



Corporate Services Committee

Date: TUESDAY, 17 JANUARY 2023

Time: 11.00 am

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

Members:

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

Enquiries: John Cater
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Michael Cogher
Acting Town Clerk and Chief Executive

AGENDA

Part 1 - Public Agenda

1. **APOLOGIES**

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

3. **MINUTES**

To agree the public minutes and non-public summary of the meeting held on 7th December 2022.

For Decision
(Pages 5 - 10)

For Formal Decision

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

Report of the Town Clerk.

For Decision
(Pages 11 - 14)

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

Report of the Chief Operating Officer.

For Decision
(Pages 15 - 20)

6. **PROGRESS ON STAFF SURVEY FEEDBACK - UPDATE**

Report of the Chief People Officer & Executive Director of Human Resources.

For Decision
(Pages 21 - 50)

7. **DRAFT HIGH-LEVEL BUSINESS PLANS 2023/24 – TOWN CLERK'S DEPARTMENT**

Report of the Town Clerk.

For Decision
(Pages 51 - 68)

8. **DRAFT HIGH-LEVEL BUSINESS PLANS 2023/24 – CHIEF OPERATING OFFICER'S DEPARTMENT**

Report of the Chief Operating Officer.

For Decision
(Pages 69 - 104)

9. **DEPARTMENTAL BUDGET ESTIMATES 2023-24 FOR THE CORPORATE SERVICES COMMITTEE**

Joint Report of the Town Clerk, the Comptroller & City Solicitor, the Chief Operating Officer and the Chamberlain

For Decision
(Pages 105 - 118)

10. **2023/24 PAY POLICY STATEMENT**

Report of the Chief People Officer & Executive Director of Human Resources.

For Decision
(Pages 119 - 152)

For Information

11. **IMPLEMENTATION OF THE WORKPLACE ATTENDANCE PROJECT - ORAL UPDATE**

The Chief People Officer & Executive Director of Human Resources to be heard.

For Information

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

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

14. **EXCLUSION OF THE PUBLIC**

MOTION - That under Section 100A(4) of the Local Government Act 1972, the public be excluded from the meeting for the following items of business on the grounds that they involve the likely disclosure of exempt information as defined in Part I of Schedule 12A of the Local Government Act.

For Decision

Part 2 - Non-Public Agenda

15. **NON-PUBLIC MINUTES**

To agree the non-public minutes of the meeting held on 7th December 2022.

For Decision
(Pages 153 - 154)

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

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

Part 3 - Confidential Agenda

18. **CONFIDENTIAL MINUTES**

To agree the Confidential minutes of the last meeting held on 7th December 2022.

For Decision

For Formal Decision

19. **TARGET OPERATING MODEL PROPOSALS OF THE ENVIRONMENT DEPARTMENT – PHASE 2: NATURAL ENVIRONMENT DIVISION**

Report of the Executive Director, Environment.

For Decision

20. **FUNDING AND APPROVAL OF MARKET FORCE SUPPLEMENTS TO INVESTMENT PROPERTY GROUP, CITY SURVEYOR'S DEPARTMENT**

Report of the City Surveyor.

For Decision

For Information

21. **NOTICE OF INDUSTRIAL ACTION BALLOT - GMB TRADE UNION**

Report of the Chief People Officer & Executive Director of Human Resources.

For Information

CORPORATE SERVICES COMMITTEE **Wednesday, 7 December 2022**

Minutes of the meeting of the Corporate Services Committee held at Guildhall on
Wednesday, 7 December 2022 at 1.45 pm

Present

Members:

Deputy Alastair Moss (Chair)
Florence Keelson-Anfu (Deputy Chair)
Deputy Randall Anderson
Deputy Keith Bottomley
Steve Goodman
Deputy Edward Lord
Catherine McGuinness
Ruby Sayed
Mandeep Thandi
Deputy Philip Woodhouse

Officers:

Bob Roberts	- Deputy Town Clerk
Greg Moore	- Assistant Town Clerk
Michael Cogher	- Comptroller and City Solicitor
Emma Moore	- Chief Operating Officer
Sonia Virdee	- Financial Services Director
Pauline Shakespeare	- Interim Assistant Director of HR Business Partnering
Mark Williams	- Interim Assistant Director of Talent & OD
Laura Marks	- Assistant Director of Operations
Jacque Cover	- HR Business Manager
Anna Clarke	- Chief of Staff for the Chief Operating Officer
Andrew Buckingham	- Communications
John Cater	- Committee Clerk

1. APOLOGIES

Apologies for absence were received from Alderman Sir Charles Bowman, Deputy Henry Colthurst, Deputy Christopher Hayward, Gregory Lawrence, Timothy McNally, and James Tumbridge.

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

There were no declarations of interest.

3. MINUTES

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

4. **DRAFT HR BUSINESS PLAN 2023/24 AND PROPOSED PEOPLE STRATEGY FRAMEWORK**

The Committee received a Report of the Chief People Officer & Executive Director of Human Resources concerning the HR Departmental Business Plan for 2023/24 and the proposed People Strategy Framework.

In response to a query, officers clarified that whilst the Business Plan had a narrow focus on the HR Department, the proposed People Strategy Framework was a cultural change strategy which applied to the organisation as a whole; it would be continued to be informed by feedback from all stakeholders, including staff through channels such as the Staff Survey, and Members via forums such as the Corporate Services Committee. It was emphasised that the Strategy was a journey and whilst the HR Department would be front and centre in delivering it, it was critical that everyone at all levels across the organisation and the institutions were actively involved.

Several Members welcomed this as a step in the right direction, with two adding that it was apparent that many staff members and other key stakeholders had lost an element of trust in the organisation. It was vital that this trust was rebuilt, and this could only be done by acting upon the feedback and concerns raised. Members pointed out that, historically, the results of previous staff surveys had disappointingly, on too many occasions, not translated into meaningful action, and it was critical that this was avoided this time around.

In response to a query, officers assured Members that the process for allegations or complaints of bullying was confidential; however, if feedback was being received which indicated that this wasn't the case this would need to be addressed as a priority. Whilst cases of bullying certainly weren't commonplace in the organisation, it needed to be stamped out when it did occur.

In response to a query around next steps, officers confirmed that a Report would be coming back to the Committee in the new year on initial actions and progress taken on the findings of the Staff Survey, a wider update to all staff members would also be communicated at this time; the Report will also present some early thinking about how the senior leadership regularises communication with staff going forward. It was stressed that some actions were hyper local and narrowly applied to specific departments, however, some cut across the organisation and were being turned around at pace, most notably, for example, the City's working posture arrangements (a large proportion of the workforce would see their minimum attendance in the workplace reduced to two-days-a-week from January 2023) and the re-introduction of the Guild staff cafeteria at Guildhall from March 2023.

In response to a query about whether, given the specific skillset required, the HR Department currently had the capability to deliver the Strategy, the Chief Operating Officer began by re-emphasising her thanks for the Committee's

support in securing additional transformation funding earlier in the autumn. Two key milestones in 2023 would be the delivery of the Strategy by Q2 and the Reward Review towards the end of the year. These would not be quick projects but if successful would deliver a step change in the working environment at the organisation. Whilst acknowledging that these pieces of work could not be rushed, Members stressed that keeping the momentum up was vital and were keen that the Policy & Resources Committee and the Corporate Services Committee were kept regularly updated and that the progress being made was regularly communicated with staff members over the coming months.

In terms of resourcing, the COO, acknowledging that the Department would have a twin focus in 2023 on getting the basics back up to standard and delivering the strategic pieces, asked to come back to the Committee with further thoughts around the requirements for additional resourcing.

Separately, further discussions would take place in 2023 in the Corporate Services Committee and in other forums about defining what being an “Employer of Choice” meant and the types of targets that would need to be embedded in the organisation in order to measure progress over the coming years.

Finally, a Member asked that officer should try to assign actual dates alongside the KPIs on page 17 of the pack (the HR Business Plan) as opposed to listing these as TBC (as was currently the case).

RESOLVED – that the Committee noted the Report.

5. **REVENUE OUTTURN 2021-22**

The Committee received a joint Report of the Town Clerk, the Chief Operating Officer, the Chamberlain, and the Comptroller & City Solicitor concerning the revenue outturn for the services overseen by the Committee in 2021-22 with the final budget for the year.

The Chair asked that, given its responsibilities in this area, going forward, the Committee was provided with more regular financial reporting updates.

RESOLVED – that the Committee noted the Report.

6. **CONTRACTUAL NOTICE PERIOD INCREASE - FOR EMPLOYEES ON GRADES H TO J**

The Committee considered a Report of the Chief People Officer & Executive Director of Human Resources concerning a change to the current notice periods in City of London Terms & Conditions of Employment for employees at Grades H to J.

RESOLVED – that the Committee:

- Approved an increase to the contractual notice period from 2 months to 3 months for all City of London Corporation posts graded Grades H to J which will apply to all new job offers made with effect from 8th December 2022; and

- That in relation to employees currently employed on grades H to J, the committee noted that changes to their contractual notice periods will form part of the consultation on the wider Pay and Grading reforms which will take place in 2023.

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

There were no questions.

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

There were no urgent items.

9. **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.

10. **NON-PUBLIC MINUTES**

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

11. **MARKETS CO-LOCATION PROGRAMME: FUTURE RESOURCING & FUNDING**

The Committee considered a Report of the Chief Operating Officer concerning the Markets Co-Location Programme.

This item was taken in the confidential section of the meeting.

12. **TOWN CLERK AND CHIEF EXECUTIVE INDUCTION ARRANGEMENTS**

The Committee received a Report of the Chief People Officer and Executive Director of Human Resources concerning the new Town Clerk and Chief Executive's induction arrangements.

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

A question was raised in relation to the discussion during Item 4.

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

Two items of urgent business were raised.

15. **CONFIDENTIAL MINUTES**

RESOLVED – That the confidential minutes of the meeting held on 19th October be approved as an accurate record.

The meeting ended at 3.10 pm

Chair

John Cater

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Committee: Equality Diversity & Inclusion Sub-Committee – For Decision Corporate Services Committee – For Decision Policy & Resources Committee – For Decision	Dated: 12 December 2022 17 January 2023 19 January 2023
Subject: Equality, Diversity Inclusion Sub-Committee – Terms of Reference	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?	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: Town Clerk & Chief Executive	For Decision
Report author: Blair Stringman, Town Clerk’s Department	

Summary

As part of the implementation of the 2021 Governance Review, it was agreed that the cycle and process of annually reviewing the Terms of Reference of all Committees/Boards should be revised, to provide more time for Committees to consider and discuss changes before they are submitted to their parent Committee(s). Therefore, this report was initially brought before the Equality, Diversity & Inclusion Sub-Committee at its December meeting to allow time for proposed changes to be considered and developed at subsequent meetings.

Following Member support at the Equality, Diversity & Inclusion Sub-Committee in December, the proposed Terms of Reference are attached at appendix 1 to this report for your approval.

Recommendations

It is recommended that:

- Members approve the terms of reference of the Equality, Diversity & Inclusion Sub-Committee

Appendices

- Appendix 1 – Terms of Reference 2022/23 – Equality, Diversity & Inclusion Sub-Committee.

Blair Stringman

Governance Officer

Town Clerk’s Department

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Equality, Diversity & Inclusion Sub-Committee

Composition

- The Chairman of the Policy and Resources Committee or their nominee;
- The Chairman of the Corporate Services Committee or their nominee;
- The Chairman of the General Purposes Committee of the Court of Aldermen, or their nominee
- The Chairman of Community and Children's Services Committee, or their nominee
- The Chief Commoner
- The Immediate past Chief Commoner*
- Two Members of the Policy & Resources Committee
- Two Members of the Corporate Services Committee
- Two Court of Common Council Members appointed by the Court
- Together with co-option by the Sub-Committee of up to two external people (with no voting rights).

**For part of the year and then the Chief Commoner Designate for the remainder of the year (elected in October each year)*

- The Chairman and Deputy Chairman to be elected from the membership of the Sub-Committee.

Terms of Reference

As a sub-committee reporting to Policy & Resources Committee and Corporate Services Committee responsible for:-

- a. Oversight and effectiveness of the City of London Corporation's policies and practices in respect of Equality Diversity & Inclusion including the implementation of the Equality Act 2010 and other relevant legislation and regulations.
- b. To consider matters of policy and strategic importance to the City of London Corporation in so far as these relate to the Equality, Diversity & Inclusion function.
- c. To monitor and scrutinise EDI activities and outcomes against agreed Equality, Diversity & Inclusion objectives across all the activities of the City of London Corporation.
- d. To be responsible for the creation and implementation an Equality Diversity & Inclusion officer governance structure across the City of London Corporation, including its services and its institutions.
- e. To assess what the City of London Corporation does to tackle prejudice in all its forms and assess any further action that can be undertaken to promote economic, educational, and social inclusion.
- f. To be responsible for making recommendations to help promote the merits of standing for office as an Alderman or Common Councilman, to enhance the diversity of the Court of Common Council.

- g. To be responsible for providing guidance and challenge on the development of the City of London Corporation's Equality, Diversity & Inclusion principles, Strategy, business plans and associated action plan.
- h. To have oversight of steps taken by the City of London Corporation to comply with the 9 protected characteristics as defined by the Equality Act 2010, Chapter 1.

Reporting and Monitoring

- i. To oversee updates to key Human Resources policies and procedures relating to Equality, Diversity & Inclusion.
- j. To provide guidance to officers that will ensure that the City Corporation is recognised as a world-class leader in the UK and internationally, ensuring Equality, Diversity & Inclusion is business and outcome focused
- k. To act as representatives for the City of London Corporation on Equality, Diversity & Inclusion related activities it undertakes as an employer, service provider and global leader in the Financial and Professional Services sector
- l. To consider new areas of work where the City of London Corporation can provide thought leadership in the Equality, Diversity & Inclusion sector.

Targets, Data and Metrics

- m. To approve and monitor Equality, Diversity & Inclusion aspirational targets and agreed metrics to help deliver the City of London Corporation's ambition as an inclusive employer, landlord, service provider and a global thought leader.
- n. To review and provide feedback on the annual equalities data prior to releasing the annual equalities report on the City of London Corporations external website.

Accessibility

- o. To oversee and ensure that the City of London Corporation understands the criteria for accessibility set by the government and ensure that it works towards the government's accessibility accreditation scheme

Budget and Resources

- p. To oversee the mapping exercise of resources available for Equality Diversity & Inclusion work across the City of London, its services and institutions and suggest priorities within those.

Quorum

- The quorum consists of any three Members

Meetings

- The Equality, Diversity & Inclusion Sub-Committee will meet quarterly.

Committee(s): Equality, Diversity and Inclusion Sub-Committee – for decision Policy and Resources Committee – for decision Corporate Services Committee – for decision	Dated: 12/12/2022 19/01/2023 17/01/2023
Subject: Proposal to agree a timeline for consultation on Equality Objectives 2023 to 2027	Public
Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?	1,2,3,4,5, 8
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: Emma Moore, Chief Operating Officer	For Decision
Report author: Ms. Saida Bello, Director of Equality, Diversity and Inclusion, EDI directorate	

Summary

The purpose of this report is to agree a timeline for consultation on new overarching Equality Objectives for the City of London Corporation (CoLC). The proposed Equality Objectives will be applicable to all departments in the City of London Corporation (CoLC), its institutions, and its public functions.

Under Section 149 of the Equality Act 2010, the CoLC is subject to the Public Sector Equality Duty (PSED). The PSED is supported by specific duties which require public bodies to set themselves specific, measurable equality objectives every four years.

The current four-yearly Equality Objectives covered the period between 2016 and 2020, and therefore, need to be refreshed.

This report recommends that new Equality Objectives are agreed and that stakeholders are consulted on the draft Equality Objectives for 12 weeks as proposed by the timeline in Appendix 1. This proposal will ensure that the CoLC is compliant with the Equality Act 2010 and related regulations. The consultation period will allow key stakeholders including staff, residents, institutions, city workers, Members, and other stakeholders to contribute to the development of the CoLC’s overarching Equality Objectives.

Recommendation(s)

Members are asked to:

- 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 above 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

Main Report

Background

1. The [Public Sector Equality Duty](#) (Section 149 of the Equality Act 2010) is supported by specific duties under the Equality Act 2010 ([Specific Duties Regulations 2011](#)) which require public bodies to set themselves, specific and measurable equality objectives every four years.

