



## Corporate Services Committee

**Date:** THURSDAY, 30 JUNE 2022

**Time:** 1.45 pm

**Venue:** COMMITTEE ROOM - 2ND FLOOR WEST WING, GUILDHALL

**Members:**

Deputy Alastair Moss (Chair)	Gregory Lawrence
Florence Keelson-Anfu (Deputy Chair)	Deputy Edward Lord
Deputy Randall Anderson	Catherine McGuinness
Deputy Keith Bottomley	Timothy McNally
Alderman Sir Charles Bowman	Ruby Sayed
Deputy Henry Colthurst	Tom Sleigh
Steve Goodman	Mandeep Thandi
Deputy Christopher Hayward	James Tumbridge
Alderwoman Susan Langley	Deputy Philip Woodhouse

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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/Aw6A9GVcv8Y>

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 and summary of the meeting held on 30<sup>th</sup> May.  
  
**For Decision**  
(Pages 5 - 12)
4. **STAFF SURVEY**  
Report of the Chief Operating Officer.  
  
**For Information**  
(Pages 13 - 42)
5. **SECURITY POLICY – PEOPLE**  
Report of the Chief Operating Officer.  
  
**For Decision**  
(Pages 43 - 52)
6. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
7. **ANY OTHER BUSINESS THAT THE CHAIR CONSIDERS URGENT**
8. **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**

9. **NON-PUBLIC MINUTES**  
To agree the non-public minutes of the meeting held on 30<sup>th</sup> May.

**For Decision**  
(Pages 53 - 54)

10. **CITY SCHOOLS STAFFING MATTERS**

Report of the Town Clerk.

**For Information**  
(Pages 55 - 60)

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

12. **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**

13. **CONFIDENTIAL MINUTES**

To agree the Confidential minutes of the last meeting held on 30<sup>th</sup> May.

**For Decision**

14. **ROLE UPDATE FOR ARTISTIC DIRECTOR TO SUPPORT HEAD OF PROFESSION UPLIFT AND SUPPORT FOR DESTINATION CITY PROGRAMME. MFS CHANGE RESULTING.**

Joint Report of the CEO, Barbican Centre; Chief Operating Officer & Acting Deputy Chief Executive, and the Director of Economic Development.

**For Decision**

15. **PAY 2022/23**

The Chief Operating Officer to be heard.

**For Information**

16. **TOWN CLERK'S UPDATE**

The Town Clerk to be heard.

**For Information**

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## **CORPORATE SERVICES COMMITTEE** **Monday, 30 May 2022**

Minutes of the meeting of the Corporate Services Committee held at Guildhall on  
Monday, 30 May 2022 at 10.00 am

### **Present**

#### **Members:**

Deputy Randall Anderson  
Deputy Keith Bottomley  
Alderman Sir Charles Bowman  
Deputy Henry Colthurst  
Steve Goodman  
Deputy Christopher Hayward  
Florence Keelson-Anfu  
Alderwoman Susan Langley  
Gregory Lawrence  
Deputy Edward Lord  
Catherine McGuinness  
Timothy James McNally  
Deputy Alastair Moss  
Ruby Sayed  
Tom Sleigh  
Deputy Philip Woodhouse

#### **Officers:**

John Barradell	- Town Clerk and Chief Executive
Bob Roberts	- Director of Communications
Ben Milligan	- Interim Executive Director - HR
Michael Cogher	- Comptroller and City Solicitor
Tracey Jansen	- Human Resources
Emma Moore	- Chief Operating Officer
Greg Moore	- Assistant Town Clerk
John Cater	- Committee Clerk
Marion Afoakwa	- Human Resources
Sonia Virdee	- Chamberlain's Department
Simon Causer	- City Surveyor's Department
Carol Simpson	- Human Resources Department
David Farnsworth	- Bridge House Estates – City Bridge Trust
Karen Atkinson	- Bridge House Estates – City Bridge Trust

### **1. APOLOGIES**

Apologies for absence were received from Mandeep Thandi and James Tumbridge.

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

Alastair Moss declared a non-pecuniary interest in respect of item 12 due to being a Member of the Reserve Forces.

3. **ORDER OF THE COURT OF COMMON COUNCIL**

The Committee received the Order of the Court of Common Council from Thursday, 21st April 2022 appointing the Corporate Services Committee until the first meeting of the Court in April 2023.

Given the changes to the arrangements for the three independent City Schools after the implementation of the Target Operating Model, specifically the delegation around salaries, the Committee agreed to amend the wording in paragraph J of the Terms of Reference to state:

*(J) to receive confirmation of any pay award approved by the Boards of Governors for the independent City of London Schools for information*

4. **ELECTION OF CHAIR**

A list of Members who had expressed an interest in and were eligible to stand was read by the Town Clerk; Deputy Randall Anderson and Deputy Alastair Moss both expressed a willingness to serve.

A ballot was therefore necessary.

A ballot having been taken, votes were cast as follows:-

Deputy Randall Anderson - 5 votes

Deputy Alastair Moss - 11 votes

**RESOLVED** – That Deputy Alastair Moss be elected Chair in accordance with Standing Order 29 for the year ensuing.

On being elected, the Chair thanked Members for their support and pledged to ensure that the Committee meets its vital responsibilities to the City Corporation as it navigates what will be challenging times ahead. The Corporation's staff is its most important resource and he was determined to ensure that the Committee keeps its focus on making sure that its outputs over the coming period were right.

5. **ELECTION OF DEPUTY CHAIR**

A list of Members who had expressed an interest in and were eligible to stand was read by the Town Clerk; Florence Keelson-Anfu was the only Member to have expressed her willingness to serve.

**RESOLVED** – That Florence Keelson-Anfu be elected Deputy Chair in accordance with Standing Order 30 for the year ensuing.

On being elected, the Deputy Chair thanked the Committee for its support.

6. **VOTE-OF-THANKS**

Gregory Lawrence moved a voted of thanks to Tracey Graham, the immediate past Chair.

