



Policy and Resources Committee

Date: THURSDAY, 23 FEBRUARY 2023

Time: 1.45 pm

Venue: COMMITTEE ROOMS, 2ND FLOOR, WEST WING, GUILDHALL

Members:

Deputy Christopher Hayward (Chairman)	Deputy Andrien Meyers
Deputy Keith Bottomley (Deputy Chairman)	Deputy Brian Mooney
Tijs Broeke (Vice-Chair)	Deputy Alastair Moss (Ex-Officio Member)
Mary Durcan (Vice-Chair)	Benjamin Murphy
Munsur Ali	Alderman Sir William Russell
Deputy Randall Anderson (Ex- Officio Member)	Ruby Sayed (Ex-Officio Member)
Deputy Rehana Ameer	Tom Sleigh
Deputy Marianne Fredericks	Deputy Sir Michael Snyder
Alderman Timothy Hailes	Deputy James Thomson
Caroline Haines	James Tumbridge
Deputy Shravan Joshi	Deputy Philip Woodhouse
Deputy Edward Lord	Deputy Henry Colthurst (Ex-Officio Member)
Alderman Ian David Luder	Wendy Hyde (Ex-Officio Member)
The Rt. Hon. The Lord Mayor, Nic holas Lyons (Ex-Officio Member)	Deputy Simon Duckworth (Chief Commo ner) (Ex-Officio Member)
Catherine McGuinness	Alderman Professor Michael Mainelli
Wendy Mead	

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City of London Corporation's website. Recordings may be edited, at the discretion of the proper officer, to remove any inappropriate material.

Whilst we endeavour to livestream all of our public meetings, this is not always possible due to technical difficulties. In these instances, if possible, a recording will be uploaded following the end of the meeting.

Ian Thomas
Town Clerk and Chief Executive

AGENDA

NB: Certain items presented for information have been marked * and will be taken without discussion, unless the Committee Clerk has been informed that a Member has questions or comments prior to the start of the meeting. These for information items have been collated into a supplementary agenda pack and circulated separately.

Part 1 - Public Agenda

1. APOLOGIES

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

3. MINUTES

To consider minutes as follows:-

- a) To agree the public minutes of the Policy and Resources Committee meeting held on 19th January 2023

For Decision
(Pages 9 - 18)

- b) *To note the public minutes of the Capital Buildings Board meeting held on 16 November 2022
- c) *To note the public minutes of the Resource Allocation Sub-Committee meeting held on 1st December 2022
- d) *To note the public minutes of the Civic Affairs Sub-Committee meeting held on 6 December 2022
- e) *To note the public minutes of the Communications and Corporate Affairs Sub-Committee meeting held on 12 December 2022
- f) *To note the public minutes of the Operational Property and Projects Sub-Committee meeting held on 26 January 2023.

For Information

4. RESOURCE ALLOCATION SUB COMMITTEE APPOINTMENT

Town Clerk to be heard.

5. POSSIBLE BARBICAN STRATEGY GROUP

Resolution of the Barbican Residential Committee

For Decision
(Pages 19 - 20)

6. **LIGHT TOUCH GOVERNANCE REVIEW**
Report of the Town Clerk.

For Decision
(Pages 21 - 50)
7. **DEPARTMENT OF THE CHIEF OPERATING OFFICER BUSINESS PLANS 2023/24**
Report of the Chief Operating Officer.

For Decision
(Pages 51 - 76)
8. **INTRODUCING ELECTRONIC VOTING**
Report of the Deputy Town Clerk.

For Decision
(Pages 77 - 84)
9. **CHARITIES REVIEW RECOMMENDATIONS - STANDARDISING TERMS OF REFERENCE**
Report of the Managing Director of Bridge House Estates and Chief Charities Officer.

For Decision
(Pages 85 - 90)
10. **CITY WEEK 2023 EVENT SPONSORSHIP**
Report of the Executive Director of Innovation and Growth.

For Decision
(Pages 91 - 94)
11. **ROYAL COMMONWEALTH SOCIETY AND 65 BASINGHALL STREET, GUILDHALL**
Joint report of the City Remembrancer and City Surveyor.

For Decision
(Pages 95 - 104)
12. **DELIVERING THE RESIDENTIAL RESET**
Report of the Deputy Town Clerk.

For Decision
(Pages 105 - 110)
13. **WORKER ENGAGEMENT: THE CITY BELONGING PROJECT**
Report of the Deputy Town Clerk.

For Decision
(Pages 111 - 120)

14. **2023/24 PAY POLICY STATEMENT**

Report of the Chief People Officer.

For Decision
(Pages 121 - 154)

15. **RETROSPECTIVE REVIEW OF JOINT PHILANTHROPY STRATEGY 2018 - 2023**

Report of the Managing Director of Bridge House Estates.

For Discussion
(Pages 155 - 174)

16. *** RESULTS OF SURVEY OF CITY RESIDENTS AND WORKERS**

Report of the Deputy Town Clerk.

For Information

17. ***ENGAGEMENT STRATEGY WITH WORLD ECONOMIC FORUM (WEF) UPDATE**

Report of the Director of Innovation and Growth.

For Information

18. *** PROTECT DUTY (MARTYN'S LAW) UPDATE**

Joint report of the Commissioner of City of London Police and Executive Director of Environment.

For Information

19. *** POLICY AND RESOURCES CONTINGENCY/DISCRETIONARY FUNDS**

Report of the Chamberlain.

For Information

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

21. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**

22. **EXCLUSION OF THE PUBLIC**

MOTION - 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.

For Decision

Part 2 - Non-Public Agenda

23. **NON-PUBLIC MINUTES**

To consider non-public minutes of meetings as follows:-

- a) To agree the non-public minutes of the Policy and Resources Committee meeting held on 19th January 2023

(Pages 175 - 178)
For Decision

- b) *To note the non-public minutes of the Capital Buildings Board meeting held on 16 November 2022

- c) * To note the non-public minutes of the Resource Allocation Sub-Committee meeting held on 1st December 2022

- d) *To note the non public minutes of the Civic Affairs Sub-Committee meeting held on 6th December 2022

- e) *To note the non-public minutes of the Communications and Corporate Affairs Sub-Committee meeting held on 12 December 2022

- f) * To note the non-public minutes of the Operational Property and Projects Sub-Committee meeting held on 26 January 2023

For Information

24. **ESTABLISHING CITY OF LONDON'S PERMANENT US PRESENCE**

Report of the Director of Innovation and Growth.

For Decision
(Pages 179 - 192)

25. **LONDON SYMPHONY ORCHESTRA AGREEMENT**

Report of the Chief Executive Officer, Barbican Centre

(Item to be read in conjunction with appendix in separately circulated supplementary agenda pack).

For Decision
(Pages 193 - 198)

26. **MUSEUM OF LONDON RELOCATION PROGRAMME: UPDATE**

Report of the City Surveyor.

For Decision
(Pages 199 - 216)

27. **INDEPENDENT SCHOOLS FORWARD PLANNING**
Chief Operating Officer to be heard.
- For Information**
(Verbal Report)
28. **GUILDHALL COMPLEX – REFURBISHMENT OPTIONS FOR THE NORTH AND WEST WINGS**
- a) **Guildhall Complex - Refurbishment Options for the North and West Wings**
Report of the City Surveyor.
(To be read in conjunction with the background report at item 28b).
- For Decision**
(Pages 217 - 218)
- b) *** Guildhall Complex - Refurbishment Options for the North and West Wings**
Report of the City Surveyor.
(Background report to be read in conjunction with item 28a).
- For Information**
29. *** CITY FUND INVESTMENT PORTFOLIO - ANNUAL UPDATE & STRATEGY REPORT**
Report of the City Surveyor.
- For Information**
30. *** STRATEGIC PROPERTY ESTATE (CITY FUND & CITY'S CASH ESTATE) - ANNUAL UPDATE & STRATEGY FOR 2023/2024 TO 2027/28**
Report of the City Surveyor.
- For Information**
31. *** CITY'S ESTATE: 2023 INVESTMENT PROPERTY PORTFOLIO STRATEGY**
Report of the City Surveyor.
- For Information**
32. *** MAJOR PROJECTS - HIGH LEVEL FORECASTS AND CASH FLOW**
Report of the Chamberlain.
- For Information**
33. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**

34. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE COMMITTEE AGREE SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED.**

Part 3 - Confidential Agenda – circulated separately

35. **CONFIDENTIAL MINUTES**

- a) To note the Confidential Minutes of the Civic Affairs Sub-Committee meeting held on 6 December 2022

36. **DECISIONS TAKEN UNDER DELEGATED AUTHORITY OR URGENCY POWERS.**
Report of the Town Clerk.

For Information

POLICY AND RESOURCES COMMITTEE **Thursday, 19 January 2023**

Minutes of the meeting of the Policy and Resources Committee held at Committee Rooms, 2nd Floor, West Wing, Guildhall on Thursday, 19 January 2023 at 1.45 pm

Present

Members:

Deputy Keith Bottomley (Chairman)
Tijs Broeke (Vice-Chair)
Mary Durcan (Vice-Chair)
Deputy Randall Anderson (Ex-Officio Member)
Deputy Rehana Ameer
Deputy Henry Colthurst (Ex-Officio Member)
Deputy Marianne Fredericks
Alderman Timothy Hailes
Caroline Haines
Deputy Shravan Joshi
Deputy Edward Lord
Alderman Ian David Luder
Catherine McGuinness
Wendy Mead
Deputy Andrien Meyers
Deputy Brian Mooney
Alderman Sir William Russell
Deputy Sir Michael Snyder
Deputy Philip Woodhouse
Wendy Hyde (Ex-Officio Member)
Deputy Simon Duckworth (Chief Commoner) (Ex-Officio Member)

In attendance (observing online)

Munsur Ali
Benjamin Murphy
Paul Singh

Officers:

Paul Wilkinson	- City Surveyor
Caroline Al-Beyerty	- The Chamberlain
Bob Roberts	- Deputy Town Clerk
Polly Dunn	- Town Clerk's Department
Jen Beckerman	- Executive Director and Private Secretary to the Chairman of Policy and Resources Committee
Michael Cogher	- Acting Town Clerk
Paul Double	- City Remembrancer
David Mendoza-Wolfson	- Deputy Town Clerk's Department
Greg Moore	- Assistant Town Clerk

Sheldon Hind	- Deputy Town Clerk's Department
Sim Shah	- Innovation and Growth
Dionne Corradine	- Chief Strategy Officer
Bruce Hunt	- Remembrancer's Office
John Hall	- City of London School for Girls
Luciana Magliocco	- Innovation and Growth
Dylan McKay	- Deputy Town Clerk's Department
Juliemma McLoughlin	- Executive Director Environment
Laurie Miller-Zutshi	- Innovation and Growth
Emma Moore	- Chief Operating Officer
Paul Wright	- Deputy Remembrancer
Mavis Amouzou-Akue	- Chamberlain's Department
Saida Bello	- Chief Operating Officer's Department

The Town Clerk conveyed the Chairman's apologies for the meeting owing to his participation in a joint programme at the World Economic Forum Annual Meeting in Davos with the Lord Mayor, with the Deputy Chairman overseeing proceedings and assuming the Chair.

1. APOLOGIES

Apologies were received from Chris Hayward, The Rt Hon The Lord Mayor Alderman Nicholas Lyons, Alderman Michael Mainelli and Ruby Sayed.

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

There were no declarations.

3. MINUTES

- a) The public minutes of the Policy and Resources Committee meeting on 15th December 2022 were agreed as an accurate record.

Matters arising

St Brides Tavern – A Member referred to the report being clear that the application had met the national criteria and suggested it was a requirement on the Committee to grant its approval. The Member also referred to the minutes of the meeting not detailing why the application had been refused.

The Chairman clarified that minutes of a meeting were to record decisions taken. It was confirmed that a note would be circulated to Members in due course providing further detail. A Member suggested the note be circulated to all Members of Court of Common Council given the recent Court question and discussion, which the Chairman agreed to.

Major Programme Governance – A Member, also Chairman of Capital Buildings Board referred to the previous discussion around achieving an appropriate level of Member oversight and access to decision making in

overseeing the major programmes. Members noted the agreement of Capital Buildings Board to a representative of the Museum of London attending future Capital Buildings Board meetings when there was a related Museum of London item on the agenda for consideration.

It had identified that there remains a level of funding to be raised to achieve delivery of the Museum of London Relocation Programme that would be an acceptable solution for the Museum of London and City Corporation. Members noted that a paper would be coming to Policy and Resources Committee to allow consideration of the position and a decision to be taken.

In relation to the Markets Co-Location Programme, Members noted that Emma Moore had been appointed as Senior Responsible Officer. It was further highlighted that a Barking Reach Group was being established to provide a level of Member input as may be required, with terms of reference of the group providing a level of delegation to the Senior Responsible Officer to act in accordance with the wishes of the group.

The Chairman confirmed that Barking Reach Group would have the ability to co-opt suitable experts as required.

- b) The public minutes of the Operational Property and Projects Sub-Committee meeting on 23rd November 2022 were noted.
- c) The draft public minutes of the Operational Property and Projects Sub-Committee meeting on 14th December 2022 were noted.
- d) The public minutes of Resource Allocation Sub-Committee meeting on 9th November 2022 were noted.

4. **DRAFT HIGH-LEVEL BUSINESS PLAN 2023/24 - TOWN CLERK'S DEPARTMENT**

The Committee considered a report presenting high-level Business Plans for several functions within the Town Clerk's Department for 2023 / 24.

Members noted that Policy and Resources Committee was being asked to approve the 2023 / 24 Business Plan for Strategic Security and Resilience.

RESOLVED: That Members: -

- Approve the 2023 / 24 Business Plan for Strategic Security and Resilience.

5. **DRAFT HIGH-LEVEL BUSINESS PLAN 2023/24 - COMMUNICATIONS (TOWN CLERK'S)**

The Committee considered a report of the Deputy Town Clerk presenting a high-level Business Plan for the Corporate Communications Team.

A Member referred to internal communications and keeping staff informed as an area that would need strengthening this year. The Deputy Town Clerk responded

confirming a new internal communications plan was being developed in consultation with the recently appointed Town Clerk and Chief Executive, with it also being an area stressed during the appointment of a new Director of Communications.

A Member referred to reference to community engagement and suggested this could be more precise and refer to residents and community, being more specific and with a greater focus on residents. The Deputy Town Clerk responded confirming this would be easily achievable through the Community Engagement report that would be coming forward to Communications and Corporate Affairs Sub-Committee, which would include residential engagement.

RESOLVED: That Members: -

- Approve the department Business Plan 2023 / 24 for the Corporate Communications Team.

6. **DRAFT HIGH-LEVEL BUSINESS PLAN 2023 / 24 - INNOVATION & GROWTH**
The Committee considered a report of the Director of Innovation & Growth providing a high-level Business Plan for the Innovation and Growth Department for 2023 / 24.

There was reference to the space requirement of Innovation and Growth and Members wanting to see this given a priority. It was stressed that Destination City was about more than events and this needed to be made clear. There was reference to SMEs, with Members noting this was not technically an area sitting within IG but that there was a need for a joined up approach and so it could be referenced.

RESOLVED: That Members: -

- Note the factors taken into consideration in compiling the Innovation & Growth Business Plan; and
- Approve the departmental 2023/24 Innovation & Growth Business Plan.

7. **DRAFT HIGH-LEVEL BUSINESS PLAN 2023 / 24 - REMEMBRANCER'S DEPARTMENT**

The Committee considered a report of the Remembrancer presenting for approval a high-level Business Plan for the Remembrancer's Office for 2023/24.

RESOLVED: That Members: -

- Note the factors taken into consideration in compiling the Remembrancer's Office Business Plan; and
- Approve the Remembrancer's Office departmental Business Plan 2023/24.

8. **DEPARTMENTAL 2023 / 24 BUDGET ESTIMATES - POLICY AND RESOURCES COMMITTEE**

The Committee considered a joint report of the Town Clerk, Remembrancer, Chief Operating Officer, Executive Director of Innovation and Growth and

Chamberlain presenting the annual submission of the revenue budgets in relation to the operational services directly overseen by Policy and Resources Committee.

RESOLVED: That Members: -

- Approve the Deputy Town Clerk's, Remembrancer's, Executive Director of Innovation & Growth's and Chief Operating Officer's proposed revenue budgets for 2023/24 for submission to the Finance Committee;
- Note the update on the capital and supplementary revenue projects budgets for 2022/23;
- Authorise the Chamberlain, in consultation with the Deputy Town Clerk, Remembrancer, Executive Director of Innovation & Growth and the Chief Operating Officer to revise these budgets to allow for any further implications arising from Corporate Projects, other reviews and changes to the Cyclical Works Programme; and
- Authorise the Chamberlain to agree minor amendments for 2022/23 and 2023/24 budgets arising during budget setting.

9. **LONDON COUNCILS GRANTS SCHEME**

The Committee considered a report of the Town Clerk presenting total expenditure to be incurred under the London Councils Grants Scheme and the City of London Corporation's contribution to it.

RESOLVED: That Members: -

- Approve the total amount of expenditure to be incurred in 2023 / 24 under the Scheme (£6.686m) and to the City Corporation's subscription for 2023 / 24 (£8,102) as set out in Appendices A and B of the report; and
- subject to the Court of Common Council's approval (as levying body for the Scheme), the levy of £6.686m (as set out in Appendix B) be agreed.

10. **EQUALITY, DIVERSITY & INCLUSION SUB-COMMITTEE TERMS OF REFERENCE**

The Committee considered a report of the Town Clerk presenting terms of reference for Equality, Diversion and Inclusion Sub-committee.

Members noted that Corporate Services Committee had approved the terms of reference, subject to the addition of Socio Economic in Equalities being included.

RESOLVED: That Members: -

- Approved the terms of reference of the Equality, Diversity & Inclusion Sub-Committee, with the inclusion of Socio Economic in Equalities.

11. **PROPOSAL TO AGREE A TIMELINE FOR CONSULTATION ON EQUALITY OBJECTIVES 2023 TO 2027**

The Committee considered a report of the Chief Operating Officer presenting a timeline for consultation on new overarching Equality Objectives for the City of London Corporation.

A Member, also Vice Chairman of Policy and Resources Committee referred to the Public Sector Equalities Duty lacking sufficient reference within reports that were coming forward and of there being a need to remind officers of the requirement to complete this. The Town Clerk provided a level of assurance explaining that a tool kit was available to assist report authors as part of report writing, with more to be done to make them aware of as part of report writing training. It was further highlighted that Member Learning and Development Steering Group would be considering proposals in this regard at a meeting tomorrow and this would include at ensuring all Members have access to online training so they know what to expect and appropriate questions to ask.

A Member, also Chairman of Finance Committee, referred to Corporate Services Committee tweaking objective 4 to include 'suitably skilled'.

There was also reference to a further question raised at Corporate Services Committee in relation to the timeline and whether a decision needed to go forward to Court of Common Council in April for approval, with it proposed that this reference be removed. The Chairman agreed that it would not be necessary to pause this area of work until April to allow it to go forward to Court of Common Council and that officers should look at progressing it immediately without a need to go forward as indicated in the timeline for consultation.

RESOLVED: That Members: -

- Agree that internal consultation can commence on the proposed Equality Objectives 2023 to 2027
- As an interim measure, to agree that the current Equality Objectives in paragraph 2 will remain applicable until the Court of Common Council approves the new Equality Objectives in 2023
- Note that revised proposals will come back to this committee in March 2023 for approval to progress to external consultation
- Note the planned timeline in Appendix 1 of the attached report

12. **DESTINATION CITY UPDATE - MEMBER CITY ENVOY NETWORK APPOINTMENT AND THE EVALUATION OF THE GOLDEN KEY EVENT**

The Committee considered a report of the Executive Director of Innovation and Growth providing updates in relation to both the appointment of a Member to the City Envoy Network and an evaluation of The Golden Key event, which took place on 15 October 2022.

A Member made reference to an analysis and assessment of key data in relation to the number of attendees on the day and of a need to ensure the information

and figures were correct. The Chairman added how a key part of Destination City was a need for data.

Members noted that data had been obtained through Transport for London, O2 mobile as well as through working with businesses to understand increases in footfall and spend. A key priority was to enhance the measurement of data used through use of Smart City technology, but at the moment this was being done through using data that was available. Work continued looking at data capability across the City Corporation.

RESOLVED: That Members: -

- Approve the process to appoint a Member to join the City Envoy Network.
- Note the evaluation results for The Golden Key event.

13. POLICY AND RESOURCES CONTINGENCY / DISCRETIONARY FUNDS

The Committee received a report of the Chamberlain providing schedules of projects and activities which have received funding from the Policy Initiatives Fund (PIF), the Policy and Resources Committee's Contingency Fund, Committee's Project Reserve and COVID19 Contingency Fund for 2022/23 and future years with details of expenditure in 2022/23,

RECEIVED

14. YEAR 2 QUARTER 3 UPDATE ON CLIMATE ACTION STRATEGY

The Committee received a report of the Executive Director of Innovation and Growth providing an update on progress and potential risks for the programme.

A Member, also Chairman of Finance Committee, stressed a need to filter into future reporting the financial savings that were being achieved through the Climate Action Programme.

RECEIVED

15. POLICY LEADS QUARTERLY UPDATE

The Committee received a report of the Deputy Town Clerk providing an update on the work of the six Policy Leads appointed by the Policy and Resources Committee.

The Chairman referred to the question of funding to be discussed by Resource Allocation Sub-Committee to understand the level of resources that would be attached to each area under a Policy Lead.

A Member, also Charman of Finance Committee encouraged the Policy Leads to come together and agree a consistent approach and template to reporting, which the Chairman agreed would assist Members during their review of the item each quarter.

RECEIVED

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

There were no questions.

17. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**

There were the following items of business for consideration.

Electronic voting

The Chairman referred to a discussion at Court of Common Council in December during which there was a proposal to investigate the use of an electronic voting solution to make the Court more efficient in its decision making.

Members noted that a secure, user friendly and cost effective system had been identified, with a test kit currently being trialled and Members welcome to try it out. A proposal was due to come forward to Policy and Resources Committee for approval next month, following which it would go forward to Court of Common Council for approval, with the aim of having it introduced and up and running during the first half of this year.

A Member, also Vice-Chair, referred to her trial of the electronic voting system, noting it was very simple to use, very good and effective. The Member offered her congratulations to all those behind the acquisition, who had done an excellent job at a reasonable cost.

Support for Academies

A Member referred to a question at Court of Common Council and requested an update in relation to academies, the cost of living and a report coming to Policy and Resources Committee.

Members noted that the Chairman of Policy had written to the Chair and Executive Member for Children and People at London Councils in relation to agreeing an approach to providing free school meals. A Member, also Chairman of Education Board, referred to the first of the parental roundtable meetings earlier in the day, with a toolkit being developed to support parents and families and a report to follow in April in line with the reporting policy. It was agreed that the Chairman's letter would be circulated to Members.

A Member questioned the cost of providing free school meals. In response, a Member, also Chair of Education Board, stressed that many of the Children at City Schools were not City children and that it would be for the City of London Academy Trust to negotiate with the education authority.

A Member referred to an overview provided to Court of Common Council on the various initiatives the City was doing to support the cost of living crisis and requested a list of the support available so it can be shared. The Chairman referred to a leaflet that could be circulated providing information on support, access and help available for families and people, which would be circulated to Members.

18. **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.

19. NON-PUBLIC MINUTES

- a) The draft non-public minutes of the Policy and Resources Committee meeting on 15th December 2022 were agreed.
- b) The non-public minutes of the Operational Property and Projects Sub-Committee meeting on 23rd November 2022 were noted.
- c) The draft non-public minutes of the Operational Property and Projects Sub-Committee meeting on 14th December 2022 were noted.
- d) The draft non-public minutes of the Resource Allocation Sub-Committee meeting on 9th November 2022 were noted.

20. SINGAPORE SCHOOL PROPOSITION

The Committee considered a report of the Headmistress of City of London School for Girls relating to a Singapore School proposition.

21. ALDERMANIC QUALIFICATIONS - FOREIGN CONVICTIONS

The Committee considered a report of the Comptroller and City Solicitor relating to Aldermanic Qualifications – Foreign Convictions.

22. GUILDHALL COMPLEX - REFURBISHMENT OPTIONS FOR THE NORTH AND WEST WINGS

The Committee considered a report of the City Surveyor relating to Guildhall Complex Refurbishment Options for the North and West Wings.

23. QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE

There were none.

24. ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE COMMITTEE AGREE SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED.

Director of Communications Recruitment – The Committee received an update relating to the Director of Communications Recruitment.

25. MINUTES

- a) The Confidential minutes of the Policy and Resources Committee meeting on 15th December 2022 were approved as an accurate record.

The meeting ended at 3.09pm

Chairman

Contact Officer: Polly Dunn
polly.dunn@cityoflondon.gov.uk

TO: POLICY AND RESOURCES COMMITTEE
23rd February 2023

FROM: BARBICAN RESIDENTIAL COMMITTEE
9th December 2022

POSSIBLE BARBICAN STRATEGY GROUP

11. VERBAL UPDATES

The Head of Major Works and Interim Head of Barbican Estates were heard in respect of the following:

11.1 Stock Condition Survey

Members noted that Savills would be delivering a presentation on 16th December, which would also be available on the residents' bulletin. The Head of Major Works advised that the initial plans presented to the Asset Maintenance Working Party (AMWP) had included costs per annum, over the next 30 years, broken down into various elements. A short internal review would follow in respect of patterns, trends, repair histories, the capital programme and consultation with residents. This would also provide an opportunity to review resources; looking at where projects could be combined, any lessons learnt, and where legislation might have an impact in future years. Officers always looked to modern, sustainable equivalents, wherever possible and within Listed Building Guidelines.

Members felt that the City Corporation was reaching an important point in the Barbican's legacy and suggested the Arup Survey, Savills' Survey, Climate Change Strategy and Barbican Renewal be considered holistically across the 30-year timeframe. The Chair reminded Members that some of these projects might be beyond the remit of the BRC. The Head of Major Works advised that the Programme would be subject to periodic reviews and more granular details would emerge. The Assistant Director stressed that officers did not work in silos on projects of this nature, quoting the 'Podium Water Proofing Programme Group' as an exemplar of cross working in the City Corporation.

Members felt that in considering the implementation of these reports over a thirty-year period there was a need for the programme to be drawn up holistically with discussions on how best to deliver the programme on a timely and integrated basis.

In the meantime and within the context of the City's post Lisvane light touch review it was Proposed by Mark Bostock, Seconded by Ruby Sayed and RESOLVED unanimously, that the Policy and Resources Committee be asked to consider setting up a Barbican Strategy Group, comprising all stakeholders, to facilitate a joined up approach to the future of the Grade 11 listed the Barbican Estate.

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Committee(s): Policy & Resources Committee	Date: 23 February 2023
Subject: Light Touch Governance Review – Initial Proposals	Public
Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?	3,4,8,9,10
Does this proposal require extra revenue and/or capital spending?	N
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: The Town Clerk & Chief Executive	For Decision
Report author: Polly Dunn, Principal Governance and Member Services Manager, Town Clerk’s Department	

Summary

Following implementation of recommendations arising from the Lord Lisvane’s Governance Review in 2022, the Light Touch Governance Review (LTGR) was commissioned by Members to provide an opportunity to address any significant concerns arising out of the various new structures and processes. Officers have been tasked to bring back recommendations in areas that Members feel are clearly not working, where improvements could be made quickly, or where immediate intervention is required.

Given the Court-wide interest and the large volume of feedback on a variety of matters, Members’ initial views are being sought on which elements should be brought forward as a priority, which actions should be pursued thereafter and, if relevant, which require no further action. To assist with Members’ deliberations, the full anonymised list of submissions is available at **Appendix C**, but a summary, along with proposed action, can be found at **Appendix A**. This summary has been presented in three parts: 1- Committees, 2- General Administration and 3- Out of Scope.

At this time, Officers are seeking an initial steer from Members in response to the feedback and the areas to address. This is to ensure Officer time is targeted on the most important issues to be addressed in time for April Court, or identify where longer term consideration is required. All Members will then have a further chance to contribute to considerations at Informal Court on 28 February 2023. This will inform a final report going to Policy & Resources in March, which with detailed options in respect of each Committee within Table 1.

It is recommended that proposals contained within the three tables be explored and prioritised in that order, to ensure that elements requiring Court’s consideration in April, be prepared in good time with sufficient Member consultation.

To support these decisions, work on the Standing Orders and Scheme of Delegations will be considered alongside proposals, where relevant. For completeness, the report also provides an update on action taken in respect of each of the Lord Lisvane’s recommendations – this is provided within **Appendix B**.

Recommendation(s)

Members are asked to:

1. Review the feedback summarised within Appendix A and agree which proposals are to be brought back in detail, to the next Policy & Resources Committee meeting for immediate consideration;
2. Determine which matters are 'out of scope' and require no further action at this stage (Table 3);
3. Note the action taken with regard to the agreed recommendations arising from the Governance Review in December 2021 in Appendix B;
4. Note proposals to produce a consolidated action tracker from the Governance Review and Light Touch Governance Review to be presented routinely to the Committee from May 2023; and
5. Note that reports concerning the necessary changes to the Standing Orders and Officer Scheme of Delegations to enact these recommendations, will be brought back in March and April Policy respectively.

Main Report

Background

1. In September 2019, the Policy and Resources Committee proposed the undertaking of a comprehensive Governance Review of the City Corporation.
2. The Committee received the Review in September 2020 and Members were afforded sufficient time to read and consider the content and implications. The recommendations were far-reaching and wide-ranging, and it was for Members to consider how far they were appropriate, and which should be taken forward.
3. Following a series of engagement and consultation exercises, Members considered the Standards Regime first. Shortly thereafter, the Court came to conclusions in respect of the Competitiveness agenda and, separately, Bridge House Estates. The remaining committee-related recommendations (with the exception of Housing and Planning governance) were considered and agreed by the Court in December 2021 and implemented in April 2022.
4. In March 2022, a number of Standing Orders changes were also made in order to facilitate decisions from the December meeting.
5. The Court of Common Council acknowledged that the governance changes would require some time to bed in, possibly years. However, given the significant volume of changes, it was difficult for Members and Officers alike to predict just how the dust would settle. With this in mind, Members of the Court agreed to conduct a short-term, 'light-touch' review to provide an opportunity to amend elements that they believe required more immediate attention.

6. The focus of the Governance Review had, understandably, been centred around the overall reduction in number of committees. This LTGR provides an opportunity to reconsider what the 'function' and 'performance' should be.

Current Position

7. At the December 2022 informal Court meeting, Members were encouraged by the Chairman of Policy & Resources Committee to articulate any immediate concerns for current governance arrangements by sending these to the dedicated Governance Review inbox. This invitation was shared, by email, to all Members and Chief Officers on 16 December, with a closing date of 9 January. All responses, including those submitted after this date, have been included in Appendix C in an anonymised fashion (unless otherwise requested). This document has not been included in the main pack due to the volume of material and given the summary at Appendix A, but is available to all Members on request.
8. Some submissions have been made orally, by both officers and Members, these remarks have been captured amongst the material supplied in the summary table at Appendix A.
9. Officers received over 100 different comments on various elements of the City's governance structures and processes, which have been grouped thematically rather than by individual submission, for ease of reading and consideration.
10. Reflecting on the outcomes of the original governance review in conjunction with the feedback received, it is apparent that a number of the issues can be attributed to the lack of staffing resource in place to oversee effective implementation of all areas as expeditiously as might ideally be expected, or where implementation has had to be phased out of necessity due to conflicting requirements.
11. Equally, there were other elements of work which were paused which, if completed, would directly address some Members' concerns. For instance, in March 2022, a set of revisions to some Standing Orders were agreed by the Court; however, there was a further tranche of Standing Order changes which, whilst supported in principle, it was asked be brought back as part of the wider review process. It is, therefore, important that this is incorporated accordingly within the current process.
12. Interestingly, many comments were received in areas where there were no changes recommended as part of the Governance Review (e.g. Education) but where some Members now consider that changes would be beneficial.
13. In approaching the LTGR and considering lessons learned, the feedback has been sorted into categories to assist with prioritisation. It is, however, for Members to decide whether this approach is agreeable and/or if there are any tweaks they would like to make on what is progressed at what time.
14. The material has been three categories: Committees; General Governance; and 'Out of Scope'.

15. **Table 1, Appendix A**, contains all the feedback relating to **Committees**. To varying degrees, comments on committees and sub-committees were limited to the following:

- i) Policy & Resources Committee (P&R)
 - a. *Financial Investment Board / Property Investment Board (PIB/FIB) (joint with Finance Committee)*
 - b. *Equality Diversity & Inclusion Sub Committee (EDI) (joint with Corporate Services Committee)*
 - c. *Civic Affairs Sub Committee (CA)*
 - d. *Capital Buildings Board (CBB)*
 - e. *Operational Property and Projects Sub Committee (OPPSC) (joint with Finance Committee)*
- ii) Arrangements around Housing Committees*
- iii) Culture Heritage and Libraries Committee (CHL)
- iv) Markets Board (MB)
- v) Education and Schools*
- vi) Bridge House Estates Board (BHEB)
- vii) Finance Committee
 - a. *Efficiency and Performance Working Party (EP)*
 - b. *Finance Grants Sub-Committee*
- viii) Various Open Spaces Committees*

*Items that refer to a collection of subject-related Grand Committees.
Sub-Committees

16. In line with Members' desire for any immediate committee issues to be addressed, it is recommended that any changes to the committee structure be considered in time to come forward as part of the Court of Common Council's annual appointments of committees. The annual appointment process routinely takes place in April of each year and acts as an opportunity for Members to consider all its committees holistically.

17. To ensure changes are brought to April Court of Common Council, proposals relating to committees must be considered and agreed by the Policy & Resources Committee at its March meeting. If agreed, the staggered approach to the LTGR will ensure that responses and detailed options feedback received for items i) – viii) can be captured and addressed within the desired timeframe.

18. To encourage continued wider-Member engagement, it is planned that the Committee's initial thinking in respect of the various committee proposals be shared for discussion at the Informal Court meeting on the 28 February. This will help inform the final report back to Policy & Resources Committee. It is recommended that Members are also afforded an opportunity to respond in writing, in the event that they are unable to attend this meeting.

19. The Court of Common Council is responsible for appointing Grand Committees. Sub-Committees are appointed by their respective Grand Committees.

20. **Table 2, Appendix A**, contains those General Administrative elements of feedback that are non-committee specific.

- i) Committee Reports
- ii) Decision Making Pathway
- iii) Committee Size and Membership
- iv) Meeting Timings and Sequencing
- v) Delegations to Officers
- vi) Standing Orders
- vii) Member Learning & Development

21. Notwithstanding those matters that require updates to the Standing Orders and Scheme of Delegations, which will be included in reports for March and April P&R respectively, there is arguably less urgency on some of the more operational elements of our governance processes and these can perhaps be addressed and improved with less urgency (i.e., after April Court).

22. For example, the development of an (interactive) tool for both Members and Officers to better understand the roles of each Grand Committee, help in navigating key governing documents, all the way through to the development of a 'best practice' fair recruitment framework for external Member vacancies. These are clearly areas which it would be beneficial to address as soon as possible but can feasibly wait until after April, which will allow sufficient staff resource to progress, whilst also allowing sufficient time for appropriate Member focus and scrutiny.

23. There were some suggestions for change that are in fact already within the gift of Members to address. It is hoped that for now the brief response within the Tables provides some guidance in these areas for immediate assistance, but further information can always be obtained via the Member Services Team. These areas will also be considered in conjunction of some of the Member Learning & Development areas of work.

24. Table 2 is not exhaustive in the detail of how some actions will be taken forward. The Governance and Member Services team wish to be creative in response and will look to working with relevant colleagues across the organisation including IT, HR and Internal Communications to create innovative solutions. Members should be assured that they will be consulted on proposals both formally and informally at appropriate times in appropriate fora.