Current Position

2. The CoLC's current four-yearly Equality Objectives covered 2016 to 2020 and they are set out below. The previous Equality Objectives aimed to:
 - Increase community engagement and improve cohesion within our communities so that people feel safe
 - Support the City's most disadvantaged groups and develop our understanding of our communities
 - Improve the way we listen to our communities and respond to their feedback to improve our services
 - Promote staff development and career progression to ensure equality of opportunity for promotion and the development of a workforce that reflects the make-up of our communities
3. Progress against these objectives during the relevant period will be tested as part of the internal consultation process and reported back to this Sub-Committee.

Proposals

4. The Local Government Association (LGA) has developed the [Equalities Framework for Local Government](#) (EFLG) which provides guidance for improving performance in relation to equalities. This enables local authorities to assess their performance against best practice.
5. The four key areas set out by the LGA in the EFLG to support local authorities in benchmarking their equality functions are as follows:
 - i. Understanding and Working with your Communities
 - ii. Leadership and Organisational Commitment
 - iii. Responsive Services and Customer Care
 - iv. Diverse and Engaged Workforce

6. In accordance with the EFLG framework, the four proposed Equality Objectives for the CoLC will include the following broad areas:

Equality Objective 1 – Understanding and Working with our Communities

Promoting a data-led and evidence-based approach to understanding and working with our communities

Equality Objective 2 – Leadership and Organisational Commitment

Leading on a broad and intersectional approach to protected characteristics under the Equality Act 2010 which includes social mobility and other underrepresented groups

Equality Objective 3 – Responsive Services and Customer Care

Co-creating a community-centred approach to service delivery bolstered by an effective community engagement strategy

Equality Objective 4 – Diverse and Engaged Workforce

Enabling staff development and career progression to ensure equality of opportunity for all and the development of a workforce that reflects the composition of our communities

7. Not all activities of CoLC is local government orientated. However, it is proposed that the wording on the Equality Objectives be adjusted through the consultation, so it adequately reflects all that we do.

Proposed timeline for consultation

8. Over the next three months (December 2022 to February 2023), the EDI directorate will consult with relevant internal departments, and the Chairs and Deputy Chairs of all committees on the four Equality Objective areas. Following internal consultation, the EDI directorate will bring a report on the four new Equality Objectives to the EDI Sub-Committee in March 2023. The report will also go to the Corporate Services Committee, the Policy and Resources Committee and to the Court of Common Council. It is proposed that a consultation with wider stakeholders take place between May and July 2023 for the minimum consultation period of 12 weeks.

The above timeline aligns with ongoing plans for the development of a wider community engagement strategy. This will be delivered by the Head of Campaigns and Community Engagement in the Deputy Chief Executive and Town Clerk's office.

Our aspirations

9. Crucially, the EFLG has three levels of achievement which can be used to benchmark local authorities. Our aspirations are to move from our current position as a “Developing” local authority to “Achieving” and then to “Excellent”. We intend to move from “Developing” in 2023 to “Excellent” by the end of the proposed Equality Objectives in 2027.

This proposal for new Equality Objectives 2023 to 2027 and for consultation within an agreed timescale, will be the first step towards the realisation of our aspirations. We, therefore, recommend these proposals to the EDI Sub-Committee.

Corporate & Strategic Implications

Strategic implications

The proposals align with outcomes 1, 2 3, 4, 5 and 8 of the Corporate Plan 2018 to 2023. It also aligns with the CoLC’s Social Mobility Strategy 2018 to 2028 and other Strategic Plans.

Resource implications –The project led by the EDI directorate is cross-cutting and it will have resource implications for all CoLC departments, services and institutions. Consequently, each department and institution should consider the human and financial resources required to achieve the Equality Objectives of the CoLC and to comply with the CoLC obligations under the Equality Act 2010 and related regulations.

Legal implications – The Public Sector Equality Duty (Section 149 of the Equality Act 2010) is supported by the specific duties regulation which requires public bodies to set themselves, specific and measurable equality objectives every four years. This proposal will enable the CoLC to comply with its obligations and specific duties regulations mentioned in the Equality Act.

Risk implications – The risk of non-compliance with the Equality Act 2010 and related regulations includes reputational damage and the possibility of the proceedings being brought by the Equalities and Human Rights Commission.

Equalities implications – This proposal will enable the CoLC to comply with the Public Sector Equality Duty 2010, Section 149 which covers the Public Sector Equality Duty and the Specific Duties regulations mentioned above. This proposal involves setting objectives required to comply with the Equality Act 2010. This proposal, is therefore, likely to have a positive impact on citizens protected by existing equality legislation which are age, disability, gender reassignment, race, religion or belief, sex, sexual orientation, marriage and civil partnership and pregnancy and maternity.

The proposal allows for a 12-week consultation period to enable key stakeholders including staff, equality representatives, staff networks and other stakeholders to be consulted on the changes and to contribute to the Equality Objectives.

Furthermore, an Equality Impact assessment will be completed to ensure that both positive and negative impacts of this proposal have been considered.

Climate implications – N/A

Security implications – N/A

Conclusion

10. The EDI Sub-Committee are asked to agree the recommendations set out above.

This proposal will ensure that the CoLC continues to be compliant with the Equality Act 2010 and the specific duties regulations in paragraph 1 above.

Appendices

- Appendix 1 – Proposed timeline for consultation

Background Papers

None

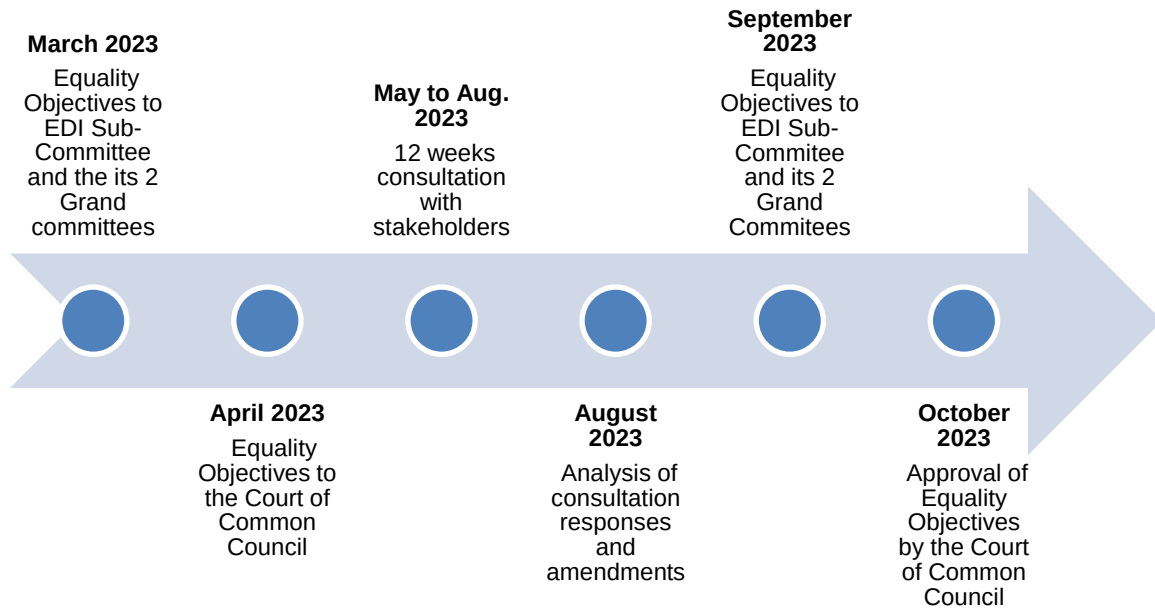
Ms. Saida Bello

Director of Equality, Diversity and Inclusion

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Appendix 1 – Proposed timeline for consultation

City of London Corporation's Equality Objectives 2023 to 2027



Committee: Corporate Services Committee – For decision	Dated: 17 th January 2023
Subject: 2022 Staff Survey – Progress Report	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly? We have access to the skills and talent we need.	8
Does this proposal require extra revenue and/or capital spending?	No
If so, how much?	Not applicable
What is the source of Funding?	Not applicable
Has this Funding Source been agreed with the Chamberlain's Department?	Not applicable
Report of: Dr Marcelle Moncrieffe Chief People Officer	For Decision
Report author: Mark Williams, Interim Assistant Director: Talent & Organisational Development	

Summary

This report provides an update to the Committee on the action that has been taken in response to the findings of the Staff Survey undertaken in April 2022. The report also outlines the proposed approach to undertaking regular pulse surveys in 2023 (up to 6) and recommends that the next Staff Survey is in Autumn 2023 and thereafter annually.

Recommendations

Members are asked to:

- Note the action that has been taken by Chief Officers and that a further report will be brought to this committee in June 2023, providing a further update on progress and the outcomes of Pulse Surveys that are being introduced.
- Agree that the next Staff Survey will take place in Autumn 2023 and thereafter annually.
- Note that there will be regular Pulse Surveys during 2023.

Main Report

Background

1. The last Staff Survey was undertaken in April 2022. The outcomes of the Survey were reported to this committee on 30th June 2022. Key findings from the survey were that while we have a culture of high job engagement, employees have lower levels of engagement with the City Corporation as an employer. The sentiment expressed by colleagues in Institutions was that they do not see themselves as part of the wider organisation. The engagement score was 52% across the whole corporation.

Current Position

2. The presentation provided at Appendix A sets out in detail the action that has been taken in response to the survey corporately and at a departmental level.
3. Chief Officers were supplied with the findings at departmental and service level. This has enabled them to respond to the key findings and discuss them with colleagues and develop improvement plans.

Barbican

4. Senior Leaders at the Barbican have also requested that Member are advised that the survey structure did not align well with the Barbican's organisational arrangements. They felt that more extensive involvement in the construction of the questions would have been beneficial, noting that they did review the questions in advance and also provided specific Barbican questions for inclusion. They believe this would have mitigated the issue of staff feeling that the survey was not relevant to their day-to-day work. This has been a feature of the staff feedback. Senior leaders have been proactively addressing the results of the survey since August 2022. Local action plans were developed in October 2022 and further follow up is taking place this month. Detailed information on the action taken is provided in Appendix A.

Proposals

5. Members are asked to note the action taken by Chief Officers. It is proposed that a further report is brought to the committee in June 2023 providing an update on progress and the outcome of Pulse Surveys undertaken.
6. Careful consideration has been given to whether a Staff Survey should be undertaken this April. Significant organisational change took place throughout 2022 as a consequence of the implementation of the Target Operating Model and services in many areas are still building their new teams. This has led to actions and the organisational response to the staff survey not being as swift as it should have been. We also wish to work collaboratively with Institutions in the development of the next survey to ensure the survey will meet their needs. It is

also important to highlight that achieving enduring organisational and cultural change does not happen quickly so it will take time to see evidence of improvement. For these reasons, it is proposed that the next Staff Survey is undertaken in the Autumn of this year and thereafter annually. This will allow time to embed change and improvement in organisational performance.

7. It is proposed to undertake regular short pulse surveys in 2023 linked to organisational improvement priorities. This will ensure we are getting staff feedback to inform key areas of development. The first pulse will be on reward and recognition which is a key organisational priority for 2023/24.

Corporate & Strategic Implications

Strategic implications – This proposal will support our priority to manage more effectively the skills and talent we have in our workforce and improve retention and employee engagement.

Financial implications – Currently there is no allocated budget to cover the cost of commissioning the Annual Survey. The costs will therefore need to be met from the HR Budget for 2023/24.

Resource implications - None

Legal implications - None

Risk implications – The recommendations are considered to be low risk.

Equalities implications – It is essential that both the Staff Survey and Pulse Survey allow employees to disclose their protected characteristics anonymously. This will be included in all future surveys. This then enables analysis of the findings by protected characteristics to identify trends and any underlying issues of disproportionate impact.

Climate implications - None

Security implications – None

Conclusion

8. The report provides an update on the work undertaken to date by Leaders in response to the Staff Survey and recommends that the next full survey is undertaken in Autumn 2023. Short pulse surveys will take place during the first part 2023 and the results from these surveys will be reported to the Committee.

Appendices

Appendix A – Staff Survey Presentation

Mark Williams

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Progress report 2022 Staff Survey

Summary

- Re-cap of key survey Findings
- Action we are taking across the whole organisation
- Action taken by Departments
- Next Steps

Key messages from Staff Survey

Our scores against our five drivers of engagement.

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

While we have a culture of high job engagement, employees have lower levels of engagement with The City Corporation as an employer. Colleagues in institutions do not see themselves as part of the wider organisation

Corporate Action Summary

Leaders ensuring, they are more visible

Leaders discussing the survey with their teams and taking action

New Gild catering service will be introduced April 2023

Wellbeing programme introduced

Reward - refresh commencing

Develop an overarching engagement & communication plan

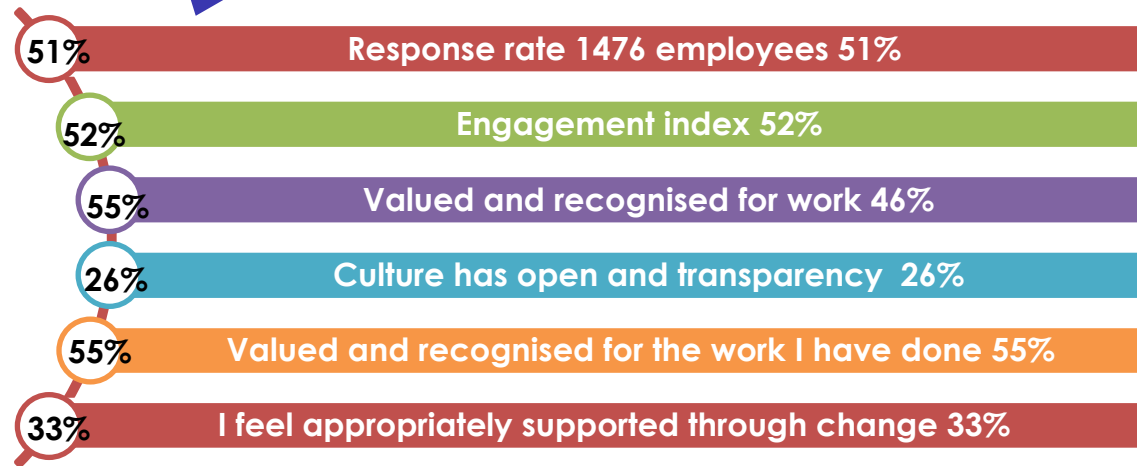
New Learning offer introduced to increase Managers skills

Planned Corporate roadshows "a conversations with"

New work styles being introduced from January 2023 -

Increased HR capacity to support engagement and improve culture

Focus groups arranged and carried out by L&OD and ED&I



Learning & Development



A new suite of managers training programmes to be introduced so support manager development



New Managers induction programme to be introduced



New Quarterly Induction Event for new starters with guest speakers from the Executive Leadership Board



Review of onboarding of new staff



Review of learning and development offer



Utilizing the apprenticeship levy to upskill staff where there are skills gaps

Communication & Culture



Ensure a consistent and transparent approach to reporting and measuring delivery against aims and objectives in Corporate Plan



Openly reporting progress on action plans, with mention of what we cannot act on at this time.



Drive an ambitious culture where staff feel included and valued.



