to travel in on Tuesdays, Wednesdays, and Thursdays in greater numbers than on Mondays and Fridays; this perhaps indicated a longer-term trend that would endure post-pandemic.

Costs of Maternity, Paternity, Shared Parental, and Adoption Leave

The Committee received a Report of the Chief Operating Officer concerning the costs of maternity, paternity, shared parental, and adoption leave.

After the COO and the Chamberlain informed Members that the current position was as per the agreement from several years ago, namely, that the Chamberlain's Department could provide additional emergency funding to departments for extraordinary circumstances when costs could not be absorbed within local risk budgets, several Members queried whether this was the agreed

policy and asked to see the exact position and wording that was previously agreed by the Committee.

RESOLVED – that the Committee noted the Report and asked the COO to examine the relevant minutes from previous Establishment Committee meetings and report back to the Committee at its next meeting in January.

11. **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.

12. **NON-PUBLIC MINUTES**

RESOLVED – That the non-public minutes of the meeting held on 15th October be approved as an accurate record.

13. **OUTSTANDING ACTIONS - NON-PUBLIC**

The Committee received a Report of the Town Clerk which provided details of outstanding non-public actions from previous meetings.

14. **TARGET OPERATING MODEL - UPDATE ON PROGRESS**

The Committee received a Report of the Target Operating Model Programme Director concerning an update on the progress of the TOM.

15. **TOM AND GOVERNANCE REVIEW: CITY OF LONDON INDEPENDENT SCHOOLS**

The Committee considered a Joint Report of the Head of the City of London Freemen's School, the Head of the City of London School, the Head of the City of London School for Girls, and the Town Clerk & Chief Executive concerning the City of London Independent Schools.

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 was one item of urgent business concerning the Staff Christmas Lunches.

18. **CONFIDENTIAL MINUTES**

RESOLVED – That the confidential minutes of the meetings held on 15th October and 16th November be approved as accurate records.

19. **OUTSTANDING ACTIONS - CONFIDENTIAL**

The Committee received a Report of the Town Clerk which provided details of outstanding confidential actions from previous meetings.

20. **EQUALITY, DIVERSITY AND INCLUSION - TOM PROPOSALS**

The Committee considered a Report of the Chief Operating Officer concerning the TOM Proposals for the Equality, Inclusion and Diversity Unit.

21. **HONORARIUM REQUEST**

The Committee considered a Report of the Executive Director of Human Resources concerning an honorarium.

22. **RECRUITMENT PROCESS FOR THE EXECUTIVE DIRECTOR HUMAN RESOURCES AND DEPUTY TOWN CLERK ROLES**

The Committee received two Reports of the Chief Operating Officer concerning the recruitment processes for the Executive Director of Human Resources and the Deputy Town Clerk roles.

22.1 **Senior Officer Recruitment - Deputy Town Clerk & Chief Executive**

The Committee received a Report of the Town Clerk & Chief Executive concerning the recruitment of a Deputy Town Clerk & Chief Executive.

22.2 **Senior Officer Recruitment - Executive Director of Human Resources**

The Committee received a Report of the Chief Operating Officer concerning the recruitment of an Executive Director of Human Resources.

23. **JCC - UPDATE**

The Chair provided an oral update concerning the meeting of the Joint Consultative Committee (JCC), which took place earlier in the day.

24. **TOWN CLERK'S UPDATE**

The Town Clerk provided a brief update concerning recruitment at the Barbican Centre.

The meeting ended at 3.00 pm

Chair

PUBLIC ACTIONS		
Meeting Date	Item reference	Action
23/06/21	Item 8 (MENTAL HEALTH AND WELLBEING POLICY REVIEW)	<p>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.</p> <p>This will be submitted in May 2022</p>
03/12/21	Item 10 (PUBLIC – AOB - COSTS OF MATERNITY, PATERNITY, SHARED PARENTAL, AND ADOPTION LEAVE)	<p>The Committee received a Report of the Chief Operating Officer concerning the costs of maternity, paternity, shared parental, and adoption leave.</p> <p>After the COO and the Chamberlain informed Members that the current position was as per the agreement from several years ago, namely, that the Chamberlain's Department could provide additional emergency funding to departments for extraordinary circumstances when costs could not be absorbed within local risk budgets, several Members queried whether this was the agreed policy and asked to see the exact position and wording that was previously agreed by the Committee.</p> <p>RESOLVED – that the Committee noted the Report and asked the COO to examine the relevant minutes from previous Establishment Committee meetings and report back to the Committee at its next meeting in January</p>

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Committee:	Date:
Policy & Resources Committee Establishment Committee	20/01/2022 19/01/2022
Subject: Draft Town Clerk's Corporate & Members Services Business Plan for 2022/23	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	All
Does this proposal require extra revenue and/or capital spending?	No
If so, how much?	N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain's Department?	Y/N
Report of: The Town Clerk & Chief Executive	For Approval
Report author: Sarah Scherer Head of Business Support	

Summary

This report presents for approval the Business Plan for the Town Clerk's Corporate and Members Services for 2022/23.

Recommendation

The committee is recommended to:

- i) Approve, subject to the incorporation of any changes sought by this Committee, the departmental Business Plan for Town Clerk's Corporate and Members Services for 2022/23 (or the elements therein that fall within this committee's Terms of Reference).

Main Report

Background

1. Business Plans for 2022/23 are being presented based on current departmental structures. These will be adjusted, alongside budgets, when any changes to these structures are implemented.
2. Business Planning will be reviewed as part of the Target Operating Model. Any proposed changes will be shared and agreed prior to implementation in future planning cycles. For 2022-2023 Business Plans, we have adopted the same templates and approach from 2020-2021.

Current Position

3. Business Plans are aligned to departments, so all financial information presented within the Business Plan reflects the departmental budget rather than the Committee budget.
4. Establishment Committee funds all elements of the Business Plan presented, except for Resilience and Mansion House, which are funded from Policy & Resources Committee's budget; General Purposes of Aldermen Committee and Finance Committee. Members are asked to scrutinise the elements of the plan that are relevant to the committee they are representing at the meeting

Proposal

5. The draft high-level summary Business Plan for Town Clerk's Corporate & Members Services is presented for approval at **Appendix 1**.

Key Data

6. Key data is presented at **Appendix 1**.

Corporate & Strategic Implications

7. Strategic implications – Strategic priorities and commitments are expressed in **Appendix 1**.
8. Risk implications – Key risks managed by the department and their scores are included at **Appendix 1**.
9. Resource implications – Any changes to resources will be identified and delivered through the move to the Target Operating Model.
10. Equalities implications – Equalities self-assessment scores are included within the high-level summary Business Plan. The Plan presented does not represent significant changes in service provision by this department.
11. Climate Implications – The department is responsible for co-ordinating the City Corporation's Climate Action Strategy

12. Security implications – The department is responsible for co-ordinating the City Corporation's strategic security provision

Conclusion

13. This report presents the draft high-level summary Business Plan for 2022/23 for Town Clerk's Corporate & Members Services. This committee is recommended to approve it in respect of the elements relevant to its Terms of Reference (listed in paragraph 4).

Appendices

- Appendix 1 – Draft High-level summary Business Plan 2022/23 for Town Clerk's Corporate & Member Services

Sarah Scherer

Head of Business Support

E: Sarah.Scherer@cityoflondon.gov.uk

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Our aims and objectives are...