**RESOLVED UNANIMOUSLY:** That the Members of this Committee take great pleasure in expressing to

TRACEY GRAHAM

their sincere gratitude and appreciation for the dedication she showed in all aspects of work of this Committee, and the exemplary manner in which she presided over it's vital work during the last year as Chair of the Committee.

During her tenure, she was very active in the work of the Committee and showed great leadership in steering the Committee and supporting the HR Department through a period of unprecedented challenge and turbulence through the course of the Covid-19 pandemic.

As Chair, Tracey oversaw the first stages of the implementation of the Target Operating Model, a major piece of work, which will create a leaner and more effective organisation for the years to come. The workload generated by the TOM has been significant and it was to Tracey's credit that she dealt with this vital work with forbearance, care and resolve.

Under her remit as Chair of the Joint Consultative Committee, an ongoing constructive dialogue was maintained with the Unions, despite the external challenges brought by the pandemic and more recently the wider economic difficulties.

Under Tracey's leadership, the Committee approved the Tackling Racism Taskforce's staffing workstream, which provided for work experience and internship opportunities, with a dedicated co-ordinator to oversee this work, and additional funding for training budgets.

The Committee also approved the Corporate Mental Health and Wellbeing Policy for 2021 – 2024; Mental health and wellbeing remain a key priority nationally and for the City Corporation, especially during times of organisational change and external challenges: The policy will support our transition to new ways of working under the TOM and during the recovery from the pandemic.

Throughout her term of office, Tracey managed the Committee's business with a fair and firm hand to ensure that the Committee fulfilled its role in a competent and judicious manner.

AND SO in taking leave of Tracey Graham as their Chair, Members of this Corporate Services Committee wish to thank her for her service and excellent leadership of the Corporation's HR affairs during this challenging period. The Committee gives to her their best wishes for her future health and happiness.

7. **APPOINTMENT OF THE JOINT CONSULTATIVE COMMITTEE**

After requesting expressions of interest, it was:

**RESOLVED** – that the following appointments be made to the Joint Consultative Committee for 2022/23:-

- Chair of the Corporate Services Committee (Chair of the JCC);
- Deputy Chair (Deputy Chair of the JCC);
- Deputy Randall Anderson;
- Deputy Henry Colthurst;
- Deputy Edward Lord;
- Catherine McGuinness, and;
- The Finance Committee representative, Steve Goodman.

8. **APPOINTMENT OF THE EQUALITY, DIVERSITY & INCLUSION SUB-COMMITTEE**

After requesting expressions of interest, it was:

**RESOLVED** – that, alongside the Chair (or their nominee), the following appointments be made to the Equality, Diversity & Inclusion Sub-Committee for 2022/23:-

- Deputy Randall Anderson
- Florence Keelson-Anfu

9. **APPOINTMENT OF THE SENIOR REMUNERATION SUB COMMITTEE**

After requesting expressions of interest, it was:

**RESOLVED** – that, alongside the Chair and the Deputy Chair, the following appointments be made to the Senior Remuneration Sub-Committee for 2022/23:-

- Deputy Randall Anderson
- Gregory Lawrence
- Deputy Edward Lord
- Ruby Sayed
- Tom Sleight

10. **MINUTES**

**RESOLVED** – That the public minutes and non-public summaries of the meetings held on 19<sup>th</sup> January and 31 January be approved as accurate records.

11. **GENDER, ETHNICITY AND DISABILITY PAY GAPS WITH EQUALITY AND INCLUSION UPDATE**

The Committee received a Report of the Chief Operating Officer concerning gender, ethnicity, and disability pay gaps, alongside an equality and inclusion update.



In response to a query, the Chief Operating Officer confirmed that social mobility data was being collected via the disclosure section of the City's intranet site, the questions asked staff members to confirm their families main breadwinner's role when they were 14 and what type of school they went to.

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

*At this point, the Chair departed the room as he had declared a non-pecuniary interest in the following item. The Deputy Chair chaired the meeting during this item.*

**12. SPECIAL LEAVE POLICY: PAID LEAVE FOR RESERVISTS FOR TRAINING OR VOLUNTARY SERVICE**

The Committee considered a Report of the Chief Operating Officer concerning Paid Leave for Reservists for Training or Voluntary Service.

**RESOLVED** – that the Committee:

- Approved the increase of paid leave days for employees who are members of the reserve forces to attend training to 15 days (per leave year), from 10 days
- Approved the amendment to the number of paid leave days stated within the Special Leave Policy and the inclusion of the reservist guidance
- Noted that, if the above recommendations are approved, the provisions will be communicated to all staff on Reserves Day - 22 June 2022

*The Chair returned to the room for the remainder of the agenda.*

**13. STAFF BBQS IN JULY - FUNDING**

The Committee heard an oral update of the Town Clerk concerning the arrangements for the July Staff BBQs.

The Town Clerk informed Members that, after the publication of the agenda pack it was established that the funding for the Staff BBQs, namely a carry forward from the aborted Christmas lunches, could be approved under officer delegation as opposed to needing Member approval.

For Members information, the dates of the BBQs were highlighted, namely, the 25<sup>th</sup>, 26<sup>th</sup>, 28<sup>th</sup>, and 29<sup>th</sup> July. It was hoped that a senior Member and the Lord Mayor would attend each day to make a speech, and invitations will be issued in due course.

To add, the Christmas lunches would return this December as per previous years.

Whilst noting that the cost would be covered by the carry-forward, two Members asked the Chamberlain to confirm the total sum involved; the

Chamberlain responded that she would come back to the Members after the meeting with the figure.

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

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

There were no questions.

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

There were no urgent items.

16. **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.

17. **NON-PUBLIC MINUTES**

**RESOLVED** – That the non-public minutes of the meeting held on 19th January be approved as an accurate record.

18. **WORKPLACE ATTENDANCE UPDATE**

The Committee received a Report of the Chief Operating Officer concerning workplace attendance.

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

Two questions were raised in respect of redundancy payments and vacancies.

20. **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.

21. **CONFIDENTIAL MINUTES**

**RESOLVED** – That the confidential minutes of the meetings held on 19th January and 31 January be approved as accurate records.