Promote employee wellbeing by working with managers



Develop an overarching engagement and communication plan



People strategy will set out organisational commitments and priorities

Departments were asked



Share the departmental results and disseminate to staff



Discuss survey and build departmental action plan



Feedback you said we did action to department and HR

Barbican

You Said	We Did/Will
Need to better define the Barbican's purpose and values and make sure everybody understands how they contribute to the	➤ We launched our new Purpose and Values in December after extensive engagement and consultation with staff, management team and members at an All-Staff briefing and has been communicated via our key communication channels. ➤ This will subsequently inform our internal processes including recruitment, onboarding, and performance management.
Need for dedicated leadership focus around the People and EDI agenda	➤ The key roles of Director of People, Culture and Inclusion and Head of EDI recruited.
Need for better, more proactive and playful communications	➤ Communication strategy developed reaching all business areas and recruitment into key roles
There is 'distance' between directors , CEO and Staff	➤ Coffee with Claire (CEO)' sessions initiated which have been and continue to be well attended ➤ All Staff Briefings ➤ Regular Staff Bulletin with relevant features
Need for more effective and efficient ways of managing our Casual Workers	➤ All casual workers are now using 'Parim' for scheduling ➤ Casual workers handbook developed – currently seeking feedback ➤ New starters completing 'One Team' training modules
Need for an inclusive culture and proactive responses to 'Barbican Stories'	➤ All employee event, which we now do as an 'all staff briefing' every quarter on a range of people topics ➤ Launch of Zero Tolerance (ZT) Statement with training being rolled out ➤ Race and Ethnicity Development Programme for Directors ➤ Development of EDI strategy starting with an assessment of EDI maturity
Clearer/Simpler ways to raise concerns	➤ Bullying and Harassment guidelines revised through consultation with CoL ➤ The 'Raising a Concern' guidance has also been incorporated into the new ZT statement

Chamberlain

You Said	We Did/Will
My opinion is sought on decisions that affect my work 49% positive 27% Neutral and 24% Negative and 8% behind the corporate average	➤ A series of workshops has been held with all staff in small groups to identify transformation needed. These have been to gain views and insight from the whole team as to what needs to change in the future to ensure the department is fit for the future. This is with an aim to streamline processes creating efficiencies and also to remove frustrations for members of the team. ➤ An all staff event has also been held to establish jointly our culture and values
I am kept well informed about big changes at the Corporation 60% positive 23% Neutral and 17% Negative and 12% above the corporate average	➤ Chamberlain continues to have monthly all staff calls. ➤ Refresh of our departmental intranet. ➤ Weekly email from the Chamberlain to all staff. ➤ Team meetings are held regularly. ➤ Although 1-2-1 meetings are held regularly, this has not been consistent throughout the whole department over the last 12 months, especially given high vacancy levels.
I have the right opportunities to learn and grow and can access the training and development I need to do my job 60% positive 23% Neutral and 18% Negative and 1% behind the corporate average	➤ A new Learning and Development programme is under development. ➤ Learning champions have been appointed and charged with finding gaps and ways in which to plug them. ➤ A departmental learning page is being drawn together to draw all resources to one place and allow easy access to training.
A call was made for a more flexible home working arrangement and for the Guild to be reopened with a food offer to staff	➤ We have been feeding into the corporate Workplace Steering Group and the Workplace Co-Ordinator Group.

Chamberlain

You Said	We Did/Will
Following the pandemic there had been a view that we don't get to spend much time together or meet people we wouldn't usually in the usual workday.	➤ We have held a Chamberlain's Summer Social and a pre-Christmas lunch reception within our department to give the team an opportunity to network with people they wouldn't usually through the busy workday.
I believe action will be taken as a result of this survey 22% positive 33% Neutral and 45% Negative and 2% behind the corporate average	➤ Following this survey actions and plans have been taken/made as detailed here ➤ We are also working on follow up actions from our all-staff event and will be publishing regular updates on what has been done via our Departmental intranet the Chamberlain's all staff calls and the Chamberlain's weekly note.
Our Culture enables diversity of thought and people to thrive 40% positive result 43% Neutral 18% Negative and 3% behind the corporate average – this is unacceptable our culture should allow for people to think differently and give them space to thrive.	➤ SLT is to draw this concern into the transformation project under the culture workstream. ➤ SLT have been and will continue to make links back to this in the transformation work that we do. This has been carried out through a series of workshops that focus on what needs to change and the culture that we require to do this. ➤ This cultural issue will also be tackled through encompassing this into the Chamberlain's principles or required behaviours.
I have experienced some discrimination or unwelcome comments or conduct here 53% positive 24% Neutral and 23% Negative and 1% behind the corporate average	➤ Reinforce with line managers the need to tackle head on issues of discrimination, unwelcome comments etc – and to do so openly where possible. ➤ Refer to members code of conduct. ➤ Call out culture to be build and SLT to model these behaviours.

Children and Community Services

You Said	We Did/Will
Better communication and visibility of senior management where staff work, not just at large events in the Guildhall.	➤ All new members of staff in the People Directorate attend the People Senior Management Meeting to meet all the Heads of Service. ➤ People's Assistant Director introduction with all new starters and Assistant Director attendance at team meetings. ➤ Housing Senior Management Team have introduced processes to enable staff at all levels to discuss concerns/ideas with Senior Managers to ensure that their voices are being heard. This includes group meetings between staff and the Assistant Director ➤ In the Libraries department new meeting structures have been established to increase communication and ensure people are sharing information across all levels
The way performance is monitored, there is no reward for those who consistently perform and contribute.	➤ A new appraisal system has been implemented across all departments within Community and Children's Services. ➤ Increased focus on staff and department achievements and success in departmental communications (The Buzz) with targeted briefing on specific issues ➤ The Housing Department is carrying out a number of independent external reviews of parts of the service to help identify improvements that we can make to the services we provide that will not only enhance the customer experience but also, will help us address staffing matters such as morale, disparities in workloads, out-of-date Job Descriptions, support mechanisms ➤ Developed and implemented the People Directorate Anti-Racism Practice Standards. Other departments within CSS are looking to implement the standards in their own departments.

Children and Community Services

You Said	We Did/Will
Improve IT.	➤ IT services in Education are to come back in house to boost the effectiveness of the IT service provision. ➤ All staff in Education have been moved to Surface Pro devices. ➤ The Barbican & Community Libraries Senior Management Team continue to escalate and pursue issues related to the different IT requirements of a frontline service
The pay system does not reflect modern living standards.	➤ A general pay settlement occurred in October 2022 and was welcomed. A review of pay structures is occurring
The TOM has not been handled well as people are still awaiting results of this. Surely the corporation warrants permanent contracts as currently FTC are to unpredictable and unstable.	➤ Children's and Community Services is moving away from the culture of 'temporary recruitment' that was effectively imposed as part of the TOM process, which gives more certainty to staff (and customers) and helps address some issues of low morale. ➤ The new agreed TOM structures have been implemented and, although it is still relatively early days, this is starting to have a positive impact on staff and service delivery
Poor Induction training	➤ All new staff in the People Directorate receive formal induction which includes meeting with the Assistant Director of People. ➤ In Housing, all new members of staff are given more relevant induction training particularly, in relation to meeting with members of the Housing and Barbican SMT (including the Assistant Director)

Children and Community Services continued

You Said	We Did/Will
A canteen. Pre pandemic this was a lifesaver to have an area where there are comfortable chairs and coffee tables where you can relax and chat with colleagues.	➤ Gild dining café facility is being reinstated. This was something colleagues indicated that they really missed.
Lack of flexible working in comparison to other teams (e.g. purchasing of annual leave, working from home)	➤ The new workplace attendance arrangements 'workstyles' have clarified the position of all posts and allowed for some greater flexibility around some posts

Comptroller & City Solicitors

You Said	We Did/Will
Pay & Reward:	➤ Current ongoing benchmark with comparator organisations to validate the comments. ➤ Positively engage with the HR led pay and reward project in 2023.
Guildhall	➤ Engage with the Guildhall Refurbishment project. Relay comments of inequality between North Wing floors that have been refurbished and the 5th floor NW which has not
Learning & Development	➤ Manage the transition to a new Senior Management Team following two key retirements in 2023.
EDI (at a team level)	➤ The creation of a C&CS Equalities Group – this has delivered several successful pragmatic outputs to support Equality, diversity and inclusion ➤ C & CS Equalities Group safe space anonymised e-form to raise ED&I concerns to SMT for action and redress ➤ Issue raised of lack of openness to discuss issues at team level to be addressed by further training developed by C&CS Equalities Group endorsed by SMT

Corporate Strategy & Performance

You Said	We Did/Will
Wellbeing:	➤ We are planning on giving a full update/presenting an action plan at the Team Planning Day. We are currently developing what we will cover then, but it will likely include signposting/a full run-down of the myriad of resources the Corporation provides.
CoLC Knowledge Building	➤ To date we have had Bridge House Estate and Climate Team join our weekly meeting for an info share on their area. In the pipeline is info share from the team running the Lord MayorsAppeal, as well as an afternoon info share with City Surveyors Team. ➤ We pulled together a list of acronyms and shared it with the team. Members of the team have been adding to the list. Going forward the plan is to place the list on the intranet and maybe include it in the new starter induction pack.

Environment

You Said	We Did/Will
Communication can be improved	➤ Each division created a brochure outlining their roles and responsibilities, for Members and available on the departmental SharePoint ➤ Established the Communication Working Group ➤ Launched monthly newsletter ➤ Internal Communication Strategy agreed by SLT ➤ All Directors will hold all staff meetings at least twice a year ➤ New monthly Asst Director briefings for cascading/sharing information and updates ➤ New departmental SharePoint site soft launch ➤ Posters with key messages circulated more widely and efficiently through comms WG ➤ Who's Who briefing for Members which provides a summary of Senior Officers roles and responsibilities. This has also been added to SharePoint for everyone's information ➤ Executive Director and Asst. Director (Business Services) visits to satellite sites ➤ Staff Comments Inbox launched
Better Access to training	➤ Commitment for ILM programme to be available to all staff, regardless of location (ILM2 launching September) ➤ Manager bitesize training sessions offered to new managers
Wellbeing	➤ Reminded staff of EAP with new poster ➤ Updated First Aider and Mental Health First Aider posters ➤ Relaunch of Health, Safety & Wellbeing Working Group ➤ PHPP – Step's Challenge (September)
Health & Safety	➤ DSE Assessment review ➤ New department wide H&S Manager is in post ➤ H&S Visits to satellite sites

GSMD

You Said	We Did/Will
51% are proud to say they work at the City of London Corporation (with 40% neutral and 9% not proud) •58% would recommend to friends and family that the City of London is a good place to work (32% neutral, 11% would not) •59% would still like to be working at the Corporation in two years' time (26% neutral, 14% would not) •73% agreed with the statement 'People help and support each other here' (17% neutral, 10% did not agree) •67% agreed with the statement 'I have the right opportunities to learn and grow and can access training and development' •83% agreed with the statement 'My line manager treats me fairly and with respect' (7% neutral, 10% disagreed) •82% agreed with the statement 'If I were to make a mistake, my line manager would be supportive in helping me learn from it' (8% neutral, 11% disagreed) •77% agreed with the statement 'I feel I can discuss my wellbeing with my manager' (7% neutral, 16% disagreed) •73% agreed with the statement 'I have the freedom I need to get on with my job' (17% neutral, 10% disagreed) •72% agreed with the statement 'Leaders understand that diversity is critical to our future success' (17% were neutral, 11% disagreed) •62% agreed with the statement 'I am able to effectively work across different departments to collaborate on projects' (18% neutral, 20% disagreed) •58% agreed with the statement 'If I raised a concern about discrimination, I am confident the School would do what is right' (29% neutral, 14% disagreed) •50% agreed with the statement 'Our culture enables diversity of thought and people to thrive' (29% neutral, 21% disagreed) •24% agreed with the statement 'I have experienced some discrimination or unwelcome comments or conduct here' (16% neutral, 60% did not) •64% agreed with the statement 'It is safe to speak up and raise concerns here' (23% neutral, 14% disagreed)	➤ While many of the School's results here were more positive than those for the overall City responses, in some cases up to 15% more, it is clear there is still much work to do in this area and the School's leadership will be feeding these responses into its ongoing equity, diversity and inclusion (EDI) work, which includes a commitment to long term and ongoing staff training, as well as continuing to work closely with the EDI Committee on key aspects of the School's operations. ➤ Our incoming Head of EDI and Head of HR will also be reviewing policies, processes and use of language in official communications, in close collaboration with the School's senior leadership team.

Innovation and Growth

You Said	We Did/Will
Improve Change Management:	➤ We will: begin now with a different approach on the next major change piece, the office move, by seeking to be transparent, inclusive and as pacy as possible. Learning the lessons, to be applied to the next change projects. ➤ We are using the survey results to feed into planning for the office move
Improve investment in your career, learning and development, diversity and inclusion, working conditions and other related areas	➤ We will: regularly check with teams what will make the biggest differences over the coming months so we can continue to focus on them ➤ We are running the cross-IG (FPS)survey action group to establish what next steps ➤ We are setting up follow on sessions to focus on the L&OD offer for innovation and Growth

Operations

You Said	We Did/Will
Pay & Reward	➤ Carry out a complete review of the Corporation's reward offering ➤ Thanking people for the work they do and a job well done ➤ Recognition of challenges overcome. ➤ Appraisals and workstreams linked to business and strategic plans
Communication could be improved	➤ DITS team fortnightly all-staff open and honest two-way dialogue ➤ Regular 121s with line manager to support and develop trust in relationships, friendly catch ups, leading change and championing team strengths ➤ Have in-person HR staff engagement sessions ➤ Weekly Teams messages covering events, changes and achievements (DITS) ➤ Newsletters, process mapping ➤ Reinvented HR huddles ➤ Bi annual HR Away Days (first one June 2023) ➤ Commercial division coffee morning ➤ DITS meetings with key stakeholders across organisation with a view to reinstate a strategic board
Our service could be improved	➤ Create a staff induction ➤ Update and modernise systems, upgrading i-Trent, simplify internal processes ➤ Upskill line managers in people management and increase delegations to departments ➤ Replace broken equipment

Operations, continued

You Said	We Did/Will
Developing Staff / No clear career paths	➤ Upskilling of current managers – performance management, KPI workshops, greater accountability in local business plans, dedicated assurance programme ➤ Launch team and individual learning and development plans ➤ Sessions with management team to discuss succession planning and mentoring ➤ Ensure suitable apprentices are supported if they wish to apply for full-time employment roles ➤ Health & Safety created a new role with L6 training development and CPD opportunities
Lack of visibility and diversity of senior leadership	➤ New Commercial team launch event attended by COO and senior member ➤ Initiated divisional team meetings which the COO is invited to attend and SMT catch ups ➤ Removed unconscious bias from JDs and adverts ➤ Communicate expectation for new Town Clerk to visit markets and departments
New teams need help understanding their purpose	➤ New teams had session where they discussed survey as a team ➤ Established regular team meetings ➤ Commissioned Project Governance review ➤ Markets – matrix management structure created to bring consistency and spread good practice and challenging current ways of working
Better support through change	➤ Involve and communicate change to bring team along at a pace ready to adopt and thrive. Honesty in communication. ➤ Listen to feedback and take action where possible, acknowledging what is not possible.

Remembrancers

You Said	We Did/Will
Staff should have more autonomy	➤ We will provide one-to-one discussions, training and personal development to help equip staff and facilitate more collaborative working ➤ As a result of the TOM we have created a new Head of Events Strategy role – this will include consideration of opportunities to standardise and streamline processes
Staff should have more autonomy	➤ Additional members of staff have been recruited to the Private Events and Parliamentary teams ➤ We will continue to work with HR to ensure vacant posts are filled as quickly as possible
Communication could be improved	➤ Whilst the comments seem to relate to central comms, we have retained the more regular office catch-ups instigated during the pandemic (moved to bi-weekly) ➤ We are re-instating the bi-monthly office visits and will utilise the opportunities these provide to discuss relevant topics across the whole office
There are barriers to progression (including salary progression) and development	➤ Whilst this is a factor of a small office, we will review the possibility of re-grading certain roles as career grades and take action as appropriate ➤ We will ensure that opportunities for development are promoted across the teams
Not enough desks in the Department	➤ We have increased the number of desks available ➤ We will ensure that the unique requirements of the department are reflected in the planning of the Guildhall Refurbishment project

Surveyors

You Said	We Did/Will
Pay & Reward:	➤ We're inputting into the corporate Pay and reward Review, representing your views to ensure our market is considered. ➤ The Pay and Reward Review will start in 2023 and we will contribute to the project.
Workplace flexibility:	➤ We are engaged in the 'workplace posture' review programme and represented thoughts of the department into this group. ➤ New workplace attendance arrangements were announced in November offering staff greater flexibility and autonomy
Reducing Bureaucracy	➤ We have been involved in developing the Terms of Reference for the project governance review ➤ Increased Scheme of Delegations means we no longer have to report as much to Committee for approval ➤ The Project Governance Review started on 14 November, with a commitment to involve staff in the process

Next Steps



Introduce Pulse Surveys to seek staff views regularly on key issues. Up to 6 surveys per year



Departments to continue to develop action plans and monitor progress



Conduct next staff survey in Autumn 2023. This allows time for change to be embedded and progress measured



Executive Leadership Board and Corporate Services Committee to receive progress reports every 4 months.



Pulse survey topics will focus on key improvement & change priorities for the organisation

First Pulse Survey



The first pulse survey will launch in January and will focus on Reward & Benefits.



Will provide valuable insight to help inform reward project



Exploring inclusive rewards for employees outside Guildhall and homeworkers



Exploring what type of benefits and recognition employees value most

Thank You



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Committee:	Date:
Corporate Services Policy & Resources	17 January 2023 19 January 2023
Subject: Draft High-Level Business Plans 2023/24 – Town Clerk's Department	Public
Report of: Deputy Town Clerk, Bob Roberts Chief Strategy Officer, Dionne Corradine	For Decision
Report author: Sarah Scherer	

Summary

This report presents for approval the high-level business plans for several functions within the Town Clerk's Department for 2023/24.