To deliver democratic and executive support services, which meet the needs of elected Members and the electorate

To promote high, efficient, standards of governance throughout the organisation

To deliver the outcomes of the Governance Review and supporting the Corporate Plan

Leading on a transition to a new Policy Chair

To optimise delivery against the Corporate Plan

The Corporation and Square Mile is on track for a net zero and resilient future

Further align effective civic leadership between the Mayoralty, Shrievalty and City Leadership team to deliver better promotion of the City and its capabilities in the UK and overseas

To ensure the effective delivery of our statutory functions and to support the Police Authority Board in rigorously challenging the efficiency and effectiveness of the City of London Police

To ensure 'Protect and Prevent' strands of HMG UK Contest etc are delivered, in addition to deliver Prepare (other departments do this yet Security and Contingency Planning oversee through Senior Security Board)

To ensure that CoLC are resilient to deliver high profile safe and secure events within its estate and across the public realm

Our major workstreams this year will be...

1. Overseeing the implementation of the service area's new Target Operating Model structure, including recruitment for Governance, Member and Electoral Services to full complement
2. Implementing the outcomes of the governance review
 - Contributing to an increase in voter registration and turnout for ward and Aldermanic elections
 - Delivery of induction and transition programme for new Court post City-wide elections
 - Designing a function to support the Policy Chair in line with the TOM
 - Resourcing and designing processes to support the Corporation and the team's work with officers to support the Policy Chair
3. Promoting the City as the world leader in international, financial and professional services by leveraging international partnerships to deliver trade, innovation and cultural activities that support corporate outcomes
8. Introduction of a public dashboard reporting progress against the targets in the Climate Action Strategy
9. Conduct first corporate wide footprinting exercise in April 2022 since baseline year of 2018-2019
10. Leading Senior Security board and ensure delivery of all security initiatives through the thematic boards
11. Professionalising and streamlining the approach to strategy development and business planning to optimise cohesion, synergy, and performance to demonstrate the value the City Corporation delivers as an integrated entity, both internally and to its stakeholders, in clear, measurable, outcome-focused terms
12. Developing the Corporate Plan 2024-29, defining the rolling 5 year corporate strategy, secure agreement to it, and ensuring that Institution, Service Area and Functional strategies are aligned
13. Horizon scanning for emerging trends and risks. Conducting PESTLE analysis, and identifying opportunities and threats to inform current and future strategy making in the organisation
14. Exploring stakeholder engagement across City of London Corporation to identify stakeholder gaps and synergies, and opportunities for collaborative working and knowledge sharing
15. Developing the Corporate Performance Framework (CPF) data that enables us to monitor cross-organisation performance in delivering on agreed strategic objectives, and to optimise performance through continuous improvement and corrective action
16. Managing non-financial Corporate Risk, ensuring that risks which could materially disrupt the strategy and operations are identified, monitored and mitigated in a consistent, timely and effective manner

We aim to impact on all Corporate Plan outcomes through the work we deliver and support



What's changed since last year...

Over the past 12 months, the Town Clerk's Department has been subject to numerous organisational changes arising from the TOM programme, including the creation of a new Deputy Town Clerk role. Whilst TOM changes continue to take effect, the Department has continued to coordinate corporate activity across the City Corporation, including the City's elections in 2022, the impact of the Covid pandemic, and the TOM programme itself.

Governance, Member and Electoral Services

The target operating model restructuring proposals for the Governance, Members and Electoral Services Team have been developed and will be implemented during the incoming year. Non-local authority functioning committees can now choose whether to meet virtually or to operate on a hybrid basis. Whilst retaining the live streaming facility, committees have reverted to in person meetings. A Members Financial Support Policy is now in place, where Members are now able to claim up to £7,500 each year, payable on a quarterly basis. Like businesses, Residents are now able to register to vote online

Police Authority

The Police Authority's main roles and responsibilities are to ensure that the City of London Police provides an efficient and effective value for money service. Following the Lisvane review, the team have further strengthened governance and introduced role profiles/Job Descriptions for Members. The Authority is also providing greater oversight and scrutiny of the Force's national lead role on economic crime and has significantly enhanced engagement with external stakeholders including the Association of Police and Crime Commissioners and the Home Office

Resilience

Senior Security Board, updated with new chief officer team, security strategy embedded and thematic boards delivering protect of estate and events, protect of public realm, insider threat and digital security

Corporate, Strategy and Performance

Chief Strategy Officer joined in June 2021 and led the redesign of the CSPT new structure through TOM, and new team structure recruitment commenced. The strengthened team provides an integrated, professional and insight-led approach to strategy, planning and corporate wide risk management. We cohere the Corporation's approach to Business Planning, providing strategic oversight and challenge so that departmental outcomes included in Business Plans align to our corporate commitments, are demonstrably measurable and interdependencies and risks are identified and managed. We project manage the City wide residents meeting (held virtually during the pandemic) which will be held-in-person in May 2022. We will develop and consult stakeholders on the Corporate Plan 2024-29, defining and agreeing our narrative and the outcomes that will be achieved. Corporate Plan 2024-29 will be a tool that better enables prioritisation, and through the Corporate Performance Framework, provides a mechanism for performance against the actions that will bring the most value to be measured and realised. We manage the Executive Leadership Board programme supporting their consideration of cross cutting issues, our shared purposed, and corporate performance and risk. We lead on the Annual Governance Statement providing assurance of our governance arrangements and the non-financial performance input to the City Fund annual report. EDI and Social Mobility responsibilities have transferred to the Chief Operating Officer

Our strategic commitments

Governance Review

The delivery of good governance and electoral services –it remains a high-level priority for the City Corporation and it has not changed since the last Business Plan was considered.

Corporate Plan 2024-29

Developing a shared purpose and narrative, aligned to our mission and values, that embodies our corporate strategy and describes the strategic outcomes that will result from considered, cohesive, targeted action

Officer Governance

Advice to Officers advisory groups and departmental boards on navigating corporate and Member governance. Ensuring strategic workstreams are considered by relevant corporate decision-making governance

Annual Governance Statement

Providing assurance of our governance arrangements and the non-financial performance input to the City Fund annual report

Corporate Performance Framework

Maintain, evaluate and provide in-depth analysis to measure corporate outcomes. Ensure performance indicators are relevant to the ambitions of the organisation, are measurable and trackable

Business Intelligence

Develop and maintain a shared Business Intelligence and analytical capability, identifying opportunities for innovation and collaboration. Identify, track and realise the benefits of the BI capability

Zero-base budget 2023/24 exercise

Prepare guidance and support departments to assess their purpose and how it is aligned with the organisation's strategic objectives, to assess what they do and to determine the resources this requires, to be resourced effectively to achieve

Business planning

Provide guidance and strategic oversight. Ensure Business Plans contain the organisation's key priorities so they can be appropriately resourced

Corporate Risk Management

Promote consistent use of risk management, ensuring risk ownership is taken all levels (corporate, operational, programme and project) with the City Corporation

Social Mobility Strategy

Support EDI lead's delivery of action plan and annual performance report by aligning inputs with strategies that focus on skills, responsible business and access to services