22. **PROPOSALS FOR THE ORGANISATIONAL DESIGN OF THE POLICE AUTHORITY TEAM**

The Committee considered a Report of the Town Clerk concerning the proposals for the Organisational Design of the Police Authority Team.

23. **ENABLING SERVICES (GUILDHALL COMPLEX SECURITY GUARDING & RECEPTION SERVICES OPTIONS)**

The Committee considered a Report of the City Surveyor concerning Enabling Services.

24. **BRIDGE HOUSE ESTATES & CHARITIES FINANCE TEAM TARGET OPERATING MODEL PROPOSAL**

The Committee considered a Report of the Managing Director – Bridge House Estates concerning the Target Operating Model proposal for the Barbican House Estates & Charities Finance Team.

25. **IPG DIRECTOR APPOINTMENT**

The Committee considered a Report of the City Surveyor concerning the IPG Director role.

26. **BARBICAN TOM UPDATE**

The Committee considered a Report of the CEO of the Barbican Centre concerning the Target Operating Model.

27. **MARKET FORCES REQUEST: ARTISTIC DIRECTOR**

The Committee considered a Report of the CEO of the Barbican Centre concerning the Artistic Director role.

28. **TARGET OPERATING MODEL PROPOSALS FOR HUMAN RESOURCES DEPARTMENT**

The Committee considered a Report of the Chief Operating Officer concerning the Target Operating Model proposals for the Human Resources Department.

29. **IT SERVICE TRANSITION PROGRAMME**

The Committee received a Report of the Chief Operating Officer concerning the IT Service Transition Programme.

30. **TOWN CLERK'S UPDATE**

There was one update

**The meeting ended at 11.20 am**

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Chair

**Contact**

**john.cater@cityoflondon.gov.uk**

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# Your Voice Matters 2022

## Results, analysis, and action

Prepared by People Insight  
April 2022

People*i*nsight



**YOUR VOICE MATTERS**

TAKE THE SURVEY TODAY



# Who we are



NHS England and NHS Improvement



UNIVERSITY OF  
OXFORD



The Bar Council



LA PERLA



Walgreens Boots Alliance



# Contents

## Survey overview

- Headline summary
- Employee engagement breakdown and drivers
- Key results (themes, high/low, comparisons)
- Results variation

## Summary and focus

## Next steps and questions

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### RESPONSE RATE

51%

RESPONSES: 1476/2874

### BELIEF IN ACTION

24%

↓ 22 below the Public Sector external benchmark

38% sitting on the fence  
AND  
a 78 PT spread by Department

WITHIN THIS SUMMARY RESULTS ARE COMPARED TO  
PEOPLE INSIGHT'S PUBLIC SECTOR NORM

Three words to describe the culture here

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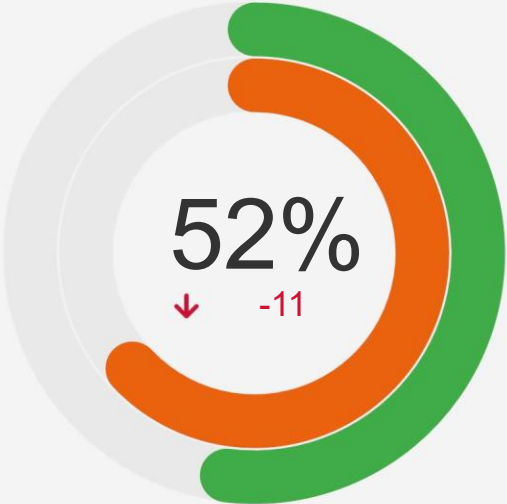


A background image showing three office workers in a modern setting. A woman in the foreground is smiling broadly, looking towards the right. Behind her, another woman is also smiling, and a man is partially visible on the left. They appear to be in a collaborative work environment.

# Employee engagement at City of London

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Employee engagement represents the deep emotional connection that employees have to their organisation and work. Employees who feel committed, motivated, and are advocating, thrive best and are shown to help create organisational performance. (See: <https://engageforsuccess.org/>)



Items comprising the Engagement score

Question	Response favourability			Comparison
I am proud to say I work for the Corporation	65%	27%	8%	-12
I believe action will be taken as a result of this survey	24%	38%	38%	-22
I have a best friend at work	33%	33%	35%	n/a
I would still like to be working at the Corporation in two years' time	60%	25%	15%	-10
If asked, I would say to friends and family that the Corporation is a good place to work	62%	25%	13%	-6
People help and support each other here	68%	22%	11%	-5