25. Finally, **Table 3, Appendix A**, contains feedback that has initially been deemed 'out of scope' with no further action to be taken. This allocation has been assigned to matters where either the City Corporation has no direct ability to change arrangements (e.g., the New Museum of London's Project Governance) or where the matter does not fit within the remit of this 'light touch' review as they have otherwise already been addressed following Member consultation (e.g. questions from members of the public). It also features matters that were considered at length within the original Governance Review and do not fit within the 'light touch' approach.

26. Members may redefine matters across all three categories if the Committee so agrees.

Options

27. Option 1: If Members feel that existing governance arrangements are suitable for them to undertake their duties to the City Corporation and deliver effective outcomes in line the City's Corporate Plan, they can agree to make no changes in relation to existing governance structures, framework and relevant documents.

28. Option 2: Members agree to commission officers to report back in March 2023 with full proposals as indicated in Table 1, to allow the detailed consideration of key, time sensitive committee matters. This will allow sufficient time to deliver the urgent proposals. Where appropriate/necessary, matters in Table 2 will be brought back to the relevant committee(s) after April 2023. Matters in Table 3 will not be taken forward at this time.

29. Option 3: Members may wish to re-prioritise matters outlined in Tables 1-3 before being taken forward as proposed in Option 2.

Proposals

30. Whilst some of the feedback received did not relate directly to changes made over 2020-22 as part of the Governance Review, the vast majority is both relevant and useful across a range of issues.

31. It is for Members to decide what areas they wish to be brought back in line with the original ambition of the LTGR: i.e., those that are clearly not working, where improvements could be made quickly, or where immediate intervention is required. Members may also wish to visit new issues/revisit old ones as part of a longer-term piece of work, particularly in the context of a refreshed Court membership after the March 2022 elections.

32. To promote continued wider-Member engagement, it is planned that some initial thinking in respect of the various committee matters, be shared for discussion at the Informal Court meeting on the 28 February. Responses can then be taken into consideration as part of the final proposals.

33. Once considered by Policy & Resources in March, all matters requiring Court's approval will be submitted for consideration in April. Any recommended changes relating to sub-committees will ultimately be referred to the relevant Grand Committee for actioning at their first meetings of the Civic Year (April-June 2023).

34. Where proposals are addressed beyond April 2023, it is suggested that a consolidated Action Tracker (merging Appendices A and B) be reported on a routine basis to the Policy & Resources Committee.

Key Data

35. All feedback has been anonymised unless otherwise advised and can be found within **Appendix C**, which is available upon request to the clerk.

Corporate & Strategic Implications

Strategic implications

The whole purpose of the Governance Review and subsequently the Light Touch Governance Review, is to help ensure that the City Corporation has in place the best governance structures to deliver against our Corporate Plan. To ensure this, continued cross-departmental consultation needs to be undertaken, particularly ahead of the report proposed for March 2023.

Financial implications

See Resource Implications.

Resource implications –

Unlike the recent Governance Review, which saw a significant reduction in the number of bodies incorporated within the Court of Common Council's formal decision-making structure, these proposals are unlikely to see any significant overall increase or decrease in committee volume. Nevertheless, in contrast, the continued move towards more efficient processes will inevitably lead towards reduced costs of bureaucracy. For instance, expedited processes will lead to a reduction in costs associated with delays to approvals; a lesser volume of time spent by officers in producing reports for low-level items and presenting them to multiple committees will also release capacity within the workforce. A reduced central administration burden (through devolving support responsibilities in certain areas) will also provide for flexibility within the Governance & Member Services team to realign service output and requirements.

Legal implications

There are none.

Risk implications

As with any process of significant change, there are risks associated with implementation and unforeseen challenges as the new system embeds. Whilst a new system was brought into effect last year, there was not sufficient resource to communicate this effectively (exacerbated by significant organisational turnover across departments). This risk is therefore mitigated with the request that matters be staggered and brought to Members on a priority basis, so that communications and training piece can assist with Corporation-wide implementation.

Equalities implications

Under the Equality Act 2010, all public bodies have a duty to ensure that when exercising their functions they have due regard to the need to advance equality of opportunity between people who share a protected characteristic and to take steps to meet the needs of people with certain protected characteristics where these are different from the needs of other people and encourage people with certain protected characteristics to participate in public life or in other activities where their participation is disproportionately low. The proposals contained in this report do not have any potential negative impact on a particular group of people based on their protected characteristics.

Climate implications

The proposals included in this paper do not carry any significant implications for the Climate Action programme.

Security implications

There are none.

Conclusion

36. The City Corporation's governance is an inherently complex and difficult system. The feedback received in relation to the LTGR is so wide ranging, at this time Members are asked to consider the contents of appendices A-C and prioritise what matters they wish to be brought forward at its next meeting.

37. This is a realistic approach to delivery that considers capacity to communicate changes, develop tools, and provide the necessary training, to ensure the quality of the final outcome.

Appendices

Appendix A – Summary of Feedback and Proposed action

Appendix B – Updated Governance Review Progress Tracker from November 2021

Appendix C – LTGR Feedback (anonymised unless otherwise requested) – *due to the volume of feedback and summary included at appendix A, this document is available on request from the Governance and Member Services Team.*

Background Papers

[Policy & Resources Committee: Governance Review – November 2021](#)

[Court of Common Council: Governance Review – December 2021](#)

[Court of Common Council: Review of Standing Orders – March 2022](#)

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Appendix A: Summary of Feedback and Proposed actions

Table 1: Committees	Proposed action:
Policy & Resources Committee	
<ol style="list-style-type: none"> 1. Consider constitution to be more like a Ward Committee, to ensure adequate representation (<i>see also comments relating to Committee Size</i>) 2. Consider constitution to include all Chairs of Grand Committees to prevent silo working – with remaining places to be allocated by Wards 3. Review roles of Vice Chairs 4. Streamline Governance on Destination City (currently residing between Culture Heritage and Libraries and Policy & Resources Committee) 	<ol style="list-style-type: none"> 1-2. Members to consider and determine a response to a review of the composition of the Policy & Resources Committee 3. The addition of an explanatory footnote to be developed on the role of Vice-Chairs in Standing Orders 4. Consideration on how governance surrounding Destination City may be streamlined
Property Investment Board/Financial Investment Board	
<ol style="list-style-type: none"> 1. Consider a merge of the two boards and re-establish as a Grand Committee – retain Membership for remaining three years of the term to ensure knowledge established over the last year is retained. 2. Delete reporting line to Finance – maintain at least two or three representatives from both Policy and Finance 3. Add ability to co-opt external Members 4. Reconsider recommendation for increased working/joint meetings between PIB/FIB and Resource Allocation Sub Committee 	<ol style="list-style-type: none"> 1-4. Develop options for a 'combined' Investment Committee or Sub-Committee, which merges the functions of both FIB and PIB.
Equality Diversity and Inclusion	
<ol style="list-style-type: none"> 1. Confusion over joint reporting to two grand committees. 2. Lack of clarity around relationship with other Sub-Committees with a focus on the area of EDI (Police Professional Standards and Integrity/ Barbican Nominations Equality and Inclusion etc.) 	<ol style="list-style-type: none"> 1. Members to consider whether arrangements for joint grand committee reporting should be reviewed. 2. Consider clearer guidance to Members and officers on the roles of the committees to assist colleagues in considering how they might engage membership/material in an efficient and effective way.

Civic Affairs Sub-Committee	
<ol style="list-style-type: none"> 1. Split into two bodies: 1 – Privileges and Hospitality and; 2 – Member Development and Standards with both to be chaired by the Chief Commoner 2. Remove Benefices from remit as a stand-alone sub-committee reporting to either Policy or Culture Heritage and Libraries 3. Disband and have all elements assumed by other relevant committees and sub-committees 4. Reconsider the Standards regime in its entirety 5. Consider the use of retired judges in the Standards regime 6. In the event that a Code of Conduct matter is referred to the Court – consider making the extensive background material available ‘upon request’ only (restricting access to hard copy) 7. Greater clarity required in regard to oversight (if any) for Mansion House hosted events 	<p>1-7. Members to consider whether they would wish for proposals for the remit of Civic Affairs Sub-Committee to be altered, including potential bifurcation, and the reporting lines for Standards and Benefices related matters.</p>
Capital Buildings Board	
<ol style="list-style-type: none"> 1. Each major project to have its own board/working group with suitable membership. 2. Require each major project to have a business case and include viability of third-party funding 3. Consider either formal reporting into Finance and Policy and/or a better mechanism to allow the two committees to maintain an overview of the programme 4. Ensure that shortcomings identified within internal audit reports on various major projects, are addressed 5. Move Markets Co-Location Programme oversight to Markets Board 6. Set up a Development Company (like British Land) to deliver Major Projects with appropriate land assets assigned to that company. Operated by a Board as it would be in the private sector. The City would act as shareholder in its 100% owned business, leaving the Board directors and non-executive directors, to deliver. 	<p>1-6. Members to consider the differing views expressed and determine a response.</p>

Operational Property and Projects Sub-Committee	
<ol style="list-style-type: none"> 1. Consider the scale of work under this Sub-Committee's remit. Could be addressed by increased delegation limits. 2. Confused joint reporting line to Policy & Resources and Finance Committees – should be one or the other (verbal representation) 3. Operational Property Review and Projects Governance Review will need to be sufficiently wide ranging to address some key areas of concern around process, efficiency and clarity of decision 4. Climate Action Strategy Team supported the merger of these three functions (Procurement, Operational Property and Projects) and found this usefully reduced the volume of committees that required reporting to. 	<ol style="list-style-type: none"> 1. To be considered through Project Governance and Scheme of Delegation reviews. 2. Members to consider whether arrangements for joint grand committee reporting should be reviewed. 3. Information regarding the Projects Governance review to be provided. 4. Note the benefits of streamlining.
Housing	
<ol style="list-style-type: none"> 1. Better representation for residents that do not live in social housing or the City's Housing Estates 2. Create a Housing Grand Committee with relevant sub-committees covering different resident groups 3. Create a dedicated Housing Sub Committee of Community & Children's Services that oversees all housing matters 4. Create a Barbican Strategy Group to address a lacking overall vision and management of the Estate – such a body should include suitable representation from the Arts Centre, the Guildhall School of Music and Drama, City of London School for Girls, St Giles Church and relevant commercial units) 	<p>1-4. Note that proposals relative to housing governance (and/or related sub-committees) will be the subject of a separate report following the outcome of ongoing consultant review.</p>
Culture Heritage and Libraries	
<ol style="list-style-type: none"> 1. Give CHL oversight of Sports, including Sports Strategy 2. To consider a masterplan/strategy for cultural assets (as discussed at informal Court in December 2022) 3. Reduce size (as per recommendations to abolish Ward Committees) 	<p>1-5. Members to consider whether they wish to explore proposals for changes to CHL, involving Sport, Destination City, a Culture Masterplan, and moving oversight of SBREC.</p>

<p>4. Streamline Governance on Destination City (currently residing between Culture Heritage and Libraries and Policy & Resources Committee)</p> <p>5. Small Business Research Centre (SBREC) to move from CHL to reflect a move of reporting lines to Environment</p>	
Markets Board	
<p>1. Move Markets Co-Location Programme oversight to Markets Board.</p>	<p>1. See Capital Buildings Board</p>
Education and Schools	
<p>1. Clarify relationship between the Education Board and City of London Academies Trust and reduce bureaucracy</p> <p>2. Address overlap with Community & Children's Services in relation to matters such as the Aldgate School, Children and Young Peoples Plan, care leavers and apprenticeships – by merging the two committees</p> <p>3. Independent Schools to operate independently and not exist as City Corporation Grand Committees</p> <p>4. City Corporation representation on the City Independent School Boards should be reduced further still</p>	<p>1-2. In the short-term officers to provide a training session and/or easy to read document outlining the responsibilities of the Community & Children's Services Committee, various Independent School Boards, the Education Board and COLAT in respect of our Family of Schools</p> <p>2. Beyond the immediate scope of the LGTR (as not light-touch) but Members may wish to consider a longer-term review of Education Governance (possibly after Housing has been finalised given impact and possible changes to CCS committee) for 2024.</p> <p>3. Deferring consideration of a reduction of CoL Governors to January-April 2024 to allow sufficient time to consult all four schools.</p>

Finance Committee	
Review arrangements for the Efficiency & Performance Working Party	A review on recent changes to Efficiency & Performance Working Party to be issued to the Finance Committee for consideration. To go to Finance in May 2023.
Consider reporting arrangements relating to benefits-in-kind following abolition of Finance Grants Sub-Committee	Member to consider whether it would be beneficial for a designated committee to be allocated responsibility for monitoring benefits in kind (discussed at OPPSC on 13 Feb 2023)
Bridge House Estates Board	
1. Residual issues in integration and working with wider City Corporation in an efficient and helpful way. 2. Concerns over governance body responsible for the Monument	Continued review of the Scheme of Delegations and Standing Orders. Member and Officer training on the role of BHE and its Board. Options to be explored and brought back as appropriate.
Open Spaces Committees	
1. Integrate all Open Spaces into one committee 2. Reconsider which committee holds responsibility for the Monument	1. Due to primary legislation and charitable status surrounding our various open spaces committees, it is not possible to consider this matter ahead of April Court. Furthermore, this area is already subject to ongoing governance reviews and related activity associated with the Environment TOM and Charities Review. It is advised that the outcome of ongoing work be considered before committing to any further action. 2. See Bridge House Estates Board

Other governance administration related feedback:	Actions and/or Proposals to come back as soon as possible (unless otherwise stated):
Committee Reports	
<ol style="list-style-type: none"> 1. Reports are too long but do not feature the relevant information 2. The Gateway Report for projects is unclear and not fit for purpose 3. There are too many late reports, reducing Member time to review material 4. Recommended greater use of digital, including a reference library 5. Clearer decisions/recommendations – no hidden decisions 6. Reduce the volume of operational decisions coming to committee (see delegations to officers) 7. Too many information reports taking up meeting time 8. Better tracking of decisions made between meetings under urgent or delegated authority procedures 9. Clearer reporting distinctions when making decisions on the City Corporations charitable obligations 10. Innovative information sharing outside of committees 	<ol style="list-style-type: none"> 1. Report writing training has been delivered to over 100 staff Members and recorded. 2. A Project Governance Review is underway which will be addressing the current Gateway Report Template. This will be subject to a separate report. 3. This is within the gift of Members. All late reports must be submitted with the Chair’s consent. If Members are not happy to consider the late report, it is within the committee’s gift to defer it and/or consider under Delegated Authority. 4. Member Services to assist Members with access and training with the Modern.Gov App 5. Forms part of the report writing training. 6. To be included within the upcoming Review of the Officer Scheme of Delegations. 7. Member Services to encourage and develop a different medium through which officers can share information with Committee Members. 8. This is formally reported to committee routinely under “actions taken between meetings” report of the Town Clerk. 9. Training to be provided to Members on charitable obligations – this is being taken forward by the Member Learning & Development Steering Group in liaison with the Member Services and Charity Review teams. 10. See point 7.

Decision-Making Pathway	
<ol style="list-style-type: none"> 1. Better way of capturing updates between meetings where a report is going to several committees 2. Reduce, where possible, the number of committees any given report must go to 3. Empower relevant committees to oversee certain major issues and projects as relevant to their oversight 4. Clearer delineation between committee functions 5. Members to consider whether Committees and Sub-Committees have served their purpose and dissolve/form them on a more regular basis, subject to need 6. Introduction of Committee Charters describing the services delivered, referencing standards, strategies and agreed outcomes – each to be agreed by the Court of Common Council and communicated to all stakeholders through the website 	<ol style="list-style-type: none"> 1. This is one of the useful purposes of Callover. Officers should be using time in meetings to provide these updates verbally (not introducing material that is already available in the report). Equally, where the changes are more significant/complex, officers should be encouraged to produce some written supplementary material. 2. This was agreed in principle in December 2021 and will be reflected in the forthcoming proposals Standing Orders changes. 3. See Capital Buildings Board/Operational Property and Projects Sub-Committee 4. Member Services to develop a useful tool for Members and Officers to better understand the roles of each Grand Committee and key documents. 5. All Committees and Sub-Committees are appointed on an annual basis, subject to need. 6. See point 4.
Committee Size and Membership	
<ol style="list-style-type: none"> 1. Improve the balance of representation for residential wards following recent outnumber and down-voting 2. Introduction of formal substitutes 3. Ensure gender equity on all committees and adequate ethnic representation 4. Greater reform to allow increased input from newer Members beyond the policy leads initiative 5. Formal deputising for Ward Committees should be introduced 6. Open and transparent agreed recruitment process for all committee roles including external appointees 7. Increased public reporting on Member Register of Interests 	<ol style="list-style-type: none"> 1. This is a matter for Members when appointing Members to Committees, or would require fundamental review of the composition of all committees with associated considerations. 2. Proposals to be brought forward within the Scheme of Delegation Review, simplifying the changing of representation on Ward Committees (which currently requires a procedural motion or Court urgency). 3. This is a matter for Members when appointing Members to Committees, or would require fundamental review of the composition of all

	<p>committees with associated considerations, including limitations of voluntary disclosure of special category data and careful data management.</p> <ol style="list-style-type: none"> 4. Policy Leads are being trialled by P&R Committee and will be reviewed in the Autumn, after which greater roll-out may be pursued. 5. See point 6. 6. A best-practice approach and framework is recommended by Member Services, although it should be noted that different legislative requirements for appointments apply to some committees.. 7. Being pursued in 2023 with combined Registers to be produced.
Meeting Timings and Sequencing	
Better discipline in managing/concluding meetings within determined timeframes	Chairs Skills Training being procured by the Member Learning & Development Steering Group.
Delegations to Officers	
Provide greater delegations to officers – avoid micro-managing and give sufficient permission to allow officers to undertake responsibilities within agreed policies/strategies. Ensure sufficient reporting on decisions taken under these delegations.	To be considered as part of the Scheme of Delegations Review, due at April Policy and May Court.
Standing Orders	
<ol style="list-style-type: none"> 1. Whilst allowing Grand Committees to appoint its sub-committees, the Standing Orders should impose some consistency across procedures for appointing sub-committees. P&R could approve cases that fall outside of this format. 2. Where there are too many nominees for sub-committees, particularly those have a careful balance of representation from multiple 	<ol style="list-style-type: none"> 1. Members to consider whether they would wish to explore the implementation of a uniform approach, which would then be included within proposals for Standing Order Changes. 2. Members to consider whether this prohibition should be placed into Standing Orders or left self-regulated by individual committees.

<p>committees, Members should not be permitted to simply expand the sub-committee.</p>	
<p>Member Learning & Development</p>	
<ol style="list-style-type: none"> 1. Help Members better understand the various ‘scrutiny’ functions (Pensions Board, Health and Social Care Scrutiny Committee, Crime and Disorder Scrutiny Committee) 2. Improve Members’ understanding of the City’s responsibilities/duties over its outside bodies (e.g., the City of London Academies Trust) 3. Improve Members’ understanding on the different functions of the Corporation (Local Authority / Private / Charitable) including clear regulations around virtual participation and provide advanced notice (when the agenda is published) so Members can make informed decisions on attendance. 4. Better guidance required on the Committee structure, particularly on why some matters are referred through Policy & Resources Committee. 5. Do more to explicitly define the role of Members inside and outside of Committees 6. How to act in the best interest of the City Corporations various Charities 	<p>1-6. All to be recommended to the next Member Learning & Development Steering Group.</p>

Table 3: Out of Scope	No action proposed action at this time
Recommendations on the governance surrounding the New Museum of London Project	The New Museum Project is run by the Museum of London, it is not within the City Corporation's power to review this: the Corporation's remit is limited to financing and enabling works.
Opportunities for the public to address the Court to be considered	This matter was considered by the Policy & Resources Committee in October 2022. The conclusion was that more regular and accessible City Resident Meetings should be coordinated.
More detailed records of Member attendance (i.e., when people join for part of the meeting – not all) with electronic voting at all Committees	Additional resource (financial and staffing) will be required to look into a more detailed electronic record/voting attendance at Committees. This may be pursued in future after the LTGR and after the electronic voting is trialled at Court (see: separate report on February 2023 P&R agenda).
Proposals for a review of franchise and electoral reform including establishment of a Working Party	Franchise/Electoral Reform would need to be subject to a completely separate and distinct piece of work and does not form part of the Governance Review or LTGR
Livery Committee was overlooked as part of the first Governance Review	It remains the case that this matter falls to Common Hall, not to the Court of Common Council.
Set up a committee to represent the Workers in the City	These matters are already the responsibility for Policy & Resources Committee; notwithstanding this, Members' views are sought on the appetite for the establishment of such a committee/sub-committee.

<p>Ward Committees are too large and do not reflect the size of the electorate.</p> <p>Smaller Wards should link together, reducing the overall size to 20-25</p> <p>Ward Committee vacancies should not be advertised to the wider Court</p>	<p>The matter of ward committees was considered at length within the original Governance Review and a decision reached on retention. Members will need to consider if this is something they wish to revisit.</p>
<p>Reduction in size of all Grand Committees</p>	<p>The matter of non-Ward committee sizes was also considered within the original Governance Review and a size of 12-15 was supported. It was, however, also agreed that a 'one size fits all approach' would not be appropriate and each case would need to be considered on its own merit. Members will need to consider if this is something they wish to revisit.</p>
<p>Term limits should be introduced on more/all committees</p>	<p>The matter of term limits was considered at length within the original Governance Review with a decision reached on not applying them uniformly. Members will need to consider if this is something they wish to revisit.</p>
<p>Consider timings of meetings (8.30am or 4.30pm starts) to benefit Members with 9-5 work commitments. This would also allow for more live engagement for the public.</p> <p>Suggestion that Local Authority meetings take place in the evenings.</p>	<p>This proposal would have implications such as changes to staff contracts which would need more detailed exploration as to feasibility. This has been considered historically and Members will need to advise if this is an area they wish to revisit.</p>
<p>Question as to the requirement for lunch before/after meetings</p>	<p>This is optional and Members are not obliged to attend.</p>

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Original Governance Review Recommendations: Progress Update - Summary Table

Key	Completed
	In progress – further work to be undertaken in 2023
	Proposals due to be included within/alongside the LTGR

	Summarised Recommendation	Progress update
	General Principles	Progress update
	1. Number of Committees: creation of any sub-committee or working party be subject to the submission of a business case to the Policy & Resources Committee, outlining the justification, resourcing requirements, life expectancy / sunseting arrangements, and clear terms of reference	Completed – All new Working Parties and Sub-Committees must be presented to the Policy & Resources Committee. Greater use of Committee-approved ‘sounding boards’ or other Member engagement fora, whereby groups of Members are consulted on particular pieces of work ahead of committee consideration.
Page 41	2. Greater control over Terms of Reference: annual cycle of the review of Terms of Reference be revised to provide more time for review. Changes to require written submissions making the case for changes.	Completed Annual reviews of terms of reference should be undertaken in September-December of each year. Given some of the new sub-committees were not fully constituted until the autumn of 2022, and with the impending LTGR, this was implemented in-part. This annual-review approach will become business as usual across all committees in 2023.
	3. Limits on numbers of Committees considering items: other than in exceptional circumstances, all reports be subject to approval by a maximum of one ‘corporate’ committee, one ‘service’ or ‘institutional’ committee, and one relevant sub-committee (together with the Court of Common Council if the matter is of significance enough to breach the thresholds specified by Standing Orders)	Completed – This was agreed by the Court but is not explicitly referenced within the Standing Orders. Proposals to changes to the Standing Orders will integrate this procedure to make the position clearer.
	4. Sub-Committees: sub-committees to be given greater decision-making powers	Completed – Each Grand Committee is responsible for determining the powers to be delegated to its sub-committee(s) and encouraged to reconsider on an annual basis.
	5. Sequencing: a more fixed committee cycle, set several years ahead and with firmer rules on meeting dates	Completed –

		Dates for 2023 and 2024 have been agreed; 2025 date-setting to commence shortly.
6.	Delegated Authority arrangements: if the Committee is aware of an imminent report which cannot await the next meeting, there should be a greater use of e-mail to provide sight of such items to Committee Members and seek comments, so as to inform the Chair and Deputy Chair's final view via the consultation arrangements (and the subsequent decision)	Completed – Where possible within designated time frames, or as requested by the Committee, the wider Membership of a Committee or a Sub-Committee are afforded the opportunity to comment on Delegated Authority submissions.
7.	Agenda and 'information' items: committees move to a three-tiered arrangement for reports: For Decision, For Discussion (i.e. those information items where debate should be focused), and For Information (i.e. those which are simply to be noted or received in accordance with requirements and where there is to be no discussion at the meeting unless prior notice is provided or the leave of the committee is sought). For information items should also be removed from the primary agenda pack and created as a supplementary agenda	Completed – This is regularly exercised for all; however, some exceptions are made where pragmatism is required (e.g. where there is one short information item and it would be excessive to create an entirely different pack). Difficulties arise where there are also separate appendices packs, late packs and confidential packs. This can lead to four+ packs for any one committee, which impacts the ease of reference.
8.	Workplans: forward agenda plans be implemented as a matter of course for every Grand Committee	In progress Work plans are in place for most grand committees. Given considerable change in governance, in the context of Corporation-wide resourcing issues over the past 9 months, any outstanding work plans should be developed during 2023
9.	Minutes and reports: committee minutes to be streamlined where possible, although still capturing the balance of discussion where appropriate. Court minutes to remain in their current format.	Completed Members should note that minutes are kept to essential points and decisions. Report writing training was delivered to over 100 people in November 2022, at which short reports (with all relevant information) were highly encouraged. A recording is available to all staff.
10.	Scheme of Delegations: introduction of standardised reporting on actions taken under enhanced delegations, once / if implemented	In progress A system is in place for Property Investment Board, however, a decision needs to be taken as to what level and types of decisions committees wish to see reported back to them (i.e., following the Project Governance and Scheme of Delegation review).

11.	Standing Orders: a thorough review be undertaken	<p>In progress</p> <p>A significant review in response to the Governance Review was undertaken in March 2022; however, there were a number of areas deferred for later consideration. Remaining proposals will be brought back to Policy in March 2023.</p>
12.	Term limits: individual committees to be asked to review introduction of term limits	<p>Completed</p> <p>Where desired, term limits have been reviewed/amended and implemented.</p>
13.	Multiple memberships: limit on memberships be decreased from 8 to 6; however, the existing practice whereby this limit be waived when a vacancy is re-advertised should be continued	<p>Completed</p>
14.	Chair and Deputy Chair arrangements: for outgoing Chairs, removal of the automatic right to Deputy Chairmanship as currently conferred by SO30(3)(a). (The individual remains eligible to serve as Deputy Chair but by election only)	<p>Completed</p>
15.	Reference Sub-Committees: all standing Reference Sub-Committees be abolished	<p>Completed</p>
16.	Committee size: all non-Ward committees be asked to consider their compositions with a view to reducing numbers	<p>Completed</p>
17.	Ward Committees: with the exception of Markets Committee, all Ward Committees to retain this status	<p>Completed</p>
18.	Lead Members: Use of lead Members to be encouraged	<p>Completed</p> <p>Policy & Resources Committee, amongst others, have appointed Lead Members. This is due for review in September 2023 (one year after appointment)</p>

19.	Governance & Nominations: such a committee should not be established, but instead a central skills and experience register be created, which would be available for Members to review in advance of any committee election. All committees also be asked to provide the Court with an indication of any particular skills, expertise, or background where expressions of interest from applicants would be particularly welcome, informed by such skills audits as deemed appropriate by the relevant committee.	In progress Proposals considered by the Member Learning & Development Steering Group in January 2023 to allow for implementation.
Corporate Committees		
Policy & Resources		
20.	Review of ex-officio membership, although avoiding reducing the number of Members elected directly by the Court	In progress See point for consideration under Appendix A regarding review of P&R
21.	Current arrangement whereby there are three Deputy Chairs, should be dispensed with and the Committee should revert to having one designated Deputy Chair (although not to be seen as confirmation of successor until the final year of that term, as present). A greater use of Lead Members to be employed.	Completed This recommendation was re-considered by the Policy & Resources Committee and Court of Common and was <u>not</u> upheld. There is one Deputy Chair and two Vice-Chairs.
22.	Resource Allocation Sub-Committee: retain as is, but with greater power to act	In progress No changes to the Resource Allocation Sub-Committee Terms of Reference were made – proposals to be included for April 2023.
23.	Capital Buildings Board: to replace Capital Buildings Committee with continuation of existing composition, and ability to establish small dedicated task and finish groups as it deems appropriate	Completed
24.	Public Relations Sub-Committee: change of name to Communications Sub-Committee and shifting of wider responsibility for co-ordinating the delivery and commercial aspects of the sport agenda to the Culture Committee	Completed Name changed to: Communications and Corporate Affairs Sub-Committee. This Sub-Committee retained the power to act on sports engagement.
25.	Civic Affairs Sub-Committee: a new committee replacing HWP, Members' Privileges Sub, Outside Bodies Sub, Ceremonials WP, and the MFAWP. Consideration to be given to also including the remits of the Freedom Applications Committee and Benefices Sub-Committee within this	Completed

26.	Operational Property and Projects Sub-Committee: combining the Corporate Asset Sub-Committee with Project Sub-Committee as a joint Sub-Committee of Policy & Resources and Finance. Consideration also given to merging with the Procurement Sub-Committee	Completed
27.	Equity, Diversity & Inclusion Sub-Committee: a new committee replacing MDWP and TRT, possibly as a joint Sub-Committee of Establishment and Policy & Resources	Completed
28.	Culture Mile Working Party: to be abolished, with the Culture Committee absorbing its remit	Completed
29.	All Sub-Committees to be chaired by the Policy Chair directly or their nominee	Completed In some instances, the Chairman recommended that the Chair be appointed from and by the sub-committee's membership.
Finance Committee		
30.	Virtual access to meetings for officers and the public	Completed
31.	Corporate Asset Sub-Committee: merger with Projects Sub-Committee to form joint Sub-Committee	Completed
32.	Digital Services Sub-Committee: to become a standalone service committee with additional responsibility for information governance	Completed
33.	Finance Grants Oversight and Performance: to be abolished, with annual reporting of Benefits-in-Kind and the Central Grant Programme being taken to the Finance Committee	Completed
34.	Procurement: consideration be given to merger with Projects Sub and Corporate Asset Sub Committees	Completed
Investment Committee		
35.	Abolishment of Investment Committee	Completed To be revisited as part of the LTGR

36.	Property Investment Board and Financial Investment Board to continue as joint Sub-Committees of Policy & Resources, Finance and the Bridge House Estates Board, with each nominating representatives and a number of places reserved for direct election by the Court	Completed BHEB did not agree to this proposal. To be revisited as part of the LTGR.
Pensions Committee		
37.	Creation of a new body to have responsibility for the management, administration, and investments of the City's Pension Fund	Completed
Capital Buildings Committee		
38.	To cease as a Grand Committee and become a sub-committee of Policy & Resources, with delegated powers to act	Completed
39.	Small number of joint meetings (or briefings), at which the City Surveyor and Chamberlain shall be asked to present overarching analyses of the City Corporation's activities across all property-related workstreams	Completed and ongoing
Establishment Committee		
40.	Consider changing name to reflect Corporate Services functions	Completed
Service Committees		
Markets Committee		
41.	To be changes from a Ward to a non-Ward committee	Completed
42.	Reduction in membership to a maximum of 15 Members, all to be elected directly from the Court, although any Members with tenancies at any of the markets be ineligible from serving	Completed
43.	Future of the committee be subject to review upon delivery of the new Markets site	No action required at this time.
Culture, Heritage & Libraries Committee		
44.	Consider Benefices Sub-Committee being included in agglomerated sub-committee of Policy & Resources (Civic Affairs Sub-Committee)	Completed

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45.	LMA Board to be established and therefore removal of relevant responsibilities of Culture, Heritage & Libraries	Completed This was not agreed by the Court of Common Council – responsibility remains with Culture Heritage and Libraries
46.	Transfer of responsibilities for sport matters	Completed This was not agreed by the Court of Common Council – responsibility remains with the Communications and Corporate Affairs Sub
Community & Children's Services Committee		
47.	Move housing functions into standalone committee incorporating both the housing-related responsibilities of this committee together with those of the Barbican Residential Committee	In Progress This was not agreed and proposals are subject to separate reporting.
Barbican Residential Committee		
48.	Establish a dedicated Consultation Group where representatives of all key stakeholders can meet regularly to discuss and help monitor ongoing and emerging developments across the Estate	In Progress This was not agreed and proposals are subject to separate reporting.
49.	Similar arrangements to be established across the other Corporation Estates	In Progress This was not agreed and proposals are subject to separate reporting.
50.	Formal remit of the committee to be relocated to a new Housing Committee, with meetings arranged such as to provide dedicated scrutiny for Barbican matters	In Progress This was not agreed and proposals are subject to separate reporting.
51.	Newly constituted Committee asked to present formal proposals relating to resident involvement in service charge	In Progress This was not agreed and proposals are subject to separate reporting.
Housing Committee		
52.	New committee be established absorbing both the housing responsibilities of Community & Children's Services Committee (and its Housing Management and Almshouses Sub-Committee) and the remit of the Barbican Residential Committee	In Progress This was not agreed and proposals are subject to separate reporting.

53.	The new committee to meet on a monthly basis, with agendas arranged such as to allow for consideration of Barbican Residential business and current Housing Management business on an alternate meeting basis	In Progress This was not agreed and proposals are subject to separate reporting.
54.	Membership of 12-15 and ensuring sufficient representation at meetings by Members of Wards within which relevant housing estates are located	In Progress This was not agreed and proposals are subject to separate reporting.
Statutory Bodies and Others		
Crime & Disorder Scrutiny Committee		
55.	Be required to resume activity and meet on at least an annual basis	Completed (see below)
56.	A report proposing refreshed arrangements – both in respect of the Crime & Disorder Scrutiny Committee and the Safer City Partnership Strategy Group – to be submitted	Completed Revised Terms of Reference and Composition coming forward in March 2023 for consideration following consultation with Comptroller & City Solicitor's Department, Department of Community and Children's Services and the Police Authority.
Freedom Applications Committee		
57.	To be absorbed within the new Civic Affairs Sub-Committee of Policy & Resources	Completed This was not agreed. Freedom Applications became a sub of Policy & Resources Committee.
Education and Cultural Institutions		
Independent Schools		
58.	School Boards be asked to review and propose revised Board composition and appointment arrangements which they feel would best meet with their requirements in providing strategic oversight moving forwards	Completed Revisions forthcoming to simply 'tidy up' the Terms of Reference to ensure consistency across all three Boards.
59.	Clerking responsibility to move to the Boards, with a joint Clerk for both the Boys' and Girls' Schools	Completed New Clerk in post, supporting CLS, CLSG, CLFS and CJS
60.	Replication of the voluntary application of rules based upon Local Government regulations (as required for all current Grand Committees) to be dispensed with	Completed Local Government regulations dis-applied to non-Local Authority functions of the City Corporation

Guildhall School of Music & Drama		
61.	Board of Governors be asked to review and propose a revised Board composition which it feels would best meet with the conservatoire's requirements, possibly including the disapplication of Local Government-based regulations around access to meetings	Completed Local Government regulations dis-applied to non-Local Authority functions of the City Corporation and composition / quorum arrangements progressed.
Open Spaces		
62.	Existing consultative bodies continue to operate but cease to be maintained by the Committee & Member Services Section; instead, being operated on a more informal basis administered by the local service area	Completed With the exception of the Hampstead Heath Consultative Committee (which must be retained).
63.	Wanstead Park Working Party to be abolished	Completed
64.	Epping Forest Management Plan Steering Group should be dissolved for the time-being (noting it may be re-established on request if and when it is required)	Completed

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Committee(s): Operational Property and Projects Sub-Committee Capital Buildings Board Finance Committee Policy and Resources Committee	Dated: 16 January 2023 18 January 2023 21 February 2023 23 February 2023
Subject: Department of the Chief Operating Officer Business Plans 2023/24	Public
Does this proposal require extra revenue and/or capital spending?	To be managed through budget estimates
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain’s Department?	Yes
Report of: Emma Moore, Chief Operating Officer	For Decision
Report author: Emma Moore, Chief Operating Officer	

Summary

This report presents Members with the Business Plan for the Department of the Chief Operating Officer (COO) for the 2023/24 Financial Year. It also presents those Divisional plans for COO teams within the scope of this Committee, which provide more detailed sub-plans underneath the overarching COO Plan and therefore form appendices to the COO-level Plan.