These functions are Governance, Member and Electoral Services; Office of the Policy Chairman: Strategic Security and Resilience, and, Corporate, Strategy and Performance.

Other functions and services in the Town Clerk's Department are reported elsewhere. These are Communications and Corporate Affairs; Office of the Lord Mayor; London Metropolitan Archives and the City of London Police Authority.

Recommendation

Members of the Corporate Services Committee are asked to approve the 2023/24 business plans for Governance, Member and Electoral Services: Office of the Policy Chairman, and, Corporate, Strategy and Performance.

Members of the Policy and Resources Committee are asked to approve the 2023/24 business plan for Strategic Security and Resilience

Main Report

Background

1. As part of the new framework for corporate and business planning, departments were asked to produce standardised high-level, 2-side business plans for the first time in 2017 for the 2018/19 year. Members generally welcomed these high-level plans for being brief, concise, focused and consistent statements of the key ambitions and objectives for every department.
2. For 2023/24, the high-level business plans have been further evolved to add more narrative and improve readability. These business plans now incorporate TOM departmental structure changes. As high-level plans, these documents do not capture the granularity of work but give the overall picture of activity, customer feedback, trends where applicable and direction of travel.

Draft final high-level Business Plans for 2023/24

3. This report presents, at Appendix 1, the draft final high-level business plans for 2023/24 for the Town Clerk's Department.
4. These high-level plans include the key areas of work that will be undertaken during 2023/24, all of which are focused on the need to continue to deliver efficient and effective outcomes for all of our customers. They have been developed in consultation with the senior officers, considering the work activity, aspirations and issues of each of the respective functions within the department, such that it can be expected that any member of the department would recognise themselves and/or their role within it.
5. There has been a focus on cross-departmental collaboration.
6. In the Corporate, Strategy and Performance team business plan the priorities outlined include:
 - a) the creation of the next Corporate Plan, which is closely linked with delivery of the Resources and Priorities Refresh Programme, to achieve the organisational culture needed for better alignment of resources to priorities
 - b) using data and reporting transparency to drive performance, collaborating with others to reduce duplication and grow capability, ownership and accountability
 - c) ensuring corporate risks are consistently and correctly identified and managed and informing ongoing improvements in risk management as an enabler to effective decision making.
7. In addition, the Corporate, Strategy and Performance business plan also extends a brief look forward to 2024-25 and 2025-26, through a new timeline and milestones illustration of workstream plans and summary of those under consideration.
8. The business plans are an important part of our strategic planning process and governance framework. Monitoring progress against the plan is a key part of the collaborative process of the Business Planning Forum and scrutiny by the Executive Leadership Board. Measurement of KPIs will enable delivery to be tracked over the coming year. Regular risk updates and deep dives of corporate risks are examined by the Audit & Risk Management Committee.
9. Staff in the department are mainly located in the Guildhall complex, an operational property asset shared by several departments. The Town Clerk's Department utilisation of its share of this asset is considered to be fully utilised, with a greater number of officers than desks and "hot-desking" utilised within sections.

Corporate & Strategic Implications

Strategic priorities and commitments are expressed in Appendix 1. The Town Clerk's Department will be taking part in the evaluation exercise of the 2018-23 Corporate Plan which is currently underway across the City of London Corporation

Security implications

The department is responsible for co-ordinating the City of London Corporation's strategic security provision

Financial and resourcing implications

Individual resourcing or financial implications associated with activities are identified within the relevant appendices

New and existing functions developed under the TOM included some requests which (in advance of a reprioritisation review) are temporarily funded via repurposed transformation or security funds. Funding for FY 2024/5 is expected through adopting an invest to save model and identifying funding through initiatives including the Resource Priority Refresh Programme.

Public sector equality duty

All the services and functions covered in the report are committed to Equality, Diversity and Inclusion.

We will continue working closely with the Director of Equality, Diversity and Inclusion and the Chief People Officer to enable the City of London Corporation to comply with its obligations under the Equality Act 2010 and the Public Sector Equality Duty

Conclusion

This report presents the high-level business plans for 2023/24 for the Town Clerk's Department for Members to consider and approve.

Appendices

- Appendix 1 – Final high-level business plans 2023/24

Sarah Scherer

Head of Business Support

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Governance and Member Services

Our aims and objectives are

- To deliver democratic and executive support services, which meet the needs of elected Members and the electorate
- To promote high, efficient, standards of governance throughout the organisation

What's changed since last year...

- Significant recruitment has been undertaken since the target operating model restructuring proposals for the Governance, Members and Electoral Services were agreed in November 2021 and statutory consultation processes were completed in early 2022
- Following the governance review process, significant activity has been underway to implement the outcomes therefore and update corporate governance documentation
- Activity to embed the Members' remuneration scheme has also been effective, being now well-established with a take up of 106 (NB – this figure may include those former Members no longer on the Court who were eligible to make claims)
- 13 Elections were held in 2022 and annual registration is being undertaken. Registration levels of circa 20,000 electors was reached in 2021 and this is continuing to be built upon

Our major workstreams this year will be...

- Implementing the outcomes of the governance review and post implementation review
- Design, approval and delivery of a comprehensive Member Development Strategy
- Prioritising the implementation of the Elections Act for the City of London Electoral Register, as well as the scheduled Aldermanic and BID elections
- The Committee Team will be undertaking report writing sessions across the organisation to help embed understanding of decision-making processes and improve collaborative working

Our strategic commitments

- Governance review and post implementation review implementation
- The delivery of good governance and electoral services – it remains a high-level priority for the City Corporation, and it has not changed since the last Business Plan was considered
- Electoral Services and COD are performing a high-level software development and data migration to contain all data on one software system. The outcome will provide better data analysis and more responsive reporting to members

Medium Term Plans under consideration

Priority list (Include any known changes you are preparing for, e.g. new legislation, services, projects, automation)	2023/24	2024/25	2025/26	Funded or Unfunded
Comprehensive review of Standing Orders following the post implementation of the Governance Review	23/24			N/A
To consider the introduction of special responsibility allowances for Members	23/24			Funded
Implementation of the merged Electoral Services and City Occupier Database software	23/24			Requires Funding

Key Performance Indicators

#	KPI	Current Performance	Direction of Travel/ Target
1	Update of corporate governance suite of documents following post implementation review		
2	Maintenance of Electoral Registration	Circa 20,000 Electors	Maintain or increase registration levels

Key Risks

	1		

Risk Title	Score
TC TCO 08 – Management of Public meetings (C&MS)	6



Our People

- We are committed to an ongoing plan of regular team meetings, informal catch-ups, 1:1s and peer to peer training
- The Elections Team are developing a succession plan and as the team is new, officers will be attending training courses relevant to their grade and position
- The Committee Team will be undertaking report writing sessions across the organisation to help embed understanding of decision-making processes and improve collaborative working
- In support of the production of the new Member Development Strategy, Member Services officers will also undertake such training as required to deliver the strategy as effectively as possible
- The Committee Team will be attending training courses relevant to their grade and position

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

Governance, Member and Electoral Services support all 12 strategic outcomes of the Corporate Plan

Operational Property Requirements

Staff in the department are mainly located in the Guildhall complex, an operational property asset shared by several departments. The Town Clerk's Department utilisation of its share of this asset is considered to be fully utilised, with a greater number of officers than desks and "hot-desking" utilised within sections.



Office of the Policy Chairman

Our aims and objectives are

- To deliver executive support services, which meet the needs of the Policy Chairman, Deputy Chairman, Vice Chairs and newly selected Policy Leads of the Policy and Resources Committee
- Further align effective civic leadership between the Mayoralty, Shrievalty, and City Leadership team to deliver better promotion of the City and its capabilities in the UK and overseas
- To optimize delivery against the Corporate Plan

What's changed since last year...

- Newly recruited and onboarded team including a new Executive Director & Private Secretary, new Head of Private Office, Assistant Private Secretary, two Executive Assistants, Head of Policy Unit and two Policy Advisors
- Transition to a new Policy Chairman
- Identification and selection of 6 new Policy Leads to support the work of the PR Committee

Our major workstreams this year will be...

- Creating a team with collaboration at the heart of its ethos to support the Policy Chair in line with the TOM; establishing the resources required for the Office of the Policy Chairman to run effectively.
- Develop, assess, and implement working practices for the effective operation of the Office of the Policy Chairman; manage the policy and political support function including human, financial and other resources to ensure that all activities are carried out effectively and efficiently
- Promote the City as the world leader in international, financial and professional services through a programme of international engagement, aligned and complementing the travel schedule of the Lord Mayor
- Advance the Policy Chairman's policy priorities through the establishment of a strong and effective network of working relationships and partnerships across the Corporation, Mansion House and externally across the City of London, Westminster, and the private sector
- Advance Corporate wide priorities through the establishment of a new policy unit and confirm the scope of their remit
- Support the work of the light touch governance review through the PR Committee
- Establishing the remit and function of the Policy Leads, leading to the development of strategies for SMEs, Sport Engagement and furthering the work of our strategies related to Advanced Markets, Emerging Markets, Innovation in Technology and Sustainable utilizing the experience of our elected Members



Operational Property Requirements

Staff in the department are mainly located in the Guildhall complex, an operational property asset shared by several departments. The Town Clerk's Department utilisation of its share of this asset is considered to be fully utilised, with a greater number of officers than desks and "hot-desking" utilised within sections



Corporate Strategy & Performance Team

Driving an integrated, professional and insight-led approach to strategy, planning, risk management and change.

Our aims and objectives are



•Alignment to how the City Corporation achieves the Corporate Plan outcomes



•Fostering collaborative, partnership approaches in delivery and ensuring that dependencies are recognised and communicated.



•Using data to provide evidence-led decision making and continually monitor performance to optimise results.

What's changed since last year

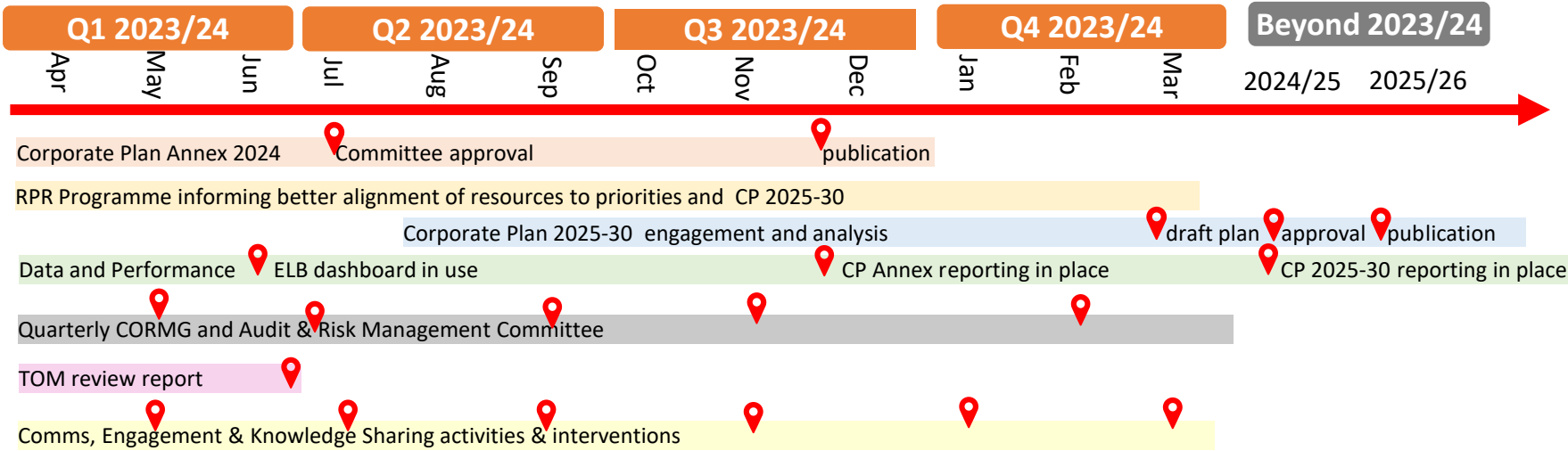
- Following the recruitment (1 vacancy pending) and implementation of CSPT's TOM, new Strategy, Risk, Business Intelligence and Business Planning forums were created facilitating collaboration, increasing alignment of outcomes, growing capability and fostering robust processes.
- In April, CSPT took on Corporate Risk, working with CoLC and Members towards the right agile risk management culture/governance.
- In May CSPT delivered the City-wide Residents' Meeting. The CWRM January meeting has been planned.
- CSPT led the Resources and Priority Refresh (RPR) Programme, including securing Member agreement to an annex to the Corporate Plan 2018-23, bridging to a CP2025-30.
- A City Intelligence Dashboard was developed making data available on the CoLC intranet.
- CSPT produced and secured approval of the Annual Governance Statement 2021-22 and outlined areas relevant to governance for CoLC action in 2022-23.
- We facilitated the Executive Leadership Board (ELB)'s consideration of cross-cutting issues, strategy, policy and corporate performance and risk.
- We assumed responsibility of the Target Operating Model (TOM) Programme in March 2022, assisting departments to complete their TOM and producing an Interim Report (Dec 2022 / Jan 2023) in advance of a final report due later in 2023.
- We led work on an Ethical Policy Statement and produced CoLC's Communication of Progress report as a signatory of the UN Global Compact.



Our major workstreams this year will be...

- 1. Corporate Plan Annex 2024 and commencing work on the Corporate Plan 2025-30 ensuring Institution, Service Area and Functional strategies and priorities align.
- 2. RPR Programme informing better alignment of resources to priorities.
- 3. Performance data and promoting transparency in reporting. Collaborating to generate a shared data lake that removes duplication and greater capability in business insight. Improving CoL teams’ ownership of and accountability for producing and tracking relevant data that enables better delivery of outcomes. Creating a performance pack to enable Executive Leadership Board oversight, direction and management.
- 4. Support to and embedding of the right risk management culture within CoLC, ensuring corporate risks are consistently and correctly identified, effectively mitigated and actively monitored with lessons learnt informing ongoing improvements in risk management as an enabler to effective decision making.
- 5. Target Operating Model implemented as business as usual concluded with an end of TOM review report identifying and enabling continuous improvement.
- 6. Embedding collaboration and knowledge sharing through the Strategy, Risk, Business Intelligence and Business Planning Forums to build and grow CoLC capability, identify gaps, synergies, dependencies and opportunities for pan-CoLC delivery of outputs and outcomes.
- 7. In partnership with others, engage and grow understanding of CoLC’s Shared Purpose, through our Internal Communications Core Narrative, Senior Leadership Forums Heads of Profession enabled activities, to positively impact CoLC’s organization culture.

Our timeline planner



Our strategic commitments include

- Corporate Plan Annex 2024, securing publication by December 2023.
- Priority strategies and commitments
 - e.g. Destination/Tech/Green City, Competitiveness, Climate Action Strategy 2020-2027, EDI, Social Mobility Strategy 2018-2028, draft City Plan 2040 and LM priorities
- Focus and alignment of the Lead member policy areas
 - Innovation & Tech, Emerging Markets, Advanced Markets, SMEs, Residents & Sports Engagement, with the Corporate Plan.

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

Priority list	2024/25	2025/26	Funded or Unfunded
<i>Enhance CoLC annual Business Planning process to support strategic planning and budgeting.</i>	Y		N/A

Key Performance Indicators

#	KPI	Current	Target
1	Participation in CP 2025-30 engagement is in line with diversity data (measure via survey)	New	+/- 5%
2	Increase People Survey score for Q: I understand the aims of the Corporation	69%	+5%
3	City Intelligence Dashboard users	New	100 users

Operational Property Requirements

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Our People & Budget

- **12 permanent roles** (1 vacant)
- **52% People Survey** Engagement Score (CoLC score shown as CSPT < 10 returns)

Our plans to progress EDI

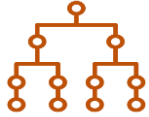
We contribute to wider TC and departmental action on EDI. Our team members sponsor, lead and participate in Staff Networks. At team level, we have focused prioritised action on our:



Wellbeing



Learning & Development



'Whole CoLC' corporate knowledge building

We contribute to all 12 Corporate Plan outcomes, with particular focus on



4. Communities are cohesive and have the facilities they need

5. Businesses are trusted and are socially and environmentally responsible

Our Stakeholders Needs



78% of respondents rated the May 2022 City Wide Residents Meeting as **GOOD** or **EXCELLENT**

Our Impacts



Influencing collaborative working among 197 Strategy, Risk, Business Planning & Business Intelligence Forum participants



Steering development of 20 Team & Department Business Plans, aiding alignment and identification of dependencies

	Impact			
	Minor (1)	Serious (2)	Major (3)	Extreme (4)
Likely (4)	1	6	18	12
Possible (3)	1	6	12	12
Unlikely (2)	1	6	6	12
Rare (1)	1	6	6	6

SRO for all Corporate Risks, reshaping oversight of CoLC risk management



26 DAB sessions held ensuring adherence to TOM principles



Facilitating senior officer governance through 17 ELB meetings, away days & touchdowns



Fostering organisational knowledge, contributing to our Internal Comms core narrative

Strategic Security and Resilience

Our aims and objectives are

- To assist and facilitate across the organisation a co-ordinated response of HM Contest Strategy of Protect, Prepare and Prevent strands, relevant to Local Authorities, through the Senior Security Board, considering our people, places, communities and customers. Oversee high risk events and incidents, through competent command structures.
- Local resilience/emergency planning & business continuity planning follows the core principles of legislation under the CCA -Civil Contingencies Act 2004 and echoes the principles that subsidiarity is at the core of local resilience emergency planning arrangements. It must also be mentioned that emergency and resilience planning underpin the Government Contest strategy particularly the 'Prepare' strand

What's changed since last year...