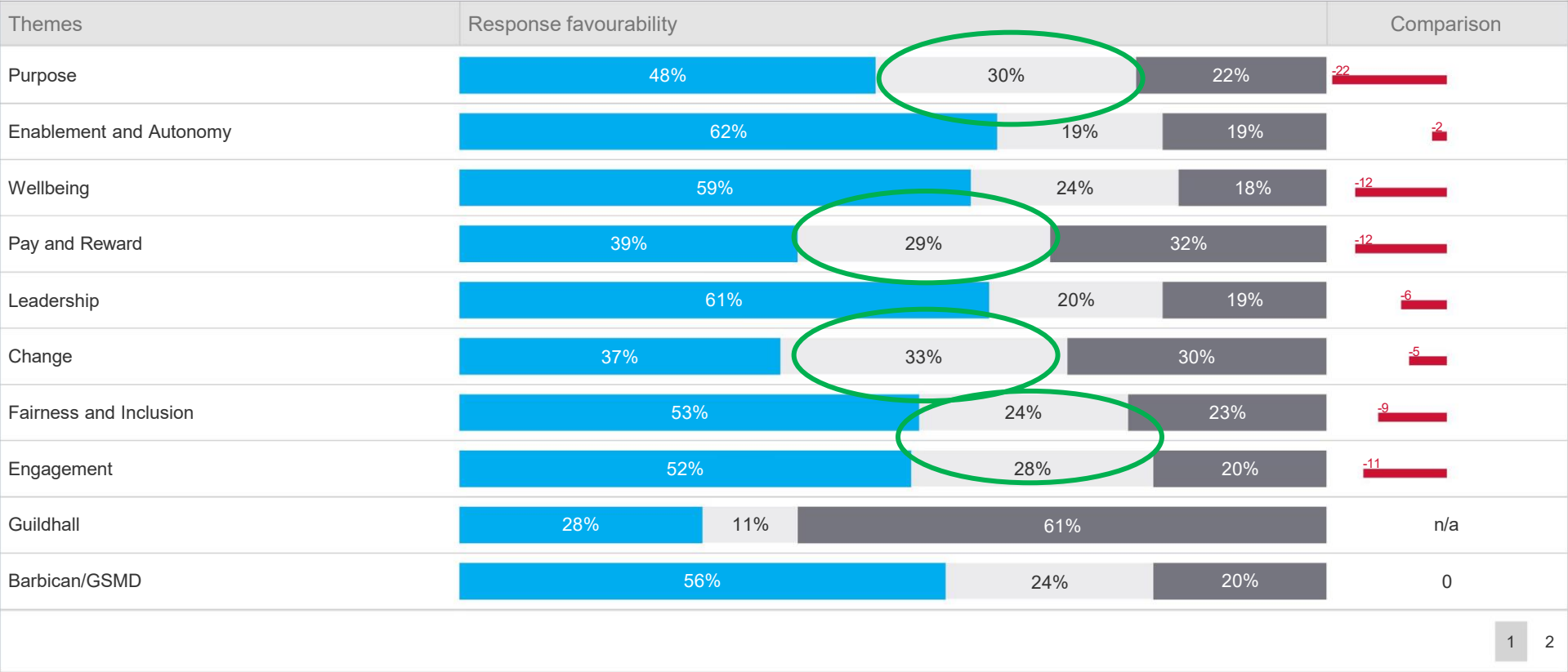
● Favourable    ● Neutral    ● Unfavourable

# Theme scores



- All questions scoring lower than the external benchmark
- However, a large 'sitting on the fence' set of responses can be influenced more easily

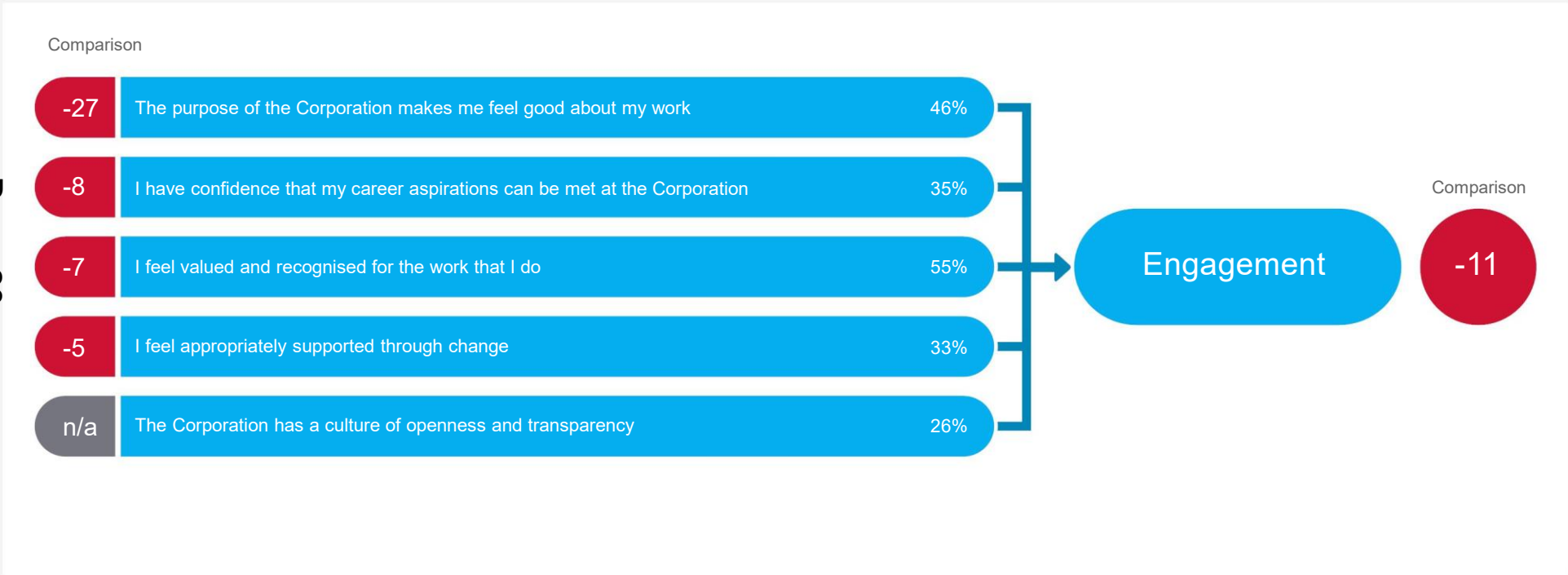
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# Drivers of engagement

- A mixture of contributors factors impacting engagement
- High level – purpose and culture
- Local/personal – intrinsic/extrinsic reward, and support

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# Top 10

- Positive manager/employee relationship and local comfort with team
- Understanding of aims and contribution towards those aims

QUESTION	RESPONSE BREAKDOWN			Bmk
	( ■ favourable ■ neutral ■ unfavourable)			
My line manager treats me fairly and with respect	85%	8%	7%	2%
If I were to make a mistake, my line manager would be supportive in helping me learn from it	82%	10%	8%	0%
I know how the work I do helps the Corporation to achieve its aims	77%	15%	8%	-10%
I feel I can discuss my wellbeing with my manager	77%	11%	12%	N/A
I have the freedom I need to get on with my job	75%	14%	11%	-3%
In my team we are able to have discussions about things that are uncomfortable or difficult	69%	19%	12%	N/A
I understand the aims of the Corporation	69%	21%	11%	-13%
People help and support each other here	68%	22%	11%	-5%
I feel I can be my true self at work	67%	19%	15%	-11%
I am proud to say I work for the Corporation	65%	27%	8%	-12%

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# Bottom 10

- Although we saw stronger understanding of aims and connection to it, people feel far less informed on how well the corporation is doing against its objectives
- Belief in action and communication following change appearing in bottom 10
- Pay and career shown as weaker scoring areas