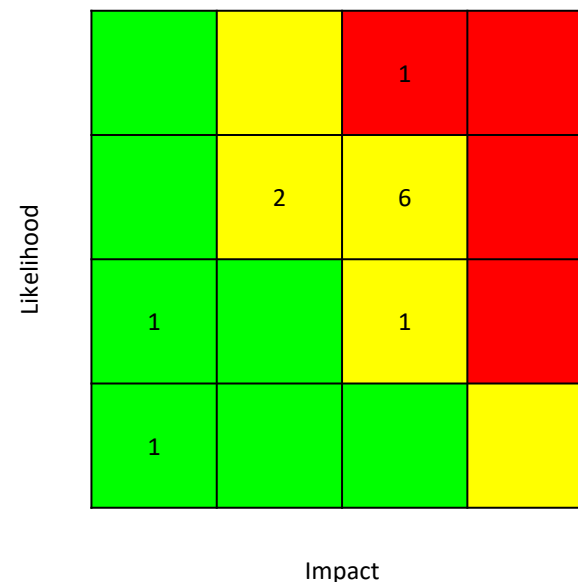
Plans under consideration

Plan	Time Scale
Comprehensive review of Standing Orders following the outcome of the Governance Review.	Summer 2022
Pursuing the ability of Committees with local authority functions to take decisions virtually (i.e hybrid meetings)	Ongoing
To consider the introduction of special responsibility allowances for Members	December 2022
Strategy, Planning Performance and Intelligence Profession framework including minimum standards; career path; engagement; shared learning & development offer and link to other organisational networks/forums	2023

KPI	Current Performance	Direction of Travel/ Target
Production of Standing Orders which are easy to understand and fit for purpose	N/A	Will follow on from Governance Review
Social Mobility Employer Index score	40 (improved 10 places)	Positive improvement
Total carbon emissions of the Corporation and the Square Mile	2019 Baseline: 1,557 ktCO ₂ e (Corp) 4,980 ktCO ₂ e (SM) Next footprint due in April 2022 as above	Met or exceed 2022 interim targets of the Climate Action strategy in terms of percentage of carbon reduction (37%) and positive trajectory on resilience KPIs (Various)



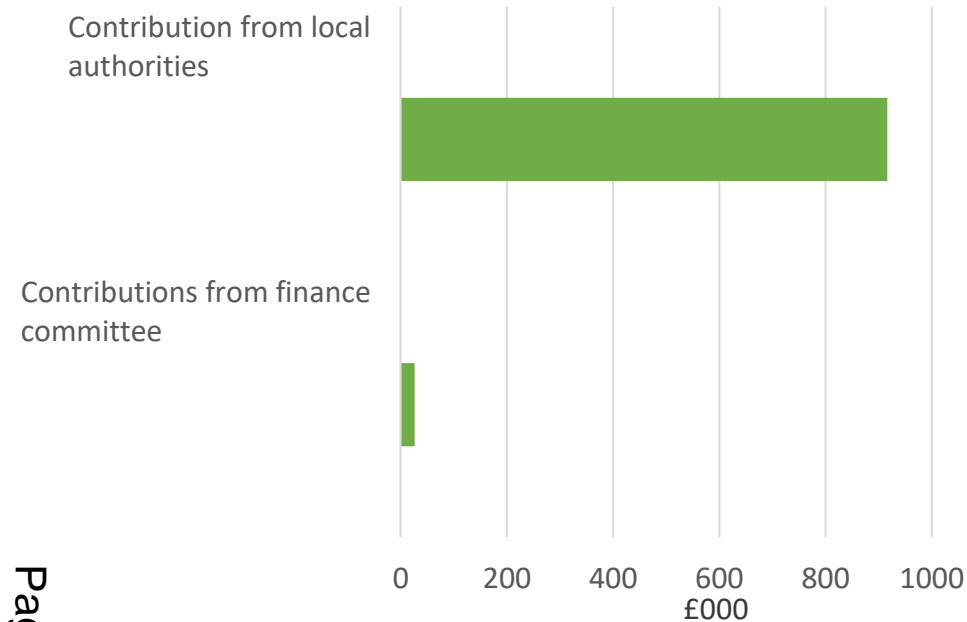
Key Risks	
Risk Title	Score
CR30 Climate Action (CSPT)	12
TC TCO 008 (formerly CVD19 SGPS 02) Public meetings (C&MS)	6
TC TCO 009 (formerly CVD19 SGPS 03) FOI related requests (C&MS)	1
TC TCO 007 (formerly CVD19 SGPS 01) 2020 Aldermanic Appraisals (C&MS)	6
TC TCO 010 (formerly CVD19 SGPS 04) Virtual support (C&MS)	2
TC TCO 016 (formerly CVD19 SGPS 16) Democratic governance/ oversight C&MS	8
CR34 COVID 19	8
TC PA 01 – Police funding	16
TC PA 03 - Maintaining effective working relationships	12
TC PA 04 - Changes to Police Authority Governance	12
TC PA 05 – Transform	12
CR01 - Resilience	12



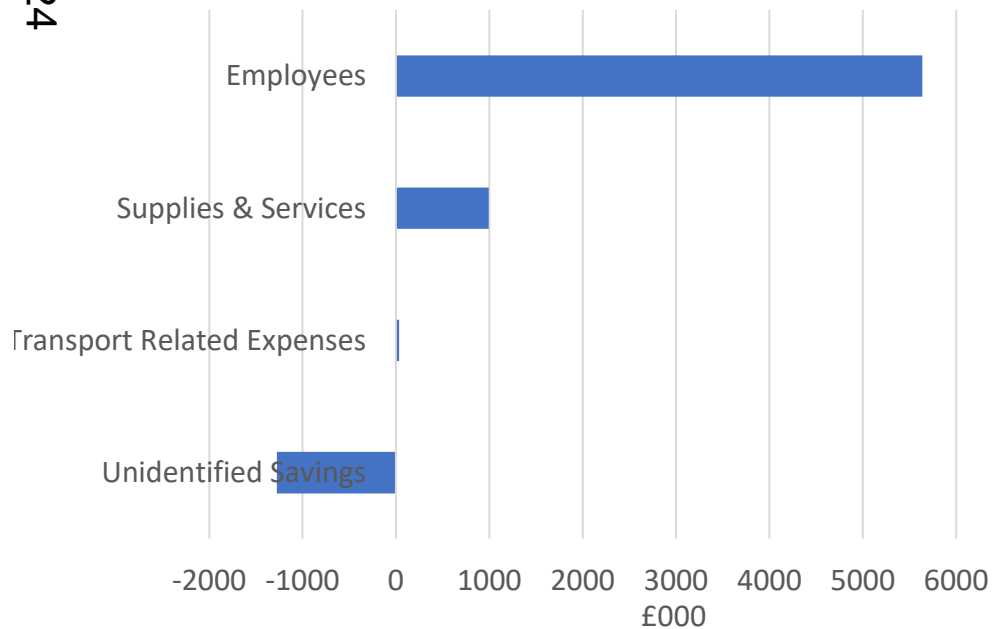
Equalities, Diversity & Inclusion

Our E, D & I self assessment score (out of 4)	GME	CSPT
Monitoring and use of data and information	2	2
Completing Equality Analysis (EQIA) and tackling discrimination and barriers to inclusion	3	2
Target setting and mainstreaming equalities into performance systems	N/A	2
Using procurement and commissioning to achieve equality and cohesion targets	1	2
Engagement & partnership	2	4
Employment & Training	1	3