Recommendation(s)

Members are asked to:

- Note the direction of travel within the Department of the COO and the associated transformation planning within the team Business Plans.
- Approve the Department of the COO Business Plan for 2023/24 (**Appendix 1**).
- Approve the 2023/24 Business Plans for the following COO divisions:
 - Commercial Service (**Appendix 2**)
 - Project Governance (**Appendix 3**)

Main Report

Department of the COO Business Plan

1. The Department of the COO came into existence in summer 2021, as a result of the Target Operating Model (TOM) changes. This Department unites the following divisions under the COO:
 - a. Commercial Service

- b. Corporate Health and Safety (H&S)
- c. Digital and Information Technology Service (DITS)
- d. Equality, Diversity and Inclusion (ED&I)
- e. Human Resources (HR)
- f. Markets
- g. Project Governance

The focus for the COO in the 2021/22 and 2022/23 Financial Years has been on putting the right structures in place and building the team, particularly at the Senior Leadership level, and on completing TOM implementation.

2. Whilst the TOM gave the Corporation a strong platform for change, and much has been achieved this year, it is clear that there is more to do to support the Corporation's transformation journey and the necessary cultural shift which is required to continue improving the Corporation's agility, effectiveness and impact. COO functions are key to this shift, as our work reaches all parts of the organisation.
3. The plan for 2023/24 therefore marks the first year of our own multi-year transformation plan, structured around four key themes.
 - a. Transparency
 - b. Credibility
 - c. Partnership, and
 - d. Enablement.

The detail behind these themes is set out in the COO Business Plan. We consulted Chief Officers and Institution leads on these themes when setting our transformation agenda so that we were certain that they resonated, and that we are delivering what our clients expect from us.

4. These four themes provide the golden thread that runs through all of our COO Business Plans. We are united in pursuit of the key workstreams and aims in the Departmental Plan, and so these flow down into the more detailed divisional Business Plans for each team and promote cross-working. Each of the workstreams within these divisional Plans contributes to one of these four themes.
5. Key Performance Indicators (KPIs) can be found in each plan to ensure that we are able to track and report back on our progress. For many of our teams, this is the first time that structured KPIs have been put in place: therefore, these KPIs may need to evolve throughout the year, to ensure that we are measuring the right things and that our targets are appropriately stretching and delivering the right results. Over time, we will be moving to formalised service standards and "shared service" agreements to increase clarity and accountability.
6. The KPIs will also enable us to communicate our progress and achievements to our staff. The Business Plans have already all been shared in draft with our team and those undertaking similar roles in the wider Corporation family. We presented them at the COO Conference on 4 November so that our teams had a chance to discuss them and provide feedback, in line with our 'transparency' theme.

7. As well as achieving our KPIs, success will be evidenced by the following outcomes:
 - a. An improvement in our productivity and effectiveness
 - b. Our clients will feel supported and understood, will know the value of the services we provide, and trust us to deliver them
 - c. Our clients will involve us early enough for our advice to make a difference.

This will be reflected in positive feedback from our clients and other partners.

8. Our plans are ambitious, which we believe mirrors the ambition and vision of our Committee Members. Working together, internally and with key partners, we will drive the necessary changes that will future proof the Corporation, setting us up for long term, sustainable success.

Divisional Business Plans

9. As explained above, each division within the Department of the COO has its own Business Plan which tracks back to the overarching COO Plan. This enables us to have both a unifying transformation plan as well as more detailed team level plans. These plans will also support objective setting with our teams: every member of staff will be able to see how their work is contributing to our overall aims.
10. Each Plan also contains an assessment of the current maturity level of the function, as well as where we intend to be by the end of 2023/24 if we are successful in delivering the Plan.
11. Of relevance to this Committee's remit are those Plans for the Commercial Service and Project Governance.
12. **Commercial Service:** the Commercial Service Business Plan sets out the activity we will undertake to deliver on our vision for the Service: to provide professional expertise and leadership to ensure Corporation commercial relationships deliver innovative, high quality, value for money services and responsible outcomes. It is a transitional plan showing how we will move from the former City Procurement Service to establish the foundations for a new leading edge Commercial Service, via optimising our operations, ensuring strategic alignment and developing both individual and corporate capability.
13. To achieve this, our key workstreams next year will focus on the following themes:
 - Developing a customer focused service model that supports the team to become the Commercial service of 'choice'
 - Exploiting datasets to develop intelligence-led commercial strategies
 - Developing a low-value spend strategy that delivers best value for COL
 - Leveraging COL spending power to further diversify our supply chains
 - Developing COL commercial capabilities to support increased innovation and enterprise
 - Procurement Act implementation.

We are also responsible for delivering the Commercial workstream of the Resources and Priorities Refresh programme, and the actions related to Scope 3 emissions within the Corporation's Climate Action Strategy.

14. The activity in this plan supports our longer term ambition of becoming an industry/sector leader, with influence on the market and the ability to maximise internal and external commercial opportunities.
15. The financial position for the Commercial Service is relatively stable post TOM, and we have identified the opportunity to reshape existing vacancies to develop greater internal data and insight capacity. However, additional short-term funding may be required in 23/24 to meet the requirements of the new Procurement Bill. We have requested £35,000 to cover 6 months' resource to support this work, but this pressure is currently unfunded.
16. **Project Governance:** 22/23 represented a foundational year for the new Division and focussed on understanding existing issues and developing potential solutions. Following the Project Governance review, commissioned by Members to drive significant improvements to the way we manage and report on project and programmes, 23/24 will see the implementation of many of those solutions once put forward and approved by Members in March, and a focus on embedding change whilst building the capacity and capability to develop our strategic long-term ambitions.
17. Our activity in 23/24 will focus on developing our project governance maturity, centred around the following key themes:
 - Developing a refreshed and aligned project governance and assurance framework
 - Business change
 - Benefits management and realisation.
18. This activity will enable us to move forward with our vision of enabling the Corporation to achieve its strategic objectives, driving transformation and project excellence to deliver innovation and business change.
19. As we are anticipating much transformational activity in the Project Governance space, the financial position in the short term is challenging for the following reasons:
 - The Project Governance review may result in recommendations that require additional investment to deliver.
 - There is no funding in place for continued delivery of the Project management Academy, providing training to Project Managers and Senior Responsible Officers across the Corporation.
 - The anticipated approval of new major programmes will require additional capacity within the Major Programmes Management Office to ensure that the right support is available to provide assurance to Members.To manage these pressures, we will be requesting a placeholder funding figure of £180,000 for 23/24, subject to completion of the Project Governance review and properly scoped business cases for better MPMO capability and

capacity. Training for Project Managers would be an additional c.£50,000 on top of this. This is currently unfunded.

20. We would note that at present the Corporate PMO comprises 2 roles to cover the current 340 projects and the MPMO resource comprises 3 roles to cover over £1.5bn of Major Projects. This is not sustainable but will be addressed fully in the review for Member consideration.
21. In addition, it is expected that a recommendation within the Project Governance review be that the current temporary arrangement for the Commercial Director also acting as Project Governance Director continue in a formalised merged role of Commercial & Projects Director.
22. The Business Plans for the COO Department, and for the Commercial Service and Project Governance divisions, can be found at **Appendices 1-3**.

Corporate & Strategic Implications

23. Strategic implications – Strategic priorities and commitments are expressed in the Department of the COO Business Plan at **Appendix 1**.
24. Financial implications – Funding request will be put to RASC to cover the potential additional Project Governance costs noted in this report.
25. Risk implications – Each COO division's key risks are captured in the team business plans. The highest scoring risks across the Department have then been captured in the Departmental Business Plan. Risks will continue to be managed in line with Corporation policy.
26. Resource implications – None directly.
27. Equalities implications – The Department's EDI data is captured in the Departmental Business Plan. In addition, the ED&I Business Plan sets out our more detailed plans and approach to embedding ED&I across the whole Corporation.
28. Climate implications – The Commercial Service is responsible for delivering the commitments to reduce scope 3 carbon emissions in the Corporation's Climate Action Strategy. Our refreshed Responsible Procurement Policy provides a renewed focus on working with contractors to meet the targets set out in the strategy.
29. Security implications – There are no security implications to the proposals put forward in these business plans.
30. Operational property implications – All operational property in the Department of the Chief Operating Officer falls either into the Corporate Estate – i.e. Guildhall, or as market sites. There is a formal operational property plan and assessment in place for all works through City Surveyors for current market sites and the decision by Court to move two of the three markets from their

current sites to Barking and Dagenham sets out a timeline for vacating and then disposing/retaining those sites as part of the Market Co-location Programme (“Major Project”).

Proposals

31. We recommend that the Committee approves the COO Department Business Plans for 2023/24.

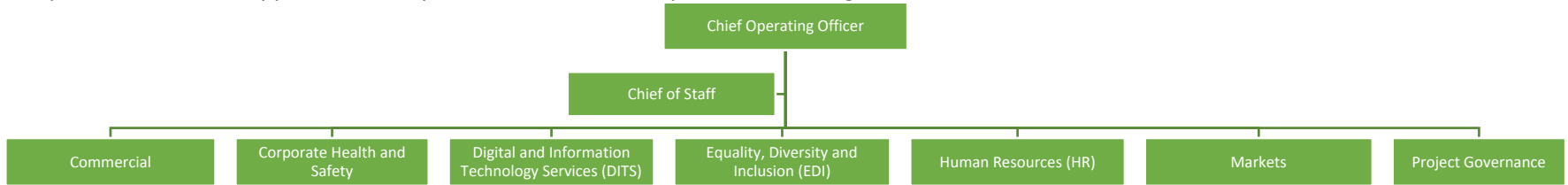
Appendices

- **Appendix 1** – Department of the Chief Operating Officer Business Plan 2023/24
 - **Appendix 2** – Commercial Service Business Plan 2023/24
 - **Appendix 3** – Project Governance Business Plan 2023/24

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Department of the Chief Operating Officer

The Department of the Chief Operating Officer exists to enable the City of London Corporation to deliver its aims and objectives, through providing corporate and wider support to our key functions. It is made up of the following teams:



Our aims and objectives

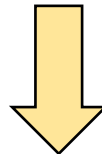
Whilst the TOM gave us a much-needed platform for change, it is clear that there is more to do to stabilise, embed and grow the Department over the coming years and to ensure that we are meeting our clients' needs. We have therefore set out the following aims for a multi-year transformation plan:

Page: 57	<p>Transparency</p> <ul style="list-style-type: none"> Our clients (all users of our services and ultimately those of the Corporation) are clear on the core services we do and don't provide, with robust and visible operating level agreements and KPIs to show how we are delivering The process to access our services and contact points are easy to follow and user-friendly We provide clear and transparent templates and costings for non-core requests and project resource 	<p>Credibility</p> <ul style="list-style-type: none"> Our clients understand our capabilities, where we can add value through strategic insight and market knowledge, and trust our expertise Our team are skilled, capable, and operate respected processes and procedures We work efficiently, are financially disciplined with forecast accuracy, strive for best value and are right-sized to match the needs of the organisation
	<p>Partnership</p> <ul style="list-style-type: none"> It is our job to understand the complex and diverse priorities and objectives of our clients, working collaboratively and seamlessly with our partners, and using our expert knowledge to meet their needs and shape the future of the organisation We are proactive in supporting, advising and protecting the organisation, in offering our expertise to drive continual improvements, and have a defined process for issue resolution and responding to feedback We have a shared sense of purpose with our clients: their success is our success 	<p>Enablement</p> <ul style="list-style-type: none"> We ensure that people across the organisation are empowered and trained to use the resources they need to do their jobs, so that they know when to use our services and expertise and when they can support themselves We use technology to automate processes where possible and are open to improving our ways of working, so we can truly add value over and above transactional support We empower colleagues to navigate corporate processes and governance to facilitate their work, applying flexibility or bespoke solutions where needed
<p>OUTCOME: If we are successful in achieving our objectives, then we will see an improvement in productivity and effectiveness. In addition, our clients will feel supported and understood; will know the value of the services we provide and trust us to deliver them; and involve us early enough for our advice to make a difference. This will be reflected in positive feedback from our clients and other partners.</p>		

Each priority workstream within the COO team-level business plans has been mapped to one or more of these transformation objectives.

Key Performance Indicators

#	KPIs 2023/24	Current Performance	Direction of Travel/Target
1	Transparency: All seven COO teams have an Operating Level Agreement (OLA) or other service agreement in place with all Chief Officer departments and institutions	N/A	100% by Year End
2	Credibility: All COO department employees have completed mandatory training	N/A	95%
3	Credibility: Forecasts to be increasingly accurate: +/- 10% at Period 6; +/- 5% at Period 9 and +/-1% by Year End.	N/A	99% forecast accuracy by Year End
4	Partnership: Client pulse survey showing a % satisfaction with COO Department services – in P5 and P12	N/A	10% improvement over the year (baseline to be set in Q4 2022/23)
5	Partnership: All queries responded to within defined timelines (which vary across the COO Department)	N/A	95%
6	Enablement: Productivity increase from continuous improvement (excluding EDI, which will have different measures)	N/A	-100 hours per COO area per year



OUTCOME: If we are successful in achieving our objectives, then we will see an improvement in productivity and effectiveness. In addition, our clients will feel supported and understood; will know the value of the services we provide and trust us to deliver them; and involve us early enough for our advice to make a difference. This will be reflected in positive feedback from our clients and other partners.

Department of the COO Transformation

Our major cross-cutting workstreams this year will be...

- **Priority 1:** Ensure the successful delivery of each COO division's priorities, as set out in their own Business Plans
- **Priority 2:** Following recruitment in 2022/23, build a collaborative and non-siloed approach across all COO teams, including across the Senior Leadership Team. Increased staff engagement leading to a better engagement and identification as the Department of the COO
- **Priority 3:** Work with colleagues across CoLC to embed our refreshed organisational priorities, and in particular to support the organisation in seeking opportunities for greater income generation and embedding a more commercially focused approach across all areas of operation
- **Priority 4:** Put in place a performance management approach which ensures that we are able to track our progress and communicate this to stakeholders. This will be supported by robust KPIs, refreshed risk registers and insightful data
- **Priority 5:** Ensure Member Committee confidence and understanding of our approach, and that it aligns with their expectations

What's changed since last year

- Successful recruitment of full COO Senior Leadership Team, including new leaders for DITS, EDI, Health and Safety and HR and new Chief of Staff
- Completion and implementation of all TOMs
- Corporate Services Committee approval of additional Health and Safety and HR resource for transformation
- Agreement to bring support provided by Agilisys in house
- Detailed reviews of our periodic financials and budget position, leading to greater grip on our expenditure
- Reward Refresh and Project Governance Review commenced
- Approval for uplifted delegation limits in HR, procurement and projects
- Creation of Corporate Health and Safety capability

Our strategic commitments

We feed into the following Corporation-wide programmes:

- **Resources and Priorities Refresh:** many of the themes of this work are dependent on COO Department activity and action
- **Major Projects:** as well as project governance sitting within the COO Department, the COO is the Senior Responsible Officer for the Markets Co-Location Programme
- **Reward Refresh:** managed out of HR but having organisation-wide outcomes and impact
- **Climate Action Strategy:** in particular the actions relating to Scope 3 emissions, which the Commercial team is responsible for delivering

Maturity index update

In February 2022, the COO carried out maturity index assessments of each division within the Department of the COO. As part of our planning for 2023/24, each COO division has produced a high level transformation plan for the next three years. Our business plans for 2023/24 therefore represent the first 12 months of this transformation.

To track our progress, we are using maturity index assessments. Each team's assessment can be found within their business plan. This shows where we currently are, where we have moved to in 2022/23 and where we hope to get to by the end of 2023/24.

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

Due to the cross-cutting functions within Operations and the nature of our work, we support and enable the delivery of all Corporate Plan outcomes. In particular, we have a key role to play in achieving the following outcomes:

- **Outcome 2:** People enjoy good health and wellbeing
- **Outcome 3:** People have equal opportunities to enrich their lives and reach their full potential
- **Outcome 8:** We have access to the skills and talent we need
- **Outcome 9:** We are digitally and physically well-connected and responsive
- **Outcome 10:** We inspire enterprise, excellence, creativity and collaboration.

Our Team

Our People

Staffing levels posed a major challenge in 2022/23, due to the need to recruit into new EDI and Health and Safety teams, and a number of resource gaps across HR and DITS. Across Operations, 29 vacancies are currently out for recruitment. 2023/24 will therefore focus on building these teams; developing and retaining talent; and growing the sense of one team across the Department of the COO, all in pursuit of improved engagement and delivery of our transformation objectives.

In the 2022 Staff Survey, the engagement score for the COO Department was 47%, compared to the Corporation's overall engagement score of 52%. Our Staff Survey participation rate was 53% (compared to a Corporation overall participation rate of 51%).

Our plans to increase engagement include the continuation of a six-monthly COO Conference series for all staff within the Department (following a successful first in-person event in May 2022); and the embedding and developing of a Department-specific communications and engagement plan. Demonstrating action on feedback from the Staff Survey will also be crucial.

To support and develop our talented people, we have team skills and talent plans in each area. We will also continue to provide our in-house Learning and Development offer, ensuring that this meets the core needs of staff.

During 2023/24, we will bring to life the Head of Profession roles by developing communities across the breadth of the Corporation, with the COO Department acting as the central hub for professional expertise within the linked enabling functions.

Equality, Diversity and Inclusion

Operations has the corporate and Head of Profession lead for EDI across the whole of the City of London Group. To ensure the necessary focus on this critical area, a new EDI Director and team was recruited in 2022/23, reporting directly to the COO rather than sitting within HR (where it sat before the TOM.) Please see the EDI 2023/24 business plan for the detail on our focus over the coming year and beyond.

The make-up of the COO Department (as at 30 September 2022) is as follows:

- Total numbers: c.200 members of staff, with a turnover rate of 27.49% (of which 17.93% were voluntary leavers.)
- Gender: 39.82% female and 60.18% male. Of our 26 new starters in the past year, 53.85% were female, and all four new staff members recruited at Grades G and above were female.
- Working patterns: 210 full time staff and 16 part time staff (equating to 9.2 FTE)
- Age: 11.06% of our team are aged 30 and under, with 47.34% aged between 31 and 50 and 41.59% aged 51 and over.
- Disability: 83.63% of our staff state that they do not have a disability, with 5.31% declaring a disability and 11.06% not declaring either way.
- Sexual orientation: 70.80% of the Department declared themselves to be heterosexual, with 3.09% LGBTQIA+ and 26.11% not known or declined to specify.
- Religious beliefs: Five major religions are represented in the Department, as well as non-religious and spiritual beliefs. The largest staff groups are Christian (37%) and non religious (32.60%).
- Ethnic Groups: the ethnic make up of the Department is as follows: 58.41% White; 17.26% Black/Black British; 11.50% Asian/Asian British; 3.98% Mixed and Other Ethnic Groups (with 8.85% not known).

The data tells us that we have further to go in some areas to build a team that is representative of the wider communities we serve and collaborate with. Ethnicity in the COO teams is broadly comparable to that of London, and our LGBTQIA+ representation is in line with the national average. However women, young people and disabled colleagues are underrepresented. In future, we would also be keen to look at social mobility as a measure, and how this intersects with our other measures, to ensure that we are truly a diverse and inclusive Department.

Key Risks

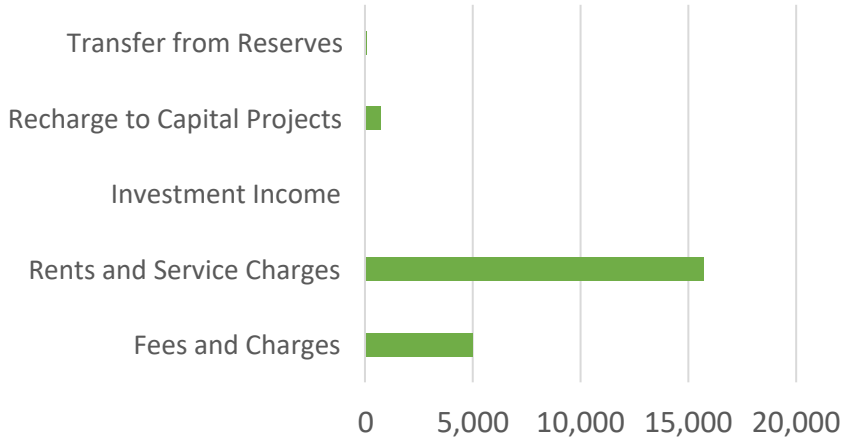
The table below shows the top scoring residual risks across the Department of the COO:

Division	Risk Title	Score
Health & Safety	Increase in major and/or extreme accident outcome, enforcement agency action, reputational and financial risk due to inability to meet legal requirements and other requirements, H&S objectives and continually improve	24
DITS	CR16 Information Security	16
Health & Safety	Inadequate planning and implementation of the strategic change for the new Corporation health and safety management system	16
Health & Safety	Decrease in risk management assurance/visibility for senior leaders	16
Markets	Wholesale Markets – Traffic Management	12
Health & Safety	Inadequate management of statutory wellbeing requirements	12
Commercial	Risk of provider failure due to ongoing impact of lockdown and economic downturn	12
Commercial	Supply chain issues and labour shortages impact the market's ability to/ interest in responding to tenders	12

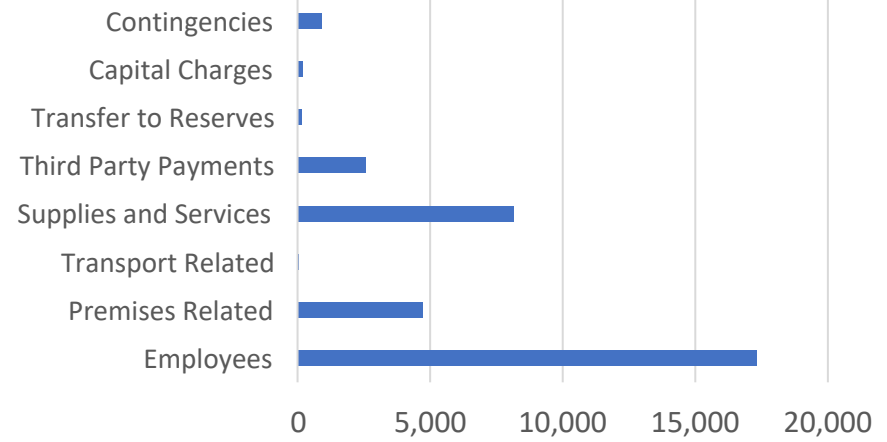


Our Finances (P6 2022/23)

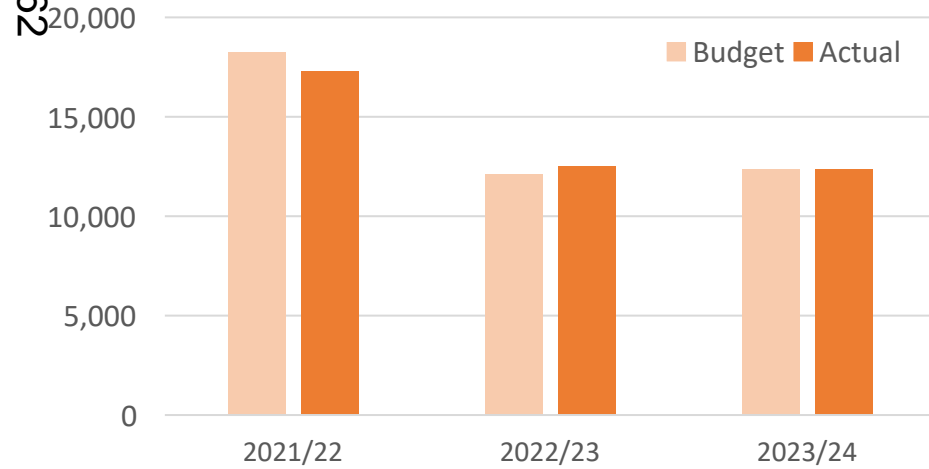
Where our money comes from (£'000)



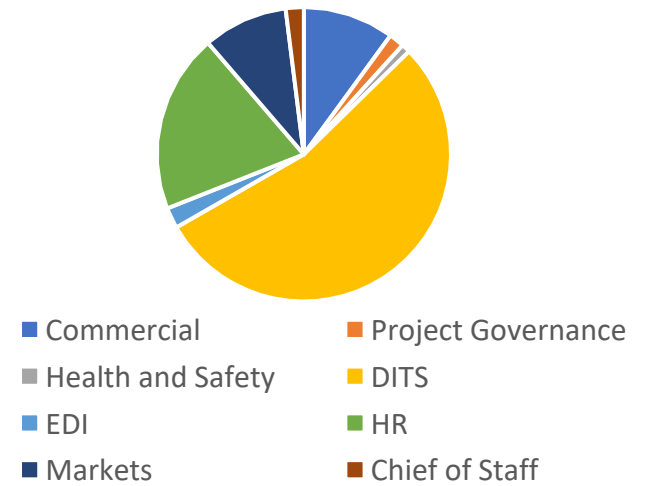
Where our money is spent (£'000)



Budget vs Actual (£'000)



2023/24 Local Risk Budget



Appendices

The more detailed 2023/24 planning for each Directorate within Operations can be found in each team's business plans. These plans therefore form appendices to this overarching Operations plan:

Appendix 1: Commercial Service Business Plan 2023/24

Appendix 2: Corporate Health and Safety Business Plan 2023/24

Appendix 3: Digital and Information Technology Service Business Plan 2023/24

Appendix 4: Equality, Diversity and Inclusion Business Plan 2023/24

Appendix 5: Human Resources Business Plan 2023/24

Appendix 6: Markets Business Plan 2023/24

Appendix 7: Project Governance Business Plan 2023/24

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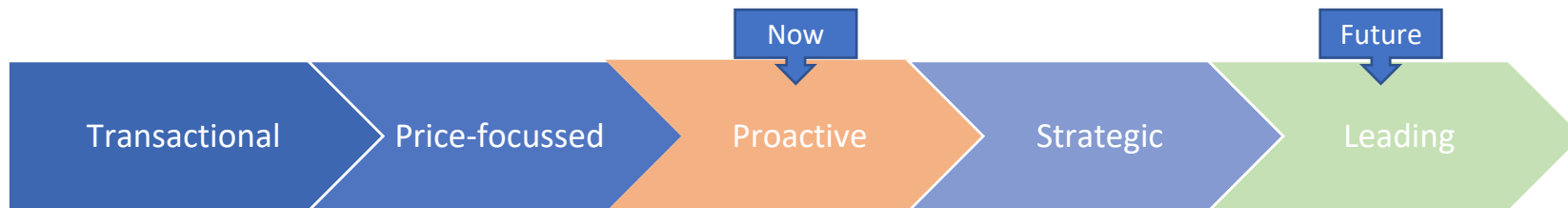
Commercial Service vision

The Commercial Service provides professional expertise and leadership to ensure Corporation commercial relationships deliver innovative, high-quality, value for money services and responsible outcomes

Aims & objectives:	What's changed since last year	Our strategic commitments
<ul style="list-style-type: none"> • Our key people across the organisation are upskilled in commercialism, contract management and procurement. • We mitigate increasing costs and ensure our contracts are financially sustainable • Opportunities to leverage responsible outcomes are maximised. • Our services provide what is needed and are easy to use • The Corporation has the capabilities to maximise commercial relationships to deliver new and/or increased revenue 	<ul style="list-style-type: none"> • New service model launched 01 April 2022 introducing a consolidated procurement and contract management business partner function. • Publication of the new Responsible Procurement (RP) Policy and introduction of a min. 15% evaluation weighting for RP in tenders • Updated Procurement Code removing bureaucracy and empowering Chief Officers to make procurement-related decisions • Publication of a climate action procurement strategy (to be approved later in 22/23) • Establishment of the new OPP sub-Committee • Procurement of a new Integrated Facilities Management framework 	<ul style="list-style-type: none"> • Climate Action Strategy - We are responsible for delivering the actions related to Scope 3 emissions. • Review of interventions and opportunities to further diversify our supply chain as part of our commitment to SME strategy and EDI. <div data-bbox="1282 686 1903 782" style="background-color: #4a7ebb; color: white; padding: 5px;">Corporate Plan outcomes</div> <ul style="list-style-type: none"> • <i>Indirect impact on all corporate outcomes</i> • <i>Direct impact through RP outcomes:</i> <ul style="list-style-type: none"> • People have equal opportunities to enrich their lives and reach their full potential. • Communities are cohesive and have the facilities they need • Businesses are trusted and socially and environmentally responsible. • We have clean air, land and water and a thriving and sustainable natural environment. • Commercial outcomes: <ul style="list-style-type: none"> • We inspire enterprise, excellence, creativity and collaboration

Commercial transformation and future direction of travel

This plan represents a transition plan for the Commercial service, moving from the former City Procurement Service and establishing the foundations for a new leading-edge Commercial Service. The maturity map shows where we are now, and, where we want to be in the future. This plan focusses on the interim steps – optimising our operations, ensuring strategic alignment and developing both individual and corporate capability - to move towards innovation.



Our long-term ambition

- *The City is recognised as an industry/sector leader using its procurement power to influence the market delivering added value for its stakeholders*
- *The Corporation has the capabilities to maximise commercial opportunities internally and externally*
- *The City's chosen service models drive innovation and enable the success of the (new) Corporate Plan*

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How?

Maximise service delivery models	Create opportunities for improvement and transformation	Leverage our buying power to shape markets	Develop dynamic capabilities
<ul style="list-style-type: none"> • Service delivery model assessment • Enhanced income streams • Improved service outcomes • Efficiencies and savings • Added value 	<ul style="list-style-type: none"> • Robust contract management and supplier relationship management • Market management and shaping • Value chain analysis 	<ul style="list-style-type: none"> • Exploit CSR opportunities • Engage local supply market (microbusinesses and Ethnic minority-owned businesses) • Incubate and accelerate new ventures • Deliver social value 	<ul style="list-style-type: none"> • Proportionate and enabling internal governance • Proactive opportunity and risk management • Intelligence-led assurance • Equip stakeholders with tools and knowledge needed

Our priorities and major workstreams for 23/24

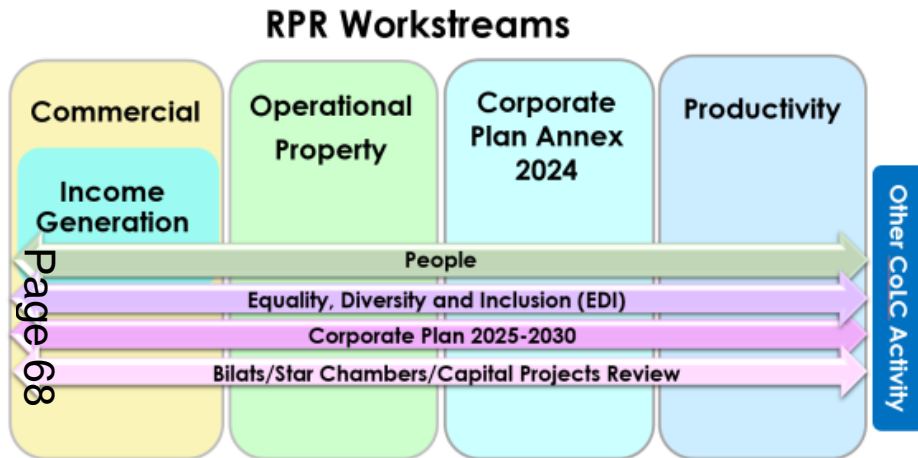
COO priority	Deliverable	Due
Develop a customer focused service model that supports the team to become the Commercial service of 'choice'		
Transparency/ enablement	<ul style="list-style-type: none"> Redesign Commercial intranet around the customer Undertake business process improvement to better exploit existing technologies and further integrate back office functions Develop a new commercial assurance framework to support new operating model Establish customer feedback reporting 	Q2 23/24 Q2 23/24 Q2 23/24 Q1 23/24
Exploit datasets to develop intelligence-led commercial strategies		
Partnership/ credibility	<ul style="list-style-type: none"> Develop category strategies and dashboards to help manage procurement activity and commercial risks Undertake review of contract portfolio to identify key risks, Develop reporting format that allows assessment of contract and market risks across key categories including responsible procurement metrics 	(Q1 23/24) (Reporting to Committee by) Q2 23/24
Develop a low-value spend strategy that delivers best value for COL		
Credibility/ Enablement	<ul style="list-style-type: none"> Implement new strategy (includes tactical buying framework, spend analytics, P-card policy refresh) to deliver cost savings (c. 10% reduction in in-scope tail end spend), reduce supply base (target tbc) and, deliver process efficiencies 	Q3 23/24
Leverage COL spending power to further diversify our supply chains		
Partnership	<ul style="list-style-type: none"> Establish supplier focused communications on COL website Deliver twice-yearly Meet the Buyer events Successfully appoint at least three EMB suppliers through our tender processes 	Q1 23/24 Q4 23/24
Develop COL commercial capabilities to support increased innovation and enterprise		
Credibility/ Enablement	<ul style="list-style-type: none"> Embed head of profession function and relationship with commercial networks across COL Deliver pilot business development (proof of concept) projects in Environment department and develop business case for sustainable funding model Define core commercial capabilities and develop Commercial Academy business case 	Q1 23/24 Q2 23/24 Q3 23/24
Procurement Act implementation		
All	<ul style="list-style-type: none"> Monitor progress of Bill through Parliament working with London Councils to develop collaborative sector response Develop prioritised implementation and engagement plan (Q4 23/24) 	Q2 23/24

Other priorities

Resources and Priorities refresh

The Resources and Priorities Refresh is a corporately-led programme that aims to embed a holistic approach to the allocation and deployment of our resources that aligns our actions and spend to what we truly 'value' (our priorities).

The Commercial service is directly responsible for delivering the Commercial RPR workstream.



In addition to the workstreams identified on previous slides, there are other key activity that will need to be delivered in subsequent years that may require additional capacity (these are set out below). We will be working during the course of 23/24 to better define this activity and to scope the resources required.

Medium Term Plans under consideration(2024/25 and 2025/26)

Priority list (Include any known changes you are preparing for, e.g. new legislation, services, projects, automation)	Narrative
ERP implementation – opportunities to further strengthen contract spend monitoring and enable efficient tactical buying	(unfunded - if additional capacity is required)
Sustainable Commercial Academy model	Unfunded

Key Risks

Risk Title	Score
Levels of non-compliance increase due to Procurement Code changes and increase of procurement thresholds	6
Financial pressures, incl, inflationary pressures, result in contracted services becoming unaffordable	6
Risk of provider failure due to ongoing impact of lockdown and economic downturn	12
Supply chain issues and labour shortages impact the market's ability to/ interest in responding to tenders	12

	Minor	Serious	Major	Extreme	
Likelihood	0	0	0	0	Likely
	0	2	2	0	Possible
	0	0	0	0	Unlikely
	0	0	0	0	Rare
Impact					

Our People

The Commercial Service has been successful in promoting internally to fill vacancies. The implementation of the new model has been supported by a team development plan which will be updated for 23/24. Our priorities are set out below:

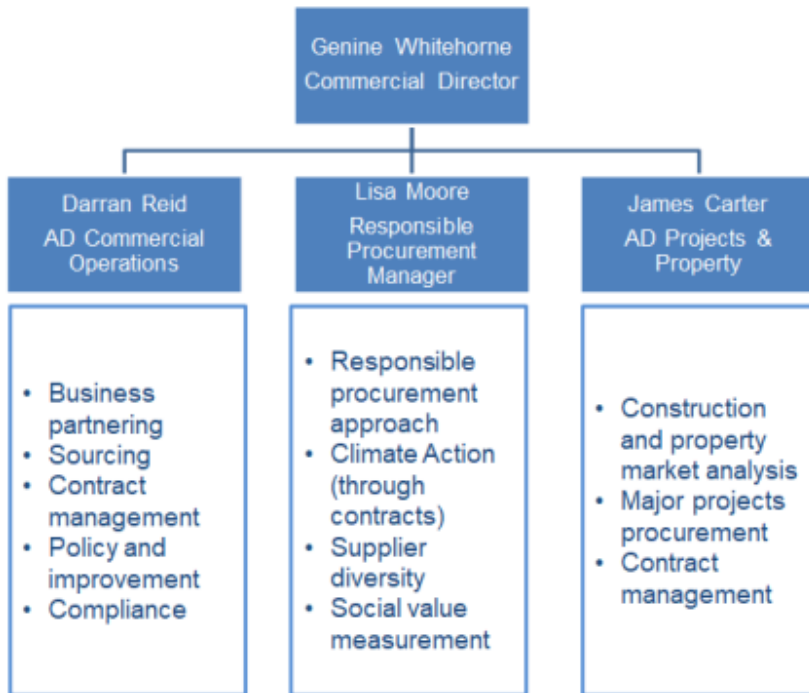
- Phase 2 development plan identifying specialisms across the team produced
- Commercial competency matrix to be embedded in performance appraisal process
- Apprenticeships established – 2x Commercial Operations, 1x Responsible Procurement
- Head of Profession role embedded – community of practice to be set up, corporation capability matrix developed, Commercial Academy business case approved

Our plans to progress EDI

Equalities considerations are central to effective strategic commissioning, procurement and contract management. The assessment below highlights a number of areas that we, as a team, will work on during the year. These will be included in our team development plan.