- Senior Security Board has been reviewed and updated, including a new Protect Bridges Board, linked with new corporate risk.
- Implementation and embedded integrated Protect Plans with COLP, COLC, stakeholders and businesses.
- Implementation of actions from debriefs of events, enhance effective command, control and co-ordination.
- Resilience arrangements, business continuity, response, planning and implementation over unprecedented response to the global Covid 19 pandemic . Strategic and operational arrangements were a key feature of the City of London response from health for the local community and ensuring local business continuity planning arrangements were in place across the whole of the Corporations business portfolio
- Post pandemic and recovery to a 'new normal' has presented several challenges across the resilience spectrum. Covid provided proof that the key to success in planning and response to major incidents and events is via relationships and partnership working arrangements
- With this in mind it is worth noting the challenges highlighted and experienced with the tragic events at Grenfell Tower and inquiry , Manchester Arena Inquiry , Civil Contingencies Act review , Lord Toby Harris review into Counter Terrorism preparedness and the local experience of 2 terror related attacks London Bridge 2017 & Fishmongers Hall 2019 which saw the City of London Corporation provide a full response and support to the emergency services & local community initially with rest and survivor reception centres to provide humanitarian assistance to those affected and caught up in the incidents as well as longer term support and supporting the fishmonger's hall inquest at our own Guildhall

Our major workstreams this year will be...

- Protect, Prepare and Prevent work will continue, working with Government agencies and business and all stakeholders, this will be strategically lead through the Senior Security Board.
- Events and incidents risk assessed with appropriate occupationally competent command structures, with debriefing and learning implemented and audited.
- Maintain engagement around future legislative changes and ensure resilience in place to meet the these.
- The Resilience arena focus will continue to consider local emergency and business continuity planning both Pan London and Nationally across the ever-changing environment of threat , hazard, and risk .
- There is a Pan London Fundamental Review that is currently under consideration and local planning arrangements will also need to consider any recommendations coming from this review.
- Maintain the Corporate Emergency Plan through lessons learnt and post event debrief process ensuring the plan is continually fit for purpose
- Maintain and support the key local emergency response plans to include for example the provision of Humanitarian Assistance , flood planning
- Training and exercise locally and participate in the Pan London Exercise and training process via Exercise Safer City , Exercise Preparer and Exercise Connects
- Through Local Resilience Steering Group ensure Corporation departments are informed of developing changes to business continuity, resilience planning locally, Pan London , Nationally and in some cases Internationally and provides the internal platform for sharing information and situational awareness
- Working with Corporation departments and teams to guide , advise and support emergency and business continuity management arrangements
- Maintain and review the City Risk register pertaining to local threats and hazards
- Through the responsibility of Chairing the Borough Resilience Forum ensure local partners across emergency services , voluntary services and local business are informed of developing changes to business continuity , resilience planning locally , Pan London sharing information and situational awareness , Nationally and in some cases Internationally . Provide a platform for training and exercise opportunities
- Continued development of Corporation Command & Control process to provide suitably trained Senior staff and ensure the City has a capability and resource at the Gold strategic and Silver tactical level of command and can support the response to a spontaneous major incident/planned event in the City and when requested across London
- Ensure the continued development and training of staff volunteers to maintain local capability and resources to support the operational response to a spontaneous major incident or pre planned event in the City and where requested via the Pan London mutual aid process. For example, to provide suitable trained staff to support the provision of rest centres and survivor reception centres

Key Risks

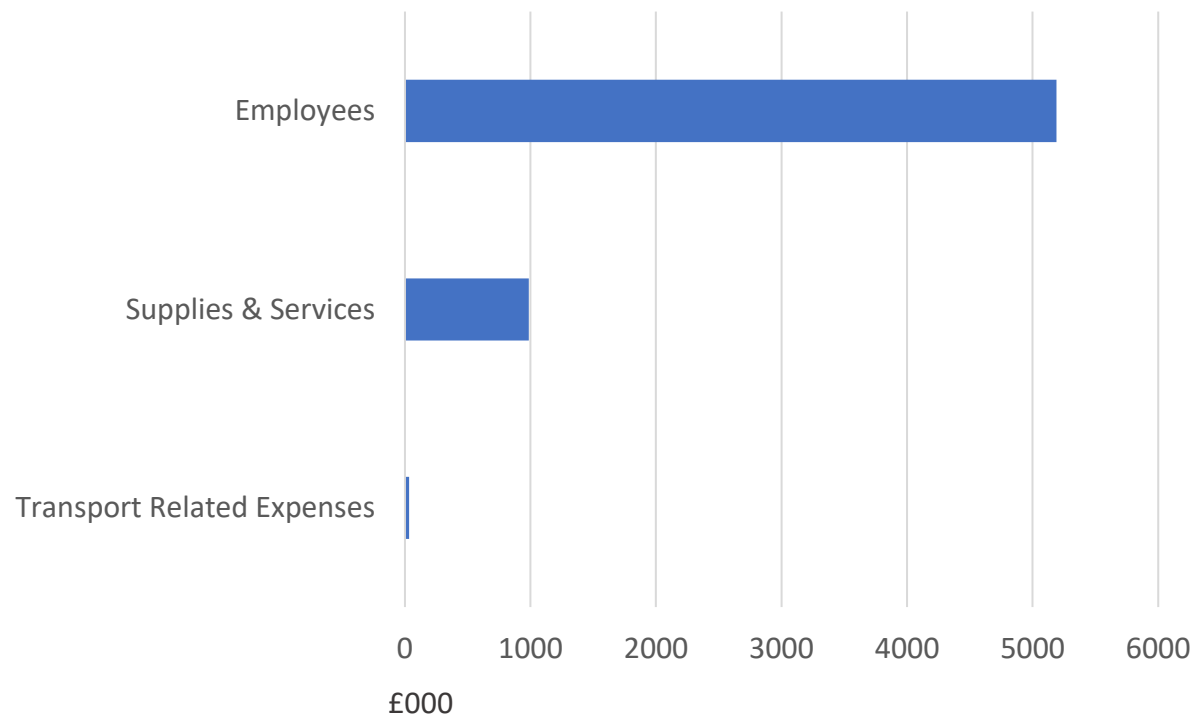
		1	
		1	

Risk Title	Score
CR01 – Resilience Risk	12
CR36 – Protective Security	16

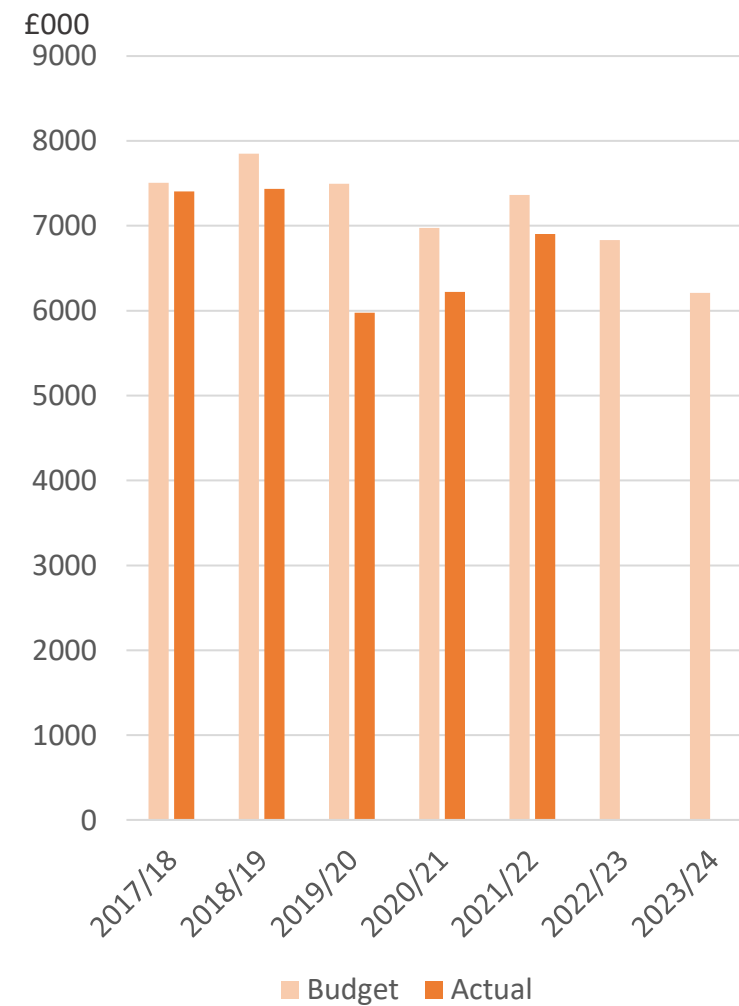
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Budgeted Expenditure Breakdown



Budget vs Actual



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Committee(s): Corporate Services Committee	Dated: 17 January 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 Approval
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:
 - Human Resources (**Appendix 2**)
 - Corporate Health and Safety (**Appendix 3**)
 - Equality, Diversity and Inclusion (**Appendix 4**)

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 uniting 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 HR, Corporate H&S and EDI.
12. **HR:** The draft HR Business Plan and outline People Strategy were reviewed by this Committee in December. It was noted that HR has been historically underinvested in, so the scale of change required is not small. Staff sentiment and resilience is also very low and this is a major concern. The workstreams set out in the Plan will enable us to develop a people-centric HR function that the wider organisation trusts and respects.
13. At that meeting, the Committee endorsed the direction of travel, and fed back some helpful comments which we have endeavoured to take account of, as follows:
 - a. A request for the HR KPIs to be firmed up, with metrics added for each KPI: these are being developed and have been added to the Plan.
 - b. The need to set out how we will act on what the Staff Survey results are telling us, and how we can use this to evolve the organisation's culture: a separate paper on Staff Survey next steps is being considered at this CSC meeting.
14. A major workstream for next year will be the Reward refresh. It is widely agreed that this is not only necessary but overdue, and much of our wider activity depends on it. We have engaged Korn Ferry to partner with us to

deliver this work, although it should be noted that the costs for this are currently unfunded but discussions with the Chamberlains department have identified the provision for performance pay as suitable to cover this activity (which in recent years has not been used or has gone towards the general pay award). The initial review will cost £200,000 in consultancy fees which is covered. We would also need to recruit a small team to manage the project internally. Subsequent costs would depend on Korn Ferry's recommendations from the review and the costs to implement them.

15. **Corporate H&S and ED&I:** As both of these teams are newly established, this is the first time that there has been sufficient focus on and resource behind these crucial matters. The Business Plans for both teams therefore represent the first step along the ladder in maturing our H&S and ED&I activity.
16. The key aims of the **Corporate H&S** Business Plan are as follows:
 - a. To enable good management of health, safety and statutory wellbeing risks and opportunities
 - b. To integrate the HSMS with strategic and operational functions of the Corporation
 - c. To facilitate the fulfilment of legal and other requirements, the continual improvement of health, safety and wellbeing performance and the achievement of Corporation-wide and local business area health, safety and wellbeing objectives with a credible and transparent HSMS.
17. The key aims of the **ED&I** Business Plan are to support the Corporation in achieving the following:
 - a. As an employer, ensuring that it delivers and embeds impactful EDI and Social mobility strategies that fulfils its obligations under the Equality Act 2010
 - b. As a service provider, ensuring that it actively engages and meets the need of residents, visitors, workers, students, communities, businesses, etc
 - c. As a thought leader in a global city, aligning the City Corporation's Environmental, Social and Governance strategy with the Corporation's core functions and values. This will involve co-creating a sustainable EDI ecosystem made up of public, private and voluntary sector partners.
18. The Business Plans for the COO Department, and for the HR, Corporate H&S and ED&I divisions, can be found at **Appendices 1-4.**

Corporate & Strategic Implications

19. Strategic implications – Strategic priorities and commitments are expressed in the Department of the COO Business Plan at **Appendix 1.**
20. Financial implications – Reward refresh would cost more than the initial review work currently funded and underway, as noted in the report.

21. 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.
22. Resource implications – None directly.
23. 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.
24. Climate implications – There are no climate implications to the proposals put forward in these business plans.
25. Security implications – There are no security implications to the proposals put forward in these business plans.
26. 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

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

Appendices

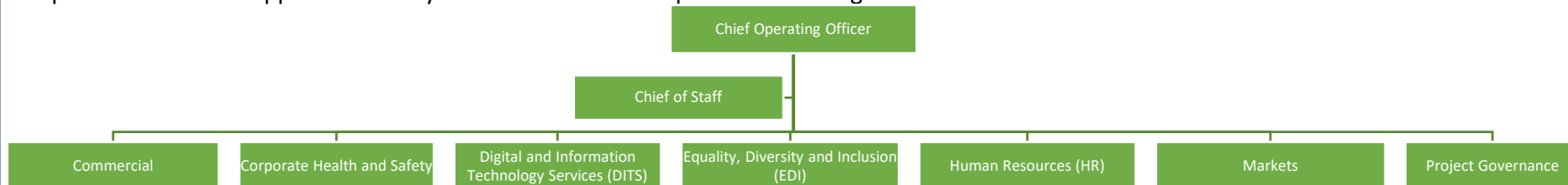
- **Appendix 1** – Department of the Chief Operating Officer Business Plan 2023/24
 - **Appendix 2** – HR Business Plan 2023/24
 - **Appendix 3** – Corporate Health and Safety Business Plan 2023/24
 - **Appendix 4** – Equality, Diversity and Inclusion Business Plan 2023/24

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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:

Transparency

- 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

Credibility

- 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

Partnership

- 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

Enablement

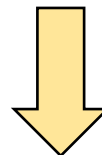
- We ensure that people across the organisation are empowered and trained to use the resources they need to do their jobs, so that they know when to use our services and expertise and when they can support themselves
- We use technology to automate processes where possible and are open to improving our 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

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.