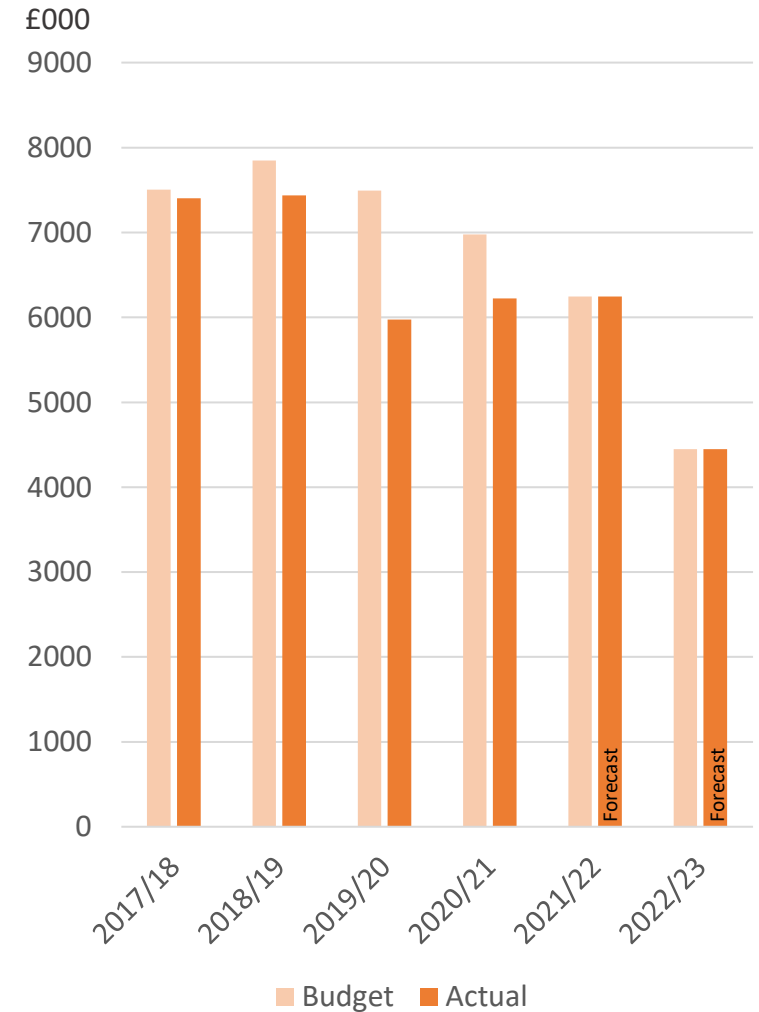
Expected Income from External Sources



Budgeted Expenditure Breakdown



Budget vs Actual



Committee:	Date:
Establishment Committee	19/01/2022
Subject: Draft Comptroller & City Solicitors Department Business Plan for 2022/23	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	All
Does this proposal require extra revenue and/or capital spending?	No
If so, how much?	N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain's Department?	N/A
Report of: Michael Cogher	For Approval
Report author: Nick Senior, Director Practice Management	

Summary

This report presents for approval the Business Plan for the Comptroller and City Solicitors Department for 2022/2023.

Recommendation

The committee is requested to:

- i) Approve, subject to the incorporation of any changes sought by this Committee, the departmental Business Plan for Comptroller and City Solicitors Department (C&CS) for 2022/23.

Main Report

Background

1. The C&CS Business Plan for 2022/23 is based on the revised departmental structure implemented following the Target Operating Model (TOM) review of the department that was approved by Establishment Committee on 12th May 2021.
2. Business Planning will be reviewed as part of the Target Operating Model. Any proposed changes will be shared and agreed prior to implementation in future planning cycles. For 2022-2023 Business Plans, we have adopted the same templates and approach from 2020-2021.

Current Position

3. Business Plans are aligned to departments, so all financial information presented within the Business Plan reflects the departmental budget rather than the Committee budget.
4. The Establishment Committee funds all elements of the Business Plan presented.

Proposal

5. The draft high-level summary Business Plan for C&CS is presented at Appendix 1.

Key Data

6. Key data is presented within the draft high-level summary Business Plan for C&CS is presented at Appendix 1.

Corporate & Strategic Implications

7. Strategic implications – Strategic priorities and commitments are expressed in Appendix 1.
8. Financial implications – The draft high-level summary Business Plan at Appendix 1 has been drawn up on the basis of a 12% (£110,000) reduction in the departmental budget compared to 2020/21 which was delivered in the 2021/2022 financial year.
9. Risk implications – Key risks managed by the department and their flightpaths are included in the draft high-level summary Business Plan at Appendix 1.
10. Resource implications – There are no further changes to resources beyond those savings already identified and delivered during 2021/2022 following the TOM review of the department.
11. Equalities implications – Equalities self-assessment scores are included in the Business Plan the work of the C&CS Equalities Group is a key departmental priority going forward.
12. Climate Implications – The department will support the City's Climate Action Strategy through the delivery of expert professional enabling support to client departments.
13. Security implications – There are no security implications.

Conclusion

14. This report presents the draft high-level summary Business Plan for 2022/23 for C&CS, the committee is requested to approve it.

Appendices

- Appendix 1 – Draft High-level summary Business Plan 2022/23 for C&CS.

Nick Senior

Director Practice Management

Comptroller & City Solicitors Department

T: 020 7332 6370

E: nick.senior@cityoflondon.gov.uk

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Our aims and objectives are:

C&CS contribute to corporate outcomes by providing legal advice and support to facilitate the delivery of these outcomes.

C&CS priorities in relation to corporate outcomes are determined largely by client department priorities, projects and programmes.

Our (five) major workstreams this year will be:

Deliver efficient, high quality, cost effective legal advice that meets client requirements and contributes to the achievement of the outcomes of the Corporate Plan.

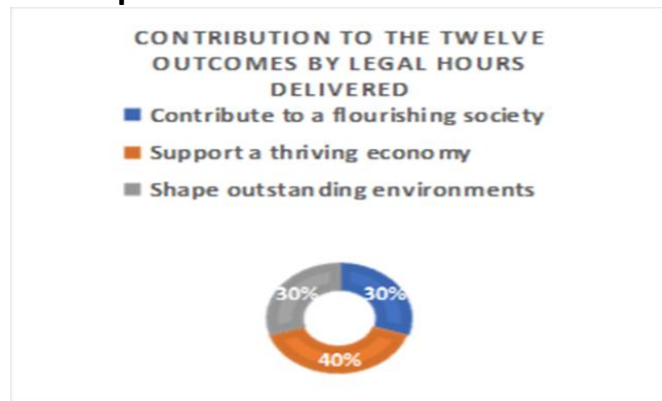
Provide governance and legal advice to support the major corporate projects and programmes .

Provide legal and rent accounting support, advice and transactional work to assist the City Surveyor in the management and development of the City's investment portfolio.

Deliver the TOM enabling service improved productivity, performance and client care proposals.

Manage the governance of and provide guidance and advice to departments on Data Protection and FoI compliance.

The Corporate Plan outcomes we have a direct impact on are:



What's changed since last year:

1. The continuing Impact of Covid19 and home working was effectively managed and enabled by the DPS case management system resulting in a seamless transition and continued effective service delivery.
2. External income generation has reduced due to fewer fee-earning transactions though demand for non income generating work remains high.
3. Increased focus and resource requirements on major corporate projects—markets re-location/Barking Power Station, Museum of London re-location.
4. Increased level of instructions to assist the City Surveyor in the management and development of the City's investment portfolio and the property divestment programme.
5. C&CS TOM and Enabling Service proposals were approved by Establishment Committee on 12.05.21 resulting in one minor structural change.