As a starting point all team members will need to complete the corporate EDI training by end of Q1 23/24 as part of their appraisal.

Commercial Service – 29 staff members



Monitoring and use of data and information	1
Completing Equality Analysis (EQIA) and tackling discrimination and barriers to inclusion	2
Target setting and mainstreaming equalities into performance systems	2
Using procurement and commissioning to achieve equality and cohesion targets	3
Engagement & partnership	3
Employment and training	1

E D & I Key	
4	Excellent
3	Good
2	Average
1	Requires improvement
N/A	Not applicable

Measuring our success

Key Performance Indicators

#	KPI	Current Performance	Direction of Travel/Target
1	% of off contract spend	New measure	
2	No. of procurement breach waivers	n/a	
3	% of spend with: <ul style="list-style-type: none"> Local suppliers SMEs Not-for-profit 	Baseline to be established	
	Savings delivered through procurement	£1.658,527	
	Customer satisfaction	New measure	
6	No. of EMBs in COL supply chain	Baseline to be established	
7	Sustainability measures: <ul style="list-style-type: none"> 10 measured carbon emissions reduction events per annum across all categories 75% of new contracts and 40% of overall contracts through Commercial Services with a carbon metric integrated 'Actual' carbon emissions data for Purchased Goods and Services Top 25 by end of FY 23/24 ISO 20400 (Sustainable Procurement) 	New measures	

We will be focussing on developing our reporting framework as part of the development of our new customer focussed service model. We will work closely with Members of the new Operational Property, Projects and Procurement sub-Committee to ensure meaningful reports are presented to Members (and the public) that provide an overview of not only business/process performance but also measure impact.

Our aim is to develop balance scorecard approach covering areas including:

- Finance – savings/cost mitigation/chargeable services/value engineering
- Customer – satisfaction, SLA performance, compliance
- Business process – CI implementation, supply base reduction
- Outcomes - Responsible Procurement impact measures

We will also introduce our first Responsible Procurement Annual Report at the end of the year (Q4 23/24)

Project Governance vision

We support and enable the Corporation (and its partner organisations) to achieve our strategic objectives, driving transformation and project excellence to deliver innovation and business change.

Aims & objectives:	What's changed since last year	Our strategic commitments
<ul style="list-style-type: none">• Develop proportionate and effective governance and assurance frameworks to enable project delivery• Ensure the Corporation has the project and programme management capacity and capability to deliver• Use influence to manage internal and external stakeholders ensuring political priorities are balanced• Work collaboratively to develop organisational business change capabilities and to ensure core business processes are efficient and effective	<ul style="list-style-type: none">• New division created in April 2022 as a result of the TOM• Project Governance review commissioned• Establishment of the new OPP sub-Committee• Approval of new major programme, Markets Co-Location Programme, achieved in October 2022	<ul style="list-style-type: none">• No direct responsibility for delivery of Corporate plan strategic commitments however the team play an important role enabling devliery across Corporation services and departments. <p data-bbox="1275 682 1889 775">Corporate Plan outcomes</p> <ul style="list-style-type: none">• Indirect impact on all corporate outcomes

Project Governance transformation and future direction of travel

Where are we now?

22/23 represented a foundational year for the new Division and focussed around understanding existing issues and developing potential solutions. 23/24 will see the implementation of many of those solutions and focus on embedding change whilst building the capacity and capability to develop our strategic long-term ambitions.

PMO Maturity Self Assessment Tool

	1 Basic	2 Repeatable	3 Well-Managed	4 Optimized	5 Strategic	
Process	No formal methodology	Basic PMLC standard in place	Consistently executed PMLC	Fit for purpose process, right-sized by investment	Agile capability	2/3
Governance	Governance varies by project	Consistent governance of all projects	Portfolio-level governance	Projects managed within KPIs	Portfolio governed in alignment with strategy	2/3
Tools	No formal PPM capability	Basic PPM tools leveraged to track projects	PPM tools leveraged to manage the portfolio	PPM tool optimized to monitor KPIs	Virtual team collaboration tools leveraged for PPM	3
People	Basic project management knowledge	Minimum capabilities across project managers	Various levels of PPM capabilities	Valued partner; career progression within PM family	Strategic business partnership	3
Financial	Basic project budget management	Consistent business case and forecast management	Aggregated portfolio financial management	Optimized project spend, estimating, and forecasting	Project investment with demonstrated ROI	2

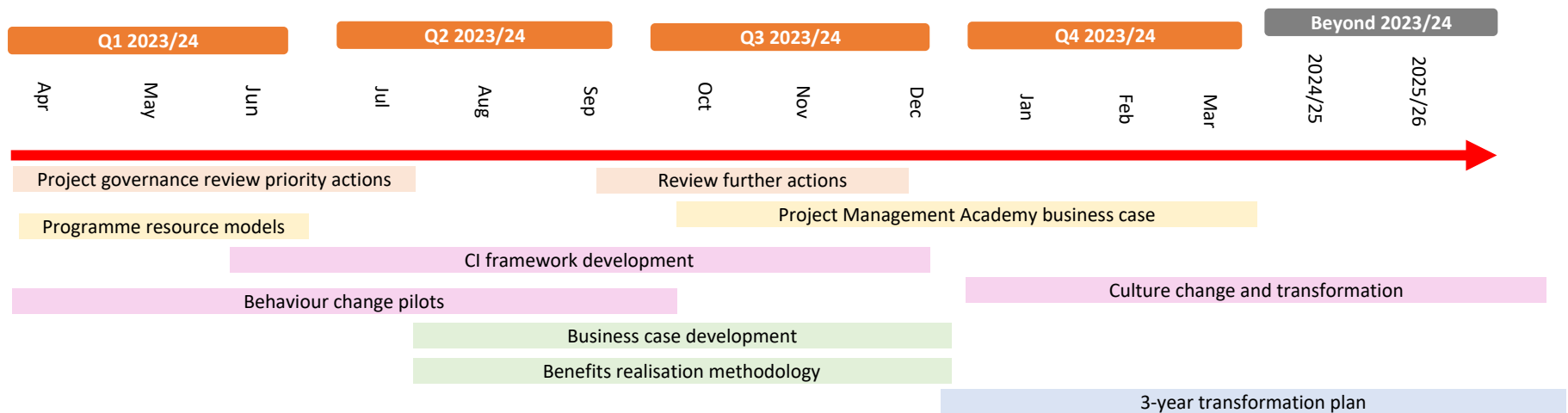
Developing our maturity - this year we will focus on delivering the following outcomes in order to move to at least a level 3 for all of the above competencies:

- The City Corporation is confident project and programmes represent best value and deliver the intended benefits
- Project governance is risk-based and enables Members to focus on strategic issues and areas of high risk and/or value
- Members are assured that lower risk/value projects are well managed and that an effective assurance framework exists to identify any potential issues or risks
- Officers are empowered to effectively manage the projects they are responsible for, to take prompt decisions to manage operational risks and, are enabled by corporate systems and financial processes
- The Corporation is clear on the role of the PMO ecosystem and its capacity to fulfil this role effectively
- The project delivery operating model represents value for money with a clearly articulated value proposition

Our priorities and major workstreams for 23/24

COO priority	Deliverable	Due
Develop a refreshed and aligned project governance and assurance framework		
Transparency/enablement	<ul style="list-style-type: none"> Implement the recommendations of the project governance review Develop 3-year transformation plan 	Q4 23/24 Q2 23/24
Capability		
Partnership/credibility	<ul style="list-style-type: none"> Establish resilient resourcing models for the major programmes that ensure strong Corporation leadership and supports effective knowledge management Develop business case for sustainable resourcing model for the Project Management Academy 	Q1 23/24 Q4 23/24
Business change		
Credibility/Enablement	<ul style="list-style-type: none"> Develop the Continuous Improvement framework embedding the learning from the Rapid Improvement Event pilots and delivering tangible benefits Work with colleagues in DIT to exploit use of digital and new technologies to support efficient operations Identify and deliver behaviour change pilots working with key Corporation services and institutions Work with HR colleagues to define culture change required to support strategic transformation 	Q3 23/24 Q4 23/24 Q2 23/24 Ongoing
Benefits management and realisation		
Partnership	<ul style="list-style-type: none"> Progress Business case development approach based on industry/sector best practice Work with Chamberlain’s department to agree benefits realisation methodology embedding social value principles 	Q3 23/24 Q3 23/24

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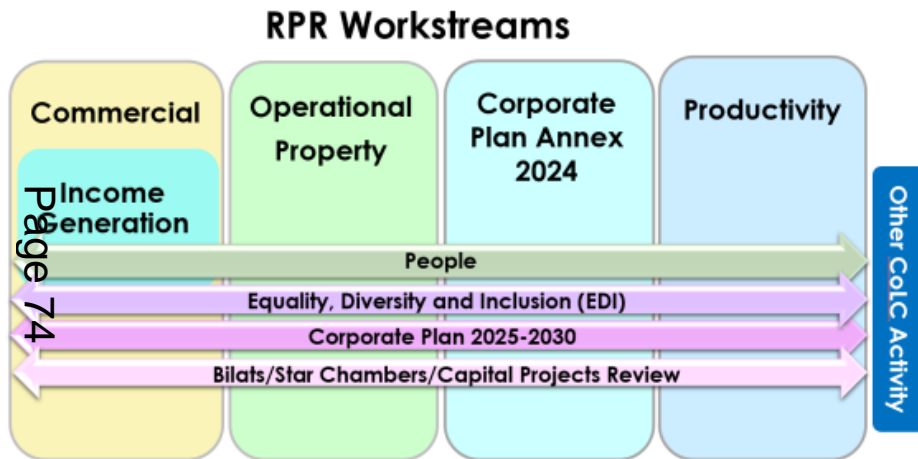


Other priorities and performance

Resources and Priorities refresh

The Resources and Priorities Refresh is a corporately-led programme that aims to embed a holistic approach to the allocation and deployment of our resources that aligns our actions and spend to what we truly 'value' (our priorities).

The Project Governance division is directly responsible for delivering the Productivity RPR workstream.



Key Risks

Risk Title	Score
Lack of capacity and resilience in team affects COL's ability to effectively manage the volume of approved projects	8
Project managers across COL lack the requisite knowledge and skills to effectively manage projects	12

	Minor	Serious	Major	Extreme	
Likelihood	0	1	0	0	Likely
	0	0	1	0	Possible
	0	0	0	0	Unlikely
	0	0	0	0	Rare
	Impact				

Key Performance Indicators

#	KPI	Current Performance	Direction of Travel/Target
1	Programme health check carried out on all major projects	New measure	100%
2	Named SRO on all major projects and high value corporate projects	New measure	100%
3	% of SROs who have completed SRO training	New measure	100%
4	% of dedicated PMs who have completed requisite training	New measure	tbc

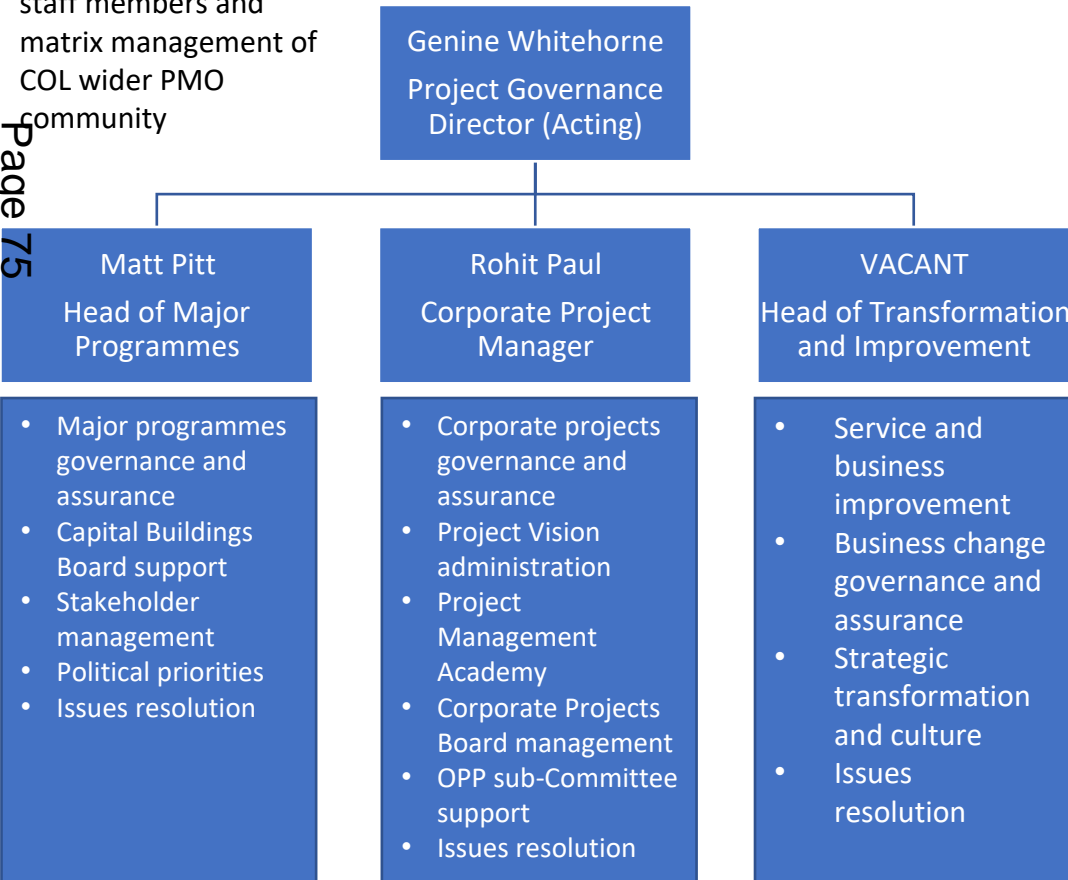
Our People

This division brings together teams that previously sat within different departments and there has been a need to develop a shared vision and common understanding of purpose. The next step is to review the size and shape of the team to ensure it is set up to deliver that vision.

- Continue to embed the newly recruited Transformation and improvement team
- Define requirements and develop the business case to ensure the PMO has the capacity and capability needed
- Embed head of profession function and develop corporate project and programme management capability

Project Governance – 10 staff members and matrix management of COL wider PMO community

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Our plans to progress EDI

Equalities considerations are central to effective project management, and we will work with the EDI team to ensure that equalities impact assessment is embedded in the project governance framework and is an important part of the decision-making criteria.

As a starting point all team members will need to complete the corporate EDI training by end of Q1 232/24 as part of their appraisal.

Monitoring and use of data and information	1
Completing Equality Analysis (EQIA) and tackling discrimination and barriers to inclusion	2
Target setting and mainstreaming equalities into performance systems	1
Using procurement and commissioning to achieve equality and cohesion targets	1
Engagement & partnership	3
Employment and training	2

E D & I Key	
4	Excellent
3	Good
2	Average
1	Requires improvement
N/A	Not applicable

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Agenda Item 8

Committee(s): Policy and Resources Committee – For Decision	Dated: 23/02/2023
Subject: Introducing Electronic Voting	Public
Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?	9, 12
Does this proposal require extra revenue and/or capital spending?	Y
If so, how much?	£10,000
What is the source of Funding?	Contingency Budget
Has this Funding Source been agreed with the Chamberlain’s Department?	Y
Report of: Bob Roberts, Deputy Town Clerk	For Decision
Report author: David Mendoza-Wolfson, Office of the Policy Chairman	

Summary

Court of Common Council on 8th December 2022 passed the following motion:

“That this Honourable Court instructs the Policy and Resources Committee to investigate the viability of introducing an electronic voting system, capable of recording individual votes, that would replace the current voting procedure as laid out in paragraph 4 of Standing Order No.14 — and to return to Court no later than April 2023 with its recommendations.”

This report sets out the pros and cons of the main electronic voting (e-voting) products on the market and makes a recommendation for the purchase of the preferred system. Further, it makes a recommendation for the replacement of the current voting system used for Divisions — as set out in the Court of Common Council’s Standing Orders.

Recommendation(s)

Members of the Policy and Resources Committee are asked to:

- Recommend to Court the purchase of the e-voting system produced by Meridia Interactive Solutions (option 3 below).
- Recommend to Court the alteration of Standing Order 14 as set out in Annex 1.
- Recommend to Court the use of e-voting at Court of Common Council, to be operational from its May 2023 meeting.
- Approve a spend of up to £10,000 in funding from your Committee’s 2022/23 Contingency Fund to support the purchase of a system and necessary additional paraphernalia.

Main Report

Background

1. On the 8th December 2022, the Court of Common Council resolved “That this Honourable Court instructs the Policy and Resources Committee to investigate

the viability of introducing an electronic voting system, capable of recording individual votes, that would replace the current voting procedure as laid out in paragraph 4 of Standing Order No.14 — and to return to Court no later than April 2023 with its recommendations”.

Current Position

Following the resolution at the December Court, officers have researched various electronic voting systems, to identify one most appropriate for the City Corporation.

Options

2. Many governing bodies, in the UK and around the world, such as the Scottish Parliament and New Hampshire House of Representatives, have adopted electronic voting systems in various guises. There are three main types of system:

Option One: Fixed Unit

3. This is a wired, permanently fixed system which is part of an integrated audio-visual set up. This would not be appropriate as the multi-use nature of the Great Hall precludes the Corporation from fixing tables in place.

Option 2: Software Only Solution

4. These systems require the installation of software onto already-owned devices such as laptops and tablets. This would require Members to bring in their devices — either tablets or laptops — and ensure those devices retain their power. This could result in officers having to troubleshoot potential issues over a variety of devices.
5. This option has a low installation fee, but high annual license cost compared to other options. An identified software-only solution, produced by OpenMeeting would cost around £5,070 (\$6250USD) to install, with an annual licensing cost of around £2,840 (\$3500USD).
6. This option is not recommended due to the problems that could arise from the absence of physical clickers.

Option 3: Portable Hardware.

7. These systems are comprised of portable electronic devices (clickers) for making votes, and software that needs installing on one device to collate and display these votes.
8. This option has low purchase and support costs. The identified system under this option, produced by Meridia, would cost around £6,020 (\$7,415USD) to purchase; annual support costs, an optional addition, are around £400 (\$495USD). This option is recommended.

Proposal

9. The system that the Corporation will seek to purchase if the committee approves the recommended option, 3, is the Meridia ARS system.
10. The Meridia system uses a radio receiver that connects with portable electronic voting devices (clickers). The devices' use of radio frequency means that the system does not require an internet connection to be operable. The clickers have a green 'Yes' button, a red 'No' button and a yellow 'Abs' button. Once a button has been clicked, it is immediately communicated to the receiver; Members will have the option to change their vote by clicking another button until voting on an item has closed.
11. Meridia's software allows for visual vote confirmation, which will allow Members in the room to review and confirm the votes cast once voting is closed. This will require screens to be present during Court meetings.
12. This option is being recommended over option 2 due to the inclusion of physical clickers. While systems such as OpenMeeting have proprietary software and the ability to show immediate results of votes, they rely on the use of personal devices. This means that the system cannot be used offline and is likely to have more user-errors than a standalone system, as it would be run on differing personal device models.
13. While the specific Court instruction was to explore the introduction of e-voting to support Divisions, it would be pragmatic to also consider its broader extension to all voting matters should the technology prove efficient and easy-to-use. We will, therefore, keep the matter under review.
14. In the interim, further to the Court's direct instruction, it is proposed that the electronic voting system be tested in training sessions with Members through March and April and, subject to satisfactory performance, a proposal to amend Standing Order 14 (as per Appendix 1) then be taken to the Court at its 27 April meeting. Should the Court approve its adoption, e-voting for Divisions would then take effect as of the May Court.

Corporate & Strategic Implications

Financial and resourcing implications

If option 3 is selected, the price of the system for 140 clicker keypads, along with the Meridia receiver, software and 12-months support and training would be around £6,020 (\$7,415USD).

The Corporation might also wish to buy new screens to display the votes around the room during Court meetings, and these are not included in the above price. While the devices come with 12 months of support from Meridia, if the Corporation wished to continue receiving support, then there is an extra cost of around £400 (\$495USD) per annum.

It is proposed that funding of £10,000 is drawn from the 2022/23 Policy and Resources Contingency Fund and charged to City's Cash to support this. The current uncommitted 2022/23 Contingency Fund balance is £347,189 prior to any allocations being made for any other proposals on today's agenda.

Legal Implications

None

Risk Implications

None

Equalities Implications

While the current Division model requires Members to walk and stand, potentially for some time, the introduction of electronic voting will mean that recorded votes can take place without the need for Members to move – better supporting those with mobility issues.

The recommended option in this proposal would include voting clickers with braille on the Yes, No and Abstain buttons; this will further improve the accessibility for those who are visually impaired.

Climate Implications

None

Security Implications

Meridia have a Wireless Assurance & Security Protocol (Appendix 2)

Conclusion

15. Following the Court of Common Council's instruction to the Policy and Resources Committee to investigate the "viability of introducing an electronic voting system" and having investigated various electronic voting systems, option 3 – the Meridia ARS system is recommended to the Court of Common Council for adoption at future meetings. This system, which includes physical hardware and can be used offline, is cost-effective, secure, and portable.

Appendices

Appendix 1 — Proposed Amendment to Standing Order 14

Appendix 2 — The Meridia system's Wireless Assurance & Security Protocol

David Mendoza-Wolfson

Policy Advisor

Town Clerk's Department

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Appendix 1 — Proposed Amendment to Standing Order 14

In order to allow electronic voting to be used in place of the current Division system at the Court of Common Council, it is necessary to amend Standing Order 14.

Standing Order 14 should be amended to read:

14. Divisions

1. A Member demanding a Division must stand for that purpose (if able to do so). A Division will not be allowed unless another 11 Members (i.e., 12 in total) stand in their places (if able to do so) to support the demand.
2. If a Division is allowed, the Lord Mayor should instruct the Town Clerk to input the question into the electronic voting software.
3. The Town Clerk will repeat the Motion and every Member then present and wishing to vote will cast their vote either for the affirmative or the negative, using the electronic voting device provided (the Lord Mayor having the right to a second, casting vote). An option on the device will also allow Members to abstain, should they wish.
4. Once every Member has placed their vote, polling will close and the result will appear immediately, on a screen visible to all Members.
5. Members will have an opportunity to scrutinise the votes and will stand if they wish to contest the vote recorded in their name.
6. The Town Clerk will then declare the result.
7. If it appears to the Lord Mayor that the electronic voting system cannot be used for any reason a vote should be taken through the following non-electronic mechanism:
 - (a) The Lord Mayor will ensure that two Tellers for the affirmative and two for the negative are appointed. If there are insufficient Members of the Court willing to act as Tellers, no Division will take place.
 - (b) If a Division is allowed, the Town Clerk will ring the Division bell and at the expiration of three minutes they will ascertain whether a Division is still demanded. If so, the Bar of the Court will be closed after which no Member may enter or leave the Court except for the purpose of recording their vote until the Division has been declared closed.
 - (c) The Town Clerk will repeat the Motion and every Member then present and wishing to vote will cast their vote either for the affirmative or the negative (the Lord Mayor voting without leaving the Chair and having the

right to a second, casting vote).

The Ayes for the question will go through the Bar of the Court to the right of the Lord Mayor and the Noes through the Bar to the left, the votes being recorded at the respective exits.

(d) Members wishing to abstain should remain seated and the Lord Mayor will seek confirmation of their intention before accepting a declaration from the Tellers that every Member wishing to vote has done so, after which the Bar of the Court will be re-opened and Members will return to their seats through the central entrance.

(e) The Town Clerk will call for the Tellers' reports and declare the result.

Appendix 2 — The Meridia system's Wireless Assurance & Security Protocol

The Meridia system's Wireless Assurance & Security Protocol reads:

- 1. Meridia wireless communication protocol uses analogue Signal Layer Modulation (SLM) mode with alternating frequency offset parameters. SLM ensures that even if someone is in possession of the same radio chips, the signal cannot be reproduced and acknowledged if the parameters are incorrect.*
- 2. Each chip uses unique parameters, such as the length of synchronization header, the length of address code, whether to add FEC error correction mode, or add validation bytes, or whether to add Manchester code.*
- 3. Communication parameters are set during the manufacturing process and cannot be modified afterwards.*
- 4. One of many parameters we use – the Length of Address Code - has 65,536 variations, which is multiplied by the number of combinations of the remaining signal modulation variables.*
- 5. Each of the parameter changes is a form of encryption, since these measures reduce the possibility of the intercepted signal being interpreted and maliciously modified.*
- 6. This complex proprietary protocol and signal integrity check (CRC) in all our keypads and receivers increases the difficulty of interpreting and forging signals.*
- 7. Finally, the short distance wireless communication also reduces the probability of signal capture, as the hacker would have to be in the vicinity of the room where the receiver is located.*

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Committee(s): Policy and Resources – For Decision	Dated: 23/02/2023
Subject: Charities Review Recommendations – Standardising Terms of Reference	Public
Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly insofar as it is in the best interests of the charity?	3
Does this proposal require extra revenue and/or capital spending?	N
If so, how much?	£
What is the source of Funding?	City’s Cash – Corporate Charities Review Budget
Has this Funding Source been agreed with the Chamberlain’s Department?	Y
Report of: David Farnsworth, Managing Director of Bridge House Estates House Estates and Chief Charities Officer	For Decision
Report author: Julia Pridham – Corporate Charities Review Lead	

Summary

The Corporate Charities Review (CCR) is a review of various charities associated with the City of London Corporation. The CCR aims to ensure that each charity within scope is well managed and governed, and achieves maximum impact for its beneficiaries

The CCR recommends that the City Corporation standardise delegations for certain Committees acting on behalf of the Court of Common Council as trustee for particular charities. This report sets out recommendations on amendments to standardise various Terms of Reference (ToR) to improve efficiency and effectiveness.

Recommendation(s)

Members are asked to:

- i. Note the contents of the report.
- ii. Make a recommendation to the Court of Common Council to amend and standardise the Terms of Reference of the Committees listed in Appendix 1, with delegated charity trustee responsibilities.

Main Report

Background

The Corporate Charities Review

1. The Corporate Charities Review (“the CCR”) is a review of various charities associated with the City of London Corporation. The CCR aims to ensure that each charity within scope is well managed and governed, and achieves maximum impact for its beneficiaries. At the 14th December 2022 Finance Committee meeting, Members of that Committee agreed to extend the work of the CCR until March 2025.

Current Position

2. A charity trustee has a duty to keep their charity’s objects, administration and governance under review, and take relevant steps to ensure that their charity is operating effectively to achieve the charity’s purposes. This will include regularly reviewing the charity’s objects, governing documents, governance arrangements, policies and activities, and so on.
3. For those Sundry Trusts (listed in the second column in Appendix 1) where the sole trustee of the charity is the City Corporation acting by the Court of Common Council and the governing document of the charity does not provide that the City Corporation may act as Trustee through a particular committee, the Court has typically delegated the day-to-day management of the relevant charity to a particular committee under its Terms of Reference with certain matters (such as audit, investment) reserved to other committees. Reflecting that the Court remains ultimately responsible for the discharge of the City Corporation’s duties as charity trustee and to ensure the Court retains proper oversight of the relevant charity’s administration, decisions on closure or merger of a charity are usually referred to the Court of Common Council.
4. The CCR has identified inconsistencies in the delegations to Committees acting on behalf of the Court of Common Council as trustee for particular charities.
5. The CCR initially commissioned the advice of Bates Wells LLP (a law firm with charity law expertise) and then sought the advice of Town Clerk’s Member Services team to inform recommendations applicable to the complexity of the City Corporation in order to standardise the Terms of Reference (ToR) to a selected number of Committees.

Proposals

6. In order to improve efficiency and effectiveness for City Corporation Committees who have delegated charity trustee responsibilities, in the best interests of each of the charities concerned, the CCR proposes the following form of delegation in the Terms of Reference of those Committees listed in Appendix 1 which are responsible for the management of particular charities:

Except for those matters reserved to the Court of Common Council or which are the responsibility of another Committee, the Committee will be responsible for all aspects of [the charity’s] day-to-day management and administration of the charity. The Committee may exercise any available powers on behalf of the City Corporation as trustee under delegated authority from the Court of Common Council as the body responsible for exercising the powers of the

City Corporation as trustee. This includes, but is not limited to, ensuring effective operational arrangements are in place for the proper administration of the charity, and to support expedient and efficient delivery of the charity's objects and activities in accordance with the charity's annual budget, strategy and policies.

7. The matters reserved to the Court of Common Council include decisions on closure or merger of a charity. Other matters, including those relating to audit and investment, are the responsibility of the relevant Committee.
8. These recommendations only apply to the Sundry Trusts set out in Appendix 1, but the work developing the form of standard delegation set out above is expected to inform CCR work relating to other charities encompassed by the CCR.

Corporate & Strategic Implications

9. **Strategic implications** – Supporting the option recommended in this proposal will ensure that the City Corporation as Corporate Trustee is acting in the best interests of each of the charities to achieve their purposes and policy objectives, facilitating legal and regulatory compliance.
10. **Financial implications** – None
11. **Legal implications** – As charity trustee the City Corporation has a number of legal duties and is accountable to the Charity Commission. The recommendations are intended to support the City Corporation in meeting its charity trustee duties.
12. **Risk implications** – The recommendations in this report are intended to strengthen the City Corporation's governance procedures in relation to its charity trustee duties thereby mitigating any risks in not role modelling excellence in executing its duties in this regard.

13. **Equalities implications** – None

14. **Climate implications** – None

15. **Security implications** - None

Conclusion

16. This report sets out the CCR's proposed amendments to ToR to standardise delegations to certain Committees to improve the efficiency and effectiveness of the City Corporation acting as trustee for a number of charities .

Background papers

1. Report to Finance Committee, entitled Resourcing additional time-limited support to complete the Corporate Charities Review & support the scoping of the Natural Environment Charities Review, dated 14 December 2022
2. Report to the Policy and Resources Committee & Finance Committee, entitled Implementing the outcomes of the Charity Review and strengthening the coordination of Philanthropic Giving across the City Corporation, dated 12 October 2021 & 18 November 2021
3. Report to Finance Grants Oversight and Performance Sub-Committee, entitled Implementing the outcomes of the Charity Review and strengthening the coordination of Philanthropic Giving across CoLC, dated 21 September 2021.
4. Report to Finance Grants Oversight and Performance Sub-Committee, entitled Charity Review - Interim Outcomes Report, dated 21 June 2021.
5. Report to Finance Committee, entitled Administration costs and reserves policies as applicable to the Sundry Trusts and Open Spaces Charities, dated 16 February 2021
6. Report to Policy & Resources Committee and Finance Committee, entitled Initiation & Implementation of Charities Review, dated 4 July 2019/ 23 July 2019.

Appendices

- Appendix 1: Committees proposed for standardised ToR

Julia Pridham

Corporate Charities Project Lead

Town Clerk's Department

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Appendix 1: Committees proposed for standardised ToR

Committee:	Delegated responsibility for:
Board of Governors of City of London Freeman's School	City of London Freeman's School Bursary Fund (284769) Charities administered in connection with the City of London Freeman's School (23) (312120)
Board of Governors of City of London School for Boys	CLS Bursary & Awards Fund (276654)
Board of Governors of the City of London School for Girls	City of London School for Girls Bursary Fund (276251) City of London School for Girls Scholarships & Prizes Fund (276251-1)
Community and Children Services	City of London Combined Relief of Poverty (1073660)
Community and Children Services Housing Management and Almshouses Sub	City of London Almshouses (1005857)
Culture, Heritage & Libraries	Keats House (1053381) Guildhall Library Centenary Fund (206950)
Education Board	City of London Combined Education Charity (312836) City Educational Trust Fund (290840)
Finance	The City of London Charities Pool (1021138)
Gresham (City Side)	Sir Thomas Gresham Charities (221982)

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Committee(s): Policy and Resources Committee	Dated: 23/02/2023
Subject: City Week 2023 Event Sponsorship	Public
Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?	5,6,7 and 8
Does this proposal require extra revenue and/or capital spending?	Yes
If so, how much?	£25,000
What is the source of Funding?	Policy Initiatives Fund
Has this Funding Source been agreed with the Chamberlain’s Department?	Yes
Report of: Damian Nussbaum, Executive Director of Innovation and Growth, Innovation & Growth (IG)	For Decision
Report Author: Gordon Mead, Head of Regulatory Affairs	

Summary

The City of London Corporation is seeking to continue its high level involvement with the annual City Week event, organised by City and Financial Global and taking place on 24 – 26 April 2023. The Corporation has been involved for many years and hosted the 2022 edition. The City’s support of City Week, providing the Guildhall as the venue for the conference, and with an active role in the shaping of the agenda, places the Corporation at the heart of on key debates amongst international stakeholders.

Recommendation(s)

That, Members

- agree to provide £25,000 from the 2023/24 Policy Initiatives Fund, categorised under ‘Events’ and charged to City’s Cash in order to finance the City’s sponsorship of the 13th City Week annual conference. A high profile for the City of London Corporation in City Week provides a valuable opportunity to shape discussions with our business stakeholders on key topics and promote the UK to a global audience.

Main Report

Background

1. The City Corporation has sponsored City Week since 2019 and the amount of sponsorship (£25,000) has remained unchanged. The event has become established in the annual financial services events calendar and is actively supported by TheCityUK and DIT, to showcase UK expertise in financial and professional services. Prominent speaking roles were taken by the City Corporation in previous editions, including the keynote address being provided by

CPR as well as a number of senior representatives of the City Corporation and IRSG members.