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

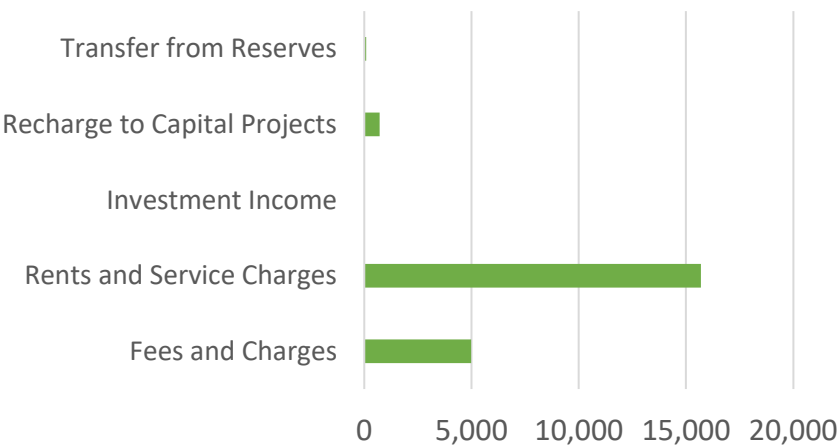
The table below shows the top scoring residual risks across the Department of the COO:

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

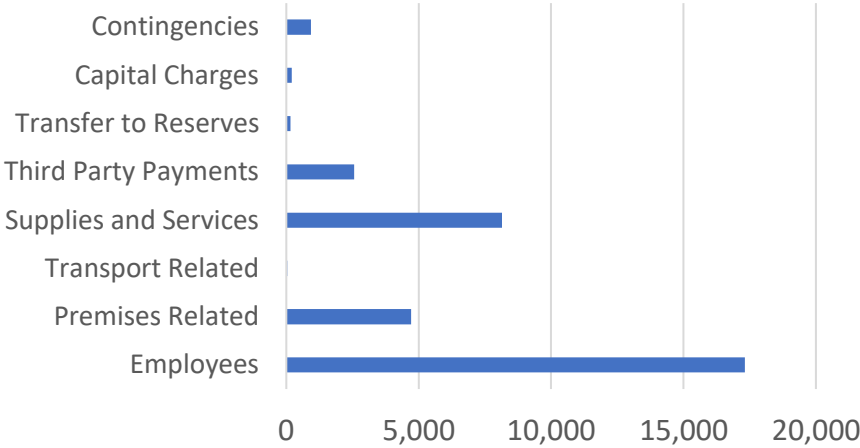
		Minor	Serious	Major	Extreme	
Likelihood		0	0	2	0	Likely
		0	0	4	1	Possible
		0	0	0	1	Unlikely
		0	0	0	0	Rare
		Impact				

Our Finances (P6 2022/23)

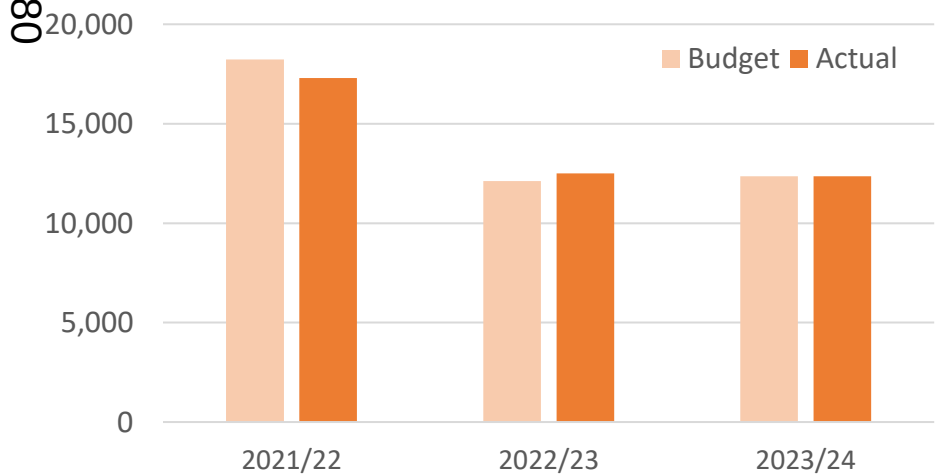
Where our money comes from (£'000)



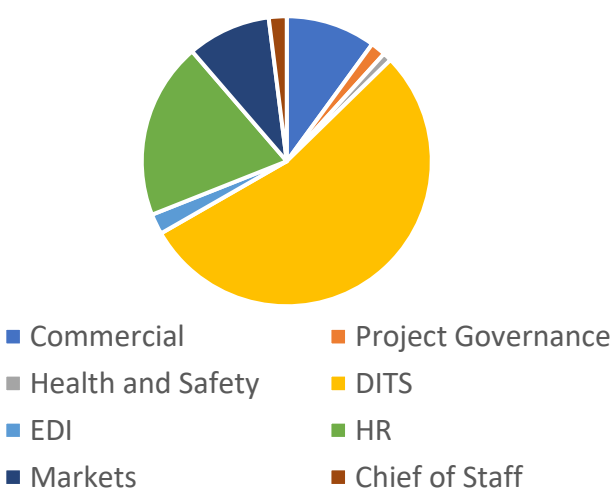
Where our money is spent (£'000)



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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HR Business Plan 2023/4

We aim to provide an efficient HR service to our customers.

Name of Department Corporate HR Unit, Chief Operating Office

What's changed since last year...

Our aims and objectives are...

The Human Resources department aspires to be a valued strategic partner, providing trusted people and change management advice. We endeavour to support the corporation to attract and retain the best talent through our approach to reward, hybrid working and workforce planning. We seek to be an employer of choice by promoting a diverse and inclusive culture and enabling opportunities for career progression. We aim to provide efficient HR operations systems and processes to offer a seamless service to our customers.

2022

- *The recruitment of a Chief People Officer*
- *High number of HR staff made redundant from key roles*
- *Completion of the HR TOM, with a new design structure which has resulted in the necessity to recruit 20 new roles.*
- *HR TOM reviewed and HR Transformation bid submitted to address gaps and challenges*
- *Senior Officer Recruitment campaigns, including the Town Clerk & Chief Executive*

Our major workstreams this year will be...

- **Implement the HR Target Operating Model** – The Chief People Officer (CPO) will continue to drive and lead on the changes in HR brought about by the Target Operating Model. In 2023 all 20 vacant posts, including three Assistant Director posts should be filled, and candidates will have begun their on-boarding. The new HR Senior Management Leadership Team will put the HR Vision high on the agenda by embedding the concept and engaging with our key stakeholders, identifying diverse business needs – **Transparent**
- **Corporate People Strategy** – To look at the life cycle of our employees from recruitment to staff leaving the organisation. Ensure talent is harnessed in HR and across the Corporation including the approach to career pathways, talent management and diversity equality and inclusion - **Enablement**
- **Reward Refresh** – To carry out a complete review of the Corporation's reward offering. Areas of work to be looked at include the appropriateness of our current pay scales and salary ranges, our job evaluation scheme and our benefits package. To create a reward and benefit strategy that directly aligns with the overarching people strategy and addresses the full suite of Corporate issues in relation to reward and benefits - **Credibility**
- **HR Unit** – Reset the HR Agenda. Create better cross and joined up working within teams, upskilling staff by supporting and creating team learning and development plans. Improve HR staff engagement and boost staff moral. Set values to improve capabilities and standards and focus on customer service and employee support services. Ensure a series of engagement sessions take place and that departmental action plans are taken forward providing the organisation with a fit for purpose HR Unit. Review HR systems including City People (I-Trent), processes and ways of working to improve outcomes - **Enablement**
- **Working Patterns** – Introduce permanent working patterns by segmenting the workforce into 4 categories. Ensure attractive and stable on-site working arrangements that both attract new employees and recognize the significance of being a place-based organisation – **Enablement**
- **Learning & Development** – Review of training courses, both mandatory and bespoke to support organisational learning with a better link to appraisals. Explore interactive training and face to face. Introduce two versions of staff induction (one for all new starters and a manager's induction). Strengthen people management skills for line managers - **Enablement**
- **HR Heads of Profession** – Work with our Institutions to establish community of best HR practice - **Partnership**

Our strategic commitments

Strategy 1 – Business –Integrated HR

- Create a People Strategy
- Ensure CoLC is an attractive place to work and progress
- Achieve the right culture for the organisation
- Invest in Organisational Development and Employee Engagement
- Create a welcoming and inclusive environment
- Accurate data recording. Better use of Dashboards

Strategy 2 – Strategic HR

- Supporting business needs such as Reviewing Reward, Pay and Benefits
- Simplifying Job Evaluation, and creating Job Families
- Creating Career Pathways
- Better use of organisational talent
- Learning and Development Refresh
- Work with Departments departmental objectives
- Act on Feedback received

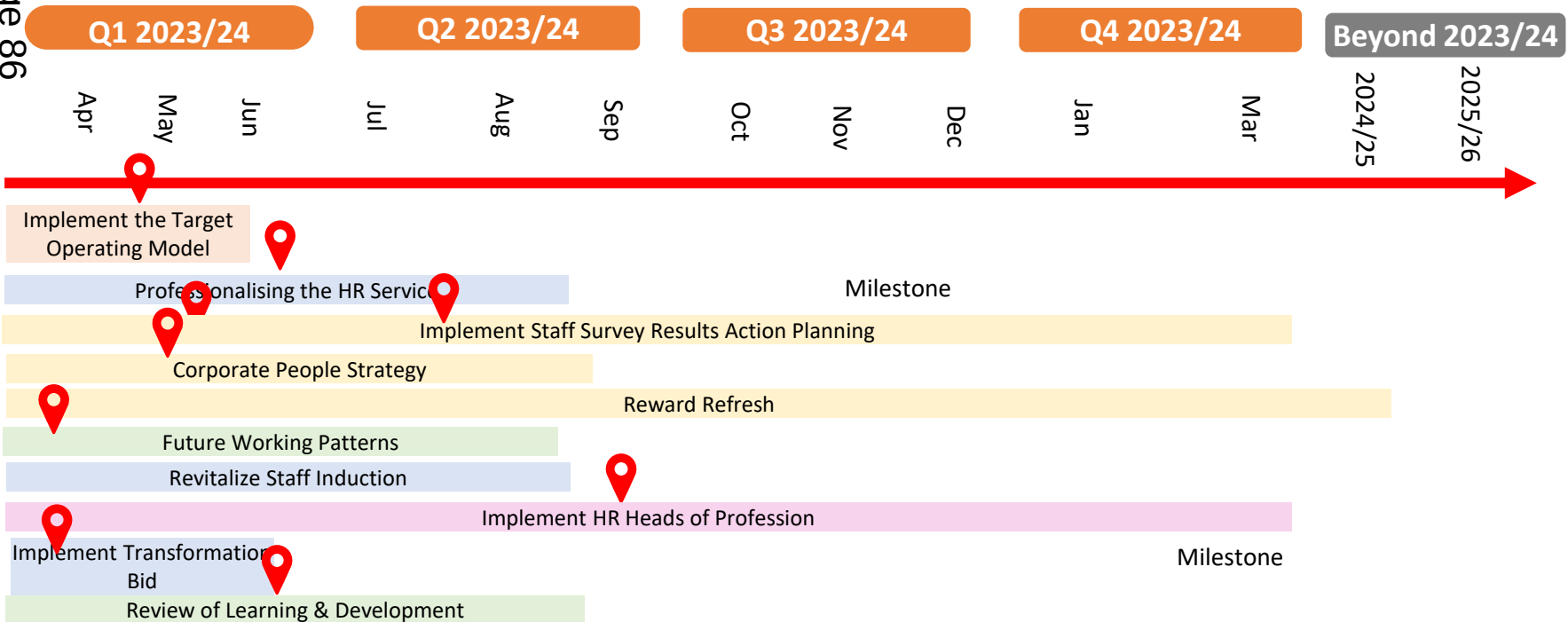
Strategy 3 – Fundamental HR Service

- Modernise Systems Processes & Procedures
- Upgrade and fix I-Trent
- Simplify internal processes and procedures
- Work towards more people management delegations to departments

Maturity Assessment



Our timeline planner



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

Plan	Narrative
ERP System	Continual review of City People HR System iTrent Specification of HR requirement of ERP system, clarify priorities and develop a road map
New leadership programme	Programme of Management Upskilling. Career pathways for all staff in support of the TOM principles. Leading change and new ways of working
Strategy for Apprenticeship Scheme	Lead on increasing awareness and commitment to the growth of Apprenticeship opportunities for both new and existing staff in line with National directive Scheme and supporting implementation plans and processes to drive a revised approach August 2023
Bi-annual Staff Surveys	Gauge staff/customer feedback on how we are doing
HR Process Improvements	Using data analytics to be move evidenced based in prioritising activities and developing reporting suite on People data. Expanding on our Dashboards
Reward Review	Complete audit on COL Pay and Benefits Package
Implement People Strategy	Create a people strategy. Setting out objectives for our workforce attract, retain and grow our employees

Key Performance Indicators

#	KPI	Direction of Travel/ Target
1	Number of appraisals completed (HR)	90% of eligible staff
2	Time to hire	Within 45 days
3	Response times - HR Helpdesk	72 hours for resolution (once ticketing system in place)
4	Voluntary Turnover (HR enabler)	15%
5	Level of Employee Relations cases (HR enabler)	<50
6	Staff Survey results (HR)	Engagement score to be agreed by CSC
7	Absence Management	0.5% below the public sector average from the preceding year (from ONS stats)

Our People

The HR department is committed to developing its staff. A team development plan will be created for each Assistant Director area to ensure staff are upskilled. Our priorities are:

- To train staff in the use of current and future technology.
- Commit to two HR staff away days per year and regular staff engagement sessions.
- Drive an ambitious culture where staff feel included and valued.
- To engage 3 apprentices and host work experience placements to further the HR profession and share learning.
- Establish Head of HR profession approach to drive HR best practice.

Our plans progress EDI

Monitoring and use of data and information	2
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	2
Engagement & partnership	2
Employment and training	

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

2. People enjoy good health and wellbeing.
3. People have equal opportunities to enrich their lives and reach their full potential

Our Stakeholders (or Customers) Needs

Consistent, knowledgeable advice; HR to be solution outcome focused with workable timescales. Be visible and engage with departments. To publish measurable KPIs



Key Risks

	Min or	Serious	Major	Extreme	
Likelihood	1	0	3	0	Likely
	0	0	0	0	Possible
	0	0	0	0	Unlikely
	0	0	0	0	Rare
	Impact				

Risk Title HR	Score
Failure to recruit to vacant positions	8
Lack of fit for purpose HR Systems	8
Embedding TOM structures in department, Staff turnover in Key posts	4
HR capacity to fulfil decisions arising from Corporate Services and other Committees	8

Our Impacts

Promote Employee wellbeing



Develop a People Strategy for 100% of staff



Increase customer satisfaction in HR Services



Celebrating Achievements



Fulfilling our targets on Apprenticeships



Corporate Health and Safety

To act as the Corporation's professional and strategic convenor and competent lead in relation to health and safety management.

Our aims and objectives are...

- To have a health and safety management system (HSMS) and framework to enable good management of health, safety and statutory wellbeing risks and opportunities.
- To integrate the HSMS with strategic and operational functions of the Corporation.
- To facilitates the fulfilment of legal and other requirements, the continual improvement of health, safety and wellbeing performance and the achievement of Corporation-wide and local business area health, safety and wellbeing objectives with a credible and transparent HSMS.

What's changed since last year...

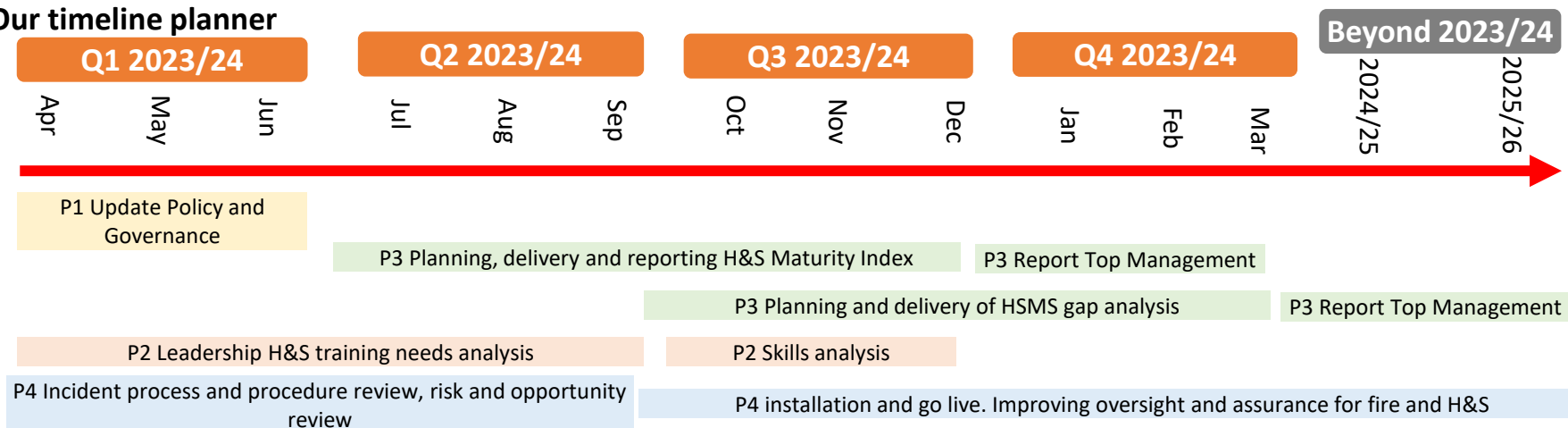
- Head of Health and Safety (People) and Health, Safety and Wellbeing Advisor roles based in HR no longer in place.
- New role created Corporate Head of Health and Safety and Head of Profession and role holder appointed June 2022.
- Corporate Health and Safety Team resourcing agreed and recruitment in train.

Our major workstreams this year will be...