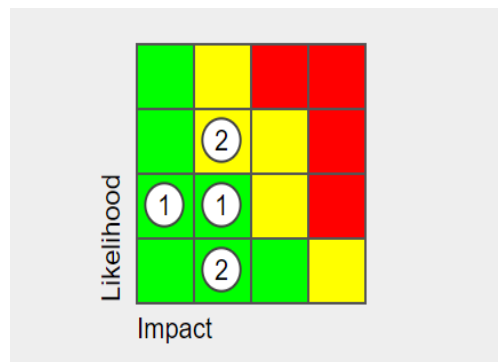
Plans under consideration

Plan	Time Scale
Continued development of the DPS case management system to improve and case management processes and service delivery	March 2023
Upgrade the KMX Records Management system	March 2023
Departmental Equalities group to deliver further initiatives supported by Senior Management Team	March 2023
Succession plan to replace significant retirements of senior officers	March 2023

Our strategic commitments

To provide legal and data protection advice to Clients in support of their strategic aims and commitments.

Key Risks



Key Performance Indicators

KPI	Current Performance	Direction of Travel/Target
% total C&CS chargeable hours achieved against 100% target.	115%	100%
LEXCEL (Law Society Quality Standard) Achieved May 2020	100% compliant	100% compliant
% of FoI requests responded to within 20 days.	97%	100%
Complaints against caseload under 5% pa.	0%	<5%
C&CS Customer Satisfaction respondents rating the service as high quality (2019/2020 data) next survey planned 2022/3	87%	93%
% of invoices paid within 30 days	92%	100%
Number of data breaches	0	0

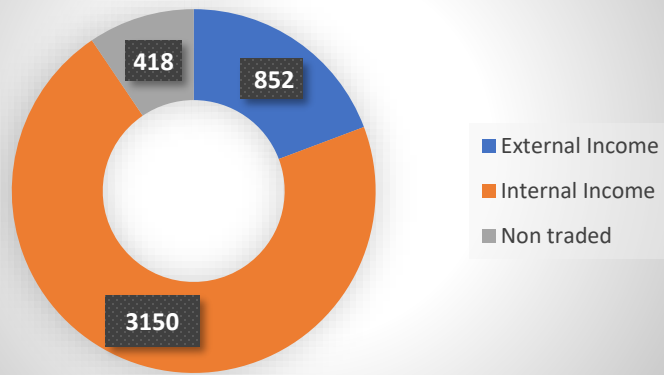
Our E D & I self assessment score

Monitoring and use of data and information	3
Completing Equality Analysis (EQIA) and tackling discrimination and barriers to conclusion	4
Target setting and mainstreaming equalities into performance systems	3
Using procurement and commissioning to achieve equality and cohesion targets	4
Engagement & partnership	3
Employment and training	3

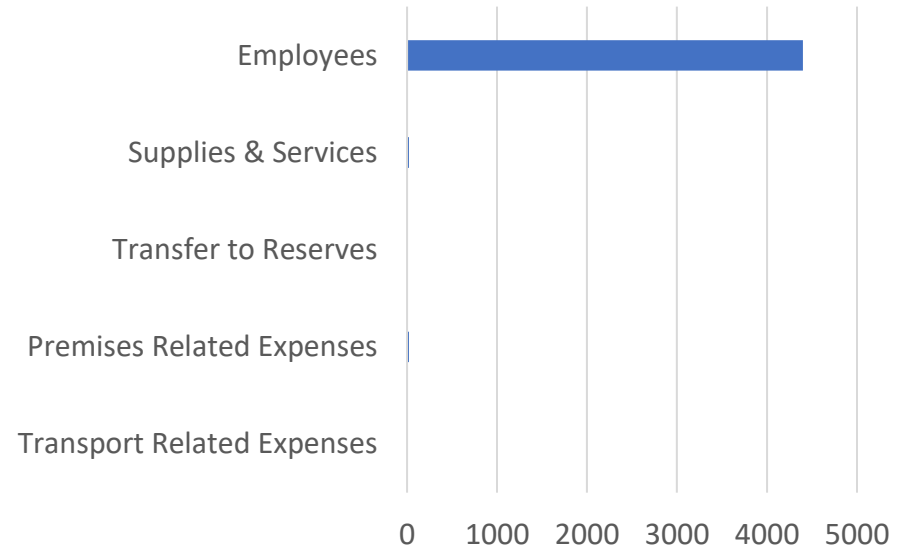
Risk Title	Score
Data protection compliance in the management of information assets	6
GDPR departmental compliance	6
Business Continuity – Covid19	4
Recruitment and retention of legal expertise	2
Managing legal risk	2
GDPR implications – Brexit	2

Where our money comes from

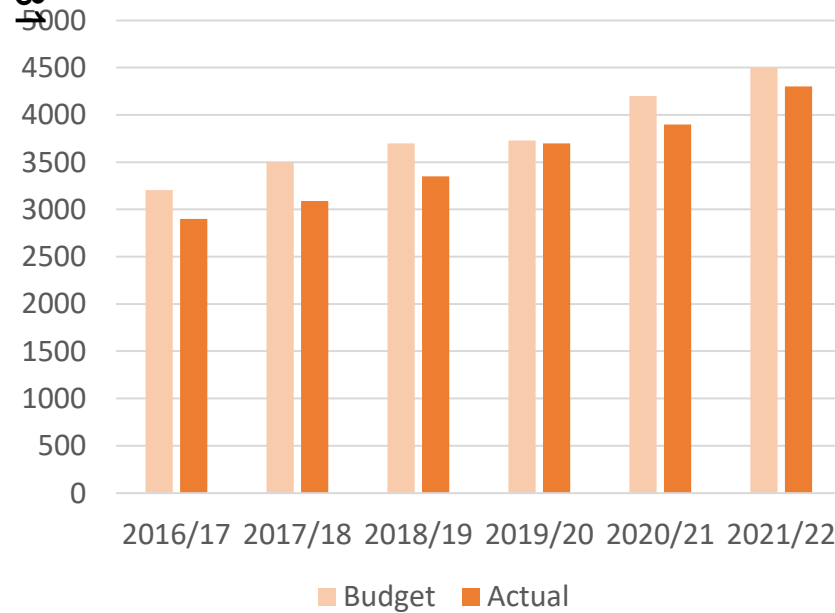
Legal Income £'000



Where our money is spent



Expenditure - Budget vs Actual



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Committee(s): Projects Sub Committee – <i>for decision</i> Procurement Sub Committee – <i>for decision</i> Finance Committee – <i>for decision</i> Establishment Committee – <i>for decision</i>	Dated: 15 December 2021 18 January 2022 Urgency 19 January 2022
Subject: CLS Pilot extension: Procurement & Projects	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	1, 5, 6, 7, 8, 9, 10, 12
Does this proposal require extra revenue and/or capital spending?	N
If so, how much?	£-
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain's Department?	N/A
Report of: TOM Programme Director	For Decision
Report author: Emma Cunnington (TOM Programme Team), Darran Reid (Procurement) & Pete Collinson (City Surveyors)	

Summary

As part of the Target Operating Model (TOM) and to help identify opportunities to reengineer processes and ways of working across the whole organisation, officers have been carrying out a pilot within the City of London School with the aim of removing barriers to collaboration, causes of friction, inertia and non-value adding activity.