Proposal

2. The proposal is for the City Corporation to be a partner of the 2023 City Week conference, by providing the Guildhall as a venue for the conference. We hosted the 2022 Conference in the Guildhall and it was a strong event. In return for sponsorship, the City of London Corporation will help shaping the agenda around themes of central importance to the Corporation. The sessions for City Week 2023 are still being developed but previous topics have been relevant to the Corporation's promotional and engagement work. 2022 conference themes included sustainable finance, international competitiveness and the fintech revolution.
3. In line with previous editions, a number of senior figures have been identified as speakers. This year's proposed line-up includes PRA CEO Sam Woods, City Minister Andrew Griffiths, and SEC Chairman Gary Ginsler. Other partners include TheCityUK, UK Finance and DIT. In addition to partners, the City Week conference is typically sponsored by a coalition of businesses. In recent years this has included HSBC, London & Partners, Linklaters, The Investment Association, the Law Society, ICMA etc.
4. Partnership in this event provides the City Corporation also with complimentary conference passes, along with prominent branding opportunities. In addition to the Policy Chairman and Lord Mayor providing the keynote addresses, the Corporation would look to securing high profile speaking opportunities once again for City of London Corporation representatives in debates that best fit priority topics to promote the City as the premier international destination for global investors. In particular, the 2023 edition provides an opportunity to host debates on how London can be a leader on green finance and digital assets.
5. Innovation and Growth will review the benefits of this event in mid 2023. The criteria for success of this event include:
 - a. The conference is well attended across the three days
 - b. Senior City Corporation participation in the conference (inclusion of the Lord Mayor and the Chairman of Policy and Resources as speakers)
 - c. Senior UK and international stakeholders speaking at the conference e.g. the City Minister, FCA CEO, PRA CEO, United Nations
 - d. Opportunity for the Lord Mayor and Chairman to meet with high level stakeholders.
 - e. Positive media / press mentions of the City Corporation
 - f. Other reputational benefits

Corporate & Strategic Implications

6. Strategic Implications – the event will help cement the reputation of the City Corporation as a critical influencer of decision makers and developer of ideas to make the UK's financial and professional services sector more internationally attractive.

7. Financial Implications – It is proposed that the required funding of £25,000 is drawn from the Committee’s 2023/24 Policy Initiatives Fund, categorised under ‘Events’ and charged to City’s Cash. The City of London Corporation will contribute £25,000 to the venue costs, with City and Financial covering the balance. The current uncommitted balance in the 2023/24 Policy Initiatives Fund is £574,000 prior to any allocation being made for any other proposals on today’s agenda.
8. Resource Implications – Officers will leverage this event on social media and other channels to maximise the benefits. However, this will only require a very limited level of resource and can be considered ‘business as usual’.
9. Legal Implications – None
10. Risk Implications – If we do not go ahead with the event there is a risk that we harm our reputation with the other partners: TheCityUK, UK Finance and the Department Business and Trade
11. Equalities Implications – We will press the organisers to achieve a fair gender representation in terms of speakers and flag our own work on socio-economic diversity at senior levels in financial services. As part of this we will insist that every panel session must have female representation. We will also push for there to be a diverse spread of attendees.
12. Climate Implications – One of the three days (the first) is devoted to “climate change, green finance and sustainability”. The organisers are aiming to get top level speakers, such as UN Climate Envoy Mark Carney and the UN Secretary General. We are confident that the day will help push forward ideas and forge connections which will help the City Corporation, and the sector as a whole, play its part in tackling climate change.
13. Security Implications - None

Conclusion

14. The proposed support of the 2023 City Week as a partner, and in particular the prominent involvement of the Corporation in the events of City Week accords well with the role the City Corporation plays in leading debates on issues that impact the City and the financial services industry. Partnership of this event will provide a forum for high-level interaction with key City Corporation audiences and supports the City Corporation’s economic development programme and engagement on key political and economic issues.

Gordon Mead

Head of Regulatory Affairs; Innovation & Growth

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Committees: Operational Property and Projects Sub Committee– For decision Policy and Resources Committee – For decision	Dated: 13 February 2023 23 February 2023
Subject: Royal Commonwealth Society and 65 Basinghall Street, Guildhall	Public
Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?	6, 7 and 8
Does this proposal require extra revenue and/or capital spending?	N
If so, how much?	£0
What is the source of Funding?	n/a
Has this Funding Source been agreed with the Chamberlain’s Department?	n/a
Report of: The Remembrancer and City Surveyor	For Decision
Report author: Dorian Price, Guildhall Manager	

Summary

The Royal Commonwealth Society is a network of individuals and organisations committed to improving the lives and prospects of Commonwealth citizens throughout the world, and is the oldest charity dedicated to the Commonwealth.

The Society's Patron was for many years, until her death, Queen Elizabeth II. All the Royal Patronages are currently being reviewed but The Queen Consort has assumed the role of Vice Patron and is actively engaged with the Society.

The Society’s responsibilities include leading the arrangements for the Commonwealth Day service at Westminster Abbey, attended annually by the Monarch and organising The Queen’s Commonwealth essay competition for young people. The Society also originated the annual High Commissioners' Banquet now held in partnership with the Corporation at Guildhall.

The Society's staff of a maximum of five individuals is currently seeking office space, following the sale of the premises in which it is currently housed. In view of the relationship of the Society with the Corporation noted below, this report invites Members to agree that the Society may join the Corporation's other strategic and community partners at 65 Basinghall Street by offering the Society working space there (see Appendix 1 – 65 Basinghall floorplan).

Recommendations

Members are invited: -

- a) to offer the RCS working space at 65 Basinghall Street, as set out in appendix 1, joining the Corporation's other strategic and community partners accommodated at the complex.
- b) To instruct the Comptroller and City Solicitor, if the offer is made, to settle the terms of occupation in the form of a 5 year Lease in the terms referred to in the proposals noted in this report and the draft heads of terms set out in appendix 2.
- c) To note the accommodation is offered rent free and that such occupation costs as arise in consequence of the arrangement, if agreed, will be met from the City Surveyor's local risk budget for Guildhall.
- d) Note the proposed terms include flexibility for the City to regain occupation upon 6 months' notice at any time should the accommodation be required for other purposes.

Main report

Background

1. Over recent years, relations between the City Corporation and the Commonwealth have grown, largely through the Corporation's developing relationship with the Royal Commonwealth Society. The Society is the oldest charity dedicated to the Commonwealth, an institution which had a prominent and special place in the affections of Her Late Majesty, and of which His Majesty The King is now head.
2. Examples of this developing collaboration include the annual High Commissioners' Banquet formerly held at St James's Palace but now hosted at Guildhall. This event brings together diplomatic representatives and UK and Commonwealth community and industry leaders and is seen as a highlight of the Commonwealth calendar. The dedication of Epping Forest to The Queen's Commonwealth Canopy, the first dedication of its kind within this historic "green" initiative, and now The Queen's Green Canopy which develops the sustainability theme with its tree planting programme, are other instances of the collaboration.
3. There are further opportunities for collaborative engagement to the mutual advantage of both institutions. The Queen's Commonwealth essay competition for young people, now actively sponsored by The Queen Consort, is an example of this potential as are the arrangements for the Commonwealth Day service at Westminster Abbey and events surrounding it, through the political, diplomatic, and civic society contacts which they bring as part of the annual commemoration.

Current position

4. The sale of the premises in which the Society is currently housed under a concessionary arrangement has resulted in the Society enquiring of the Remembrancer whether the City might consider assisting them with accommodation. In doing so, the problem being faced in securing charitable support to fund it has been marked out by the Society as a major difficulty.

Proposals

5. Members are invited to agree that an offer be made to the Royal Commonwealth Society to join the other Strategic and Community partners for which accommodation is made and currently available at 65 Basinghall Street (Thames 21, Partnership for Young London, Thames Reach Housing Association, the Lord Mayor's Appeal team and Agilisys). This office space has been identified as suitable for the Society and there is currently no corporate requirement for the space.
6. This office space is temporarily occupied by the energy contractor Vital Energi, who are finalising their lighting project in North Wing. Vital Energi will vacate the space for RCS if Members approve this proposal.
7. The attribution of costs (the proportion of the rates, insurance and utilities which may be attributed to the 348 ft.² of workspace) can be borne by the City Surveyor's local risk budget for Guildhall.
8. It is proposed that the accommodation is made available in the form of a Lease to be contracted outside the security of tenure and compensation provisions of the Landlord and Tenant Act 1954, including a rolling landlord's only break clause, at nil rent. This means that, if the space is needed, the City Surveyor may on reasonable notice terminate the arrangement. As a matter of goodwill, it is envisaged that the Surveyor will, in those circumstances, endeavour to relocate the RCS to another available workspace, if available, but this will not be a contractual obligation.

Corporate & Strategic Implications

9. Strategic implications – The allocation of 65 Basinghall Street for RCS would increase the use of this asset. At present, there are no other corporate requirements for the space. Terms will allow for CoL to obtain vacant possession should this be required for other purposes such as the Guildhall Refurbishment programme.
10. Financial implications - The premises running costs for this building currently sit in the City Surveyor's overall local risk budget for the Guildhall complex. The proposal is for the accommodation to be provided rent free as with other occupiers such as Thames 21, Partnership for Young London, Thames Reach Housing Association.
11. Resource implications – RCS will be required to set up their own IT network at their cost, utilising Corporation office furniture. City Surveyor officers will produce the Schedule of Condition using inhouse resources.
12. Legal implications – The Comptroller and City Solicitor's comments have been incorporated in this report.
13. Risk implications – None.

14. Equalities implications – None.

15. Climate implications- None.

16. Security implications – None.

Conclusion

17. In view of the strategic importance to the City of the Royal Commonwealth Society's work, and its charitable status, the offer of workspace at 65 Basinghall Street as an operational office facility appears to be a positive proposal for members to consider.

Appendices

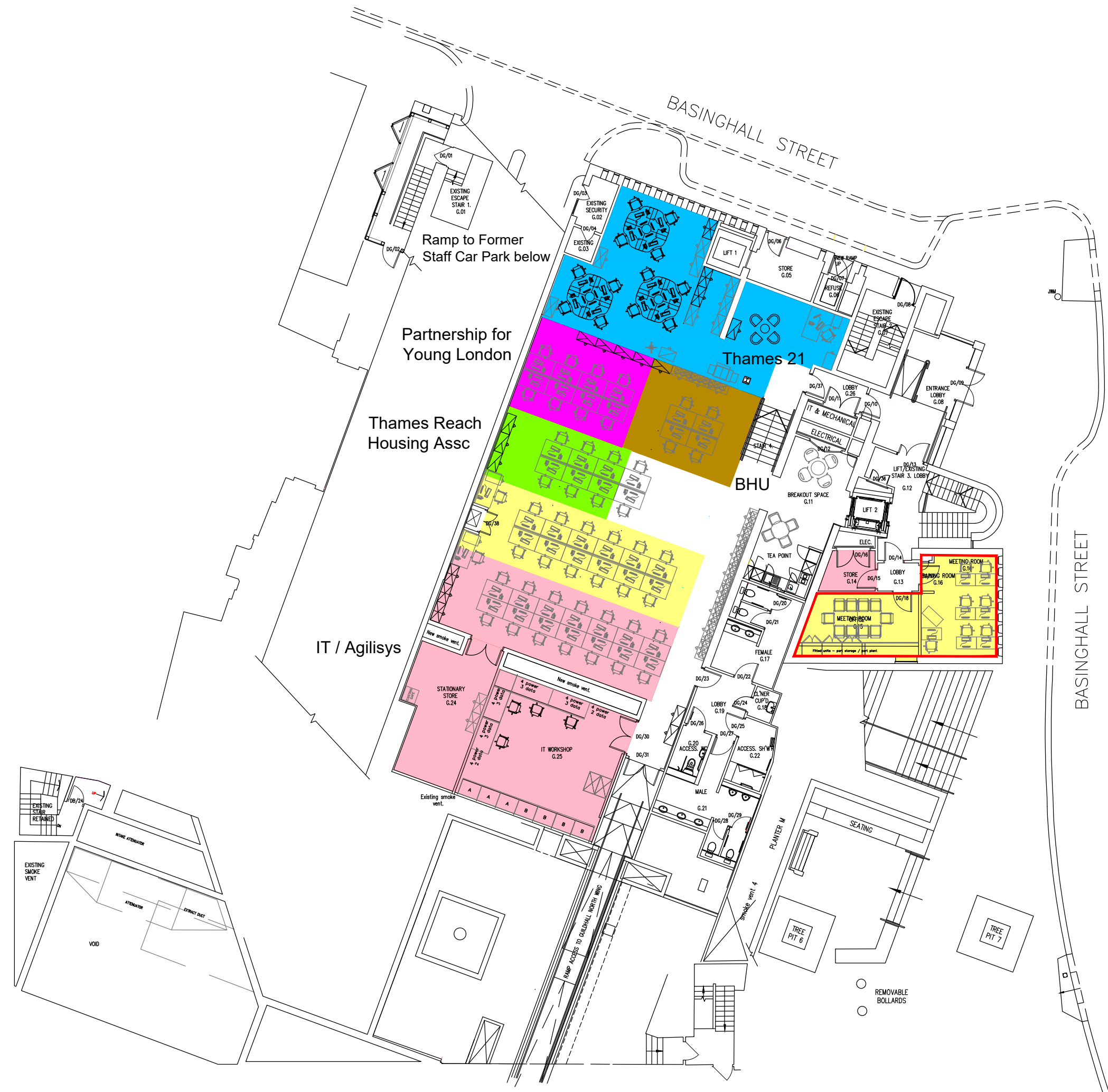
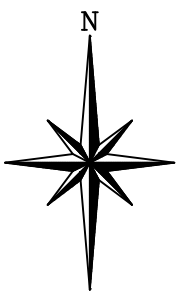
- Appendix 1 – 65 Basinghall floorplan
- Appendix 2 - Draft Heads of Terms

Dorian Price


Guildhall Manager

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This drawing is based upon X REF information from the master Archibus file and is subject to regular revision to represent the latest floor arrangement



Rev	Drawn	Date



P.G.Wilkinson BSc MSc MRICS
City Surveyor

CITY SURVEYOR'S DEPARTMENT
Corporate Property Group

Address :
65 Basinghall Street
London EC2P 2EJ

Title :
Ground Floor Level

Print Scale : Scale to Fit	Drawn by : DTR
Date : Apr 2017	Ref : OPN - 000157
Drawing No : 4-C-39903 LO 02	
Revision	

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HEADS OF TERMS
SUBJECT TO CONTRACT

Date	File No.
Property Address	65 Basinghall Street London EC2V 5DZ
Demise	Part Ground floor as highlighted in red in the attached drawing no. 4-C-39903 LO-02, comprising approximately 347.88sq ft.
Landlord	The Mayor and Commonalty and the Citizens of the City of London PO Box 270 Guildhall London EC2P 2EJ
Tenant	Royal Commonwealth Society is a registered charity in England and Wales (226748), incorporated by Royal Charter. Registered office: 40-41 Pall Mall, London, SW1Y 5JQ
Landlord's Solicitors	Alan Bennetts (Assistant City Solicitor) Property Division Comptroller and City Solicitor's Department City of London PO Box 270 Guildhall London EC2P 2EJ Contact: Alan Bennetts Tel: 020 7332 1094 Email: alan.bennetts@cityoflondon.gov.uk
Tenant's Solicitors	Name – Contact: Tel: Email:
Term	5 years
Term Commencement Date	Both parties are to use reasonable endeavours to agree the legal documentation to enable the term to commence on 1 st March 2023.

HEADS OF TERMS
SUBJECT TO CONTRACT

Repairs	The Tenant is to well and substantially maintain and repair the interior of the demise including the windows and all of the services which exclusively serve it and is to be responsible for the internal decorations.
Rent	Nil (would normally be £16,530 per annum)
Rent Free	N/A
Deposit	Nil
Rent Payment Terms	N/A
Rent Review	N/A
Break Clause	A rolling Landlord's option to determine the Lease, operative on not less than six months written notice.
Alienation	The Tenant will not have the right to assign or sub-let any part of the demise during the term of the agreement.
Tenant's Works and Alterations	Structural and external alterations will not be permitted. Internal non-structural alterations will require Landlord consent, subject to reinstatement.
Landlord & Tenant Act 1954	Lease to be contracted outside the security of tenure and compensation provisions of the Landlord and Tenant Act 1954 as amended.
Permitted Use	Offices
Service Charge	Nil (would normally be £3,480 per annum)
Business Rates	The Landlord will be responsible for rates.
Insurance	The Landlord will be responsible for insurance (except tenant's fixtures and fittings) of the premises.
Signage	The Tenant will not display any external signs without first obtaining the Landlord's prior written consent.
Access	The Tenant will be permitted access during office hours – Monday to Friday - 5 days a week.

HEADS OF TERMS
SUBJECT TO CONTRACT

Reinstatement	At the end of the term, howsoever determined, the Tenant will be responsible for the reinstatement of the premises to a condition no worse than that evidenced by a photographic Schedule of Condition.
Energy Performance Certificate	A copy of the Energy Performance Certificate and Report for this property are attached.
VAT	The building is opted to tax.
Legal Costs	Each party to bear their own legal costs incurred in this transaction.
Conditions	<ul style="list-style-type: none">• Subject to contract.• Satisfactory accounts and references• Committee approval

Signed: _____ Name: _____

Company: _____ Date: _____

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Committee(s): Communications and Corporate Affairs Sub-Committee – For Decision	Dated: 14/02/23
Policy and Resources Committee – For Decision	23/02/23
Subject: Delivering the Residential Reset	Public
Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?	1, 2, 3, 4, 9 and 10
Does this proposal require extra revenue and/or capital spending?	Y
If so, how much?	£150,000
What is the source of Funding?	Policy Initiatives Fund
Has this Funding Source been agreed with the Chamberlain’s Department?	Y
Report of: Deputy Town Clerk	For Decision
Report author: Mark Gettleson, Head of Campaigns and Community Engagement	

Summary

This report provides an overview of engagement and communications with the City’s residential population, a relationship shaped by its comparative size to our worker community (8,600 to 587,000) and with that of other authorities. It describes the way in which formal structures of community engagement and communications exist on our three managed estates, but are patchier outside. It puts consultation with our residents, including the City-wide residents’ meetings, within this wider context.

It proposes a concerted campaign be undertaken to ensure that we can reach more of our residents more easily, irrespective of where they live, and that a central timetable be drawn up to ensure we have a better picture of what the organisation is asking and saying to residents and when. The report asks for funding to deliver the eight City-wide residents’ meetings, which have been pledged by the organisation, but do not currently have budget to support, and wider activities to promote resident engagement. It asks for a Resident Campaigns and Communications Manager to be engaged for a period of 12 months to provide a central focus to deliver this work.

Recommendation(s)

Members of the Communications and Corporate Affairs Sub Committee are asked to:

- Support the proposals below to deliver the Residential Reset.

Members of the Policy and Resources Committee are asked to:

- Support the proposals to deliver the Residential Reset.

- Authorise £150,000 in funding from the 2023/24 Policy Initiatives Fund, categorised as ‘Communities’ and charged to City’s Cash to support the City-wide residents meetings (£35,000), outreach and promotional activities to support resident engagement (£50,000) and the recruitment of a Resident Campaigns and Communications Manager to lead this work over a 12 month period (£65,000).

Main Report

Background

1. “Residential Reset” has been one of the key priorities of the Policy Chairman since he assumed office. At its core is a wish to overhaul the City Corporation’s engagement with those who live here and ensure that residents are seen as a strategic priority across the organisation. While there are many complex issues relating to resident engagement in the City, this report aims to draw some of these together and suggests recruiting a new temporary role to oversee a campaign and series of activities aimed at providing a holistic approach to our resident engagement challenge.

Our residential population

2. Engagement with our residential community has been shaped by its size in relation to our worker community, as well as its absolute size. The latest census estimate puts our residential population at 8,600 – which compares to our estimated 587,000 workers, with the latter making up more than 98% of our total community.
3. Due to the hybrid nature of our electoral system, whereby all eligible residents and a small proportion of workers are eligible to vote, residents made up 31% of voters on last year’s Ward List. 71% of these were in the legislatively defined “residential wards” of Aldersgate, Cripplegate, Portsoken and Queenhithe, together electing a fifth of Common Councillors and where at least 85% of voters are residents. Residents also make up a substantial proportion of the electorate in Farringdon Within (42%) and Tower (27%).
4. Including temporary and student accommodation, there are an estimated 8,005 residential properties in the City, approximately half of which are outside of residential wards. The fact that only 29% of registered resident voters are outside those wards may point to lower levels of engagement and a more transient population.
5. In absolute terms, our number of residents remains extremely small compared to other authorities. According to the 2021 census, the average residential population of a single ward elsewhere in Greater London is approximately 13,000; one and a half times the size of our total across the City.

Engagement on our estates

6. On our three managed estates in the Square Mile, responsibility for resident engagement falls within the Housing and Barbican directorate, who provide a dedicated on-site estate office, communications and a programme of activities. Each estate has an organised residents association which can be used for additional engagement and consultation, with formal channels of engagement on the Barbican especially strong, featuring organised networks of committees and sub-committees covering a range of topics.
7. Housing and Barbican also maintain email lists for each estate, which while the data cannot be shared beyond this team, can be used to share relevant information from the City Corporation that may be of use and interest to residents. The sign-up statistics for these emails are below, remembering that properties may have several residents. The Barbican Estate team estimate that approximately two thirds of Barbican Estate residents receive their email newsletter, which is sent out regularly with high open rates.

Estate	Properties	Email sign-ups
Barbican	2,074	1,966
Golden Lane	575	196
Middlesex Street	250	124
TOTAL	2,899	2,286

Engagement outside our estates

8. For residents outside our managed estates, communications coverage is patchy. They are also less organised into formal residents groups than those living on our estates, though some are in contact with the City Corporation and with BIDs. While individual teams such as Planning hold email lists for specific purposes, there is no comprehensive way of reaching all our residents.
9. While all residential properties previously received a physical copy of the City Resident magazine, this ended in Summer 2021, and just 175 people have signed up to receive its email replacement, approximately 2% of our adult population. We must run a comprehensive multi-channel campaign to ensure a much higher proportion of City residents are persuaded to sign up for communications of this type, including gaining the permission of those on other email lists to receive them.

Consultation and engagement events

10. As an organisation, the City Corporation seeks to consult with its residents for statutory and other purposes. The above factors can mean that, in practice, a relatively small number of highly engaged residents from a particular part of our community are those most likely to give their opinion on City Corporation issues. Some officers in regular contact with residents suggest this can lead to “consultation fatigue” and further thought should be given to drawing up a consultation calendar across departments, attempting to ensure that residents are approached at an appropriate tempo.

11. Work should also be done, where appropriate, to ensure we're consulting early enough in the process for input to be meaningful – as well as better highlighting the sections of any proposals that may be subject to change, and the substantive effect resident input has produced. This reflects the approach set out in the recently published draft Developer Engagement Guidance produced by the Planning division. It may also be important to better delineate between resident consultation and communications that seek to explain as to why a certain initiative is being taken.
12. The expansion of the City-wide residents meetings to eight meetings a year (two meetings on four days), including one at each of our managed estates, will give more residents direct access to our elected members and officers, close to where they live. The recent meetings at Artizan Library saw almost 100 residents attend, with 72% of those completing the evaluation form saying the event was excellent or good.
13. Such formal settings, as well as many in-person consultations, while important, are likely to predominantly attract those already highly engaged in City life. In addition to these, we should explore more events that connect residents with members and officers in a less formal setting that allow relationships to build. It may be the case that while official meetings should be held out in the community, Guildhall and Mansion House should be used for more sociable activities, such as a Christmas event, increasing the number of residents who visit those special spaces. To this end, the small size of our resident population and large scale of our spaces is a significant advantage in growing our engagement and communications reach.

Use of data

14. The City Corporation undertakes numerous activities that connect us with residents at scale. These build up email lists used for that particular purpose. Working with City Solicitors, we should explore a form of words that would allow us to contact consenting residents for a host of engagement and non-statutory consultative processes, similar to the “strategic engagement” permissions used by IG. This would then be deployed across departments who regularly sign residents up to communicate with them about specific issues.
15. In the longer term, as is common practice in other authorities, we may wish to store information on our residents on a single CRM, with a 360-degree of their relationships and interaction with our organisation. This would enable us to better understand, engage and provide services for them.

Proposal

16. There is no single officer or team at the City Corporation with a holistic view or responsibility solely for engaging with our residents, irrespective of subject or where they live. This lack of a co-ordinated focus leads to a disjointed approach with significant gaps in our residential communications and engagement across the organisation.

17. It is proposed to recruit a Resident Campaigns and Communications Manager on a one-year contract at the equivalent of Grade E, reporting to the Head of Campaigns and Community Engagement, to oversee this programme and deliver for our entire residential community. They would take responsibility for the following:

- Develop and run a communications campaign to better engage our resident community with the City of London Corporation, focusing in particular on the collection of email addresses and creating effective content, online and offline, for residential audiences. Temporary staff and apprentices may also be engaged to help deliver this programme.
- Lead the delivery of the eight annual City-wide resident meetings, including invitations, venue hire and other logistics. Co-ordinate with other officers when required to ensure attendance and effective briefings for members. Explore additional informal events for residents to better connect them with the City Corporation.
- Co-ordinate with officers across the organisation looking to consult with residents and draw together planned consultations into a calendar, working to ensure these are presented in as clear, engaging and timely a manner as possible, investigating innovations from other authorities and internationally where appropriate.
- Work with the Housing team to help ensure the concerns and priorities of residents on our three managed estates are effectively fed back to our wider organisation and political leadership.
- Work across departments, and the Business Improvement Districts, to help improve engagement with residents outside our managed estates – including support with the creation of residents associations and other community activities. Identify and collate contacts in existing residents groups and ensure they are supported effectively.
- Liaise across City of London Corporation teams and institutions to ensure a resident offer and prioritisation is in place and well-communicated.
- Work with elected members with substantial residential communities in their wards, to ensure they have the support they need for resident engagement and that their concerns and ideas are fed back to officers.

18. It is proposed that the committee allocate £150,000 from the 2023/24 Policy Initiatives Fund to support its “Residential Reset” priority, including the pledged City-wide residents meetings (£35,000), outreach and promotional activities to support resident engagement (£50,000), and the recruitment of a Resident Campaigns and Communications Manager to lead this work over a 12 month period (£65,000).

Corporate & Strategic Implications

19. Strategic implications – Improving engagement with our resident community helps contribute to all elements of a flourishing society in the Square Mile, and helps us become better connected with our communities, digitally and physically.

20. Financial implications – It is proposed that the required funding of £150,000 is drawn from your Committee’s 2023/24 Policy Initiatives Fund, categorised under ‘Communities’ and charged to City’s Cash. The current uncommitted balance in the 2023/24 Policy Initiatives Fund is £574,000 prior to any allowances being made for any other proposals on today’s agenda.
21. Resource implications – Additional support may be called upon from across the organisation to assist with the activities outlined in this report.
22. Legal implications – Information collected on City residents as part of an engagement must be stored securely and only shared within the organisation in a way that is compliant with the GDPR and other data protection legislation.
23. Risk implications – Failing to better engage with our residents risks making our consultations and communications less meaningful and impactful, leading us to be less effective and open to criticism in the way we operate as an organisation.
24. Equalities implications – By engaging more of our residents in our activities on a fair and equal basis, especially those not currently involved in our consultations and decision-making processes, the proposals contained in this report help to support our equalities duties and aspirations.
25. Climate implications – By promoting digital communications and being able to reach more residents by email, we will reduce the need to physical communications in the longer term.
26. Security implications – Any information held on residents as part of this programme must be stored safely.

Conclusion

27. The activities and proposals contained in this report are aimed at improving communications, engagement and consultation with our entire resident community, in a way that is scalable, long-lasting and works across organisational silos. In so doing, it hopes to create a more vibrant and connected Square Mile and realise the vision laid out in the organisation’s Residential Reset priority.

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Committee(s): Communications and Corporate Affairs Sub-Committee – For Decision	Dated: 14/02/23
Policy and Resources Committee – For Decision	23/02/23
Subject: Worker Engagement: The City Belonging Project	Public
Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?	1, 2, 3, 4, 5, 9 and 10
Does this proposal require extra revenue and/or capital spending?	Y
If so, how much?	£70,000
What is the source of Funding?	Committee Contingency
Has this Funding Source been agreed with the Chamberlain’s Department?	Y
Report of: Deputy Town Clerk	For Decision
Report author: Mark Gettleson, Head of Campaigns and Community Engagement	

Summary

The City Corporation has long struggled to engage our worker community as a whole with our activities, communications and consultations, including voter registration and events. While significant work is carried out by individual teams to engage specific people at specific organisations for specific purposes, a comprehensive approach to our 587,000-strong worker population has never been devised. We currently possess no central email list or other scalable means of contacting each City workplace. This affects how members interact with their worker constituents, who are extremely difficult to reach compared to residents; the existing Ward Newsletter, received by the 2% of workers on the Ward List at an annual cost of £40,000, is not an effective means of member engagement.

As we look towards the next City-wide elections in 2025, and December 2024 registration deadline, this report proposes that we create a new dimension to our relationship with City workplaces, irrespective of size and sector. By harnessing the increased role of diversity networks across the working City, we can use our convening power to promote and incubate inter-company communities across the Square Mile. We would draw this together into a community engagement campaign, modelled on the successful “Speak for the City” programme of election engagement, called the City Belonging Project. This would provide information on and support existing networks and activities, including our own events, and work with partners across the working City to develop new ones. In so doing, we would create significant value for our community, helping them to become better connected across the Square Mile. This will be of significant long-term benefit to our organisation, giving us a means by which to contact City workplaces for the purposes of community engagement irrespective of topic, from consultations and electoral registration to member-constituent engagement and event invitations. Not only should this save time and money for individual teams

looking to engage with workers, but may have the potential to be self-financing in the long term.

In advance of the 2021/22 Common Councillor registration period and elections, the Policy and Resources committee used its contingency funds to support a successful election engagement programme. It is proposed to again allocate £70,000 from Policy and Resources Committee Contingency to support this work, with a view to the City Belonging Project facilitating election engagement efforts. It is proposed to supplement this funding by suspending the Ward Newsletters for a period of two years, freeing up £80,000 in further funding over that period. This work will be project managed directly by the Head of Campaigns and Community Engagement.

Recommendation(s)

Communications and Corporate Affairs Sub-Committee is asked to:

- Note the report.
- Recommend to the Policy & Resources Committee, the suspension of the existing physical Ward Newsletters for a period of two years to provide up to £80,000 in additional funding for the above activities.

Policy and Resources Committee is asked to:

- Note the report.
- Authorise the suspension of the existing physical Ward Newsletters for a period of two years to provide up to £80,000 in additional funding for the above activities.
- Authorise £70,000 in funding from 2023/24 Committee Contingency to support the City Belonging Project, as a campaign focused on increasing worker engagement with the City Corporation and its activities ahead of the December 2024 registration deadline.

Main Report

Background

1. Approximately 587,000 people work in the City of London, equivalent to the electorate of eight parliamentary constituencies, making up more than 98% of the overall population of the Square Mile. It is this overwhelming proportion that provides the ongoing basis for the unique character of the City of London, including our organisation and electoral arrangements. While only a small fraction of the City's workforce is currently eligible to register, workers made up 69% of the Ward List last year.
2. As the recent worker and resident poll shows, a significantly lower proportion of workers are highly familiar with the City Corporation compared to residents, and they show lower levels of engagement with our organisation and activities across the board. This is reflected in difficulty of persuading many City workers

to register and participate in our elections, encountered over many decades. As noted in the October 2022 Elections Report to the Policy and Resources Committee, given that “we face no relevance challenge among residents: for most, we are their sole local authority and have a clear relationship with them based on service delivery.” Conversely, all but a tiny fraction of our worker community live, pay council tax, and have a more direct reliance on local services elsewhere. If we are to have more workers see themselves as citizens of the Square Mile, our relationship with them must be relevant and qualitatively different to that of their local authority at home.

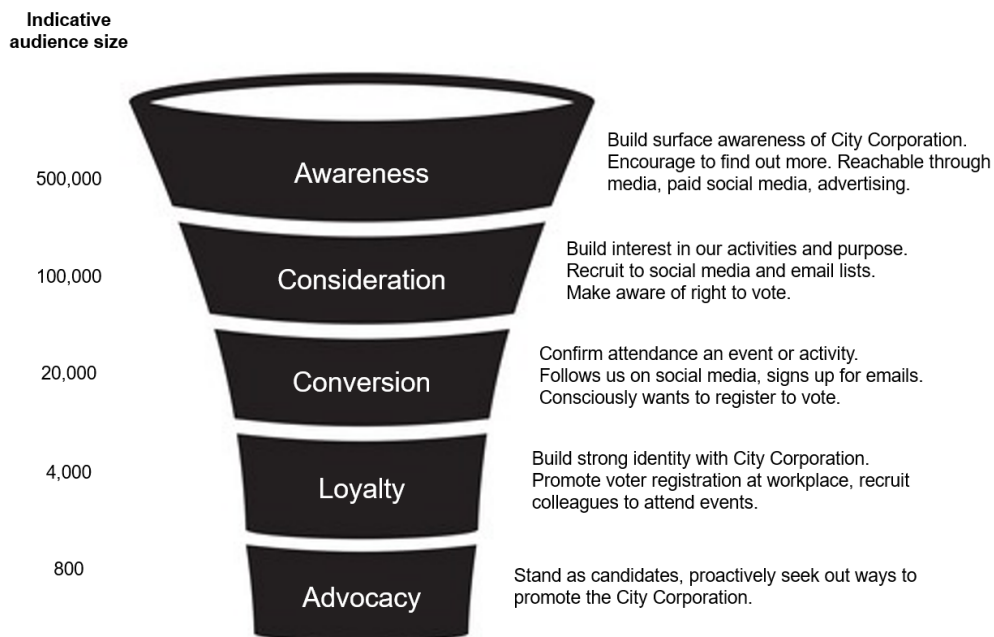
3. The challenge of increasing our relevance and engagement with workers at large, not just the senior leadership of the largest financial and professional services firms, lies at the heart of our vibrancy as an organisation, particularly as our next elections approach. We must also address the fact that we find it difficult to communicate with our worker population, either directly or through their workplace, hampering our engagement and consultation work across the organisation.
4. In trying to tackle this relevance challenge, we can do so in a way that addresses a number of key goals: in particular, promoting diversity and inclusion in the Square Mile, promoting the Destination City programme and electoral registration, and enabling any part of our organisation to better communicate and consult with the working City. In the long-run, investment in our ability to reach the working City will lead to significant savings in time and money continuously deployed by different departments trying to achieve the same goals for their own activities. Success will require a fundamental shift in the way we interact with our worker community: a B2B approach that encompasses every workplace irrespective of size or sector – and uses a community organising model to translate that to B2C.

Current position

5. Since the opening up of our electoral registration to City workers at large two decades ago – a right previously reserved mostly for senior leaders – members and the organisation as a whole have found it difficult to interact with our worker community. While residents can be doorstepped, met at public meetings or through casework, reaching behind the office door is a much more difficult ask, certainly at a scale necessary for a community of over half a million.
6. Our existing methods of engagement take insufficient account of the scale of this challenge. Wardmotes will only ever be attended by a tiny handful of the most active citizens, while the Ward Newsletter, posted only to the 2% of workers who are on the Ward List has limited reach. It should also be remembered that the Ward List is extremely fluid, with some of our largest firms choosing to entirely change their list of registered voters over the past year, causing people to drop in and out of Ward Newsletter contact. At almost £40,000 per year, the physical Ward Newsletter is not considered a value-for-money engagement tool and the lack of a centralised email list at City

workplaces, usable for community engagement purposes, means it cannot currently be disseminated digitally.

7. We must find more effective ways for our organisation and its elected members to engage with their worker constituents that reaches our whole community, digitally and in-person, in a way that reflects the contemporary City. Creating an email list as described above will be key to this effort, as will finding and promoting opportunities for City workers and their elected members to meet one another in person.
8. If we consider engagement as a marketing or sales funnel, we need interventions at each stage in a way that is timely and cost-effective.



Diversity Networks: the key to unlocking our worker community

9. The largest single advantage we have in approaching community engagement in the Square Mile is that the vast majority of the workforce is contained in organised workplace environments with clear structures and priorities, with which we can align. This can help ensure relevant and engaging communications cascade internally to reach a wider audience – a benefit no other local authority can harness in the same way.
10. The importance of Diversity Networks, also referred to as “employee resource groups” or “affinity networks”, has increased tremendously across organisations in recent years. These bring together staff with similar social identities such as women, ethnic minorities, LGBT and young people, and support and advance them in their workplace and beyond. The larger the workplace and the greater number of people identifying with a group, the better organised that network will be – often with the support of D&I professionals and strong vertical integration at the organisation, including an executive sponsor.