QUESTION	RESPONSE BREAKDOWN ( <span style="color: green;">■</span> favourable <span style="color: grey;">■</span> neutral <span style="color: maroon;">■</span> unfavourable )	Bmk
I know how well the corporation is doing against its objectives	<div> <div>23%</div> <div>41%</div> <div>36%</div> </div>	-40%
I believe action will be taken as a result of this survey	<div> <div>24%</div> <div>38%</div> <div>38%</div> </div>	-22%
The Corporation has a culture of openness and transparency	<div> <div>26%</div> <div>34%</div> <div>39%</div> </div>	N/A
I have experienced some discrimination or unwelcome comments or conduct here (not reversed scored)	<div> <div>27%</div> <div>18%</div> <div>54%</div> </div>	N/A
Senior leaders manage change well and communicate this to staff	<div> <div>29%</div> <div>33%</div> <div>38%</div> </div>	N/A
I feel the terms and conditions and rewards that I receive is competitive for employers in my field	<div> <div>31%</div> <div>29%</div> <div>40%</div> </div>	-10%
I feel that the current performance framework adequately captures my performance	<div> <div>33%</div> <div>36%</div> <div>32%</div> </div>	-25%
I feel appropriately supported through change	<div> <div>33%</div> <div>38%</div> <div>29%</div> </div>	-5%
I have a best friend at work	<div> <div>33%</div> <div>33%</div> <div>35%</div> </div>	N/A
I have confidence that my career aspirations can be met at the Corporation	<div> <div>35%</div> <div>33%</div> <div>32%</div> </div>	-8%

# Variations between Length of Service groups

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	Overall	Less than 12 months	1-3 years	3-5 years	5-10 years	Over 10 years
No. of Responses	1476	146	328	195	260	545
Purpose	48%	54%	48%	47%	45%	49%
Enablement and Autonomy	62%	73%	63%	60%	58%	61%
Wellbeing	59%	70%	62%	59%	56%	55%
Pay and Reward	39%	53%	40%	37%	35%	36%
Leadership	61%	75%	67%	61%	56%	56%
Change	37%	51%	41%	32%	32%	34%
Fairness and Inclusion	53%	62%	55%	51%	50%	51%
Engagement	52%	63%	53%	51%	49%	50%

- Notable drop in engagement and other areas after the first 12 months
- Confidence in career aspirations being met at CoL drop from 53% to 33%
- 3 - 5 years and 5 - 10 years feeling the least supported through change in comparison to other groups

# What is the best thing about working for the CoL? (950 comments)

- **People** – supportive, passionate, professional, trusting, diversity
- **The culture and environment** – friendly, open, energised, focus on wellbeing
- **Learning and development**– opportunity for new experiences, freedom to be creative, innovate and contribute to the vision
- **Pride** – prestigious, historical and influential organisation with a positive impact on communities in London
- **Benefits**– Generous annual leave entitlement, flexible working, good pay and pension scheme, central office location
- **The job** – interesting, varied, challenging, fulfilling, stability, job security.

*Being constantly inspired by the creativity, innovation and vibrancy of both the people I work with and the place I work in.*

*A culture that encourages new ideas and challenging norms;  
A culture which seeks to deliver a fairer, more inclusive London*

*Staff work with excellence, often willing to go the extra mile. Its a very team-work orientated environment, people are committed to achieving the best results. My colleagues are amazing, approachable, friendly and care about the work they do.*

*The respect for celebrating traditions and history but embracing modernisation*

*The salary and working hours. It is a comfortable job, where any resources I need to complete my job effectively are provided. There is a level of prestige working for the City of London compared to other London local authorities and I am proud to be a part of it.*

*The immense sense of pride we get knowing that we are appreciated and are making a difference - ensuring that the UK remains competitive and London a world leading city.*



# What one thing would you want to change about working for the CoL? (1023

comments)

- **Diversity** - staff to be more representative of population and different socio economic backgrounds
- **Bureaucracy and decision-making** - increase transparency, improve communication and simplify processes to increase agility
- **Culture and speaking up** - reduce fear and stigma associated with voicing an opinion, ensure everyone is treated fairly and increase wellbeing support
- **Management/leadership** - more supportive and caring, more listening and more inclusive, living by the values advertised on intranet
- **Reward** - feeling valued, listened to and fairly paid.
- **Flexible working policy** - review arrangements and allow employees to manage their work life balance.

*There's endless red tape. To do anything takes weeks and weeks where it really shouldn't - and therefore costing us too much too.*

*Greater openness about the direction and reasons for decisions*

*Honest communication. We seem to find out more through the grapevine than communications.*

*We only get to see senior leadership when we have events at the Guildhall. A visible presence would be nice to introduce yourselves to staff, find out about them not just about the business and work, listen to their personal stories or journey. Make them feel comfortable in your presence, listen to their fears and concerns.*

*Allow more flexible working arrangements depending on the requirements of individual roles. In such a large organisation with a huge variety of services, a one-size-fits-all approach to working arrangements is impossible.*

*Bureaucracy. In the form of committee structures, project management procedures and financial management. The Corporation would be a much more dynamic and responsive organisation if it removed many of the burdens and obstructions placed on officers.*

*Show us that our needs and opinions matter, that we are listened to and that our requests for assistance and our ideas for improvements in the workplace are acted upon.*

# Summary and focus

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# Positive highlights



- Connection to the big picture. People not only understand the aims of the organisation but can see how their work contributes to the overall aims.

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- Employee and manager. A good relationship is seen between most employees and their managers. A strength to be leveraged.

# Recommendations

## 1. Listening, action, and transparency

An effective listening programme.

**Action 1:** At a high-level start planning an approach to a **listening strategy**. **When** will you engage employees? On **what** topics? **How** will you hear from them and how will you **feedback**? What channels are available and where are there gaps in dialogue? Who will you engage with at what times? This will help long-term listening and create feelings of inclusion and perspectives being heard.

**Action 2:** Demonstrate transparency by presenting the survey results back to employees. Use the survey branding and **demonstrate action** as a result of the survey.