Originally, the pilot's proposals concerning procurement and the projects process for the annual maintenance programme were due to be evaluated in Spring 2021. The evaluation would focus on the effect it had had on the School, looking at evidence to see if the changes in process and delegation created value (cost, efficiency, etc) for both the School and the Procurement team and City Surveyors. However, Members made clear at the Establishment Committee meeting in October 2021 that they wanted the proposals to be extended to other appropriate departments and institutions much more quickly as it is anticipated that these changes would create value, and it also gives an opportunity to test these changes to ways of working in other contexts.

Therefore, this paper proposes that the pilot proposals concerning streamlined processes relating to procurement and the projects gateway be extended to all relevant departments and institutions. Members already agreed that pilot proposals concerning HR processes be extended to all relevant departments and institutions at the Establishment Committee in October 2021.

Recommendations

Members of the Establishment Committee are asked to:

- Note the success of the City of London School pilot to date in improving ways of working and the relationship with an institution (i.e. the City of London School) with the corporate centre.
- Note that the Establishment Committee have already agreed to the extension of the pilot with regards to the HR proposals.
- Agree that the pilot be extended in terms of changes in delegations for Procurement and Projects (as detailed below) to other institutions and departments of the City of London Corporation, where applicable, until July 2022 with an evaluation report in September 2022.

Members of the Finance Committee are asked to:

- Agree that the following pilot proposals be extended to the City of London School for Girls and the City of London Freeman's School:-
 - The authority to run non-works procurements in accordance with the City of London Procurement Code up to the Find a Tender Service (FTS) threshold, currently £189,330.00 be devolved to the City of London School with the option of drawing on the centre procurement team to advise and provide support to the procurement process where necessary.
 - Non-works procurements up to £300k, may also have more freedom over procurement strategy and options, depending on applicability of UK Public Contracts Regulations (PCR 2015) and acting always in accordance with the City of London Procurement Code. Agreement on process and lead will be made between City Procurement and the business.

Members of the Projects Sub Committee are asked to:

- Agree that the following pilot proposals be extended to all departments and institutions within the City of London Corporation family:-
 - The delegation in relation to development, refurbishment and revenue programme schemes be increased from a total project cost (including works, fees and staff costs) of £250,000 to £1,000,000 in line with the recommended changes to the Gateway process.
 - Chief Officers, in consultation with the City Surveyor, approve schemes for maintenance or refurbishment of up to £1,000,000 per scheme.

Main Report

Background

1. The Target Operating Model (TOM) provides an opportunity for the City of London Corporation to update and simplify, to enable us to be radical, more agile and proactive to withstand both internal and external challenges. Whilst the TOM is intended to revise the organisational structure and deliver significant financial

savings to achieve a balanced Medium-Term Financial Plan, it also creates an opportunity to look at how all departments and institutions can benefit from working closely together and staying connected so that – as a whole - we can be greater than the sum of our parts. To help identify opportunities to reengineer processes and ways of working across the whole organisation, officers have been carrying out a pilot within the City of London School with the aim of removing barriers to collaboration, causes of friction, inertia and non-value adding activity.

2. At the Establishment Committee meeting on 15 October 2021, Members agreed that the HR delegations in the pilot be extended out to all City of London Corporation departments and institutions in November 2021 until the end of July 2022. The specific proposals were related to:
 - a. starting point for external appointments
 - b. the starting point for internal acting ups into higher level positions;
 - c. incremental progression - additional awards where there is a justified business case, e.g. as a recognition of examination success related to the post and agreed as a development requirement;
 - d. honoraria payments up to the value of £2,500
 - e. a temporary amendment to the delegations of the MFS Board to approve all requests for honoraria payments between £2,500 and £7,500 regardless of grade
 - f. all requests for honoraria payments proposed by Chief Officers over £7,500 to be considered by the MFS Board and recommended to Establishment Committee for its agreement.

A report will be submitted to the Establishment Committee with a full evaluation of these proposals and any resulting recommendations in September 2022.

3. Whilst originally, the pilot's proposals concerning procurement and projects process for the annual maintenance programme were due to be evaluated in Spring 2021 on the effect it had had on the School, looking at evidence that the changes in process and delegation created value for both the School and the Procurement team and City Surveyors, Members made clear at the Establishment Committee meeting in October 2021, that they wanted the proposals to be extended to other appropriate departments and institutions much more quickly.
4. Therefore, this paper is now before Members to decide whether they wish to extend the pilot proposals relating to these two areas to all relevant departments and institutions. Specifically, the proposals relating to Procurement and City Surveyors are as follows:-

Annual maintenance programme

- the delegation in relation to development, refurbishment and revenue programme schemes, being funded by the City of London School's ring-fenced maintenance budget, be increased from a total project cost (including works, fees and staff costs) of £250,000 to £1,000,000 in line with the recommended changes to the Gateway process.
- the Head of the City of London School in consultation with the City Surveyor to approve schemes for maintenance or refurbishment of up to £1,000,000 per scheme, where funding is from the School's ring fenced repairs and maintenance fund.

Procurement

- the authority to run non-works procurements up to £189,330 be devolved to the City of London School with the option of drawing on the central procurement team to advise and provide support to the procurement process where necessary;
- Non-works procurements up to £300k, may also have more freedom over procurement strategy and options, depending on applicability of UK procurement regulation. Agreement on process and lead will be made between City Procurement and the School.

Current Position

5. At time of writing, there is no hard evidence that the City of London School pilot proposals relating to procurement and the annual maintenance programme, have had a positive or negative effect on the aim of removing barriers to collaboration, causes of friction, inertia and non-value adding activity.

Annual Maintenance Programme

6. The annual maintenance programme for the City of London School for Boys is in its early stages of procurement. The outline scope of works has already been agreed, this is c.2-3 month earlier than in previous years. The advantage that has been realised, is that it will enable the City Surveyor projects team to go out to the market earlier. This time saving is key, when considering the extended lead in times for materials and equipment on construction projects. This early benefit to the project would suggest that these proposals are likely to be successful.
7. However, it is anticipated that these proposals will, in due course, reap further rewards. As set out at the beginning of this pilot, the proposals concerning the annual maintenance programme aim to limit costs of work, specifically:
 - a. Consultant costs may not be required (or be vastly reduced) as works could be planned within the normal workloads of the City Surveyor's Department.
 - b. Smaller packages of cyclical work would be removed from the scheme and delivered separately as traditional cyclical works by the City's term contractors, e.g. those under £250k and could be carried out in other term times or out of hours. To use the example of the 2019/20 programme, electrical works and mechanical works could be delivered by others, therefore reducing the overall package to less than £1 million.

Procurement

8. In terms of procurement proposals, the School has not yet needed to use the extended delegations and so it cannot be determined whether these pilot proposals have been deemed successful or not.
9. Data gathered from undertaking the trial will inform the extent to which the proposals have addressed the perceived benefits, including:

- a. Reduce the overall time required to tender, award, mobilise contracts, as local officers may be able to start processes immediately upon the identification of need.
- b. Reduce cost of service provision by agreeing contracts which align with the School's needs and timetables
- c. Increase ownership in requirements definition by making the School accountable for making the right choice
- d. Improve the alignment of service provision with the Schools' requirements
- e. Allow Procurement to trial, iterate and build support for their future support service model for institutions on a small scale, before rolling out to any other relevant departments or institutions
- f. This would also provide an opportunity to apply and trial the principle of empowerment in the Target Operating Model.