This reflects the extraordinary increase in the prominence and prioritisation of D&I within businesses, and the drive to put wellness, belonging and social connectivity at the heart of the post-pandemic workplace.

11. Though specific data does not yet exist, it is reasonable to assume that every one of the approximately 60 City workplaces with over 1,000 staff have numerous well-organised diversity networks and that the vast majority of approximately 600 with over 100 staff will have some kind of diversity network structure. These approximate to between a quarter and half of the City workforce respectively. As such, it seems almost certain that Diversity Networks collectively form the single largest subset of community organisations in the Square Mile, involving by far the largest number of people.
12. Links between communities across workplaces are often weak, however. While several inter-company sector-based organisations exist, particularly for Women and LGBT, coverage appears to be patchy and not necessarily linked to the Square Mile.

The City Belonging Project

13. The City Corporation has an unparalleled opportunity to add a profoundly meaningful and timely dimension to its relationship with the working City by using our convening power to foster links between diversity networks and provide assistance at scale to each workplace looking to foster a culture of belonging. We would provide support, information and promotion for existing groups and work with individuals, workplaces and partners to identify gaps in support and incubate new networks. In so doing, we immediately create value to City workplaces of all sizes and create new lists of contacts we can use for community engagement purposes.
14. It is proposed to launch a multi-year programme to support this work, modelled on the successful Speak for the City campaign, called the City Belonging Project. Activities would include bringing together, promoting and expanding existing community events, including but not limited to those we ourselves run. We would also aim to create new activities, such as networking, panel discussions, entertainment and educational events, in collaboration with the EDI directorate and other teams where appropriate. While there are significant advantages to hosting certain events ourselves and better opening up the Guildhall, Mansion House and Barbican to our community, there is also huge potential for partnership with hospitality, Livery Companies and other organisations with events spaces. Initial conversations suggest we can ask larger workplaces to host events on behalf of project and provide refreshments. We may wish to sign up other organisations as official partners of the City Belonging Project, and in the long term, it may also be possible to get sponsorship or even charge (directly or through a workplace) for certain activities, with the eventual aim of making this project self-financing. Any relevant activities would be put together online in a single place, providing an easily-accessible overview for the first time and opportunities to get involved.

15. This project will be of particular benefit to smaller workplaces and microbusinesses, from start-ups to coffee-shops, who will likely not have existing diversity network presence, yet see staff wellbeing as a priority. By identifying and creating pan-City networks, we can engage in a comprehensive programme to open up and communicate these opportunities to those in smaller workplaces, working with partners like SBREC and Heart of the City. Similarly, the positive effect on smaller social communities is likely to be profound, as even the largest workplaces can struggle to achieve a critical mass of staff to create organised networks for them internally. As we found with outreach around our recent Chanukah event, they hugely appreciate the provision of City-wide activities for such groups.
16. We should also not limit such community-building activities to the traditional diversity groups, but to think more broadly in an effort to ensure as many City workers are involved, even if they don't belong to a protected category. This could include national communities and places of origin, from Brazil to Cornwall, and involve partnerships with embassies, local authorities, MPs and alumni networks.
17. New starters also form a clear social identity and are organised into networks at many City workplaces. We have a clear role helping to provide a warm welcome across organisations into their life in the Square Mile and introducing them to their new community. While we would consult with businesses on relevant and appropriate material and activities, this could include anything from a welcome pack from the Lord Mayor, organised tours of the Square Mile or a welcome reception with their ward councillors. As everyone will at some stage have been a new starter, this engagement approach will over time become universal, allowing us the potential to form a direct relationship with our entire working community.
18. We would work with existing business engagement teams across the organisation, including in IG and Environment, as well as with the Lord Mayor's Appeal and the BIDs, to utilise existing channels of communication and help achieve the goals of those teams wherever possible.
19. While we lack a central organisation CRM, used by all public-facing officers and covering all of our worker and residential community, this work can help inform its requirements should it be developed in the future.
20. The City Belonging Project will benefit the City Corporation, the Square Mile and our communities in numerous ways, directly and indirectly:
 - Provide a meaningful and useful basis by which our organisation, institutions and members engage every single workplace in the City and their staff at scale, adding a new, timely and relevant dimension to our relationship with City businesses and workers.
 - Build on our existing events programmes and activities, enabling them to scale and better reflect our communities – and working with partners to identify new opportunities across the Square Mile.

- Ensure our consultations and communications are able to reach diverse audiences at each City workplace, leveraging the representative character of their networks. This will address long-term community engagement issues encountered across the organisation, from Climate Action to the Police Authority.
- Promote the Destination City programme, creating a new channel that will enable them to access large numbers of City workers.
- Work with City Solicitors to permission workplace contacts for community engagement in a way that would allow us to send them relevant updates that might include an electronic reimagining of the Ward Newsletter and other community communications.
- Directly address member diversity by building strong relationships with senior leaders involved in diversity networks across the working City – introducing them to the City Corporation and attracting them towards the idea of candidature.
- Reduce the amount needing to be spent on engagement ahead of the 2025 elections, as potential new voters and registration contacts will be identified at each City workplace.
- Work with the Equality, Diversity & Inclusion Directorate to ensure that our seven staff and internal networks at the City Corporation are effectively connected to relevant cross-City groups and activities, giving them access to peers and opportunities across the Square Mile.
- Provide a new pathway to introduce more workers to other aspects of civic life in the Square Mile, including helping the Livery movement diversify their membership.
- Establish the Square Mile as a world leader in community connectivity, in a way that highlights our role as the convenor and incubator of the networks that make it possible. This will not only improve perceptions of the organisation reputationally, but support powerful network effects that draw firms into the City.

Initial programme of work

21. Develop a brand and collateral around the City Belonging Project, modelled on the Speak for the City campaign, in a way that is eye-catching, multi-channel and applicable to workplaces of all sizes.
22. Conduct a wide-ranging research and stakeholder engagement programme with an aim of identifying:
 - a) A contact person for community and diversity network engagement at each City workplace (aiming towards 80% of workplaces above 1,000 staff and 40% of those above 100 in the first year).
 - b) The diversity networks that exist at each City firm, ideally with an estimate of numbers involved at each and, where permission is given, a contact person.
 - c) Existing cross-organisational networks with which City firms are involved, their stages of development and a contact person. Meetings should be secured wherever possible.

23. Explore expanding the scale and frequency of the diversity events programme run out of Remembrancer's, drawing them together into a calendar, ensuring they reach a wider audience and are seen as a key corporate priority. Include within this calendar external diversity events in the Square Mile with permission and where appropriate.
24. Work with partners across the City to identify and support communities looking to form intra-company networks and use our contacts, influence and facilities to convene them. Co-create initial events, hosted ourselves or with partners, to bring the community together.
25. Bring together HR leaders from a small number of City workplaces to develop a welcome offering for new starters and draw it together into a pilot programme.
26. First year KPIs could include:
 - Contact for community and diversity network engagement at 80% of workplaces above 1,000 staff and 40% of those above 100.
 - Creation of 5 new inter-company community diversity networks across the Square Mile.
 - Putting on 10 new "City Belonging Project" events, hosted ourselves or through partners across the City.
 - 100 City workplaces represented at least once at existing City Corporation community events.
 - 50 currently unregistered workplaces choosing to register voters on the next Ward List.
 - 10 workplaces participating in a pilot "City Belonging Project: Warm Welcome" programme for new starters.

Use of data

27. The City Corporation undertakes numerous activities that connect us with workers at scale. These build up email lists used for that particular purpose. Working with City Solicitors, we should explore a form of words that would allow us to contact consenting workers for a host of engagement and non-statutory consultative processes, similar to the "strategic engagement" permissions used by IG. This would then be deployed across departments who regularly sign workers up to communicate with them about specific issues.

Proposal

28. It is proposed that the Communications and Corporate Affairs Sub-Committee:
 - approve the suspension of the physical Ward Newsletter for a period of 2 years, totalling approximately £80,000 over that period. It is envisaged that, over time, this project will create a scalable means for such information to be disseminated digitally.

29. It is proposed that the Policy and Resources Committee:

- allocate £70,000 from 2023/24 Policy & Resources Committee Contingency to support the City Belonging Project, with a view to it facilitating election engagement efforts ahead of the December 2024 deadline.

30. Where departments have budgets currently allocated for worker engagement, opportunities will be explored to allocate some of these towards this project, so that the department can benefit from its success in the longer-term.

31. Should initial stages of the City Belonging Project be seen as successful and valuable, the committee may then be asked to consider further activities and development.

Corporate & Strategic Implications

32. Strategic implications – Improving engagement with our worker community, especially those from diverse audiences, helps contribute to all elements of a flourishing society in the Square Mile, and helps us become better connected with our communities, digitally and physically.

33. Financial implications – It is proposed that funding of £70,000 is drawn from the 2023/24 Policy and Resources Contingency Fund and charged to City's Cash to support the activities outlined in this report. The current uncommitted 2023/24 Contingency Fund balance is £285,000 prior to any allocations being made for any other proposals on today's agenda.

34. Resource implications – Additional support may be called upon from across the organisation to assist with the activities outlined in this report. By creating more scalable means to reach more City workplaces, it is hoped to reduce resources expended by individual departments to do the same.

35. Legal implications – Information collected on City workers as part of an engagement must be stored securely and only shared within the organisation in a way that is compliant with the GDPR and other data protection legislation.

36. Risk implications – Failing to better engage with our worker community reduces the effectiveness of our voter registration programmes and risks making our consultations and communications less meaningful and impactful.

37. Equalities implications – The activities suggested in this report are aimed squarely at engaging more individuals from diverse communities in our organisation and its activities. These aim to be of significant long-term benefit to our equalities duties and aspirations.

38. Climate implications – By promoting digital communications and being able to reach more workers by email, we will reduce the need to physical communications in the longer term.
39. Security implications – Any information held on City workers as part of this programme must be stored safely.

Conclusion

40. The activities and proposals contained in this report are aimed at improving communications, engagement and consultation with our entire worker community, in a way that is scalable, long-lasting and addresses a host of strategic priorities for the organisation – from the wish to become a leader in Equality, Diversity and Inclusion to maximising our election engagement. In so doing, it hopes to create a bold and timely dimension to our relationship with the working City, irrespective of sector and size of workplace.

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Committee(s): Corporate Services Committee Policy and Resources Committee	Dated: 17 January 2023. 23 February 2023
Subject: 2023/24 Pay Policy Statement	Public
Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?	N/A
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: Dr Marcelle Moncrieffe, Chief People Officer	For Decision
Report author: Mark Williams, Interim Assistant Director: Talent and Organisational Development	

Summary

The Localism Act 2011 requires the City of London Corporation to prepare and publish a Pay Policy Statement setting out its approach to pay for the most senior and junior members of staff for the succeeding financial year. This must be agreed each year by the full Court of Common Council. Preceding this, the Statements have been considered in previous years by the Establishment and Policy & Resources Committees. The report needs to be approved by Common Council before the end of March 2023, and so it is presented to this Committee now to ensure that the March deadline for full approval is able to be met.

Statements have been produced each financial year since 2012/13. They are generally written to incorporate the requirements of the relevant legislation and its Government Guidance but updated as relevant City of London pay information or policies change.

The Statement follows previous years’ format of division into two sections, giving a “policy overview” and the details of those policies’ current implementation. The Statement still, however, contains all the essential requirements that the legislation and its accompanying guidance requires to be incorporated into the statutory Statement.

This report sets out the legislative requirements under which Pay Policy Statements are produced.

It should be noted that Pay Policy Statements are not, as such, a “statement on pay policies”, but rather a narrowly defined legislative requirement spelling out clearly and transparently certain specified current pay practices. As such they are required to be an “as is” statement, rather than a prediction of what will happen. Although the Statements in format have (legally) in their title the financial year following their date

of publication, they are required to be an accurate statement of practice at the time of publication, not a prediction of what will or may happen over the succeeding 12 months.

The draft 2023/24 Pay Policy Statement is attached as an Appendix, along with a version of it showing tracked changes from the 2022/23 Statement as agreed by the Court early last year.

To note, this Statement has been considered by the Members of the Corporate Services Committee who made amendments to paragraph 43 in respect of the arrangements for Chief Officer remuneration; this change has been incorporated in the version now presented to Policy & Resources Committee for approval and for onwards submission to the Court of Common Council.

Recommendation(s)

Members are asked to agree the Pay Policy Statement for 2023/24 and recommend its endorsement to the Court of Common Council.

Main Report

Background

1. The requirement for local authorities to produce Pay Policy Statements was introduced under section 38(1) of the Localism Act 2011 (the Act). This states that “*A relevant authority must prepare a pay policy statement for the financial year 2012-2013 and each subsequent financial year*”. In the City Corporation’s case, it is a “*relevant authority*” only in its capacity as a local authority. However, and in general, the City has not tried to distinguish in its Pay Policy Statements its local-authority capacities from any of its other undertakings, other than where these are specifically excluded from the remit of the 2011 Act.
2. The aim of the Act is that authorities should be open, transparent and accountable to local taxpayers, and this advice is repeated or expanded upon in various pieces of Government guidance, and a Code of Recommended Practice for Local Authorities on Data Transparency, having statutory effect. The main themes of these are transparency, fairness and accountability. Pay Policy Statements should set out the authority’s approach to issues relating to the pay of its workforce, and in particular to the pay of its “Chief Officers” and the pay of its lowest paid employees.
3. Section 38 of the Act goes on to outline certain features which must be included within Pay Policy Statements.
 - Section 38(2) says that the Statements must set out the authority’s policies for the financial year relating to the remuneration of its chief

officers, the remuneration of its lowest-paid employees and the relationship between the remuneration of its chief officers and the remuneration of any other employees.

- Section 38(3) says that the Statements must state the definition of “lowest-paid” employee adopted by the authority and its reasons for adopting that definition.
 - Section 38(4) says that the Statements must include the authority’s policies relating to the level and elements of remuneration for each chief officer, remuneration of chief officers on recruitment, increases and additions to remuneration for each chief officer, the use of performance-related pay and bonuses for chief officers, the approach to the payment of chief officers when they cease to be employed and the publication of and access to information relating to chief officers’ remuneration.
4. The definition of “Chief Officers” given in the Localism Act (under section 43(2)) is that of the Local Government and Housing Act 1989, and incorporates the latter Act’s definitions of both “Chief Officers” and “Deputy Chief Officers”. This is a much wider definition than the conventional definition of “Chief Officer” used in the City Corporation (generally denoting a head of department) and also wider than that which governs posts included in our Senior Management Group.
5. Under the Local Government and Housing Act, a “Chief Officer” is
- the authority’s head of the paid service (the Town Clerk & Chief Executive, in the City Corporation’s case),
 - any person who in general answers directly to the head of the paid service, and
 - any person (irrespective of whether they report directly to the head of the paid service) who in general is required to report directly to the authority itself or to any Committee or sub-Committee of the authority.
6. A “Deputy Chief Officer” under the Act is anyone who reports directly to any person defined as a Chief Officer.
7. The only employees who could be caught by any of these definitions who are excluded from them under the 1989 Act are those employees engaged principally in clerical or secretarial support, or who are responsible for other support services.
8. The 1989 Act applies to the City only in its capacities as a local authority, police authority and port health authority. However, in keeping with the commitment to wider transparency in our Pay Policy Statements, the basic definitions of “Chief Officer” and “Deputy Chief Officer” given in the 1989 Act have been applied in our Pay Policy Statements to all relevant employees of the City Corporation, irrespective of the capacity or capacities they work under, other

than where their duties are specifically excluded from the provisions of the Localism Act.

9. The Localism Act makes supplementary provisions relating to Pay Policy Statements in its section 39. This says that the authority's Pay Policy Statement must be approved by a resolution of the authority by the 31 March before the financial year to which it relates, that the Statement may (again by resolution of the authority) be subsequently amended after the beginning of the financial year, and that, as soon as is reasonably practicable after its approval or amendment, the Statement must be published on the authority's website.
10. The general notion of the Act in relation to the Statements is that "*the Act's provisions will ensure that communities have access to the information they need to determine whether remuneration, particularly senior remuneration, is appropriate and commensurate with responsibility. In addition, the provisions will ensure that policies on the pay and reward of the most senior staff are set out clearly within the context of the pay of the wider workforce*"

Current Position - City of London Pay Policy Statement 2023/24

11. A draft Pay Policy Statement for 2023/24 is attached. This is required to be approved by the Corporate Services and Policy & Resources Committees before being forwarded to the full Court of Common Council. It follows the format of previous years' Statements, in that its main sections (after an introduction covering the legislative requirements in producing Statements) are now divided into a Policy Overview (Paragraphs 7-32), giving the background to policies relevant to the statutory requirements of Pay Policy Statements, and an account of Policy Implementation (Paragraphs 33-51), giving the current position of how such policies are implemented.
12. A version showing tracked changes from the 2022/23 Statement as approved by the Court in March is also attached, such that Members can see at a glance where changes have been made. These include where figures and other statistical information have been changed within various tables that appear in the Statement.
13. It should be noted that a Pay Policy Statement is not, as such, a "statement on pay policies", giving an account of all matters connected with remuneration in local authorities, but the putting into practice of a narrowly defined legislative requirement. The information presented by this statutory requirement has to be clear and accessible, and it is in keeping with that requirement to ensure that extraneous material is kept to a minimum.
14. In keeping with this, Pay Policy Statements are also meant to be an accurate account of current pay practices. These may change over the course of the year covered by the Statement, but it is not the job of the Statement to make predictions on this. Legislation allows Statements to be changed as policy or practice alters over the year, but until it does the Statement should reflect what is the current situation.

Conclusion

15. To meet the requirements of the Localism Act, the City Corporation must agree and publish a Pay Policy Statement before each financial year. This report introduces for approval the draft Statement for 2023/24 and recommends its forwarding to the Policy & Resources Committee and Court of Common Council for the further necessary approvals.

Corporate & Strategic Implications

Strategic implications – None.

Financial implications - None

Resource implications - None

Legal implications - This reports set out the detailed requirements of sections 38 and 39 of the Localism Act 2011. The draft Pay Policy Statement for 2023/4 is in accordance with the requirements of section 38. Approval of the Pay Policy Statement by the Court of Common Council by 31 March 2023 will satisfy the obligation in section 39 for the statement to be approved before the end of the 31 March immediately preceding the financial year to which it relates.

Risk implications – A failure to offer a competitive reward package could hamper the Corporations ability to recruit and retain talent.

Equalities implications – An Equality Impact Assessment has not been completed as no major change to the policy is proposed by this report.

Climate implications - None

Security implications – None

Appendices

Appendix 1: Draft Pay Policy Statement 2023/24

Appendix 2: Draft Pay Policy Statement 2023/24 showing tracked changes from 2022/23

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CITY OF LONDON CORPORATION
PAY POLICY STATEMENT 2023-2024

LEGISLATIVE OVERVIEW

1. Section 38(i) of the Localism Act 2011 (the Act) has required local authorities since the financial year 2012-2013 to produce a Pay Policy Statement in advance of each financial year. The Act requires local authorities to set out in their Statements their policies on a range of issues, particularly those relating to remuneration for their most senior and lowest-paid staff. This must include significant information on pay and reward for Chief Officers (as defined in the Local Government and Housing Act 1989). The Statement must be reviewed annually and agreed by “*a resolution of the authority*”, in the City of London Corporation’s case by the Court of Common Council. This document meets the requirements of the Act for the City of London Corporation for the financial year 2023-2024.
2. The provisions of the Act require that authorities are more open about their local policies and how local decisions are made. The Code of Recommended Practice for Local Authorities on Data Transparency enshrines the principles of transparency and asks authorities to follow three principles when publishing data they hold: responding to public demand; releasing data in open formats available for re-use; and releasing data in a timely way. This includes data on senior salaries and the structure of the workforce.
3. The Act applies to the City of London Corporation only in its capacity as a local authority. It should be noted that not all of the pay and employment costs incurred by the City of London Corporation are carried out in this capacity, or even funded from public resources. As well as having statutory local authority functions, the Corporation undertakes other public functions, such as those of a police authority and of a port health authority. It also has private and charitable functions which receive funding through income from endowment and trust funds, and the pay and employment costs of these functions are met from these funds and are outside the scope of the Act.
4. In general, and in keeping with the spirit of openness, this Statement does not distinguish between information which applies to the City Corporation as a local authority and that which applies to it in any of its other capacities. However, insofar as the Act specifically excludes police authorities from its remit, this Statement does not include information about Police Officers.
5. Likewise, paragraph 7 of the Government Guidance for authorities on “*Openness and accountability in local pay*” (which has statutory effect under s40 of the Act for authorities in the preparation of their Pay Policy Statements) advises that “*The provisions in the Act do not apply to the staff of local authority schools and therefore teaching staff need not be brought within the scope of a pay policy statement*”. The City of London Corporation does not directly manage any local authority schools, but it does directly run three independent schools, and while some information about the remuneration of the teaching staff in these schools is provided in the Statement, in

general the Statement follows the Government Guidance and leaves teaching staff outside of its scope.

6. The Act does not require authorities to publish specific numerical data on pay and reward in their Pay Policy Statement. However, information in this Statement should fit with any data on pay and reward which is published separately. The City Corporation operates consistent pay policies which are applied across all of its functions. Further details of the current Grade structures and associated pay scales are provided below in the section on "Policy Overview" (paragraphs 11-18) and "Policy Implementation" (paragraphs 33 and 37-45).

POLICY OVERVIEW

Background and fundamental rationale

7. All pay and terms and conditions of service are locally negotiated with the Corporation's recognised trade unions or staff representatives. In 2006-2007 extensive work was undertaken on a review of pay and grading structures. As a result, the principles set out in the guidance to the Act have already generally been addressed although the Act set out some additional requirements which are covered by this Statement.
8. In 2007, the Corporation implemented a number of core principles, via collective agreement, to form the City Corporation's pay strategy. This now focusses on a balance between incremental progression, individual performance and contribution to the success of the organisation. The main body of City Corporation employees are paid according to a Grade structure of 10 Grades (Grades A-J), with the most senior posts in a separate Senior Management Grade. Both the A-J Grades and the Senior Management Grade retain incremental progression, but this has since 2007 been determined by performance measured through appraisal over the year 1 April - 31 March. In recent years, on account of the operational difficulties arising from the pandemic, this policy has been waived, such that failure to progress incrementally has been by exception rather than through measured performance.
9. The provisions made in the 2007 pay review gave employees in Grades D-J and the Senior Management Grade access to "Contribution Payments" if the employees were at the top of their respective Grades. In years when these payments are in operation, achievement of them is also determined by appraisal over the same 1 April - 31 March time period. The payments are not contractual and are therefore made at the employer's discretion. In 2022, no Contribution Payments were made, but a £200 (FTE) payment was made to employees at the top of any of Grades A-J, as part of the collectively agreed corporate Pay Award for 2022.
10. All incremental progressions are implemented from 1 October following the ending of the appraisal year, and Contribution Payments earned from appraisal are (when made) paid in the same October. In general, a fundamental element of the strategy is that achievement of payments related to performance is more onerous and exacting the more senior the member of staff.

Grading structure

11. All non-teaching staff employed by the City Corporation below the Senior Management Grade are allocated to one of the 10 A-J Grades, other than in a small number of exceptional cases, such as Apprentices. All such posts were reviewed under Job Evaluation, ranked in order and allocated to a Grade following the 2007 Review. The evaluation scheme was independently equalities-impact assessed to ensure that it was inherently fair and unbiased. New posts and any existing posts that change their levels of responsibility etc. continue to be evaluated and ranked under the scheme. The scheme, how it is applied, the scoring mechanism and how scores relate to Grades are published on the Corporation's Intranet, so staff can be assured that the process is fair and transparent. In addition, there is an appeal mechanism agreed with the recognised trade unions and staff representatives.
12. Grades A-C are the lowest Grades in the City of London Corporation. Grade A has, under the 2022 Pay Award, been reduced to a single increment, which is also the bottom increment of Grade B. Grades B and C have 6 increments, and progression through each Grade can be achieved by annual incremental progression, subject to satisfactory performance. There is no Contribution Pay assessment. However, employees at the top of these Grades have the opportunity if they have undertaken exceptional work to be considered for a Recognition Award, up to a maximum level set corporately each year (this has been £500 in each year since 2010).
13. Grades D-J have 4 'core' increments and 2 'contribution' increments. Progression through the 4 'core' increments is subject to satisfactory performance. Progression into and through the 2 'contribution' increments can require performance to be at a higher than satisfactory level. Once at the top of the scale, for those who achieve the highest standards of performance and contribution, it is possible (subject to the employer's discretion in any given year) to earn a one-off non-consolidated Contribution Payment of up to 6% of basic pay depending on the assessed level of contribution over the previous year. The appraisal system recognises four levels of performance - Improvement Required, Good, Very Good and Outstanding, and those employees at the top of Grades D-J who achieve either of the top two ratings can (in years when the system is authorised to operate) receive a Contribution Payment.
14. A separate performance-payment scheme is in place for a small group of employees at the Barbican Centre engaged in commercial activities. These staff may receive payments of up to £4,000 or £6,000 per annum, depending on Grades and their success in meeting certain performance targets. The staff involved are excluded from the Recognition Awards and Contribution Payments schemes applying to other employees on their Grades.
15. The Senior Management Grade comprises the most senior roles in the organisation, as determined by Job Evaluation. Posts on the Senior Management Grade (SMG) are those which are the professional lead for a significant area of City Corporation business, with the nature of the professional responsibility held being that the postholders are not only directing the function for which they are responsible towards meeting corporate strategic goals but are required to determine from their professional point of view how these corporate goals should be constructed. As the SMG posts are distinct roles, they are individually evaluated and assessed independently against

the external market allowing each post to be allocated an individual salary range within the Grade, which incorporates market factors as well as corporate importance. Any increase in salary (whether through incremental progression or a cost-of-living award) is entirely dependent on each individual being subject to a rigorous process of assessment and evaluation, based on the contribution of the individual to the success of the organisation. SMG posts are not necessarily the best-paid in the organisation, as other posts in Grades I and J may be better paid than some SMG posts, depending on the separate market supplements applied to the Graded posts.

16. The Court of Common Council approved a new Target Operating Model and Organisation Design on 1 April 2021, and the Senior Management Grade now comprises the following posts:

- Town Clerk & Chief Executive
- Deputy Town Clerk
- Chief Operating Officer
- Chamberlain & Chief Financial Officer
- Comptroller & City Solicitor & Deputy Chief Executive
- Remembrancer
- City Surveyor
- Executive Director, Community & Children's Services
- Executive Director of Environment
- Director of Economic Development (Innovation & Growth)
- Chief People Officer
- Assistant Town Clerk
- Executive Director, Communications & External Affairs
- Chief Strategy Officer
- Executive Director, Private Secretary to the Lord Mayor
- Executive Director, Private Secretary to the Chair of the Policy and Resources Committee
- Chief Executive Officer, Barbican Centre
- Managing Director of Bridge House Estates
- Principal, Guildhall School of Music & Drama

17. The Head Teachers of the City of London School, City of London School for Girls and City of London Freeman's School are not part of the Senior Management Grade for the purposes of pay (their pay is governed by a separate senior teaching pay scale, as outlined in paragraph 33). The pay of the post of Remembrancer is aligned to that of Deputy Parliamentary Counsel within the Civil Service.

18. Following the principles outlined above, the pay ranges for the Senior Management Grade are set with reference to both job evaluation and an independent external market assessment. The principles of this were agreed by the Court of Common Council in 2007 and, subsequently, the specific unique range for each senior management post was initially agreed by the Establishment Committee (now called

Corporate Services Committee) in October 2007. These have been subject thereafter to alteration when new SMG posts have been created or the duties or responsibilities of posts or other external factors relevant to their pay and reward have changed.

Other contractual payments

19. In addition to basic salary, all Graded staff are paid a London Weighting allowance which varies depending on where they are based and whether they are supplied by the employer with residential accommodation necessary for the purposes of fulfilling the duties of their job. This is to assist staff with the higher cost of living and working in London. The 2022 corporate Pay Award introduced a further “London Weighting Supplement” to employees in spine points 1038 (fourth point of Grade E) upwards, including SMG employees.
20. As most of the work of the organisation is undertaken in the City of London, there are some types of posts which are difficult to recruit to (e.g. lawyers, IT staff etc.). Accordingly, there is often the need to use market supplements to attract, recruit and retain highly sought-after skills. These, where used, can be applied to employees in Grades A-J. Any request for a market supplement must be supported by independent market data and, where appropriate depending on the amount proposed to be paid and the Grade of the post, by the Corporate Services Committee. All market supplement payments are kept under regular review, and regular reports on payments made are produced for the Corporate Services Committee.
21. The London Living Wage (LLW) has been applied as a minimum rate for all directly employed staff, including Apprentices, since April 2017. Casual staff and agency workers have also been paid the London Living Wage since 2014. Until 2018, LLW increases were applied from 1 April each year in line with the most recently announced LLW increase. However, in October 2018, the City Corporation’s Policy & Resources Committee agreed that LLW increases should be applied in this and future years to affected employees and other staff from the date of the increase’s announcement, which in 2022 was on 22 September (an increase of 8.14%).
22. The Corporate Services Committee (formerly Establishment Committee) has specific authority to deal with or make recommendations to the Court of Common Council where appropriate on all matters relating to the employment of City of London Corporation employees where such matters are not specifically delegated to another Committee. These matters include the remuneration of senior officers. The Corporate Services Committee has delegated this to its Senior Remuneration Sub-Committee.

Transparency

23. The Government guidance to the Act (which has statutory effect) requires the Pay Policy Statement to make reference to policies in relation to staff leaving the authority, senior staff moving posts within the public sector, senior staff recruitment, and re-employment of senior postholders who have left the authority, particularly in relation to arrangements which might be made in such an event that would appear to have the intention of minimising tax payments made by the re-engaged former employee.

Recruitment

24. New staff, including those in the Senior Management Grade, are normally appointed to the bottom of the particular pay scale applicable for the post. If the existing salary falls within the pay scale for the post, the new employee is normally appointed to the lowest point on the scale which is higher than their existing salary provided this gives them a pay increase commensurate with the additional higher-level duties. In cases where the existing salary is higher than all points on the pay scale for the new role, the member of staff is normally appointed to the top of the pay scale for the role.

For posts where the salary is £100,000 or more, the following approvals will be required:

- (i) in respect of all new posts, the Court of Common Council;
- (ii) in respect of all existing posts, the Corporate Services Committee.

Payments on Ceasing Office

25. Staff who leave the City Corporation, including the Town Clerk & Chief Executive and staff on the Senior Management Grade, are not entitled to receive any payments from the authority, except in the cases outlined below in paragraphs 26 to 32. . .

Retirement

26. Staff who contribute to the Local Government Pension Scheme who retire from age 55 onwards are able to elect to receive immediate payment of their pension benefits on a reduced basis in accordance with the Scheme.
27. Unreduced benefits are payable if retirement is from Normal Pension Age, with normal pension age linked to the State Pension Age from 1 April 2014, unless protections in the Pension Scheme allow for an earlier date. Early retirement, with immediate payment of pension benefits, is also possible under the Pension Scheme following dismissal on redundancy or business efficiency grounds from age 55 onwards and on grounds of permanent ill-health at any age.
28. Whilst the Local Government Pension Scheme allows applications for flexible retirement from staff aged 55 or over, where staff reduce their hours or Grade, it has in general been the City Corporation's policy to agree to these only where there are clear financial or operational advantages to the organisation. Benefits are payable in accordance with Regulation 27 of the Local Government Pension Scheme Regulations 2013.

Redundancy

29. Staff who are made redundant are entitled to receive statutory redundancy pay as set out in legislation calculated on a week's pay (currently a maximum of £571 per week). The City Corporation currently bases the calculation on 1.5 x actual salary. This scheme may be amended from time to time subject to Member approval, and has most recently been so amended for staff made redundant on or after 25 October 2017. The authority's policy on discretionary compensation for relevant staff under the Local Government (Early Termination of Employment) (Discretionary Compensation) (England and Wales) Regulations 2006 is published on the Corporation's website.

Settlement of potential claims

30. Where a member of staff leaves the City Corporation's service in circumstances which would, or would be likely to, give rise to an action seeking redress through the courts from the organisation about the nature of the member of staff's departure from the Corporation's employment, such claims may be settled by way of a settlement agreement paying due regard to the Special Severance Guidance issued by the Department for Levelling Up, Housing and Communities, and where it is in the City Corporation's interests to do so based on advice from the Comptroller & City Solicitor and Chamberlain & Chief Financial Officer. The amount to be paid in any such instance may include an amount of compensation, which is appropriate in all the circumstances of the individual case. Should such a matter involve the departure of a member of staff in the Senior Management Grade or the Town Clerk & Chief Executive, any such compensation payment will only be made following consultation with the Chairs of Policy & Resources and Corporate Services Committees and legal advice that it would be lawful, proper and reasonable to pay it.

Payment in lieu of notice

31. In exceptional circumstances, where it suits service needs, payments in lieu of notice are made to staff on the termination of their contracts.

Re-employment

32. Applications for employment from staff who have retired or been made redundant from the City Corporation or another authority will be considered in accordance with the Corporation's normal recruitment policy. The City Corporation does not engage former employees on contracts designed to avoid tax.

POLICY IMPLEMENTATION AND CURRENT POSITION

Salary scales effective from 1 July 2022

33. A corporate Pay Award effective from 1 July 2022 gave all Graded employees whichever was the larger of a £1,300 pay increase or 3% on their combined contractual Base and London Weighting pay. The current salary scales resulting from this Award are given below.

Grade	Min Salary (£)	Max Salary (£)	No. of employees
Grade A	£19,470	£19,470	112
Grade B	£19,470	£22,410	545
Grade C	£25,030	£28,830	770
Grade D	£30,650	£35,340	696
Grade E	£35,340	£40,620	551
Grade F	£44,390	£51,480	411
Grade G	£53,000	£61,480	193
Grade H	£61,480	£71,250	99
Grade I	£71,250	£82,580	29
Grade J	£85,070	£98,630	19
Senior Management Grade (SMG)	£86,770	£266,740	17

The figures given are for Base pay only. Employee numbers are those at the time of the December 2022 pay roll. Any employee on Grades A-J who manages or supervises another employee on the same Grade has a separate pay scale paying up to 6.1% greater than the salary on the substantive Grade. Any employee on Grades A-J who is in a residential post has a separate pay scale paying 12.5% less than the salary on the substantive Grade. The figures for employees in each Grade in the table above include those on the relevant supervisory and residential scales. All employees on Grades A-J and in the SMG also receive a London Weighting allowance. The allowance does not differ between Grades of staff, but employees from spine point 1038 upwards (fourth point of Grade E) on the Corporation pay scales receive a small additional allowance to ensure that they received an increase of 3% on their combined contractual Base and London Weighting pay under the 2022 Pay Award.

Teacher Grades	£29,490	£60,250
Senior Teacher Grades	£64,640	£147,490

Figures for Teacher Grades exclude any additional responsibility allowances payable. Figures for Senior Teacher Grades include all payments.

This information is reviewed, updated and published on a regular basis in accordance with the guidance on data transparency and by the Accounts and Audit (England) Regulations 2011. It should be noted that all Police Officer pay scales are nationally determined and as such do not form part of the City Corporation’s Pay Policy.

34. Current levels of London Weighting for non-residential staff in Grades A-J and the SMG are £6,710 for those based in inner London and £4,020 for those based in outer London. Separate rates (approximately 10% lower) are applied to residential staff. The construction of the 2022 Pay Award required the introduction of a “London Weighting Supplement” for employees on all spine points upwards from and including spine point 1038 (the fourth point of Grade E), to ensure that they received the minimum 3% increase on their combined contractual Base and London Weighting pay. This amounts to £200 per annum for non-residential employees based in inner London and £120 per annum for employees based in Outer London. Again, separate rates of approximately 10% lower are applied to these figures for residential staff.
35. The City Corporation subscribes to Croner’s salary benchmarking. While this provides information on both public- and private-sector comparator jobs, general practice is to use the median level of comparator public-sector jobs in central London for organisations which employ between 1001 and 4000 staff, with a turnover of £50m-£100m as basis for establishing appropriate market rates.
36. The Act’s provisions do not supersede the City Corporation’s autonomy to make decisions on pay which are appropriate to local circumstances and deliver value for money for local taxpayers. The Corporation seeks to be a fair employer and an

employer of choice - recognising and rewarding the contributions of staff in an appropriate way. The Corporation sets pay fairly within published scales and, in doing so, has regard to changing conditions in differing occupational and geographic labour markets.