**Action 3:** Share good news and recognition of impact of the work done at CoL. It is easy to lose sight of the positive influence CoL can make when we get stuck in our day jobs.

## 2. Reward

### Intrinsic:

1. Ensure career pathways are as clear as possible. Highlighting the achievements and behaviours that should be met in order for an individual to progress.
2. Ensure that 121s (formal and informal) include discussions about the longer term goals of your team members. Whilst it is important to manage current performance, people need a chance to discuss where they want to be heading in the medium term.

**Extrinsic:** Maintain clarity around pay and performance levels and ensure that these conversations continue to happen with employees.

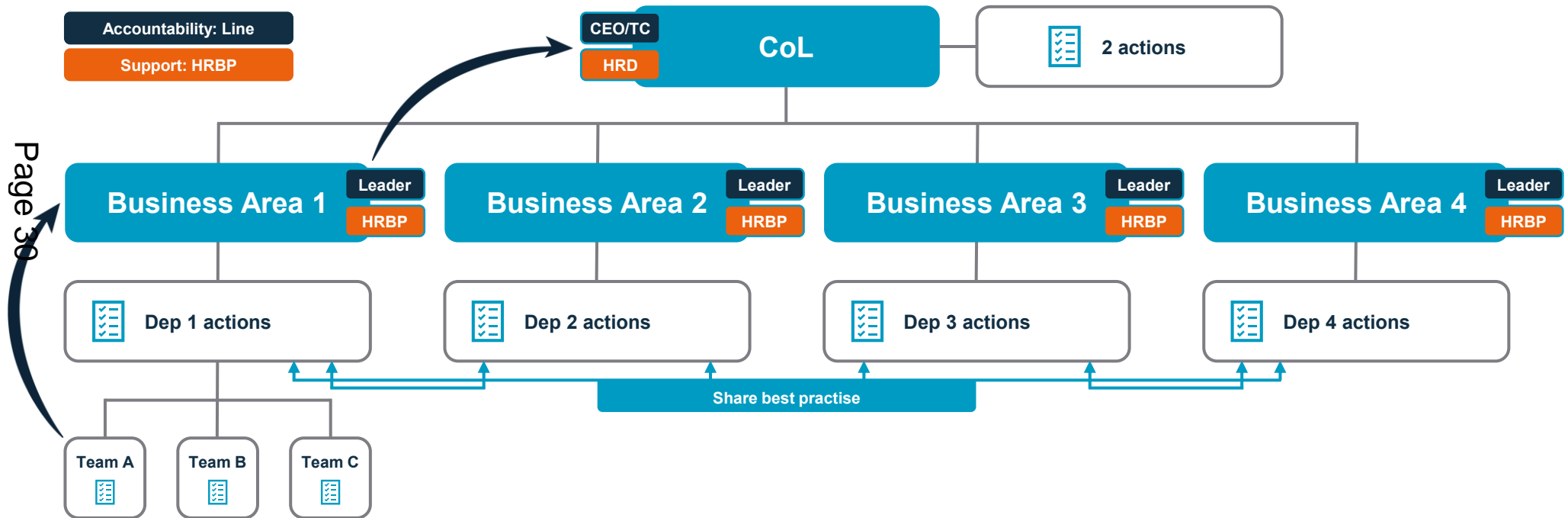
# Recommendations

Although people understand the aims and feel clarity in how they fit into the big picture, there is a lack of understanding in how CoL is doing against its aims. **Action:** Create visual displays and communication methods to strengthen people’s understanding of how CoL is doing. The more clarity people receive on this the more their sense of purpose also strengthens. This can be distributed quarterly (example below).



# Local action planning is key

- The more local action planning gets the better
- Ensure leaders across all levels are equipped and confident in delivering action
- Share learnings, successes, failures





# Maintain momentum



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# STAFF SURVEY

# 5 key drivers of engagement

Impact	Question	Theme	Response favourability			Comparison
🎯	The purpose of the Corporation makes me feel good about my work	Purpose	46%	39%	15%	-27
🎯	I have confidence that my career aspirations can be met at the Corporation	Pay and Reward	35%	33%	32%	-8
🎯	I feel valued and recognised for the work that I do	Pay and Reward	55%	20%	25%	-7
🎯	I feel appropriately supported through change	Change	33%	38%	29%	-5
🎯	The the Corporation has a culture of openness and transparency	Purpose	26%	34%	39%	n/a



# 2018 vs 2022 survey results on key drivers

Response rate-2018 62% - 2,310 employees

2018 Engagement index 56%

I understand how my work contributes to CoL 81%

Open and honest communication 35%

Recognised for when I have done a job well 78%

City of London manages change effectively 29%

I know the natural career pathway & progression 56%

Believe action will be taken following this survey 35%

Response rate 2022 51% 1476 employees

2022 Engagement index 52%

Valued and recognised for work 46%

Culture has open and transparency 26%

Valued and recognised for the work I have done 55%

I feel appropriately supported through change 33%

confidence in my career aspirations can be met 35%

Believe action will be taken following this survey 24 %



# Positive feedback from Survey

People - Work - City

Page 36  
Pride in working for the corporation

Diverse and historic organisation

Colleagues help and support each other

Employees are the greatest asset

Opportunities to learn and progress

Positive impact on the city's communities

Work commenced on the equality, diversity and inclusion



# **Key focus following the survey –** **Purpose**

- Purpose to be clearly defined across the organisation and Institutions as the survey highlighted the differences on purpose between the two
- Strategy and aims to be refreshed
- More visible leadership ,site visits, roadshows,
- Greater communication on how departmental work fits in to the overall purpose of the City Corporation



# Key focus following the survey – Change

- Support and training across all levels how change management is approached
- Communication of success stories of changing practice
- A forum available to share good practice and lessons learnt when change didn't go to plan
- Use of infographics to share how the change is making a difference, “you said we did”
- More briefings from senior staff via various communication modes
- Continue to increase agility of the workforce



# **Key focus following the survey –** **Pay & Reward**

- A review and refresh of pay and reward to be undertaken
- Review of flexible working, survey results showed 2 – 3 days in office desirable
- Review learning offer and greater investment to support career progress and succession plan across the organisation