10. In order to ensure continued compliance with procurement regulations, it is proposed to align the value for devolved responsibility for non-works procurements from £189,330 to the public procurement thresholds (£213,477 inclusive of VAT or £170,781 exclusive of VAT as of 01 January 2022). Any department or institution that is funded by City's Fund, in part or in whole, may not be able to trial the full extent of these procurement proposals due to the requirements of the Public Contracts Regulations to ensure that the spending of public funds is fair, transparent and offers best value to the taxpayer.

Options

Option 1 – Continue to pilot the Procurement and City Surveyor's proposals within the City of London School alone until July 2022

11. One option could be to continue to pilot the proposals locally within the City of London School until July 2022 to collect data and evidence to inform Members on the decision that could be taken in the future regarding rolling out the proposals permanently.

12. Whilst this would give more specific information to help decide whether these are the right set of proposals, it could mean that the benefits are not realised until much later than they could have been.

13. This option also opposes the Member direction from the Establishment Committee to move forward at pace.

Option 2 – Extend the pilot of the Procurement and City Surveyor's proposals to the City of London School for Girls and the City of London Freemen's School now until July 2022

14. Another option could be to only extend the pilot to the three independent Schools now until July 2022 as all three Schools have similar needs as an institution of the City of London Corporation.

15. Again, this could mean that the benefits from these proposals are not realised by other parts of the organisation until much later than they could have been. It would

also mean that there would be no information or data collected on how these proposals impact other departments and institutions who may have different needs and requirements than the Independent Schools.

Option 3 – Extend the pilot proposals relating to the City Surveyor to all departments and institutions within the City of London Corporation family and the pilot proposals relating to Procurement to the City of London School for Girls and the City of London Freeman’s School. (RECOMMENDED)

16. The recommended option is that the pilot proposals are rolled out to all departments and institutions – where applicable – to allow for full testing of the proposals in all areas of the City of London Corporation. This would help inform the evaluation of the pilot after it has ended in July 2022, and allow Members to make a decision as to whether the proposals are rolled out permanently in September 2022 or not.

Proposals

Annual Maintenance Programme

17. It is now proposed that the delegation in relation to development, refurbishment and revenue programme schemes, being funded by departmental or institutional ring-fenced maintenance budgets, be increased from a total project cost (including works, fees and staff costs) of £250,000 to £1,000,000 in line with the recommended changes to the Gateway process. This higher number is to reflect the fact that the annual works package of circa £1m is usually let to a single contractor to facilitate ease of delivery. Combining a number of minor projects into one procurement means it has the characteristics of a single project and therefore would need to go through the gateway process because of its cost.

18. This proposal requests a delegated authority approach like that of the Investment Property Group that was adopted in May 2019. This enables projects up to £1,000,000 to progress outside of the Gateway process with delegated authority given to the City Surveyor to agree the process documentation.

19. It should be noted that:

- a. For all projects, the Chamberlain must be consulted to confirm that funding is available for any proposed budget before the project could proceed and City Procurement would continue to be consulted, as appropriate, on procurement issues (including the completion of the relevant procurement documentation/ form).
- b. Should the estimated cost of a project increase to over £1,000,000, the project would revert to the gateway approval process.
- c. Appropriate process documentation must be used for these projects, albeit some may be combined where considered appropriate. In this context, any issues arising would be approved by the City Surveyor subject to consultation with the Chamberlain on financial matters.

20. In addition, it is proposed that the scheme of delegations be updated to allow for the departmental Chief Officer or Head of Institution, in consultation with the City Surveyor, to:-

- approve schemes for maintenance or refurbishment of up to £1,000,000 per scheme, with funding from appropriate sources agreed with the Chamberlain.

21. The routine cyclical maintenance projects carried out are often smaller packages of work grouped together to create a larger project. If the above proposal is agreed, the works would be, if appropriate, tendered via the new City Frameworks for building fabric and mechanical and electrical projects between £250,000 and £1,000,000. Any works outside the City Framework would be tendered via City Procurement.

Procurement

22. It is now proposed that a devolved process be extended to be piloted by all three Independent Schools and any other department or institution, to allow:-

- a. The authority to run procurements up to £189,330 be devolved to the department or institution with the option of drawing on the central procurement team to advise and provide support to the procurement process where necessary;
- b. Procurements for Works up to £300k may also have more freedom over procurement process, depending on applicability of UK procurement regulation. Agreement on process and lead will be made between City Procurement and the department or institution. The proposed procurement approach within the (£180-300K spend bracket)) will be considered in a short options report (PT3) by the Chair of the relevant Category Board.

23. It is also proposed that:-

- a. In line with the City Surveyor's Integrated Facilities Management model, in relation to core property services that are delivered from the centre, the department or institution's specific requirements will be included in the specification for the appropriate LOT. The department or institution will be consulted in choosing the supplier (i.e. for specialist services whether these should be delivered in-house or via external contracts) and the provider of core services. This will be considered by the City Surveyor when making the decision on the supplier.

24. Please note that the intention would not be for any department or institution to exit existing Corporation contracts early, but rather investigate options alongside scheduled contract renewals with the aim of being ready with options for comparison. The specific needs of each department or institution will actively be fed into the requirements for corporate contracts and agreed at Category Board. If the department or institution felt that their requirements are not being listened to, this would be escalated to their Board or Service Committee and the Procurement Sub Committee.

25. It is also proposed that City Corporation procurement policies (such as London Living Wage, Diversity, Responsible Procurement) continue to be applied to the all procurement processes despite further empowerment to choose the service and supplier. Departments and institutions would work with the Responsible Procurement Manager to put processes in place (e.g. training, checklist) to ensure compliance of these policies during the pilot. IT policies would also be adhered to for relevant Digital and IT procurements.
26. If the above proposal is agreed, it is also proposed that a new regular report be prepared to provide an annual update of procurements to the Procurement Sub Committee.
27. As within current practices, it will be important for the City Corporation to maintain 'good governance' of procurements. Within this proposal, departments and institutions would use the Procurement Authorisation Report for all tenders up to £300k which will allow for City Procurement to keep records, and departments and institutions will also ensure they keep records of bids and decisions.
28. It is intended that these proposals be piloted for eight months (until July 2022) before assessing whether this new way of working is successful in a paper to the Establishment Committee.

Corporate & Strategic Implications

Strategic implications

29. This pilot is part of the wider Target Operating Model programme to assess the organisation's agility to removing barriers to collaboration, causes of friction, inertia and non-value adding activity. If this proposal is approved, it will be continually assessed and reviewed and, if successful, a further proposal will be reported to the relevant committees (including this Sub-Committee) to allow for a further rollout of the new process to other relevant institutions and departments.
30. This proposal meets the objectives of the City Corporation's Corporate Plan – in particular objectives 1, 5, 6, 7, 8, 9, 10 and 12.

Financial implications

31. If these proposals are agreed, it is estimated that there would be reduced costs as contracts would be agreed which align with the School's needs and timetables.
32. In agreeing to the proposed change in the governance arrangements for works projects, Members should assure themselves that the new arrangement will ensure value for money continues to be achieved for these works and that there will be no adverse impact on the level of income generation, e.g. school fees that need to be charged.