Employees below the Senior Management Grade

- 37. The lowest Graded employees are in Grade A as determined by the outcomes of the Job Evaluation process. That Grade has been restructured in recent years such that its bottom and top points have risen higher up the pay scale, and under the 2022 Pay Award it became a single-point Grade, that point being equivalent to the lowest point on Grade B. All Grade A employees are therefore now paid £26,180 (FTE), including a London Weighting allowance for working in Inner London. The current pay range for Grades A - J is £26,180 to £105,540 inclusive of Inner London Weighting of £6,710 (plus an additional £200 for all employees from the fourth point of Grade E upwards on the scales) for non-residential employees.
- 38. Under normal circumstances, in each October following the March end of the appraisal year, generally around two thirds of eligible employees have been allowed to move into the two higher contribution increments or to receive a one-off non-consolidated contribution payment. As stated earlier, since 2020, normal practice has been waived as a result of the difficulties caused by the pandemic, and increments for all eligible staff have been allowed to be the default position.

Senior Management Grade

- 39. Current Senior Management salary scales are from £86,770 to £266,740, excluding London Weighting.
- 40. Each Senior Management Grade post is allocated a range around a datum point. There is a maximum and minimum (datum plus 9% and datum minus 6% respectively) above and below which no individual salary can fall. Where a pay increase for a member of staff would take them above the maximum in a given year, the excess amount above the maximum may be paid as a non-consolidated payment in such years as the organisation has authorised performance-based Contribution Payments to be made. These, as with other Contribution Payments, would not be consolidated into basic salary, and therefore would not form part of contractual pay for subsequent years.
- 41. Each year the datum point advances by a percentage equivalent to any ‘cost of living’ pay award. Individual salaries would move according to the table below:

Contribution Level	Salary Change
A Outstanding	Datum % change + up to 6%
B Very Good	Datum % change + up to 4%
C Good	Datum % change
D Improvement Required	0.0%

- 42. As with staff in Grades D-J, normal practice on progression through Grades or Contribution Payments for eligible staff has been waived since 2020. In 2022, SMG staff not on the top of their Grades received a 3% “incremental” progression through

their individual pay scales, but no Contribution Payments were made to those at the top of their scales.

43. The Senior Remuneration Sub-Committee sets the initial salary on appointment, together with the individual salary band, for staff with posts in the Senior Management Grade. Thereafter, the Town Clerk & Chief Executive may recommend salary progression within the individual salary band (and up to the maximum) which will be considered by the Senior Remuneration Sub-Committee. Any changes to individual salary bands including starting salary will be approved by the Senior Remuneration Sub-Committee.
44. In respect of the Town Clerk & Chief Executive, the post's salary and any Contribution Payments that may be due to its holder are determined by the Senior Remuneration Sub-Committee. A new Town Clerk and Chief Executive commenced employment in the post in February 2023. The Sub-Committee is advised by an Appraisal Panel comprising the Chairs of the Policy & Resources Committee (as the Town Clerk's line manager), Corporate Services Committee, Finance Committee and General Purposes Committee of Aldermen. The Appraisal Panel set the Town Clerk's annual objectives and review performance against those objectives, receiving a report from the Chair of the Policy & Resources Committee who conducts the annual appraisal meeting with the Town Clerk. The Sub-Committee and Appraisal Panel are supported by the Chief People Officer, together with any appropriate external advisers.
45. Set out below are the broad pay ranges for the Senior Management Grade in 2022-2023, with the numbers in each band, excluding London Weighting. Each member of staff will have an individual salary scale within these broad ranges. (It should be noted that there are a further two additional SMG posts which are currently vacant as at December 2022.)

£86,770 - £123,670	(4)
£127,410 - £161,370	(5)
£171,240 - £199,090	(7)
£230,070 - £266,740	(1)

Chief Officers and Deputy Chief Officers

46. The Act specifies that information should be given in Pay Policy Statements about the determination of remuneration for Chief Officers and Deputy Chief Officers as defined under the Local Government & Housing Act 1989, including approaches to the award of other elements of remuneration including bonuses and performance-related pay as well as severance payments. This should include any policy to award additional fees paid to Chief Officers or Deputy Chief Officers for their local election duties. The 1989 Act applies to the City Corporation only in its capacities as a local authority, police authority and port health authority, but as with other parts of this Statement, details are given for all employees who would satisfy the basic definitions of Chief Officers and Deputy Chief Officers given in the 1989 Act, other than schoolteachers and those who work in general for the City Corporation in its capacity as a police authority.

47. According to the definitions given in the 1989 Act (but widened in their interpretation as described in the paragraph above), as of 19 November 2021, the City Corporation had 29 filled Chief Officer posts and 122 filled Deputy Chief Officer posts. The 30 Chief Officer posts comprised the 17 posts within the Senior Management Grade plus the following numbers of posts within the A-J Grades:

- Grade J 9
- Grade I 3

plus one post paid at a spot salary owing to the nature of its employment.

The 121 Deputy Chief Officer posts were made up of posts at the following Grades:

- Grade J 9
- Grade I 20
- Grade H 50
- Grade G 23
- Grade F 15

plus four posts paid at spot salaries owing to the nature of their employment and/or funding.

48. The distinctions between SMG pay and payments made to employees on other Grades are outlined in the relevant sections of this Statement above. The most significant element of pay able to be received by employees in Grades A-J that is not available to SMG posts is Market Forces Supplements. 8 Chief Officers in Grades I-J receive these payments as do 54 Deputy Chief Officers in Grades F-J. 5 of the Deputy Chief Officers in Grade F receive additional payments for working contractual hours in addition to the standard 35 per week on most City Corporation contracts. One Deputy Chief Officer on Grade F receives occasional additional payments for participating in electoral activities. One Deputy Chief Officer (Grade J) receives additional payments for undertaking standby duties.

49. In cash terms, the payments per annum made to Chief Officers (including those in the SMG) and Deputy Chief Officers fall into the following broad pay bands:

<u>£ per annum</u>	<u>Chief Officers</u>	<u>Deputy Chief Officers</u>
40,000 – 50,000	-	7
51,000 – 60,000	-	22
61,000 – 70,000	1	21
71,000 – 80,000	1	32
81,000 – 90,000	2	13
91,000 – 100,000	2	14
101,000 – 110,000	3	4
111,000 – 120,000	3	5
121,000 – 140,000	5	1

141,000 – 160,000	3	1
161,000 – 199,000	8	-
200,000 – 267,000	1	1
Total employees	29	121

All payments outlined in the table above exclude London Weighting payments.

50. The schemes for incremental pay increases and Contribution Payments for employees in Grades D-J and the Senior Management Grade are set out in the relevant sections of this Statement above. These apply to Chief Officers and Deputy Chief Officers, depending on whether they are in one of the D-J Grades or the SMG. No Chief Officer or Deputy Chief Officer has an element of their basic pay “at risk” to be earned back each year. Progression through Grades is, however, subject to successful performance, assessed through the application of the performance-appraisal scheme. Contribution Payments for any Chief Officer or Deputy Chief Officer are only available (when authorised) to those at the top of their Grades. These must also be earned through performance appraisal, and all such payments are non-consolidated, meaning that any recurrence of the payment has again to be earned through performance in future years.

51. The Act requires authorities to set out their policies on remuneration for their highest-paid staff alongside their policies towards their lowest-paid staff, and to explain what they think the relationship should be between the remuneration of their highest-paid staff and other staff. The City Corporation’s pay multiple - the ratio between the highest paid and lowest paid permanent staff - is approximately 1:11. The ratio between the pay of the highest paid member of staff and the median earnings figure for all staff in the authority is approximately 1:7.

Publication of information relating to remuneration

52. The City Corporation will publish details of positions with remuneration of £50,000 or above in accordance with the Accounts and Audit Regulations 2015 and the Local Government Transparency Code issued by the Secretary of State for Communities and Local Government.

53. This Pay Policy Statement will be published on the Corporation’s public website. It may be amended at any time during 2021-2022 by resolution of the Court of Common Council. Any amendments will also be published on the Corporation’s public website.

54. This statement meets the requirements of the: Localism Act 2011; the Department for Communities and Local Government (DCLG) guidance on “Openness and accountability in local pay: Guidance under section 40 of the Localism Act” (including any supplementary Guidance issued); “The Local Government Transparency Code 2015”; and the Accounts and Audit Regulations 2015.

55. From 2018, the City of London Corporation is required under the Equality Act 2010 to publish information every year showing the pay gap between male and female employees. The organisation’s most recent such report was published in March 2022.

A. Moss
Chair, Corporate Services Committee

F. Keelson-Anfu
Deputy Chair, Corporate Services Committee

January 2023

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CITY OF LONDON CORPORATION

PAY POLICY STATEMENT 202~~23~~-202~~34~~

LEGISLATIVE OVERVIEW

1. Section 38(i) of the Localism Act 2011 (the Act) has required local authorities since the financial year 2012-2013 to produce a Pay Policy Statement in advance of each financial year. The Act requires local authorities to set out in their Statements their policies on a range of issues, particularly those relating to remuneration for their most senior and lowest-paid staff. This must include significant information on pay and reward for Chief Officers (as defined in the Local Government and Housing Act 1989). The Statement must be reviewed annually and agreed by “*a resolution of the authority*”, in the City of London Corporation’s case by the Court of Common Council. This document meets the requirements of the Act for the City of London Corporation for the financial year 202~~23~~-202~~34~~.
2. The provisions of the Act require that authorities are more open about their local policies and how local decisions are made. The Code of Recommended Practice for Local Authorities on Data Transparency enshrines the principles of transparency and asks authorities to follow three principles when publishing data they hold: responding to public demand; releasing data in open formats available for re-use; and releasing data in a timely way. This includes data on senior salaries and the structure of the workforce.
3. The Act applies to the City of London Corporation only in its capacity as a local authority. It should be noted that not all of the pay and employment costs incurred by the City of London Corporation are carried out in this capacity, or even funded from public resources. As well as having statutory local authority functions, the Corporation undertakes other public functions, such as those of a police authority and of a port health authority. It also has private and charitable functions which receive funding through income from endowment and trust funds, and the pay and employment costs of these functions are met from these funds and are outside the scope of the Act.
4. In general, and in keeping with the spirit of openness, this Statement does not ~~try to~~ distinguish between information which applies to the City Corporation as a local authority and that which applies to it in any of its other capacities. However, insofar as the Act specifically excludes police authorities from its remit, this Statement does not include information about Police Officers.
5. Likewise, paragraph 7 of the Government Guidance for authorities on “*Openness and accountability in local pay*” (which has statutory effect under s40 of the Act for authorities in the preparation of their Pay Policy Statements) advises that “*The provisions in the Act do not apply to the staff of local authority schools and therefore teaching staff need not be brought within the scope of a pay policy statement*”. The City of London Corporation does not directly manage any local authority schools, but it does directly run three independent schools, and while some information about the remuneration of the teaching staff in these schools is provided in the Statement, in

general the Statement follows the Government Guidance and leaves teaching staff outside of its scope.

6. The Act does not require authorities to publish specific numerical data on pay and reward in their Pay Policy Statement. However, information in this Statement should fit with any data on pay and reward which is published separately. The City Corporation operates consistent pay policies which are applied across all of its functions. Further details of the current Grade structures and associated pay scales are provided below in the section on "Policy Overview" (paragraphs 11-178) and "Policy Implementation" (paragraphs 323 and 367-453).

POLICY OVERVIEW

Background and fundamental rationale

7. All pay and terms and conditions of service are locally negotiated with the Corporation's recognised trade unions or staff representatives. In 2006-2007 extensive work was undertaken on a review of pay and grading structures. As a result, the principles set out in the guidance to the Act have already generally been addressed although the Act set out some additional requirements which are covered by this Statement.
8. In 2007, the Corporation implemented a number of core principles, via collective agreement, to form the City Corporation's pay strategy. This now focusses on a balance between incremental progression, individual performance and contribution to the success of the organisation. The main body of City Corporation employees are paid according to a Grade structure of 10 Grades (Grades A-J), with the most senior posts in a separate Senior Management Grade. Both the A-J Grades and the Senior Management Grade retain incremental progression, but this has since 2007 been determined by performance measured through appraisal over the year 1 April - 31 March. In 2020 and 2021 recent years, on account of the operational difficulties arising from the pandemic, this policy has been was waived for the year, such that failure to progress incrementally has been was by exception rather than through measured performance.
9. The provisions made in the 2007 pay review gave employees in Grades D-J and the Senior Management Grade access to "Contribution Payments" if the employees were at the top of their respective Grades. In years when these payments are in operation, achievement of them is also determined by appraisal over the same 1 April - 31 March time period. The payments are not contractual and are therefore made at the employer's discretion. In 2024, no Contribution Payments were made, but a £200 (FTE) payment was made to employees at the top of any of Grades A-J, as part of the collectively agreed corporate Pay Award for 2022.
10. All incremental progressions are implemented from 1 October following the ending of the appraisal year, and Contribution Payments earned from appraisal are (when made) paid in the same October. In general, a fundamental element of the strategy is that achievement of payments related to performance is more onerous and exacting the more senior the member of staff.

Grading structure

11. All non-teaching staff employed by the City Corporation below the Senior Management Grade are allocated to one of the 10 A-J Grades, other than in a small number of exceptional cases, such as Apprentices. All such posts were reviewed under Job Evaluation, ranked in order and allocated to a Grade following the 2007 Review. The evaluation scheme was independently equalities-impact assessed to ensure that it was inherently fair and unbiased. New posts and any existing posts that change their levels of responsibility etc. continue to be evaluated and ranked under the scheme. The scheme, how it is applied, the scoring mechanism and how scores relate to Grades are published on the Corporation's Intranet, so staff can be assured that the process is fair and transparent. In addition, there is an appeal mechanism agreed with the recognised trade unions and staff representatives.
12. Grades A-C are the lowest Grades in the City of London Corporation. Grade A has, under the 2022 Pay Award, been reduced to a single increment, which is also the bottom increment of Grade B. ~~3 increments and~~ Grades B and C have 6 increments, and progression through each Grade can be achieved by annual incremental progression, subject to satisfactory performance. There is no Contribution Pay assessment. However, employees at the top of these Grades have the opportunity if they have undertaken exceptional work to be considered for a Recognition Award, up to a maximum level set corporately each year (this has been £500 in each year since 2010).
13. Grades D-J have 4 'core' increments and 2 'contribution' increments. Progression through the 4 'core' increments is subject to satisfactory performance. Progression into and through the 2 'contribution' increments can require performance to be at a higher than satisfactory level. Once at the top of the scale, for those who achieve the highest standards of performance and contribution, it is possible (subject to the employer's discretion in any given year) to earn a one-off non-consolidated Contribution Payment of up to 6% of basic pay depending on the assessed level of contribution over the previous year. The appraisal system recognises four levels of performance - Improvement Required, Good, Very Good and Outstanding, and those employees at the top of Grades D-J who achieve either of the top two ratings can (in years when the system is authorised to operate) receive a Contribution Payment.
14. A separate performance-payment scheme is in place for a small group of employees at the Barbican Centre engaged in commercial activities. These staff may receive payments of up to £4,000 or £6,000 per annum, depending on Grades and their success in meeting certain performance targets. The staff involved are excluded from the Recognition Awards and Contribution Payments schemes applying to other employees on their Grades.
15. The Senior Management Grade comprises the most senior roles in the organisation, as determined by Job Evaluation. Posts on the Senior Management Grade (SMG) are those which are the professional lead for a significant area of City Corporation business, with the nature of the professional responsibility held being that the postholders are not only directing the function for which they are responsible towards meeting corporate strategic goals but are required to determine from their professional point of view how these corporate goals should be constructed. As the SMG posts are distinct roles, they are individually evaluated and assessed independently against

the external market allowing each post to be allocated an individual salary range within the Grade, which incorporates market factors as well as corporate importance. Any increase in salary (whether through incremental progression or a cost-of-living award) is entirely dependent on each individual being subject to a rigorous process of assessment and evaluation, based on the contribution of the individual to the success of the organisation. SMG posts are not necessarily the best-paid in the organisation, as other posts in Grades I and J may be better paid than some SMG posts, depending on the separate market supplements applied to the Graded posts.

16. ~~The Following approval by the~~ Court of Common Council ~~approved~~ a new Target Operating Model and Organisation Design ~~on, the Senior Management Grade will, from~~ 1 April 2021, ~~and the Senior Management Grade now~~ comprises the following posts:

- Town Clerk & Chief Executive
- Deputy Town Clerk ~~& Chief Executive~~
- Chief Operating Officer
- Chamberlain & Chief Financial Officer
- Comptroller & City Solicitor ~~& Deputy Chief Executive~~
- Remembrancer
- City Surveyor ~~& Executive Director, Property~~
- Executive Director, Community & Children's Services
- Executive Director ~~of,~~ Environment
- ~~Executive~~ Director ~~of Economic Development~~ (~~, Innovation & Growth~~)
- ~~Executive Director of,~~ Human Resources ~~& Chief People Officer~~
- Assistant Town Clerk ~~& Executive Director, Governance & Members' Services Director~~
- Executive Director, Communications & External Affairs
- Chief Strategy Officer
- Executive Director ~~,&~~ Private Secretary to the Lord Mayor
- Executive Director ~~,&~~ Private Secretary to the Chair of the Policy and Resources Committee
- ~~Chief Executive Officer~~ ~~Managing Director,~~ Barbican Centre
- Managing Director ~~of,~~ Bridge House Estates
- Principal, Guildhall School of Music & Drama
- ~~Open Spaces Director~~

17. The Head Teachers of the City of London School, City of London School for Girls and City of London Freeman's School are not part of the Senior Management Grade for the purposes of pay (their pay is governed by a separate senior teaching pay scale, as outlined in paragraph 533). The pay of the post of Remembrancer is aligned to ~~that of Deputy Parliamentary Counsel within the Civil Service Senior Civil Service pay scales at Senior Civil Service Grade 3 (SCS 3).~~

18. Following the principles outlined above, the pay ranges for the Senior Management Grade ~~are were~~ set with reference to both job evaluation and an independent external

market assessment. The principles of this were agreed by the Court of Common Council in 2007 and, subsequently, the specific unique range for each senior management post was initially agreed by the Establishment Committee (now called Corporate Services Committee) in October 2007. These, have been subject thereafter to alteration ~~thereafter~~ when new SMG posts have been created or the duties or responsibilities of posts or other external factors relevant to their pay and reward have changed.

Other contractual payments

19. In addition to basic salary, all Graded staff are paid a London Weighting allowance which varies depending on where they are based and whether they are supplied by the employer with residential accommodation necessary for the purposes of fulfilling the duties of their job. This is to assist staff with the higher cost of living and working in London. The 2022 corporate Pay Award introduced a further “London Weighting Supplement” to employees in spine points 1038 (fourth point of Grade E) upwards, including SMG employees.
20. As most of the work of the organisation is undertaken in the City of London, there are some types of posts which are difficult to recruit to (e.g. lawyers, IT staff etc.). Accordingly, there is often the need to use market supplements to attract, recruit and retain highly sought-after skills. These, where used, can be applied to employees in Grades A-J. Any request for a market supplement must be supported by independent market data ~~and is considered by a panel of senior officers~~ and, where appropriate depending on the amount proposed to be paid and the Grade of the post, by the Establishment Corporate Services Committee. All market supplement payments are kept under regular review, and regular reports on payments made are produced for the Establishment Corporate Services Committee.
21. The London Living Wage (LLW) has been applied as a minimum rate for all directly employed staff, including Apprentices, since April 2017. Casual staff and agency workers have also been paid the London Living Wage since 2014. Until 2018, LLW increases were applied from 1 April each year in line with the most recently announced LLW increase. However, in October 2018, the City Corporation’s Policy & Resources Committee agreed that LLW increases should be applied in this and future years to affected employees and other staff from the date of the increase’s announcement, which in 202~~2~~⁴ was on 15~~22~~ SeptemberNovember (an increase of 8.14~~1.84~~%).
22. The Corporate Services Committee (formerly Establishment Committee) has specific authority to deal with or make recommendations to the Court of Common Council where appropriate on all matters relating to the employment of City of London Corporation employees where such matters are not specifically delegated to another Committee. These matters include the remuneration of senior officers. The Corporate Services Establishment Committee has delegated this to its Senior Remuneration Sub-Committee.

Transparency

23. The Government guidance to the Act (which has statutory effect) requires the Pay Policy Statement to make reference to policies in relation to staff leaving the authority,

senior staff moving posts within the public sector, senior staff recruitment, and re-employment of senior postholders who have left the authority, particularly in relation to arrangements which might be made in such an event that would appear to have the intention of minimising tax payments made by the re-engaged former employee.

Recruitment

24. New staff, including those in the Senior Management Grade, are normally appointed to the bottom of the particular pay scale applicable for the post. If the existing salary falls within the pay scale for the post, the new employee is normally appointed to the lowest point on the scale which is higher than their existing salary provided this gives them a pay increase commensurate with the additional higher-level duties. In cases where the existing salary is higher than all points on the pay scale for the new role, the member of staff is normally appointed to the top of the pay scale for the role.

For posts where the salary is £100,000 or more, the following approvals will be required:

- (i) in respect of all new posts, the Court of Common Council;
- (ii) in respect of all existing posts, the Corporate Services Establishment Committee.

Payments on Ceasing Office

25. Staff who leave the City Corporation, including the Town Clerk & Chief Executive and staff on the Senior Management Grade, are not entitled to receive any payments from the authority, except in the cases outlined below in paragraphs 26 to 32. –of redundancy or retirement, as indicated below.

Retirement

26. Staff who contribute to the Local Government Pension Scheme who retire from age 55 onwards are able to elect to receive immediate payment of their pension benefits on a reduced basis in accordance with the Scheme.
27. Unreduced benefits are payable if retirement is from Normal Pension Age, with normal pension age linked to the State Pension Age from 1 April 2014, unless protections in the Pension Scheme allow for an earlier date. Early retirement, with immediate payment of pension benefits, is also possible under the Pension Scheme following dismissal on redundancy or business efficiency grounds from age 55 onwards and on grounds of permanent ill-health at any age.
28. Whilst the Local Government Pension Scheme allows applications for flexible retirement from staff aged 55 or over, where staff reduce their hours or Grade, it has in general been the City Corporation's policy to agree to these only where there are clear financial or operational advantages to the organisation. Benefits are payable in accordance with Regulation 27 of the Local Government Pension Scheme Regulations 2013.

Redundancy

29. Staff who are made redundant are entitled to receive statutory redundancy pay as set out in legislation calculated on a week's pay (currently a maximum of £57144 per week). The City Corporation currently bases the calculation on 1.5 x actual salary.

This scheme may be amended from time to time subject to Member approval, and has most recently been so amended for staff made redundant on or after 25 October 2017. The authority's policy on discretionary compensation for relevant staff under the Local Government (Early Termination of Employment) (Discretionary Compensation) (England and Wales) Regulations 2006 is published on the Corporation's website.

Settlement of potential claims

30. Where a member of staff leaves the City Corporation's service in circumstances which would, or would be likely to, give rise to an action seeking redress through the courts from the organisation about the nature of the member of staff's departure from the Corporation's employment, such claims may be settled by way of a settlement agreement [paying due regard to the Special Severance Guidance issued by the Department for Levelling Up, Housing and Communities, and](#) -where it is in the City Corporation's interests to do so based on advice from the Comptroller & City Solicitor [and Chamberlain & Chief Financial Officer](#). The amount to be paid in any such instance may include an amount of compensation, which is appropriate in all the circumstances of the individual case. Should such a matter involve the departure of a member of staff in the Senior Management Grade or the Town Clerk & Chief Executive, any such compensation payment will only be made following consultation with the Chairs of Policy & Resources and [Corporate Services Establishment](#) Committees and legal advice that it would be [lawful, equal](#), proper and reasonable to pay it.

Payment in lieu of notice

31. In exceptional circumstances, where it suits service needs, payments in lieu of notice are made to staff on the termination of their contracts.

Re-employment

32. Applications for employment from staff who have retired or been made redundant from the City Corporation or another authority will be considered in accordance with the Corporation's normal recruitment policy. The City Corporation does not engage former [employees staff](#) on contracts [designed to avoid tax that enable tax payments to be minimised](#).

POLICY IMPLEMENTATION AND CURRENT POSITION

Salary scales effective from 1 July 2021~~2~~

33. A [corporate Pay Award effective from 1 July 2022 gave all Graded employees whichever was the larger of a £1,300 pay increase or 3% on their combined contractual Base and London Weighting pay. three-year pay award giving an increase of 2.25% on Base salaries and 5% on London Weighting for all employees in Grades A-J and the Senior Management Grade was agreed in March 2020. The planned increases would be effective from 1 July each year between 2020 and 2022. The agreement on the Pay Award included a clause for renegotiation "in exceptional circumstances", and in December 2020, in the light of the circumstances caused by the pandemic, and of the Chancellor's recommended "pay pause" for public-sector workers, the City Corporation invoked this clause. As a result of this, the pay award for 2021/22 was a](#)

~~1.525% increase on Base salaries of Grades A-C and no increases on any other pay.~~
The current salary scales resulting from this Award are given below.

Grade	Min Salary (£)	Max Salary (£)	No. of employees
Grade A	£1 <u>96,654</u> 70	£1 <u>79,647</u> 0	11 <u>249</u>
Grade B	£1 <u>89,417</u> 0	£2 <u>24,141</u> 0	5 <u>4554</u>
Grade C	£2 <u>35,073</u> 0	£2 <u>78,583</u> 0	<u>770813</u>
Grade D	£ <u>3029,365</u> 0	£ <u>345,304</u> 0	6 <u>969</u>
Grade E	£ <u>345,034</u> 0	£ <u>3940,446</u> 20	<u>55160</u>
Grade F	£4 <u>43,103</u> 90	£ <u>5149,948</u> 0	41 <u>14</u>
Grade G	£5 <u>13,460</u> 00	£ <u>5961,694</u> 80	<u>19384</u>
Grade H	£ <u>5961,694</u> 80	£ <u>6971,172</u> 50	<u>9988</u>
Grade I	£ <u>6971,172</u> 50	£ <u>802,175</u> 80	<u>295</u>
Grade J	£ <u>825,590</u> 70	£ <u>958,766</u> 30	<u>197</u>
Senior Management Grade (SMG)	£8 <u>46,247</u> 70	£2 <u>5866,974</u> 0	17

The figures given are for Base pay only. Employee numbers are those at the time of the ~~November~~December 20212 pay roll. Any employee on Grades A-J who manages or supervises another employee on the same Grade has a separate pay scale paying up to 6.1% greater than the salary on the substantive Grade. Any employee on Grades A-J who is in a residential post has a separate pay scale paying 12.5% less than the salary on the substantive Grade. The figures for employees in each Grade in the table above include those on the relevant supervisory and residential scales. All employees on Grades A-J and in the SMG also receive a London Weighting allowance. The allowance does not differ between Grades of staff, but employees from spine point 1038 upwards (fourth point of Grade E) on the Corporation pay scales-receive a small additional allowance to ensure that they received an increase of 3% on their combined contractual Base and London Weighting pay under the 2022 Pay Award.

Teacher Grades	£29,490	£60,250
Senior Teacher Grades	£64,640	£147,490

Figures for Teacher Grades exclude any additional responsibility allowances payable. Figures for Senior Teacher Grades include all payments.

This information is reviewed, updated and published on a regular basis in accordance with the guidance on data transparency and by the Accounts and Audit (England) Regulations 2011. It should be noted that all Police Officer pay scales are nationally determined and as such do not form part of the City Corporation's Pay Policy.

34. Current levels of London Weighting for non-residential staff in Grades A-J and the SMG are £6,710 for those based in inner London and £4,020 for those based in outer

London. Separate rates (approximately 10% lower) are applied to residential staff. The construction of the 2022 Pay Award required the introduction of a “London Weighting Supplement” for employees on all spine points upwards from and including spine point 1038 (the fourth point of Grade E), to ensure that they received the minimum 3% increase on their combined contractual Base and ~~London~~London Weighting pay. This amounts to £200 per annum for non-residential employees based in inner London and £120 per annum for employees based in Outer London. Again, separate rates of approximately 10% lower are applied to these figures for residential staff.

35. The City Corporation subscribes to Croner’s salary benchmarking. While this provides information on both public- and private-sector comparator jobs, general practice is to use the median level of comparator public-sector jobs in central London for organisations which employ between 1001 and 4000 staff, with a turnover of £50m-£100m as basis for establishing appropriate market rates.
36. The Act’s provisions do not supersede the City Corporation’s autonomy to make decisions on pay which are appropriate to local circumstances and deliver value for money for local taxpayers. The Corporation seeks to be a fair employer and an employer of choice - recognising and rewarding the contributions of staff in an appropriate way. The Corporation sets pay fairly within published scales and, in doing so, has regard to changing conditions in differing occupational and geographic labour markets.

Employees below the Senior Management Grade

37. The lowest Graded employees are in Grade A as determined by the outcomes of the Job Evaluation process. That Grade has been restructured in recent years such that its bottom and top points have risen higher up the pay scale, and under the 2022 Pay Award it became a single-point Grade, that point being equivalent to the lowest point on Grade B. All Grade A employees are therefore now paid~~The current lowest point on Grade A is now~~ £236,36180 (FTE), including a London Weighting allowance for working in Inner London. The current pay range for Grades A - J is £236,36180 to £1025,47540 inclusive of Inner London Weighting of £6,710 (plus an additional £200 for all employees from the fourth point of Grade E upwards on the scales) for non-residential employees.
38. Under normal circumstances, in each October following the March end of the appraisal year, generally around two thirds of eligible employees have been allowed to move into the two higher contribution increments or to receive a one-off non-consolidated contribution payment. As stated earlier, ~~since in 2020 and 2021~~, normal practice ~~has been~~ was waived as a result of the difficulties caused by the pandemic, and increments for all eligible staff ~~have been~~ were allowed to be the default position.

Senior Management Grade

39. Current Senior Management salary scales are from £846,24770 to £25866,9740, excluding London Weighting.
40. Each Senior Management Grade post is allocated a range around a datum point. There is a maximum and minimum (datum plus 9% and datum minus 6% respectively) above and below which no individual salary can fall. Where a pay increase for a

member of staff would take them above the maximum in a given year, the excess amount above the maximum may be paid as a non-consolidated payment in such years as the organisation has authorised performance-based Contribution Payments to be made that year. ~~These is, as with other Contribution Payments, would does not be consolidated into form part of~~ basic salary, and therefore would not from part of contractual pay for subsequent years for the following year and will, therefore, have to be earned again by superior performance for it to be paid.

41. Each year the datum point advances by a percentage equivalent to any 'cost of living' pay award. Individual salaries would move according to the table below:

Contribution Level	Salary Change
A Outstanding	Datum % change + up to 6%
B Very Good	Datum % change + up to 4%
C Good	Datum % change
D Improvement Required	0.0%

42. As with staff in Grades D-J, normal practice on progression through Grades or Contribution Payments for eligible staff has been was waived since in 2020 and 2021. In 202~~2~~4, SMG staff not on the top of their Grades received a 3% "incremental" progression through their individual pay scales, but no Contribution Payments were made to those at the top of their scales.

~~The Senior Remuneration Sub-Committee sets the initial salary on appointment, together with the individual salary band, for staff with posts in the Senior Management Grade. Thereafter, the Town Clerk & Chief Executive determines annual salary progression for SMG posts (other than in relation to their own) within (and up to the maximum of) the existing individual salary bands and in accordance with relevant reward policies, in consultation with the Senior Remuneration Sub-Committee. Any changes to the individual salary bands for SMG posts must be agreed by the Senior Remuneration Sub-Committee.~~

43. The Senior Remuneration Sub-Committee sets the initial salary on appointment, together with the individual salary band, for staff with posts in the Senior Management Grade. Thereafter, the Town Clerk & Chief Executive may recommend salary progression within the individual salary band (and up to the maximum) which will be considered by the Senior Remuneration Sub-Committee. Any changes to individual salary bands including starting salary will be approved by the Senior Remuneration Sub-Committee.

44. In respect of the Town Clerk & Chief Executive, the post's salary and any Contribution Payments that may be due to its holder are determined by the Senior Remuneration Sub-Committee. A new Town Clerk and Chief Executive commenced employment in the post in February 2023. The Sub-Committee is advised by an Appraisal Panel comprising the Chairs of the Policy & Resources Committee (as the Town Clerk's line manager), Corporate Services Establishment Committee, Finance Committee and General Purposes Committee of Aldermen. The Appraisal Panel set the Town Clerk's

annual objectives and review performance against those objectives, receiving a report from the Chair of the Policy & Resources Committee who conducts the annual appraisal meeting with the Town Clerk. The Sub-Committee and Appraisal Panel are supported by the Executive Director of Human Resources & Chief People Officer, together with any appropriate external advisers.

45. Set out below are the broad pay ranges for the Senior Management Grade in 2020~~2~~-2024~~3~~, with the numbers in each band, excluding London Weighting. Each member of staff will have an individual salary scale within these broad ranges. (It should be noted that there are a further two additional SMG posts which are currently vacant as at December 2022. the figures below include the pay of employees who are acting up into two SMG posts which are currently vacant. A further SMG post is also vacant but there is not an employee acting up into it.)

£846,24770 - £1203,0670 (4)
 £1247,26410 - £15261,44370 (~~75~~)
 £15671,67240 - £18499,52090 (7)
 £2230,3070 - £25866,9740 (1)

Chief Officers and Deputy Chief Officers

46. The Act specifies that information should be given in Pay Policy Statements about the determination of remuneration for Chief Officers and Deputy Chief Officers as defined under the Local Government & Housing Act 1989, including approaches to the award of other elements of remuneration including bonuses and performance-related pay as well as severance payments. This should include any policy to award additional fees paid to Chief Officers or Deputy Chief Officers for their local election duties. The 1989 Act applies to the City Corporation only in its capacities as a local authority, police authority and port health authority, but as with other parts of this Statement, details are given for all employees who would satisfy the basic definitions of Chief Officers and Deputy Chief Officers given in the 1989 Act, other than schoolteachers and those who work in general for the City Corporation in its capacity as a police authority.

47. According to the definitions given in the 1989 Act (but widened in their interpretation as described in the paragraph above), as of 19 November 2021, the City Corporation had ~~2930~~ filled Chief Officer posts and 122 filled Deputy Chief Officer posts. The 30 Chief Officer posts comprised the 17 posts within the Senior Management Grade plus the following numbers of posts within the A-J Grades:

- Grade J 97
- Grade I 34
- Grade H ~~1~~

plus one post paid at a spot salary owing to the nature of its employment.

The ~~1221~~ Deputy Chief Officer posts were made up of posts at the following Grades:

- Grade J 439

- Grade I 4820
- Grade H 4350
- Grade G 235
- Grade F 215

plus ~~two~~four posts paid at spot salaries owing to the nature of their employment and/or funding.

48. The distinctions between SMG pay and payments made to employees on other Grades are outlined in the relevant sections of this Statement above. The most significant element of pay able to be received by employees in Grades A-J that is not available to SMG posts is ~~M~~market Forces Ssupplements. ~~78~~78 Chief Officers in Grades I-J receive these payments as do ~~534~~534 Deputy Chief Officers in Grades F-J. ~~25~~25 of the Deputy Chief Officers in Grade F receive additional payments for working contractual hours in addition to the standard 35 per week on most City Corporation contracts. One Deputy Chief Officer on Grade F receives occasional additional payments for participating in electoral activities. One Deputy Chief Officer (Grade J) receives additional payments for undertaking standby duties.