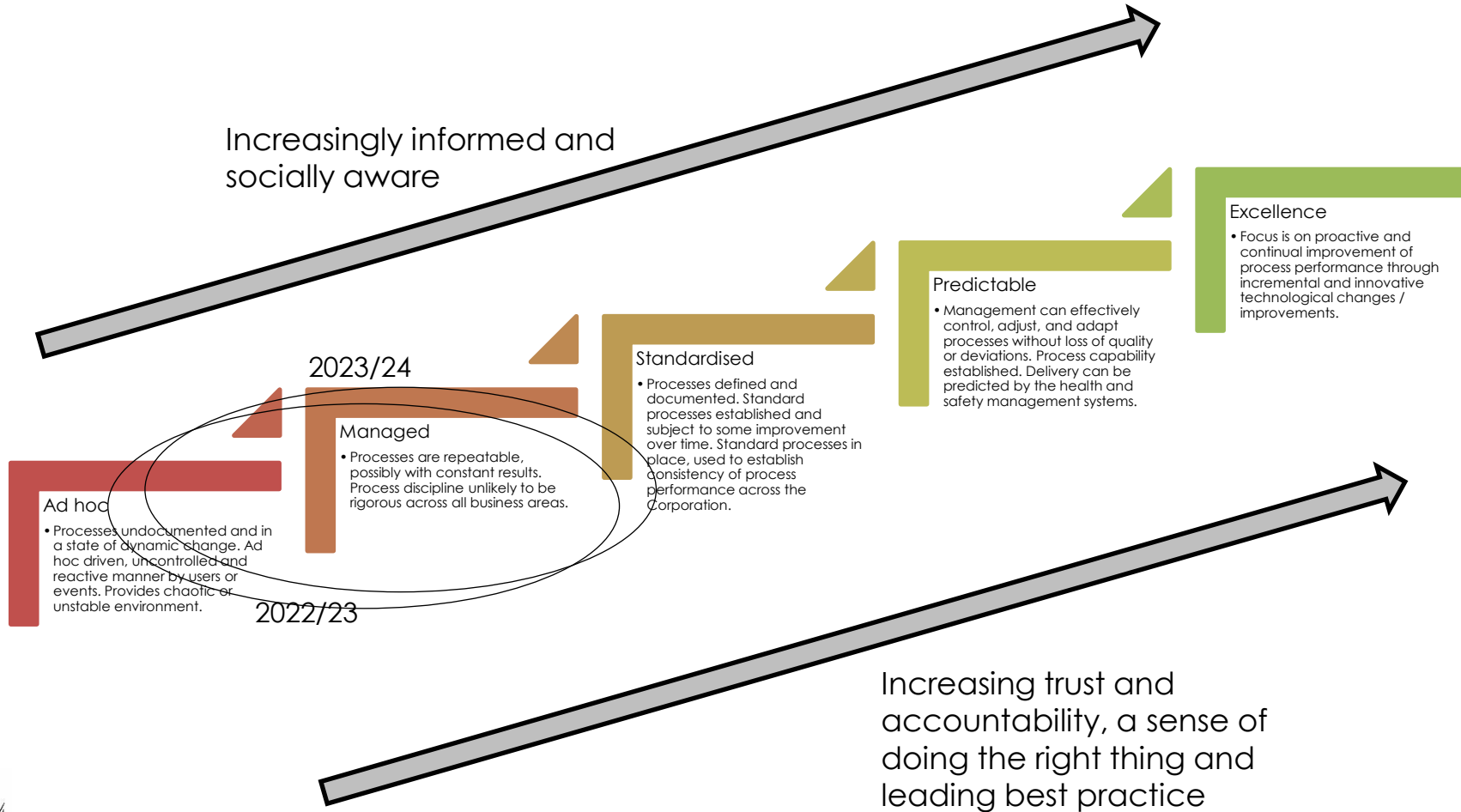
This should be a **prioritised** outcome focused list (the Department's highest priority should be Priority 1 and so on) and should state the key deliverable(s) in year (when) and key KPI. If completion extends beyond 2023/24 please also included the estimated completion date.

- Priority 1. **Transparency.** Update Officer level Health and Safety Governance, underpinned by a revised Corporate Health, Safety and Wellbeing Policy supported by a strong Health and Safety Professional Network and Corporate Health and Safety Team. 2023/24
- Priority 2. **Enablement.** Carry out a leadership health and safety training needs analysis and associated skills need analysis. 2023/23
- Priority 3. **Credibility.** Carry out a Health and Safety Risk Management Maturity Index assessment and a health and safety management system gap analysis to inform the Corporate Health and Safety Action Plan. 2023/24
- Priority 4. **Transparency.** A Corporation wide health and safety incident reporting system and hazard identification and assessment of risks and opportunities management system to enable oversight and assurance. Year end 2024/25.

Our timeline planner



Corporate Health and Safety Culture Maturity Index



[Risk Management Maturity Model \(RM3\) 2019 \(orr.gov.uk\)](https://www.gov.uk/government/publications/risk-management-maturity-model-rm3)

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

Key Performance Indicators

#	KPI	Direction of Travel/ Target
1	Health and Safety Risk Management Maturity Index	Improvement
2	All scheduled health and safety meetings and committees identified in the Corporation's Governance arrangements occur and recorded minutes within a 12-month period.	100%
3	The ToR Chair and required membership (or suitable deputy when necessary) attend the scheduled health and safety meetings and committee identified in the Corporation's Governance arrangements occur within a 12-month period.	100%
4	All business areas evidence integration of the requirements of the Policy into their local arrangements.	All business areas provide suitable evidence
5	All new employees successfully complete Health, Safety and Wellbeing Induction, Fire Safety Online Module and Driver Check within one month of joining the Corporation.	95%
6	All T1 Leaders complete IOSH Leading Safely within 90 days of registering	100%
7	All business areas' identified staff complete the relevant IOSH course within 90 days of registering	100%
8	Health and safety investigation are completed within 21 days of reporting	100%
9	DSE users complete training and workstation assessment within one month.	95%
10	Audit actions closed within 3 months	
11	All business areas review health, safety, fire and/or wellbeing risks at least annually and record on Pentana	100%

Our Impacts

Demonstrable increase in top management leadership, commitment, understanding of responsibilities and accountabilities.

A Corporation-wide culture that supports achieving our health and safety objectives, fulfils legal requirements and other requirements, and facilitates continual improvement.

Good health and safety communication, consultation and stakeholder engagement.

Health, safety and fire policies that are compatible with, and support, the Corporation's overall strategic aims and business area aims.

Effective processes and procedures to identify and control health and safety risk.

Continual performance evaluation and monitoring of the Corporation's health and safety management to continually improve.

Integration of the health and safety management system with the Corporation's business processes.

Compliance with legal and other requirements.

The Corporation's health and safety objectives align with the Policy and consider the Corporation's risks and opportunities.

Equality Diversity and Inclusion Directorate (Aims, Missions, Values)

The purpose of the Corporate Equality, Diversity and Inclusion (EDI) Directorate is to enhance the diverse and inclusive culture that exists across the City of London Corporation, its institutions, services and partnerships. The EDI Directorate will ensure that the City Corporation develops and implements impactful EDI and Social mobility strategies that enhance the competitiveness, attractiveness and vibrancy of the Square Mile.

Our aims and objectives are...

To ensure the EDI function supports the City Corporation in achieving its strategic aims and objectives set out in its Corporate Plan which includes:

- As an employer, ensuring that it delivers and embeds impactful EDI and Social mobility strategies that fulfils its obligations under the Equality Act 2010
- As a service provider, ensuring that it actively engages and meets the need of residents, visitors, workers, students, communities, businesses, etc
- As a thought leader in a global city, aligning the City Corporation's Environmental, Social and Governance strategy with the Corporation's core functions and values. This will involve co-creating a sustainable EDI ecosystem made up of public, private and voluntary sector partners. The impact will be that we will attract the best talent to the City, London and the UK and retain the UK's position as a leading global hub for financial, insurance and professional services

The EDI directorate will promote the values of the City Corporation which are Pride, Pace, Passion and Professionalism and its behaviours which are Relevant, Reliable, Responsible and Radical.

Our major workstreams in 2023/2024 will be:

*This should be a **prioritised** outcome focused list (the Department's highest priority should be Priority 1 and so on) and should state the key deliverable(s) in year (when) and key KPI. If completion extends beyond 2023/24, please also included the estimated completion date.*

- **Priority 1 – Workstream 1 (Workforce engagement) - COO transformation objective – enablement**
Outcomes – (i) Staff networks are empowered through training and support ii) Culture & inclusion initiatives create a sense of belonging for all staff iii) All departments have an EDI committee and agreed staff survey action plans to improve staff survey engagement scores iv) Annual EDI action plan v) Annual comms plan and shared D&I calendar
- **Priority 2 – Workstream 2 (Service delivery) COO transformation objective – credibility**
Outcomes – (i) Our four-yearly equality objectives are refreshed and published on our website (ii) The quality of Equality Impact Assessment (EIA) forms improve through training and support to departments (iii) Resident feedback results are reviewed annually with an EDI lens, recommendations are made, and improvements monitored
- **Priority 3 – Workstream 3 (Data and metrics) – COO transformation objective – transparency**
Outcomes – (i) Cross-departmental data team initiated to improve EDI data gaps (ii) Our data (members, staff, senior leaders, residents, etc.) are up-to-date (iii) We have agreed aspirational EDI targets, metrics and Key Performance Indicators
- **Priority 4 – Workstream 4 (Initiatives and impact) – COO transformation objective – credibility**
Outcomes – (i) Race action plan agreed in line with the Tackling racism taskforce recommendations ii) Member diversity action plan agreed in line with Members Diversity Working Party (MDWP) recommendations (iii) Existing EDI initiatives across the City Corporation are coordinated and impact assessed (E.g., mentoring, apprenticeships, etc.)
- **Priority 5 – Workstream 5 (External partnerships) – COO transformation objective - partnership**
Outcomes – (i) Executive leadership board-level EDI meetings across institutions, (ii) Heads of Diversity-level EDI meetings initiated across institutions (iii) Corporate-calendar monitoring for external kitemarks and benchmarks



What’s changed since last year...

Our major achievements in 2022

- Funding was secured to set up the EDI directorate in December 2021
- Successfully recruited EDI directorate team of 3 FTE officers and admin staff (0.5) in August 2022
- Target Operating Model (TOM) process successfully completed in August 2022
- The newly created EDI directorate will set up infrastructure over the next 6 to 12 months
- Review of the current EDI function in the City of London Corporation under way
- Holistic review of recommendations following review of EDI function in the other four main institutions (Barbican, Police and Guildhall school of Music and Drama) planned by Mar. 2023
- Focus groups under way and “inquiry based” approach that will involve listening attentively to staff to unpick some of the feedback received in the 2022 staff survey
- The EDI directorate will provide a more uniform service across the City Corporation’s departments, institutions and services and build on external partnerships required to take the City Corporation’s EDI work to a city-wide, national and global level

Any significant improvements to service offered to customers and/or new commitments taken on

- The EDI directorate has been recently formed in September 2022 and is currently setting up infrastructure to run an effective EDI function. The first draft of an EDI Commitment Policy has been produced. The policy aims to show the City Corporation’s commitment to Equality, Diversity and Inclusion in employment, procurement, service delivery and interactions with staff, residents, and external partners
- The EDI directorate expects to realise huge improvements to the service that the EDI function will offer to both internal and external customers. The business case for developing an effective EDI function has been made out in several Government and industry reports. For example, a report by McKinsey & Co “Diversity wins – How inclusion matters” in 2021, found that more diverse and inclusive workplaces will lead to better service provision for customers. For staff, the benefits of inclusion will include greater productivity, creativity and innovation. In addition, health and wellbeing research conducted by the Chartered Institute of Personnel and Development in 2021, found that an effective EDI function will also greatly improve the wellbeing of all staff.

What is the effect of rising costs/inflation? Is anything stopping/changing? N/A

- *The effect of rising costs and inflation could mean that some specific projects (such developing an EDI learning offer) may be put on hold until there are more funds available. Having a medium-term plan will enable the EDI directorate to prioritise projects such as culture change, developing staff networks, mentoring and diverse leadership programmes, etc.*

Has TOM been completed for your department? Any impacts?

- *We successfully recruited a team of four following completion of the TOM process . The team is currently down by about 50% with 1 EDI officer and 0.5 shared admin expected to join the EDI directorate by December 2022*

How are you driving value for money?

- The directorate has adopted an evidence–based approach to EDI which will involve reviewing and then improving the data we have, setting aspirational targets, developing and implementing impactful EDI and social mobility initiatives, evaluating and measuring the impact of all EDI initiatives. This approach will ensure that the limited resources we have will be prioritised and will thus yield the maximum short, medium-term and long-term outcomes desired by all stakeholders.

Our EDI strategic commitments linked to the Corporate plan 2018 - 2023 outcomes

Outcome 3 - People have equal opportunities to enrich their lives and reach their full potential (Workforce – Workstream 1) & Workstreams 3 and 4

- Conducting focus groups, reviewing pulse survey results, 1-2-1 interviews and other forms of evidence-based research to understand the challenges and barriers that prevent staff from underrepresented groups from reaching their full potential at the City Corporation
- Promoting effective career progression through initiatives such as developing staff networks chairs, and other staff through culture change initiatives. Cultural change initiatives will strengthen the voice of employees from underrepresented groups and improve psychological safety for all staff
- Providing access to world-class heritage, culture, learning and creative and performing arts to individuals and communities from diverse backgrounds

Outcome 4 - Communities are cohesive and have the facilities they need (Service provision – Workstream 2) & Workstreams 3 and 4

- Supporting responsive services and customer care by reviewing relevant data and feedback received from residents about service provision with an EDI lens. This will help assess whether services provided to residents and other stakeholders are both inclusive and responsive and to benchmark our services against the Equality Framework for Local Government (EFLG)
- Reviewing accessibility and making recommendations to ensure that the facilities, workplace accommodation and other services we provide to customers are inclusive, welcoming and accessible to all
- Creating opportunities to bring individuals and communities together to build stronger and more resilient communities, to share experiences that will foster good relationships and promote wellbeing, mutual respect and tolerance

Outcome 8 – We have access to the skills and talents we need (External partnerships – Workstream 5) & Workstreams 3 and 4

- Developing strong talent management and career progression strategies to enhance employee experience and improve the employer brand of the City Corporation and its institutions. Developing the relevant skills and diverse talent pools through initiatives such as mentoring, reverse mentoring, apprenticeships, leadership development and other innovative programmes
- Developing inclusive leaders and managers who are accountable for driving forward the EDI, social mobility, organisational development, innovation and growth and Environmental, Social and Governance (ESG) strategies. This will help the City Corporation to develop a reputation as an employer of choice
- Building partnerships and networks that will co-create a sustainable ecosystem made up of public sector, private sector and voluntary sector organisations. This will enhance the competitiveness, vibrancy and attractiveness of the City, London and the UK as a global city with opportunities that attracts the best global talent

*** The 5 EDI workstreams are set out on page 2. **Workstream 1** covers workforce engagement. **Workstream 2** covers service provision. **Workstream 3** covers Data & Metrics. **Workstream 4** covers Initiatives & Impact. **Workstream 5** covers external partnerships.