Resource implications

33. If agreed, it is estimated that there would be a shift in resource required to manage the approvals process.

Legal implications

34. The initiative to empower the departments and institutions to allow greater flexibility in terms of projects and procurement choices is one which will have legal implications, with the emphasis shifting to the departments and institutions directly and its governance arrangements. As far as the wider procurement arena is concerned, strategic choices will continue to be made in accordance with the framework of the School's governance and with the support, where required, of the City Procurement team. It is anticipated that certain areas of procurement spend (e.g. works procurement characterised as buildings repairs and maintenance and certain "hard" and "soft" FM services) will continue to be addressed on a corporative basis as is currently the case.

Risk implications

35. Without sufficient expertise, there is a risk that some contracts could be commercially disadvantageous, particularly in specialist areas such as IT.

Equalities implications

36. The proposals within this report do not have any impact (positive or negative) on people protected by the Public Sector Equality Duty 2010 – age, disability, gender reassignment, race, religion or belief, sex, sexual orientation, marriage and civil partnership and pregnancy and maternity.
37. The proposals ask that the agreed City Corporation procurement policies on diversity continue to be applied to procurements even though these are devolved.

Climate implications

38. The proposals ask that the agreed City Corporation procurement policies on carbon reporting and reduction continue to be applied to procurements even though these are devolved.

Security implications

39. None.

Conclusion

40. The Target Operating Model provides an opportunity for the City of London Corporation to remove barriers to collaboration, causes of friction, inertia and non-value adding activity. Proposals relating to streamlining procurement and the projects gateway processes are being tested via the City of London School, and this report requests approval for the pilot to be extended to all relevant parts of the organisation until July 2022, before deciding whether to roll out permanently in an evaluation report in September 2022.

Appendices

- None

Background Papers

- [*TOM CLS Pilot – HR proposals to achieve Greater Local Delegations*](#) – 15
October 2021 – Establishment Committee

Emma Cunningham

TOM Change and Implementation Manager

E: emma.cunnington@cityoflondon.gov.uk

Committee(s): Establishment Committee – <i>for information</i>	Dated: 19 January 2022
Subject: TOM Team Update – 2021 activity	Public
Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?	The design and delivery of the TOM underpins all outcomes of the Corporate Plan.
Does this proposal require extra revenue and/or capital spending?	N
If so, how much?	£-
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain’s Department?	N/A
Report of: TOM Programme Director, Peter Lisley	For Information
Report author: Helena Egan, TOM Communications Lead & Emma Cunnington, TOM Change and Implementation Manager	

Summary

This report sets out the key activities supporting the delivery of the TOM in 2021, across the themes of Organisation Design, Ways of Working, Enabling Functions, Institutions and Communications.

Recommendations

- Members are asked to note the report.

Main Report

Background

1. The TOM Programme Team was set up in November 2019 to help facilitate and oversee the design and delivery of a new Target Operating Model for the City of London Corporation. By April 2021, the team was expanded by seconding officers from across the organisation to the team to resource workstreams relating to Organisation Design, Ways of Working, Talent and Leadership, Behaviours & Culture, Enabling Functions and Communications. Following the recruitment of new senior leaders into the organisation, the leadership of the TOM Programme Team changed in May 2021 when Peter Lisley became TOM Programme Director. This report sets out some of the key activities that the team have delivered in 2021.

Current Position

2. Activities can be summarised across the themes of Organisation Design, Ways of Working, Enabling Functions, Institutions and Communications.

Organisation Design

3. As of December 2021, all Corporate Departments had begun redesigning their organisational structures. By this point, four of those departments had completed and begun implementing their new organisational design.
4. By the end of 2021, there had been 19 Design Advisory Board meetings (officer governance ahead of OD reports going to Service Committees and the Establishment Committee), during which proposals for all departments/institutions were considered.
5. 23 OD workshops were held over the last year, guiding senior leaders on the best way to manage their organisational design process.

Ways of Working

6. A pilot project with the City of London School was approved with the aim of removing barriers to collaboration, causes of friction, inertia and non-value adding activity, and has been assessing the feasibility of introducing proposals enabling institutions and departments to work more effectively with corporate departments such as Procurement, City Surveyors, HR and Chamberlains. Anecdotally, the proposals being piloted are adding value for both the City of London School and the corporate departments involved. A paper has been submitted for the Establishment Committee to consider extending this pilot to other departments and institutions, where appropriate, to gain more data and understanding of how the City Corporation empowers its institutions and departments.
7. The “Finding Quick Wins” portal was launched in March 2021 to understand what internal processes colleagues were finding frustrating and to look into how these processes could be streamlined, removed or simplified. 60 ideas were submitted to the Finding Quick Wins portal. 31 of these ideas fitted the criteria of a ‘Quick Win’ and were therefore taken forward and resolved.
8. In October 2021, the Collaborative Tech Pilot was launched. This pilot seeks to use a technical solution to improve the process of Committee Report Writing. There are currently 34 Report Author Champions who are supporting colleagues across the organisation use this new tech in committee report writing.
9. Work has been undertaken by the TOM Programme Team to understand the culture, values and behaviours that the City Corporation aspires to live by. Working with the Senior Leaders Board (all officers in the top two tiers of the organisation) and the Executive Leadership Board (direct reports to the Town Clerk & Chief Executive and Heads of Institutions), the TOM Programme Team have facilitated workshops and team meeting discussions on themes such as *collaboration*, with plans for further workshops in 2022 on *shared purpose, inclusivity, taking ownership, creativity/new ideas, organisational agility, taking measured risks, encouraging talent, pursuing opportunities*, and *permission to make mistakes*.

Enabling Functions

10. Enabling Functions reviews have in the main been undertaken at the same time as Organisational Design and changes will be made as part of the implementation of

those proposals. However, the following Enabling Functions reviews, whilst underway and in some cases advancing through appropriate governance, still require further work and it is anticipated proposals will be made within the first half of the financial year 2022/23.

- a. Information Technology
- b. HR and Employee Services
- c. Fleet Management
- d. Estates, FM and Security
- e. Business Administration

Institutions

11. All institutions have reviewed their governance arrangements in line with the Governance Review and TOM. By the end of 2021, all institutions will have had (or will have) practical proposals agreed to enable them to become more autonomous from the Corporation whilst still remaining part of the family.

Communications

12. A core narrative was drafted and agreed for the TOM programme in March 2021. This narrative was updated and adapted to suit all communications throughout 2021, keeping colleagues updated via the intranet.
13. TOM FAQs were updated three times over the course of 2021 and currently contain 35 questions addressing queries about the TOM. The most recent FAQs, updated in November 2021, has already been viewed over 200 times as of January 2022.
14. The Town Clerk & Chief Executive's podcast series was launched in 2021 and 15 podcasts were delivered, supported by the Internal Communications team and the TOM Programme Team.
15. The TOM Programme Team contributed to 30 Town Clerk staff emails with updates about the TOM Programme.
16. Three webinars were held to explore important TOM themes, attracting over 400 participants in total.
17. 10 departments were supported on their Departmental Comms with regular check-ins and support from the TOM Programme Team.

Conclusion

18. This report covers briefly, some of the key achievements of the Target Operating Model Programme Team in 2021, structured thematically under Organisation Design, Ways of Working, Enabling Functions, Institutions and Communications.

Emma Cunningham

TOM Change and Implementation Manager

E: emma.cunnington@cityoflondon.gov.uk

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