49. In cash terms, the payments per annum made to Chief Officers (including those in the SMG) and Deputy Chief Officers fall into the following broad pay bands:

£ per annum	Chief Officers	Deputy Chief Officers
40,000 – 50,000	-	187 <u>187</u>
51,000 – 60,000	1 <u>1</u>	225 <u>225</u>
61,000 – 70,000	1 <u>1</u>	214 <u>214</u>
71,000 – 80,000	12 <u>12</u>	3245 <u>3245</u>
81,000 – 90,000	24 <u>24</u>	13
91,000 – 100,000	2 <u>2</u>	142 <u>142</u>
101,000 – 110,000	34 <u>34</u>	46 <u>46</u>
111,000 – 120,000	34 <u>34</u>	53 <u>53</u>
121,000 – 140,000	5	15 <u>15</u>
141,000 – 160,000	34 <u>34</u>	1 <u>1</u>
161,000 – 199,000	85 <u>85</u>	-
200,000 – 25567,000 <u>25567,000</u>	1	1
Total employees	3029 <u>3029</u>	1221 <u>1221</u>

All payments outlined in the table above exclude London Weighting payments.

~~50. As mentioned earlier, the City Corporation is currently undertaking a significant review of its structure and services. This is due to be implemented this year, and it may have some effect on the numbers and the remuneration of Chief Officers and Deputy Chief Officers employed.~~

~~51-50.~~ The schemes for incremental pay increases and Contribution Payments for employees in Grades D-J and the Senior Management Grade are set out in the relevant sections of this Statement above. These apply to Chief Officers and Deputy

Chief Officers, depending on whether they are in one of the D-J Grades or the SMG. No Chief Officer or Deputy Chief Officer has an element of their basic pay “at risk” to be earned back each year. Progression through Grades is, however, subject to successful performance, assessed through the application of the performance-appraisal scheme. Contribution Payments for any Chief Officer or Deputy Chief Officer are only available (when authorised) to those at the top of their Grades. These must also be earned through performance appraisal, and all such payments are non-consolidated, meaning that any recurrence of the payment has again to be earned through performance in future years.

~~52-51.~~ The Act requires authorities to set out their policies on remuneration for their highest-paid staff alongside their policies towards their lowest-paid staff, and to explain what they think the relationship should be between the remuneration of their highest-paid staff and other staff. The City Corporation’s pay multiple - the ratio between the highest paid and lowest paid permanent staff - is approximately 1:11. The ratio between the pay of the highest paid member of staff and the median earnings figure for all staff in the authority is approximately 1:7.

Publication of information relating to remuneration

~~53-52.~~ The City Corporation will publish details of positions with remuneration of £50,000 or above in accordance with the Accounts and Audit Regulations 2015 and the Local Government Transparency Code issued by the Secretary of State for Communities and Local Government.

~~54-53.~~ This Pay Policy Statement will be published on the Corporation’s public website. It may be amended at any time during 2021-2022 by resolution of the Court of Common Council. Any amendments will also be published on the Corporation’s public website.

~~55-54.~~ This statement meets the requirements of the: Localism Act 2011; the Department for Communities and Local Government (DCLG) guidance on “Openness and accountability in local pay: Guidance under section 40 of the Localism Act” (including any supplementary Guidance issued); “The Local Government Transparency Code 2015”; and the Accounts and Audit Regulations 2015.

~~56-55.~~ From 2018, the City of London Corporation is required under the Equality Act 2010 to publish information every year showing the pay gap between male and female employees. The organisation’s most recent such report was published in March 2020, and showed a diminution in the mean and median hourly-rate gender pay gap and an increase in the proportion of women in the upper quartile of employees by pay rates.

~~T. Graham A. Moss~~
Chair, ~~Corporate Services Establishment~~ Committee

~~C. E. Lord, OBE JP F. Keelson-Anfu~~
Deputy Chair, ~~Corporate Services Establishment~~ Committee

DRAFT

Committees:	Date:
Bridge House Estates Board Policy and Resources Committee	22 February 2023 23 February 2023
Subject: Retrospective Review of Joint Philanthropy Strategy 2018 - 2023	Public
For BHE, which outcomes in the <i>BHE Bridging London 2020 – 2045 Strategy</i> does this proposal aim to support?	1, 2 and 3
Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to support?	3 and 5
Does this proposal require extra revenue and/or capital spending?	No
Report of: David Farnsworth, Managing Director of Bridge House Estates	For discussion
Report Author: Fiona Rawes, Philanthropy Director	

Summary

A Joint Philanthropy Strategy was jointly adopted in June 2018 for the City of London Corporation (CoLC) itself, and as Trustee of Bridge House Estates (Registered Charity No. 1035628) in furthering the charity’s ancillary object. It was developed in recognition of the fact that, as noted in Appendix 1, the CoLC undertakes significant philanthropy, whether in its own right or as Trustee of Bridge House Estates (BHE) and that a more strategic approach was required to analyse, cohere and communicate this philanthropy to maximise its impact, as well as ensuring that the CoLC was contributing to, and raising awareness of, high impact and/or high value philanthropic practice more broadly.

This Report provides a review of progress, from April 2021 to date, of the Philanthropy Strategy, having previously updated the Policy & Resources Committee and the City Bridge Trust Grants Committee on progress from June 2018 – March 2021. A summary of findings from that period is set out in Appendix 2.

The Report is the initial milestone in a 6-stage process (see Appendix 3) to review and, if appropriate, renew the Joint Philanthropy Strategy. It concludes that there is much to be proud of across a range of areas including but not limited to:

- £10.5m funding from BHE’s charitable funding arm City Bridge Trust (CBT) to charitable partners who are uniquely focused on raising the quality and scale of philanthropy; and
- increasing oversight and influence of CoLC funding through the work of the Central Grants Unit (CGU) which has led to much greater consistency, efficiency and impact for the funds distributed from the CoLC and the various associated charities which now fall within its purview.

More challenging aspects of implementation have included setting a realistic framework for impact evaluation given the resources available; determining what level of consistency is possible across the different funding streams given variations in resourcing and governance oversight across them; and securing appropriate levels of

cross-organisational leadership and championship for the engagement of employee, residential and community volunteers in a post-pandemic world.

The review suggests there are fruitful areas for enquiry in this next phase with key questions likely to include how we do more to cohere and amplify BHE's significant contribution to increasing the quality and scale of philanthropy; whether and how the aspirations of the Joint Strategy align with those of BHE's funding strategy, "Bridging Divides" particularly, taking account of equity considerations; and finally whether it is realistic, in a resource-constrained context to anticipate continued or additional funding from the CoLC to support this work over and above that already committed.

Opportunities for member engagement will be provided in the next stages of the review process which aims to conclude in late Autumn 2023. At that stage recommendations will be brought back to these committees for consideration and decision.

Recommendations

It is recommended that the Bridge House Estates Board, in discharge of functions for the City Corporation as Trustee of Bridge House Estates (charity reg. no. 1035628) and solely in the charity's best interests:

1. Note and discuss the update on the implementation of the Joint Philanthropy Strategy to date, the process and timings of the strategy review and the encouragement and opportunities for Member Engagement.

It is recommended that the Policy & Resources Committee:

1. Note and discuss the update on the implementation of the Joint Philanthropy Strategy to date; the process and timings of the strategy review and the encouragement and opportunities for Member engagement.

Main Report

Background

1. In June 2018, the Court of Common Council approved a [Joint Philanthropy Strategy](#) (the 'Joint Strategy') for 2018 – 2023. The Joint Strategy was prepared for the CoLC in its general corporate capacity, and as Trustee of BHE (Charity Registration No. 1035628) in furthering the charity's ancillary object.¹ The Joint Strategy encompasses the giving of time, money, assets and skills by individuals, businesses, trusts and foundations and aims, through the work of the CoLC in conjunction with others, to increase the impact, value and profile of philanthropy.
2. The Joint Strategy has three outcomes:
 - a. High impact philanthropy is role modelled by the CoLC and CBT contributing, in particular, to a reduction in inequality and/or an increase in social mobility.
 - b. Higher impact and/or higher value philanthropy is generated from others as a result of the CoLC and CBTs' support for philanthropic infrastructure.

- c. Key audiences are better equipped to generate higher impact and/or higher value philanthropy as a result of the CoLC and CBTs' awareness-raising activities about it.
3. Unless otherwise stated, all references in this Report and Appendices to the CoLC are to the CoLC acting both in its general corporate capacity and as Trustee of BHE. The principal activities of BHE in furthering the charity's ancillary object in support of the Joint Strategy are being delivered through the charity's funding arm, CBT.
4. A phase 1 implementation plan for the period spanning April 2019 – March 2020 was endorsed by the CBT Committee for BHE in November 2018 and approved by the P&R Committee for both BHE and for itself in February 2019. The plan focused on building a stronger understanding of the CoLC's philanthropic practice, focus and impact, and also laid the foundations for providing greater support for, and awareness-raising of philanthropy externally. Officers planned to use the resulting insights to shape a phase 2 implementation plan for April 2020 – March 2023.
5. A mid-term evaluation (reference at end of report) of the Joint Strategy's implementation was therefore undertaken and presented to the former CBT Committee and to the Policy and Resources Committee in March/April 2021 respectively, and approval to a 2021-2023 implementation plan agreed. Its findings are summarised in Appendix 2. It noted the significant upheavals in philanthropic practice and charitable delivery wrought by covid and made recommendations to:
 - a. further refine and increase the impact of the CoLC's philanthropy, whether in its own capacity or as Trustee of BHE;
 - b. support other organisations who are playing a leading role in increasing the scale and impact of philanthropy more broadly, with a particular focus on cross sectoral collaboration where possible; and
 - c. raise awareness of excellence in philanthropic practice, drawing on our networks, assets and convening power to support this.
6. In November 2022, noting various time-critical internal and external contextual factors, approval was secured from the BHE Board and from the Policy and Resources Committee to extend both the Joint Philanthropy Strategy and the Corporate Volunteering Strategy for a further year. This would enable a combined strategic review to be jointly undertaken and recommendations around the future of both strategies to be developed and made.
7. The timeline of the review process is outlined in Appendix 3 and focuses on the development, testing and costing of proposals for any future iteration of this work with a view to returning to the BHE Board and Policy and Resources Committee with these proposals in late Autumn 2023. Members will be actively engaged as outlined in Appendix 3.

Current position

8. As outlined in the timeline, the first stage of the review process has been to undertake a retrospective review of the strategy against the 2021-2023

implementation plan signed off by the Policy and Resources Committee and the former CBT Committee. This forms the focus of this report, with analysis provided in Appendix 4.

9. The review noted various contextual factors which have impacted the execution of the strategy. These are detailed in Appendix 5.
10. Notwithstanding these factors, there have been a range of positive outcomes for the Joint Strategy which are explored in more detail in Appendix 4 but can be summarised as follows:
 - a. Within BHE, around £10.5m has been funded by CBT to charitable organisations uniquely focused on increasing the quality of giving.
 - b. the increasing oversight and influence of the CGU has led to much greater consistency, efficiency and impact for distribution of the funding of the CoLC and various associated charities which now falls within its purview.
 - c. Of the 59 Charities within the scope of the Corporate Charities Review workstream, the closure/planned closure of 10 charities is complete/underway, as is the merger/planned merger of 27 charities. Governance, policy or administration work is either complete or underway for 22 charities. This means that, collectively, this constitutes a much leaner, more efficient portfolio of charities with improved governance of their philanthropic and other charitable endeavours.
 - d. There has been a deepening of strategic relationships across sectors. So, for example, the GLA, London Councils, London Funders and a range of corporate funders including Bloomberg collaborated on a joint funding initiative during the pandemic, the London Community Response. This provided excellent foundations for the £100m cross sectoral collaboration, 'Propel' which was launched in November 2022.
 - e. The Corporate Volunteering Strategy has (thus far) seen a 97% uplift in employee volunteering in f/year 2022-23 vs f/year 2021-22 as teams and individuals return to the workplace and prioritise the skills-related and wellbeing benefits which volunteering can unlock. More detail is provided in Appendix 6.
 - f. Links between The Lord Mayor's Appeal ("TLMA") and the Philanthropy Team are now much more embedded with the Philanthropy Director attending all TLMA meetings, and collaboration around issues such as due diligence .
 - g. Tactical use has been made of key influencing opportunities. For example, the BHE Chair used his welcome speech to the BHE-funded Beacon Collaborative's Annual Conference of high-net-worth philanthropist and philanthropy advisers at the Guildhall to announce an allocation, from BHE, of up to £30million in the Propel collaboration which has secured £100m from a range of funders to support charities working to support children and young people, shore up advice and guidance, or to strengthen communities.
11. More challenging aspects of implementation of the Joint Strategy are also noted in Appendix 4 but can be summarised as follows:
 - a. Setting a realistic framework for impact evaluation given the resources currently available for this. For example, whilst the CBT funding arm of BHE benefits from a dedicated Impact and Learning Team and an external "learning partner", no

such resource is available to the teams engaged in supporting the CoLC's own giving. As a result, there is variable depth of analysis of the impact and quality of different philanthropic workstreams meaning it is difficult to communicate a credible overarching narrative for the Joint strategy.

- b. Securing adequate resourcing from the CoLC to support the CoLC-facing elements of the strategy.
- c. Securing appropriate levels of cross organisational leadership of, and championship for, the Corporate Volunteering Strategy at a time of considerable change at senior level and more broadly across the organisation.
- d. Significant questions as to the longer term viability, in a post-pandemic world, of the discussed charitable colocation project, Philanthropy House, which had been a substantial workstream pre-pandemic.

12. Going forward, as we consider the learning from the first five years of the Joint Strategy and embark on scoping, with members, officers and external bodies, whether and how the Joint Strategy evolves in this next phase, key questions are likely to include:

- a. How we do more to cohere and amplify BHE's contribution to increasing the quality and scale of philanthropy, and exploit its own assets, skills and networks for the benefit of its funded organisations?
- b. What are the benefits and disbenefits of continuing a joint strategy between BHE and the CoLC?
- c. How well do the aspirations of the strategy align with those of BHE's overarching strategy, "Bridging London", and with BHE's funding strategy, "Bridging Divides"?
- d. How do we position our commitment to Philanthropy in a context where there are many broader questions both about the provenance of philanthropic funding and whether it legitimises and perpetuates inequality?
- e. How can we raise the profile of our volunteering offer as an integral part of our broader employee value proposition? What leadership and engagement do we require to ensure all our volunteers – whether internal or external - have a consistently excellent experience?
- f. How realistic it is, in a resource-constrained context, to anticipate any continued or additional funding from the CoLC to support this work over and above that already committed?
- g. How we can better unlock cross sectoral collaboration around philanthropy recognising the unique links enjoyed by BHE and the CoLC with not for profit, commercial and governmental stakeholders?

Corporate and Strategic Implications

13. Strategic implications - For the CoLC in its corporate capacity, the recommendations in the Report support outcomes 3 & 5 of the Corporate Plan and align with and support the recommendations of the CoLC's Social Mobility and Responsible Business Strategies. These objectives are also considered to be aligned to the strategic objectives of BHE, and in the charity's best interests to support. Specific BHE Strategies which are supported by the recommendations in the Report are the charity's overarching strategy, *Bridging London 2020 - 2045* and its charitable funding strategy *Bridging Divides*.

Specifically, it supports BHE's aims of being catalytic, sustainable and impact-driven in order to become a charity that is a world-class charitable funder and responsible leader.

14. Financial implications - Current resourcing needs for the financial year 2023/24 are costed into the relevant budgets. The resourcing implications for any future iteration of the strategy will be costed, with headline figures provided at the earliest opportunity to inform relevant Committee deliberations over the summer and incorporated as appropriate into draft budgets for f/y 2024/25 to support member decisions in Autumn 2023 (see Appendix 3).
15. Legal implications - As Trustee for BHE, the CoLC must continue to independently consider and ensure that the adoption of the Joint Strategy and its implementation in furthering the charity's ancillary object remains in the charity's best interests having regard to the charity's primary object (which takes precedence over the ancillary object) and the charity's overarching strategy under which the Joint Philanthropy Strategy sits; and further that any conflicts of interest arising in the CoLC acting for itself, or otherwise as Trustee of BHE, are managed.
16. Risk implications - Appropriate skills, insights and networks are currently being developed across the relevant CoLC Teams to ensure that any risks attaching to the CoLC's philanthropic activity under the Joint Strategy are identified and the appropriate mitigations put in place. In this way the CoLC can ensure that its focus on role modelling high impact philanthropy remains an integral part of the implementation of the Joint Strategy.
17. Equalities and resources implications - The CoLC's Public Sector Equality Duty (PSED) applies to the exercise of the CoLC's local authority functions only. Nonetheless, pillar 1 of the Joint Philanthropy Strategy has an explicit focus on reducing inequality, and many of the initiatives which are supported or amplified under pillars 2 and 3 are also focused on this. The implementation of the Joint Strategy is therefore expected to positively address inequality alongside the CoLC's separate discharge of the PSED.
18. Climate implications - Officers are engaging with the relevant teams within the CoLC to ensure that the philanthropic activities which the CoLC is role modelling, supporting or amplifying are consistent, where relevant, with the aspirations of the Climate Action Strategy.
19. Security implications: None.

Conclusion

This report sets out progress made in the last 2 years to fulfil the aspirations of the Joint Philanthropy Strategy. It notes encouraging progress in certain areas, whilst also outlining areas of challenge and some of the contextual factors which may have contributed to them. It sets the foundations for the next stage of the review process by outlining some key strategic questions which have emerged.

Fiona Rawes

Philanthropy Director

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Background Reports

- Report to the Policy & Resources Committee and CBT Grants Committee entitled Joint Philanthropy Strategy Implementation – update and future plans , dated 25th March 2021 and 8th April 2021
- Report to the Bridge House Estates Board and Policy & Resources Committee, entitled Approach and Timeline to Redeveloping the Joint Philanthropy Strategy and Corporate Volunteering Strategy, dated 15 November 2022 and 17 November 2022 (Item 6 and 7 respectively).

Appendices

- Appendix 1: Summary of discretionary charitable giving undertaken by the CoLC and BHE 2019-22
- Appendix 2: Summary of findings from 2021 Strategic Review
- Appendix 3: Joint Philanthropy Strategy Review Plan
- Appendix 4: Review of progress against the Joint Philanthropy Strategy Implementation Plan 2021 - 2023
- Appendix 5: Contextual factors which have influenced progress
- Appendix 6: Employee Volunteering Figures

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Appendix 1: Summary of discretionary charitable giving undertaken by the CoLC and BHE 2019-22

	2019-20	2020-21	2021-22
	£m	£m	£m
BHE	30.5	54.7	29.8
CoLC Funding (City's Cash and City's Fund)	20.1	19.3	17.2
Sundry Trust grants/donations/prizes/bursaries	1.2	1.2	2.0
CoLC Benefits in kind	2.0	0.6	1.7
Total	53.7	75.8	50.6

Points to note:

1. The BHE uplift in spend in 20/21 relates principally to its significant contribution to the pan-London collaborative funding response to the Pandemic; the “London Community Response”. Following a post-pandemic strategic review in 2021-22, further significant charitable funding totalling £60m is expected to be distributed by BHE in 2022-23.
2. Notwithstanding significant additional funding provided in 2019/20 and 2020/21 due to covid disruption to other income streams, there has been an overall reduction of CoLC’s charitable giving which includes its funding of the Open Spaces Charities, its enrichment funding in the Education sphere and donations for a range of other purposes eg International Disasters, Homelessness etc. It should be noted that charities are sometimes commissioned by the CoLC to help it fulfil its statutory duties eg in relation to child or adult social care or for cultural provision. Money used for such purposes is not captured in the above totals which relate simply to discretionary charitable giving over and above that expected from the CoLC when divesting its Local Authority function. Giving undertaken through the Community Infrastructure Levy Neighbourhood Fund is also not reflected here for the same reason.
3. The giving undertaken by the Sundry Trusts relates to those registered charities of which the CoLC is the trustee or where the majority or all individual named trustees are related to, and appointed by, the CoLC. Whilst the number of such charities has been reduced over this period as a result of the streamlining undertaken through the Corporate Charities Review, it is encouraging to note that the giving has increased reflecting improved capacity and oversight of the funds in question and the philanthropic imperatives attaching to them.
4. Benefits in Kind offered across the CoLC – e.g. the free or reduced hiring fees for CoLC event space, free accommodation, pro-bono skilled support etc are captured and reported on by the Central Grants Unit each year. Their value decreased during the pandemic as a result of events being cancelled. However there has been a marked bounce back in f/y 2021-22.

Appendix 2: Summary of findings from 2021 Strategic Review

Pillar 1: High impact philanthropy is role modelled by the CoLC and BHE contributing, in particular, to a reduction in inequality and/or an increase in social mobility.

There was encouraging progress in building a more accurate picture of the CoLC's giving, whether in its own right or as trustee of BHE and other grant-making charities. There was also greater consistency of practice between different giving initiatives across the organisation thanks, in no small part, to the efforts of the CGU. Good progress was also made in harnessing the CoLC's expertise, assets and networks in support of BHE's Bridging Divides strategy and building capacity and insight around monitoring and evaluation practice.

More broadly, under this role modelling pillar, CBT played a leading role in a pioneering new collaboration of over 65 institutional, statutory and corporate funders who came together to maximise their collective impact in responding to the pandemic. The resulting 'London Community Response' inspired over £57m to be given out in grants, with investment moving from crisis response at the start of the pandemic, to building towards the recovery and renewal of civil society as the programme progressed. Significant innovations in funding practice resulted, with the associated funders pooling expertise and streamlining processes to accelerate impact. The model has been widely lauded as an exemplar of progressive cross-sectoral funding collaboration, and has provided the foundations for a £100m collaboration, 'Propel', which is orientated towards providing collaborative funding in non-emergency as well as emergency contexts.

Pillar 2: Higher impact and/or higher value philanthropy is generated from others as a result of the CoLC and BHE's support for philanthropic infrastructure organisations.

A range of thoughtful funding partnerships and broader collaborations were explored and developed with organisations as the Beacon Collaborative, London Funders, Heart of the City and London's Giving to enrich the quality and scale of philanthropic funding in London and beyond. During the pandemic, the Philanthropy Director co-chaired the pan-London Funder, Voluntary, Community and Faith sector response which included not only the London Community Response noted above, but also considerable work to harness, cohere and support the significant upsurge in ward-level volunteering as communities came together to help neighbours who were shielding or vulnerable in other ways. It also enabled partners from a range of sectors to work

together to ensure nimble and impactful responses to pandemic-related issues such as food insecurity, domestic violence, homelessness and bereavement. Refinements in harnessing voluntary and in-kind support have resulted, and the insights have served to enrich and enhance the CoLC and BHEs' own philanthropic practice for the longer term and to deepen their relationships with key organisations in this space.

Whilst considerable work had been undertaken with partners, under this Pillar, to develop a potential charitable co-location workspace for organisations focused on improving Philanthropy, this work was disrupted by the pandemic and has since been paused.

Pillar 3: Key audiences are better equipped to generate higher impact and/or higher value philanthropy as a result of the CoLC and BHE's awareness-raising activities about it

Work under this pillar was, of necessity, emergent whilst BHE recruited and onboarded the Director of Charitable Communications who, in turn, helped to shape and develop the BHE Impact and Learning Team. However, there was encouraging progress resulting from CBT's funding of a number of infrastructure bodies which increase and amplify understanding of what drives effective philanthropy such as London Funders, the London's Giving initiative, the Beacon Collaborative and London Plus.

The CGU deepened its oversight and expertise to support colleagues across the CoLC, as well as other CoLC grant-making charities, to ensure their grant-making was as impactful as possible and their administration effective and efficient. The Head of the CGU also played an active role in learning from and sharing best practice with Borough Grants Officers and both he and the Social Investment Director were in regular contact with Livery Grants and Social Investment Officers to ensure that opportunities to reinforce and amplify one another's work were exploited as actively as possible.

More broadly, 'City Giving Day', an initiative of the Lord Mayor's Appeal to celebrate and amplify the scale and breadth of Corporate Giving and volunteering across the capital started to provide a compelling blueprint for equivalent celebrations in other cities across the UK.

Finally, through their engagement in the Pan-London Covid Response work, Officers and Members reflected on, and contributed to, awareness-raising discussions hosted by organisations such as the Association of Charitable Foundations, the GLA and London Funders around how philanthropic practice was positively evolving as a result of the disruption wrought through the pandemic.

Appendix 3: Joint Philanthropy Strategy Review plan

- **Stage 1: Review (November 2022 – February 2023):** Evaluate the successes/challenges of the Joint Philanthropy Strategy, engaging with key stakeholders. Identify synergies with learnings already generated through Corporate Volunteering Strategy implementation.
- **Stage 2: Plan (February – April 2023):** Note the external and internal operating context and identify, with external support where appropriate, the associated opportunities. Undertake initial testing, with clear opportunities for member engagement. Dovetail with engagement on volunteering, where appropriate, and identify synergies with new learnings generated through ongoing implementation and engagement on Corporate Volunteering Strategy.
- **Stage 3: Develop (May - June 23):** Refine, shape and cost options for the future iteration of these Strategies, recognising key impact areas in common between them.
- **Stage 4: Consult (July – September 2023):** Consult on options for both Philanthropy and Volunteering with key stakeholders including additional opportunities for Member engagement.
- **Stage 5: Governance (October – November 23):** Synthesise findings into recommendations for the future shape of Philanthropy and Volunteering for review and approval as appropriate by the relevant committees.
- **Stage 6: Implementation (December 2023 – March 2024):** Prepare for implementation.

Appendix 4: Review of progress against the Joint Philanthropy Strategy Implementation Plan 2021 - 2023

	Rag Rating	Comment
Pillar 1: Role Modelling high impact philanthropy ourselves		
1.1 Continue work to develop a more accurate annual appraisal of the amount that we give in cash, kind, assets and skills. Agree key messages to share through our communications channels. (Chamberlain's, Communications)	(G)	Good progress has been made on this, with analysis of funding, benefits in kind and volunteering inputs being produced across BHE and the CoLC on an annual basis. Refreshed figures, to include f/y 2022/23, will be available by Autumn 2023.
1.2 Make recommendations for developing a deeper community of practice across the CoLC in relation to how we give and, in particular, how we assess, communicate and ensure consistency of scrutiny of the impact of our giving. Bring forward recommendations to Members in respect of appropriate governance oversight at the appropriate juncture.	(A)	The Central Grants Unit (CGU) has made excellent progress in ensuring greater community of practice across the eight CoLC charitable funds which it manages directly and it plays an active role in supporting and influencing giving practice relating to a range of other funds alongside. However, impact analysis is limited to reporting from the funded organisations themselves with no resourcing to enable independent analysis of the successes of particular funding initiatives or across the funding portfolio as a whole. Beyond the charitable funds within the purview of the CGU, it is not clear how much focus there is on impact measurement. Within a highly cost-constrained environment within CoLC, it has not felt expedient to pursue additional funding to enable this.
1.3 Support the implementation of any resulting changes.	(A)	See above.
1.4 Implement the recommendations resulting from the Corporate Charities Review in order to ensure that the corporate charities,	(G)	This very complex work is progressing effectively. Of the 59 Charities within the scope of the Corporate Charities Review workstream, the closure/planned closure of 10 charities is complete/underway, as is the merger/planned merger of 27 charities. Governance, policy or administration work is either complete or underway for 22

including those with grant-making activities, are well managed and governed and achieve maximum impact for their beneficiaries.		charities. This means that, collectively, this constitutes a much leaner, more efficient portfolio of charities with improved governance of their philanthropic and other charitable endeavours. Dedicated funding has now been secured for f/y 2023-24 and 2024-25 to provide support to the review of the Open Spaces Charities.
1.5 Further develop the work to enable more systematic linkages between the networks, assets and expertise of the City Corporation and BHE's <i>Bridging Divides</i> strategy (e.g. through the BHE Strategic Review, the launch of the revised Employee Volunteering Programme etc.)	(A)	The Corporate Volunteering Manager has worked hard to forge deeper links between employee volunteers from the CoLC and BHE's funded organisations and seen a 97% uplift in engagement in f/y 2022-23 compared to f/y 2021-22. Furthermore, dedicated resourcing has been provided by BHE in the later part of f/y 2022-23 to scope deeper connections between the CoLC and its work. However contextual factors relating to resourcing and capacity within the CoLC mean that the potential of this area is still not yet fully understood or exploited.
Pillar 2 : Supporting high impact and/or high value philanthropy by others		
2.1 Maximise the impact of existing philanthropy-focused partnerships funded by the CoLC and CBT to ensure that limited resources are utilised effectively	(G)	Funding of at least £10.5m has been given by BHE from 2018-23 via its charitable funding arm, CBT, to organisations which are uniquely focused on raising the quality and scale of giving whether of time, assets, money or skills. Whilst there are monitoring mechanisms in place for all these partnerships, no attempt has yet been made to assess their efficacy in the round and to surface particular learning points. However, impact analysis of the London's Giving Strategic initiative, which has absorbed the lion's share of this funding has been undertaken on an annual basis.
2.2 Scope and develop future philanthropy-focused partnerships and collaborations for approval (not least those with a cross-sector focus, recognising the unique access the CoLC enjoys to business,	(G)	As part of BHE's uplift in spend, funding of £7m was allocated in f/year 21-22 to further develop the flagship London's Giving programme. This enables Giving Schemes at borough level to develop programmes of engagement with residents, businesses and the council to increase resourcing and develop solutions to key social issues within their locality. A large range of applications have been received and approved. Further investment in infrastructure to accelerate collaboration and

government and civil society partners.)		<p>impact across the Giving Schemes will be reviewed by the BHE Board and Grants Committee in the coming months.</p> <p>Further significant investment has also been made by BHE in various funder collaborations which are focused not only on achieving positive social outcomes but which are also designed to disrupt, test and improve funder practice. In some of these instances, BHE's funding has catalysed additional investment from other funders, not least its allocation of £30m in support of £100m cross-sectoral partnership Propel (building on its earlier £25m investment in the London Community Response). Other progressive funding commitments include BHE's £20m allocation to the Anchor Fund and the onward grantmaking support it has offered, through its £18m funding allocations for its 'Alliance Partnerships' portfolio to organisations such as Trust for London, the Baobab Foundation and Rosa who have particular reach into, and expertise in funding themes or communities which are aligned to BHE's strategy but additional to its reach.</p>
2.3 Continue to scope and develop the co-location project as appropriate	(R)	Progress on this has halted whilst the co-location market settles post pandemic and we have a more robust understanding of potential tenant demands and office configuration norms to underpin any revised business modelling.
2.4 Deepen our understanding of what CoLC philanthropy has leveraged – both from within CBT and beyond it.	(G)	BHE has mechanisms in place to interrogate this. 93% of its funded organisations agree that CBT's funding has either a positive or strongly positive effect on its fundraising from other organisations. The CGU also collects this information as part of its grant monitoring across its different funds.
Pillar 3: Raising awareness of higher impact/higher value philanthropy through convening, research, thought leadership etc		
3.1 Reflect on the CoLC and CBT's learning around Philanthropy and determine what it would be useful to share, with whom, by when and the optimal platforms for doing so	(A)	With a dedicated Impact and Learning Team in CBT, together with increased Communications resourcing within BHE, there has been more scope to communicate learning amassed through particular investments not least through the London Community Response and through Propel. Both of these have had good independent learning and evaluation partners in place so there is (or will be) robust learning in place to amplify. BHE has also worked smartly with particular funding partners eg the Beacon Collaborative to use their annual HNW Philanthropy

		<p>conference as a platform to communicate key elements of CBT's funding practice to an influential audience and announce new developments. Nevertheless, more could be done on this front.</p> <p>There is no dedicated impact and learning or communications capacity in the CGU. Opportunities to amplify learning from their oversight of CoLC giving is therefore more limited. However we have found that CGU work has been well received by Aldermen/Members who have looked to use central resources to promote it e.g. ensuring that new Emanuel Hospital grants are on COL twitter feed etc.</p>
3.2 Identify other players in the philanthropy space who can complement, amplify and/or challenge CoLC/BHE perspectives and build/deepen partnerships with them	(G)	<p>Through its Alliance Partnerships, BHE has collaborated with other funders who are expert in areas which align with BHE's strategies but have additional reach. These partnerships have helped to amplify the needs of particular communities. There has also been much scope for challenge, learning and communication through other philanthropic collaborations undertaken by BHE including through the Cornerstone Fund, Local Motion and the Anchors Programme.</p> <p>The Philanthropy Director has worked closely with The Lord Mayor's Appeal team who have particularly strong links into the Corporate sector and has provided support around good governance, communications, due diligence and monitoring and evaluation considerations.</p>
3.3 Commission and publicise research as appropriate around under-explored/under-exploited areas of Philanthropy	(R)	<p>This has not been prioritised in this period owing to competing demands on the Philanthropy Director's time. This is a potential area of enquiry for the f/y 2023-24 as part of the strategic review of the strategy.</p>
3.4 Use CoLC convening power to amplify other voices and organisations in the Philanthropy arena, including via the LM, Sheriffs and other Aldermen and Members as appropriate.	(G)	<p>Creative use has been made of the CoLC assets and convening power to amplify other voices and organisations. For example, the Beacon Fellowship, which is funded by BHE, has held its two annual conferences for over 150 HNW philanthropists and specialist providers at the Guildhall. The crypts have been used to host the annual impact and learning day over 150 of BHE's funding partners. Furthermore, Tower Bridge has been used twice in the last year to host key influencers and partners (through BHE's annual dinner) and a range of its funded organisations in September 2022. CoLC assets have also been used to amplify</p>

particular issues. For example, the Old Bailey was used to launch a research around potential improvements in the court system when supporting victims of violence against women and girls, and the Judges have hosted lunched for two charities specialising in this issue or in the issue of young carers.

Appendix 5: Contextual factors

A range of contextual factors have influenced progress with the strategy. These include:

1. The impact of the Covid-19 Pandemic followed by Cost-of-Living pressures, both of which have constrained capacity both internally and externally to focus on meeting the demands of the strategy vs other charitable priorities;
2. Significant political and executive-level leadership changes within the CoLC as the recommendations of the Fundamental Review have been worked through and implemented within a context of financial challenge. These have impacted the organisational bandwidth, leadership and resourcing to fully achieve the ambitions of both the Joint Philanthropy Strategy and the Corporate Volunteering Strategy;
3. Significant changes within BHE itself as the governance has embedded and early-stage work to generate a 'one charity' culture has been initiated. Whilst there is much within the BHE context which has helped to support the ambitions of the strategy, there have nevertheless been a number of other big-ticket items which have absorbed capacity at senior level across the charity including recruiting and onboarding the senior team, the Bridging Divides Interim review and work to reshape the BHE Brand and CBT website; and
4. Much greater external focus and attention on the legitimacy of Philanthropy per se including debate around the provenance of philanthropic wealth (including but not limited to its links to colonialism); the role Philanthropy may play in perpetuating inequality; and the need to reshape funding practice to divest much greater power into the hands of communities who have traditionally been most marginalised from participation. These have led to a re-evaluation, within BHE, of its funding strategy and ways of working and are likely to be very pertinent factors as we consider the future shape of the Joint Strategy in this next phase.

Appendix 6 - Employee Volunteering Figures

F/Y dates	Total volunteer head count**	Total volunteer hours**	% increase/ (decrease) in hours	Context notes
2019-2020	97	833		May 2019 - CVM role in place Data reflects employee volunteering captured (inadequately) on City People March 2020 - 1st Covid national lockdown began
2020-2021	30	282	(66%)	April-June 2020 - 1st Covid national lockdown continued Nov-Dec 2020 - 2nd Covid national lockdown Nov 2020 - soft launch of LEAP, the Corporation's Employee Volunteering Programme supported by an online 'shop window' of volunteering opportunities. Jan-March 2021 - 3rd Covid national lockdown
2021-2022	111	1013	322% increase on 20/21 22% increase on 19/20	June 2021 - LEAP formally launched in Volunteer's Week
2022-2023 (Q1-Q3)	193	1999	97% increase on 21/22 already	This data is for Q1 – Q3

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