# Additional Responses- infographic





# Roadshows

Start at the end of June/July

Format High level results and overarching actions

Results on departmental level

HRBP's to work to support departmental action plans

Hear from you Q&A

## Possible locations

- Guildhall, GSMD, Barbican, Mansion House, Old Bailey, LMA
- Other venues, but might be more challenging: Spitalfields, Epping Forest or Hampstead Heath, Ports, HARC, Barbican estates, Tower Bridge, due to nature of roles and shift patterns



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<b>Committee(s):</b> Corporate Services Committee	<b>Dated:</b> 30 June 2022
<b>Subject:</b> Security Policy - People	<b>Public</b>
<b>Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?</b>	1. People are safe and feel safe.
<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> Chief Operating Officer	<b>For Decision</b>
<b>Report author:</b> Tracey Jansen – Assistant Director of Human Resources	

## Summary

This report advises Members of the Committee of the review of the Security Policy - People which has been in place since 2018. The review has resulted in some moderate updating and revisions particularly in relation to Chief Officer responsibilities and staff compliance.

## Recommendation

Members are asked to approve the proposed changes to the Security Policy - People highlighted in Appendix 1 of the report.

## Main Report

### Background

1. Our Employee Handbook Policies are reviewed periodically to ensure that they remain up to date and are aligned with the City Corporation's wider objectives and any legislative and regulatory changes.
2. The Security Policy - People was adopted in May 2018 as an action addressing the City Corporation's wider Security Programme. The Policy covers all employees and other workers, contractors and others working under contracts for services. The Policy clarifies the standards and expectations of all employees in relation to all matters of Security.

## Current Position

3. The Policy has been reviewed by the Protect People Security Board and the Senior Security Board and the revised version is attached as Appendix 1 of the report. The changes have been discussed with the trade unions for consultation purposes.

4. The main changes are:

*Chief Officers to ensure that:*

*appropriate protocols and instructions are in place for staff who are required to visit clients, customers and/or act in an official capacity on behalf of the City Corporation*

*Staff must:*

*comply with their building security instructions and, where applicable, wear their identification pass as instructed and remove it on departure.*

*comply with any reasonable security requests or instructions whilst on City Corporation premises*

*comply with local protocols in place if required to carry identification for the purposes of visiting clients, customers or representing the City Corporation*

5. Guidance has also been included for staff who discover a personal data breach. Following approval of the revised Policy there will be a refreshed communications campaign about the Policy.
6. During the review period, the matter of a corporate identity card was raised and referred to the Protect People Security Board and Senior Security Board for consideration. The Boards have discussed the origins of the current access cards for the Guildhall which were adopted as part of the Corporation's Security Programme. The Boards have considered the reasons why staff may wish to carry photo ID (e.g., for proof of employment, corporate identification, shop discounts), balanced against operational and increased security risks including:
  - wholesale issuing of photo cards and ongoing service provision and maintenance;
  - replacement and security risk of cards being lost;
  - retrieval on leaving;
  - possible use for misrepresentation which is a sensitive issue in light of recent incidents reported in the news.
7. On balance the view of the Boards is that the current security access cards which do not include job titles or the corporation logo, should continue. However, there should be a further review of the current departmental arrangements in place for:
  - the issue and control of photo identification
  - additional assurances and/or security measures in place
  - staff instructions and protocols to safeguard clients, customers, and the Corporation.
  - benchmarking with other authorities and organisations

8. This will identify issues, areas of concerns, best practice and crystalise the rational for or against a more generic corporate identification card.

## **Options**

9. Regular review of key policies ensures that they remain legally compliant and reflect current best practice.

## **Proposals**

10. The proposed suggested amendments clarify Chief Officer responsibilities and staff compliance in relation to security measures. In addition, the proposed amendments allow for further moderate operational changes to be made without amending the Policy each time changes occur.

## **Key Data**

11. None

Strategic implications – The Security Policy - People addresses the Corporate Plan outcome - *People are safe and feel safe* in relation to our workforce and the communities that we serve. The Policy is also one of the key pillars of our Security Programme.

Financial, Resource, Legal and climate implications - none perceived.

Security and Risk implications – this report directly addressed risk and security measures.

Equalities implications – The proposals within this report have no impact on people protected by existing equality legislation and apply to all of our workforce.

## **Conclusion**

12. This report advises the Committee of the review of the Security Policy - People by the Protect People Security Board and Senior Security Board and makes recommendation for moderate amendments to the Policy. In particular these relate to identification for the purposes of visiting clients, customers or representing the City Corporation and staff compliance with security measure in place.

## **Appendices**

- Appendix 1 – draft revised Security Policy - People

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# Security Policy – People

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## Statement of intent

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1. The City of London Corporation prioritises the security and protection of its employees, other workers, Members, assets, Intellectual Property, Personal Data and Confidential Information. Security awareness is everyone's responsibility, and everyone must comply with the City Corporation security policies and instructions.
2. This policy includes the terms of any security agreements that the City Corporation enters into with customers, government, partner agencies, specific individual requirements and responsibilities within vetted posts and for specific events.
3. This policy is supported by subordinate corporate security procedures and guidance and should be read and operated in conjunction with other relevant City Corporation guidance and advice set out in Links / Other resources.

## Scope

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4. This policy applies to all City Corporation employees including teaching staff in the three City schools. It also applies to other workers including agency, casual staff, work experience, interns, volunteers, consultants, contractors and those working under a contract for services to the City Corporation.
5. The Director of Human Resources will be responsible for the interpretation, advice and management of these procedures on behalf of the City Corporation. This policy defines the minimum standards which must be followed.

## Aims

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6. This policy provides a clear statement and an overarching framework for all people security related policies, procedures and guidance.
7. It sets out the City Corporation's security standards and defines the behaviours which must be adhered to in order to protect employees, other workers, visitors, contractors, assets and reputation.

## Definitions

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8. The following definitions and common terms are:
  - **Assets:** include Intellectual Property, Personal Data and Confidential Information
  - **Personal Data:** is information relating to a living identifiable individual which must be held and used (processed) in accordance with the United Kingdom General Data Protection Regulation (UK GDPR) and the Data Protection Act 2018.
  - **Data Protection Officer ("DPO"):** public authorities are required to have a DPO to advise them on data protection law, monitor compliance and act as liaison with the Information Commissioners Office ("ICO").
  - **Confidential Information:** any information that is not in the public domain and is intended to be protected from disclosure (whether it is proprietary in nature or whether by contract, legal protections such as trade secret laws, or other means). Information may be confidential irrespective of whether it is specifically labelled "confidential", "proprietary" or otherwise, or whether it is oral, written, drawn or stored electronically. Alternatively, labelling information "confidential" or "proprietary" or other classification does not automatically make the information Confidential Information. Personal data may or may not be confidential.
  - **Employees:** someone who works directly for the City of London Corporation, either on a permanent or fixed-term contract of employment.



- **Workers:** includes agency, casual staff, work experience, interns, volunteers, consultants, contractors and those working under a contract for services.
- **Members:** An elected Member of the Court of Common Council (100 Common Councilmen and 25 Aldermen)
- **Intellectual Property:** intangible property that is the result of creativity, such as designs, patents, copyrights and trademarks.
- **Security Culture:** an environment in which employees, other workers and Members are conscious of security risks, proactively support measures implemented to mitigate those risks, and feel empowered to challenge behaviours which compromise safety and security.
- **Security Personnel:** representatives of the City Corporation Security Teams, and uniformed guard officers contracted by the City Corporation to provide security at City Corporation buildings and events.
- **Security Policies:** together this policy, all other policies procedures and guidance that relate to the security and behaviours of employees, other workers, Members and visitors. It also relates to information and security of IT and policies and procedures in respect of building security.

## **Responsibilities**

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### **Duties of the Town Clerk and Chief Executive:**

9. The Town Clerk will ensure that all appropriate mechanisms are in place for this policy to be applied across the City Corporation. The Town Clerk will provide strategic leadership and ensure resources (including people and financial) are in place to discharge this policy and related security policies.

### **Duties of Heads of Corporate Departments and Directors:**

10. Some Directors have specialist and key duties which must be discharged to ensure our Security Policies and arrangements are implemented. For example, the City Surveyor in relation to buildings and security policies and procedures; the Chief Operating Officer is responsible for employee related policies and training, IT security, procurement and contracts; the Chamberlain and Chief Financial Officer for our financial assets.
11. All Chief Officers must ensure that all employees and workers in their departments:

- are aware of the City Corporation's security policies and understand the importance of compliance with them.
- receive regular message through line management to comply with our security policies, to reinforce and embed a positive and proactive security culture.
- complete any required security training.

12. Chief Officers will ensure:

- that premises or buildings comply with the terms of any Building Protective Security Policy and /or guidance that is in place designed to ensure the physical security of our people, assets, intellectual property and confidential information.

appropriate protocols and instructions are in place for staff who are required to visit clients, customers and/or act in an official capacity on behalf of the City Corporation

- any non-compliance with the security policies within their business or function area is dealt with in an appropriate and timely manner, and reported on the Security Incident Tracker, and in the case of serious breaches via the corporate Security Director to the Security Board.
- appropriate technical and organisational measures are in place to ensure the confidentiality, integrity and security of information, particularly personal data held by their Departments, and that data protection breaches are reported to the Data Protection Officer immediately.

## **Strategic Director of Security:**

13. The Strategic Director of Security will:

- monitor and assess the overarching security environment both externally and internally and its impact on the City Corporation's security culture, policies and practice.
- from time to time revise or direct the revision of the security policies and the issue of new security policies.
- provide guidance on the security policies where appropriate.
- ensure direct training is made available on the security policies as required.

## **Duties of all Line Managers:**

14. Line managers will

- be responsible for ensuring their staff are fully cognisant with all security related instructions.
- will ensure that any issues of non-compliance by a member of their staff, are dealt with in an appropriate and proportionate manner (dependent upon the nature of the non-compliance) in accordance with the Employee Handbook and HR policies.

## **Duties of all employees and other workers:**

15. All employees and other workers are required to:

- cooperate on all matters relating to safety and security whilst on City Corporation business including support of and adherence to all procedures and guidance, and all reasonable instructions. Failure to comply will be treated seriously.
- act in a responsible manner, conducive to the safety and security of themselves, colleagues and visitors to the City Corporation.
- comply with their building security instructions and, where applicable, wear their identification pass as instructed and remove it on departure.
- comply with any reasonable security requests or instructions whilst on City Corporation premises
- comply with local protocols in place if you are required to carry identification for the purposes of visiting clients, customers or representing the City Corporation
- comply with the instructions of site security personnel for building access controls, in the event of an incident, emergency, drill or test, or any matter concerning security.
- ensure that all personal data and confidential information is securely used and stored, in accordance with the Employee Data Protection Policy, and any associated policies and guidelines. Information stored electronically must be secured appropriately for that system in accordance with the Employee Data Protection Policy and any other associated policies and guidance linked at the bottom of this policy.
- report as soon as practicable using the Security Incident Tracker and to a line manager any matters likely to jeopardise the security of our employees, other workers and visitors, or lead to the potential loss of City Corporation assets or information.
- without prejudice to the above, to ensure all data protection breaches are reported to the DPO as soon as they become known. Should an employee discover a personal data breach, they should report the incident to both their department's AIN reps and also the Compliance Team, in the first instance.

The Compliance Team then assess and review the breach and if it is determined to present a high level of risk, the Compliance Team will then report the incident to the DPO.

- ensure that all work undertaken, and data created or held with Government Security Classifications is stored, processed and destroyed in accordance with official guidance.

## **Links / Other resources**

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- [Code of Conduct](#)
- [Data Protection Policy \(Employees\)](#)
- [Employee Screening Policy](#)
- [Acceptable Use of IT Policy](#)
- [Security Incident Tracker](#)
- [City Secure Hub](#)
- [City People Employee Self-Service](#)
- [Data Breach Reporting Policy](#)

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A  
of the Local Government Act 1972.

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