*****Workstreams 3 and 4** cut across all 3 Corporate Strategy Outcomes set out above



Our People

The EDI directorate is made up of four members of staff.
These are:

- Director of EDI (1)
- EDI officers (X2) and
- Shared admin officer (0.5)

Staff Engagement score for all employees at the City of London Corporation in 2022: 52%

Plans to increase staff engagement

- Support all departments to develop a staff survey action plan to increase engagement scores
- Conduct 3 focus groups with staff to discuss 2022 staff survey results

Current staffing levels/recruitment plans

- To recruit admin staff/ second EDI officer by 31 December 2022

No of Apprentices – n/a

Plans for developing capability and/or talent management

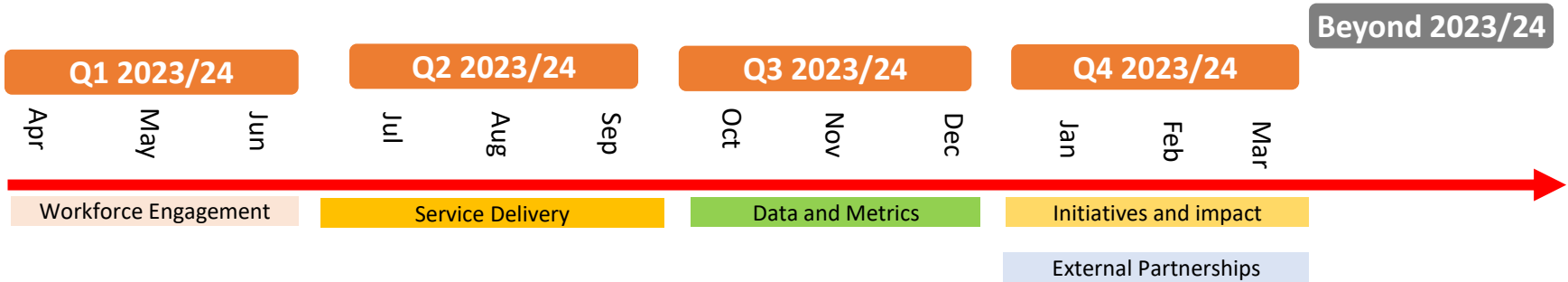
- Training
- Professional memberships
- Job shadowing and
- On the job learning

Our Stakeholders

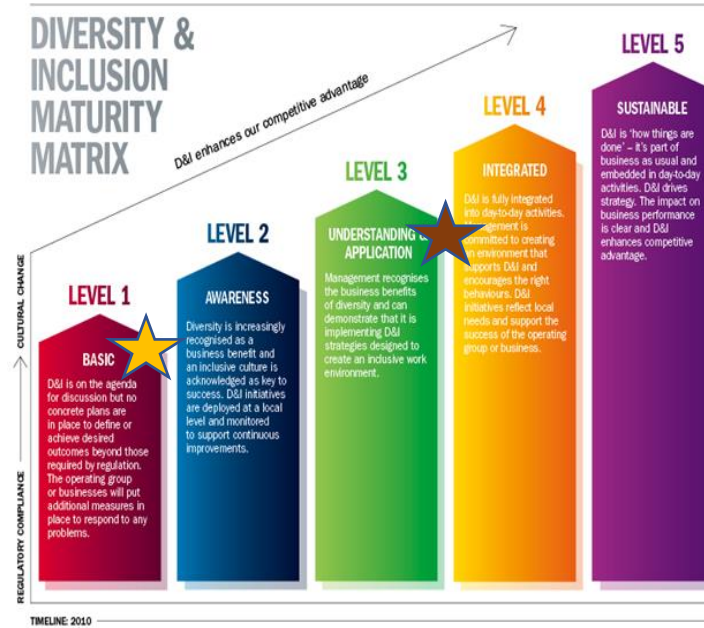
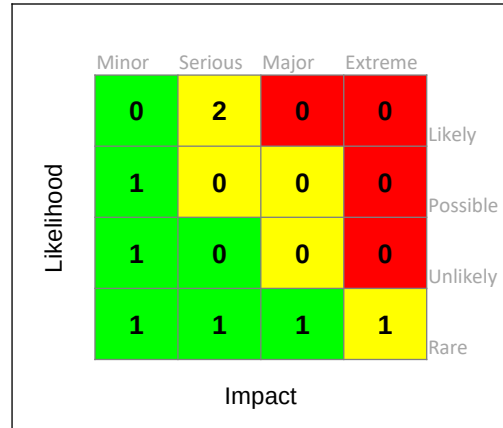
- Our stakeholders includes
- Staff
- Institutions
- Residents
- Service users
- Visitors
- Workers
- Students
- Contractors
- Members
- Businesses and
- Citizens in London, the UK and across the globe.



EDI DirectorateTimeline
Planner



Key Risks



By the end of the 2023/2024 year the EDI Directorate aims to make significant progress in Workstreams 1-5. In the achievement of these workstreams we will be able to deliver a wide range of initiatives that will enable staff to have increased confidence in the EDI function at the City Corporation.

As a result, we will move firmly in between Level 3 – 4 having acquired the necessary data, engaged with staff within the City Corporation and its Intuitions and completed a communications plan and a review of our services. In addition, by this time we would have delivered a number on initiatives that would be impactful and improve career progression opportunities and the facilitation of safe spaces. Therefore, would have a made a significant and lasting impact as team and firmly progress up the Diversity and Inclusion Maturity Matrix.

Risk Title	Score	Mitigation
EDI directorate – small team providing service to an organisation with about 3600 staff. Small team of 3.5 means that sickness, absence or holidays will have impact on capacity to deliver work	2	Work closely with HR Team which is also part of the COO
Compliance – Equality Objectives two years out of date. Risk of non –compliance if not brought to date within 3 to 6 months	1	Prioritise draft Equality Objectives in first 100
Staffing issues – EDI directorate 1.5 staff down until December 2022. HR department is recruiting to about 20 posts. EDI projects require collaboration with HR. Risk of delayed EDI projects if recruitment not completed within 6-12 months.	1	Work closely with HR to support ongoing recruitment
Likelihood of low staff morale across City Corporation due to recent transformation process	1	Engage staff using focus groups, listening circles and other opportunities to engage

Key Performance Indicators – Priorities to be agreed with members in the EDI sub-committee

#	KPI	Current Performance	Direction of Travel/ Target
1	Representation – Gender % Of women in senior leadership team	Annual Equalities report March 2022	To be agreed with the EDI Sub-Committee
2	Representation – Ethnicity % Of minority ethnic groups in senior leadership team	As above	To be agreed with the EDI Sub-Committee
3	Representation – Ethnicity % of minority ethnic groups in the four salary levels used for pay gap reporting	As above	To be agreed with the EDI Sub-Committee
4	Representation – Disability % Disclosed disabilities in senior leadership team.	As above	To be agreed with the EDI Sub-Committee
5	Disclosure rates – Increased disclosure rates for 3 monitored diversity groups - Sexual Orientation - Ethnicity - Disability	TBA	To be agreed with the EDI Sub-Committee
6	Employee engagement levels	Staff Survey 2022 – 52%	To be agreed with the EDI Sub-Committee
7	Retention – monitoring retention rates for different minority groups including: - Gender - Sexual orientation - Disability - Ethnicity - Age	TBA	To be agreed with the EDI Sub-Committee
8	Recruitment – monitoring diversity levels at all stages of the process such as application, shortlisting, interview and appointment	TBA	To be agreed with the EDI Sub-Committee
9	Increasing membership numbers in staff networks, developing annual programme of works, a communications plan and bi-annual reporting	TBA	To be agreed with the EDI Sub-Committee
10	Socio-economic background (all staff) – Increase reporting levels	TBA	To be agreed with the EDI Sub-Committee
11	Socio-economic background (senior leadership team – Grade G above) increase reporting levels	TBA	To be agreed with the EDI Sub-Committee
12	Socio-economic background (members)- Increase reporting levels	TBA	To be agreed with the EDI Sub-Committee

Workstream 1 – Workforce Engagement

What and when: prioritised list (Include any known changes you are preparing for, e.g. new legislation, services, projects, automation)	Narrative (including resourcing) ***Resourcing will be provided in-house by EDI directorate team of 3.5 staff.
All staff and managers have one EDI performance objective to contribute to the overall EDI agenda	(2024-2025) – One best practice tool for embedding EDI across teams and departments is for all members of staff, managers and leaders to have an EDI performance objective
Key HR policies reviewed with EDI lens (Recruitment, reasonable adjustments and hybrid working)	(2024-2025)– To succeed in securing accreditations such as inclusive employers and stonewall, Key HR people policies should be up-to-date and support an inclusive working environment
All departments review their annual staff survey results and have a list of actions arising from survey feedback	(2024-2025) – To increase staff engagement scores annually, departments should monitor their annual staff survey results and identify a minimum of 3 actions to improve staff engagement across the City Corporation
Training and support available for departments in completing EIA forms	(2024-2025) – As a public sector organisation, undertaking Equality Impact Assessments is best practice
EDI training skills gap analysis and evaluation of current EIA training is undertaken to assess training needs at all levels (Staff, managers, leaders, members).	(2025-2026) – Although training should not be used as a stand-alone tool for developing an inclusive workplace, it is useful. A skills gap analysis should be undertaken and staff should be encouraged to develop inclusivity and cultural awareness skills
Knowledge sharing and creation of an EDI toolkit and a hub for all staff to access EDI advice and support	(2025-2026) – A toolkit and EDI hub will enable knowledge sharing across the City Corporation and its institutions and will deliver value for money
EDI Strategy in place (Workforce engagement, Culture & Inclusion)	(2025-2026) – A written EDI strategy is best practice. This should be aligned with the next Corporate Strategy 2025 to 2030 which is currently in development

Workstream 2 – Service Delivery

What and when: prioritised list (Include any known changes you are preparing for, e.g. new legislation, services, projects, automation)	Narrative (including resourcing) ***Resourcing will be provided in-house by EDI directorate team of 3.5 staff
Customer-facing action plans reviewed with EDI lens to identify gaps in service provision, relevant issues and priorities and systems for tracking progress	(2024-2025) – The core local authority function of service provision and customer services should be reviewed with an EDI lens and service provision levels should be tracked annually
Approach to equality in commissioning and procuring of goods, works and services as set out in the responsible procurement policy reviewed with EDI lens	(2024-2025) – To ensure that procurement strategy and policies and processes are reviewed with an EDI lens
Accessibility policy and an accessible website policy reviewed to ensure they are underpinned by current best practice	(2024-2025) – To ensure that an up-to-date accessibility policy / website policy is in place
Service plans for fostering good relationships between different communities and enabling minority groups to participate and contribute to public life are reviewed with EDI lens	(2025-2026) – Under the Equality act there is a duty to foster good relationships between different groups and to enable underrepresented groups to participate and contribute to public life
Community engagement strategy and service plans reviewed with EDI lens and ensure that it addresses equality and inclusion	(2025-2026) – The community and engagement strategy and plans should be reviewed with an EDI lens
Submission to Equalities Framework for Local Government (EFLG) for benchmarking	(2025-2026) – A successful submission to the EFLG should be made before March 2026

Workstream 3 – Data and Metrics

What and when: prioritised list (Include any known changes you are preparing for, e.g. new legislation, services, projects, automation)	Narrative (including resourcing) ***Resourcing will be provided in-house by EDI directorate team of 3.5 staff
Disclosure campaign to increase disclosure rates and improve data gaps	(2024 – 2025) – The EDI directorate will start will monitor the baseline in terms of EDI data and ensure this increases through with the help of disclosure campaigns
Action plan agreed to address issues around quality or availability of data	(2024 – 2025) – Data quality and availability of granular EDI will help support achievement of EDI targets
Review of EDI metrics, KPIs	(2024 – 2025) – EDI metrics, targets and pay gaps will be reviewed annually to monitor improvements
Disclosure campaign to increase disclosure rates and improve data gaps	(2025 -2026) – Disclosure campaign should be undertaken at least once a year to reduce data gaps
Data transparency – share progress on EDI data collection and metrics with staff, institutions and partners	(2025-2026) – Data should be shared with staff openly to communicate areas of improvements and the more challenging areas
Evaluation of EDI metrics and KPIs	(2025-2026) – Evaluation of work done around data (including pay gaps) should be evaluated before new targets and metrics are set

Workstream 4 – Initiatives and Impact

What and when: prioritised list (Include any known changes you are preparing for, e.g. new legislation, services, projects, automation)	Narrative (including resourcing) ***Resourcing will be provided in-house by EDI directorate team of 3.5 staff
Diverse leadership development programmes introduced to support attainment of EDI aspirational targets including the Member and Race Action plans	(2024-2025) – EDI Initiatives will be developed to support EDI action plans (resources will need to be identified from L&D, apprenticeship, departmental or other budgets)
Gender Action plan in place to support targets set for Women in finance, EDI aspirational targets and to reduce gender pay gap	(2024-2025) – as above
Disability action plan in place to reduce disability pay gap	(2024-2025) – as above
Graduate training programme initiated (Young employees network)	(2025- 2026) – as above
School outreach programme initiated to support work experience for young people	(2025-2026) – as above
Other relevant initiatives developed as agreed with stakeholders	(2025-2026) – as above
Ensuring that underrepresented group contribute to the climate agenda. By raising awareness surrounding climate change to underrepresented groups.	(2025-2026) – as above

Medium Term Plans under consideration(2024/25 and 2025/26) – Workstream 5 – Partnerships

External Partnerships

What and when: prioritised list (Include any known changes you are preparing for, e.g. new legislation, services, projects, automation)	Narrative (including resourcing) ***Resourcing will be provided in-house by EDI directorate team of 3.5 staff
Provide advice and support to other City Corporation institutions that require support and review their business plans	(2024-2025) – Developing closer and joined up working with institutions and their EDI plans
Developing networks to co-create an ecosystem for EDI, social mobility, innovation and growth and ESG partnerships	(2024-2025) – Developing networks in the City of London, London, nationally and globally in the EDI and social mobility space
Leverage networks in the private sector, public sector and voluntary and community sector to expand the impact of our EDI work across the City of London, London and nationally	(2024-2025) – Collaborating with partners to expand the impact of EDI and social mobility
Participate in collaborative EDI initiatives and outreach initiatives with external partners	(2025-2026) - EDI and outreach Initiatives will be undertaken in partnerships with other organisations to reduce costs (resources will need to be identified from L&D, apprenticeship, departmental or other budgets)
Public speaking at EDI events to promote City Corporation’s employer brand and winning multiple awards and recognition for innovative and inclusive practices in the work place	(2025-2026) – The benefits of developing an effective EDI practice will include enhancing the City corporation’s employer brand as an employer of choice. This will lead to external awards and recognition and enhance the City Corporation’s ability to attract the best talent nationally and globally
Demonstrate thought leadership in EDI in the City, in London, nationally and globally by convening joint events with internal and external partners	(2025-2026) – As a hybrid organisation(with both public sector, charitable sector and private sector functions) the City Corporation’s EDI will have a greater impact and thought leadership status

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Committee:	Date:
Corporate Services Committee	17th January 2023
Subject: Departmental Budget Estimates 2023-24 – Corporate Services Committee	Public
Does this proposal require extra revenue and/or capital spending?	N/A
Report of: The Town Clerk, Comptroller and City Solicitor, Chief Operating Officer and Chamberlain	For Decision
Report author: Mark Jarvis - Head of Finance, Chamberlain's Department Mavis Amouzou-Akue – Senior Accountant - Chamberlains	

Summary

This report is the annual submission of the revenue budgets in relation to the operational services directly overseen by your Committee. It is asking Members to note the latest revenue budget for 2022/23 and approve the proposed revenue budget for 2023/24.

The estimates presented in this report are for the services detailed in Appendix 1 by Chief Officer, which are summarised below:

- i) **Deputy Town Clerk** – Town Clerk's Department and Corporate Services
- ii) **Comptroller and City Solicitor** – Comptroller and City Solicitor's Office
- iii) **Chief Operating Officer** – Corporate HR, Equality, Diversity & Inclusion, Health & Safety

The proposed budget for 2023/24 totals net expenditure of £12.009m, which is an increase of £1.586m (13.21%) compared with the 2022/23 original budget of £10.423m, which is principally due to:

- Creation of approved posts (£0.405m) in the Equalities, Diversity & Inclusion (EDI) Team, DTC and CPR Office
- Contingency allocation for the Chief Strategy Officer Team posts (£0.405m)
- The full year effect of the July 2022 pay award (£0.361m)
- Net 2% inflation (£0.168m) and
- An increase in recharges (£0.156m)
- A base reorganisation of (0.091m)

The overall budget is summarised by Chief Officer in the following table.

Summary Revenue Budgets 2022/23 and 2023/24 – By Chief Officer and Risk (Table 1)	Original Budget 2022/23 £m	Latest Budget 2022/23 £m	Movement 2022/23 Original to 2022/23 Latest £m	Original Budget 2023/24 £m	Movement 2022/23 Original to 2023/24 Original £m
Local Risk					
The Deputy Town Clerk	(3.391)	(4.110)	(0.719)	(4.262)	(0.871)
The Chief Operating Officer	(3.234)	(3.973)	(0.739)	(3.649)	(0.415)
Comptroller & City Solicitor	(0.733)	(0.733)	0.000	(0.877)	(0.144)
Total Local Risk	(7.358)	(8.816)	(1.458)	(8.788)	(1.430)
Central Risk					
The Deputy Town Clerk	(0.288)	(0.989)	(0.701)	(0.288)	0.000
The Chief Operating Officer	(1.415)	(2.133)	(0.718)	(1.415)	0.000
Comptroller & City Solicitor	0.200	0.200	0.000	0.200	0.000
Total Central Risk	(1.503)	(2.922)	(1.419)	(1.503)	0.000
Support Services	(1.562)	(1.562)	(0.000)	(1.718)	(0.156)
Committee Total	(10.423)	(13.300)	(2.877)	(12.009)	(1.586)

Figures in brackets indicate expenditure, increases in expenditure or decreases in income.

Recommendation

Members are asked to:

- i) note the latest revenue budget for 2022/23 and transfer of the Project Governance Budget to P & R,
- ii) review and approve the estimate for 2023/24 for submission to the Finance Committee,
- iii) authorise the Chamberlain, in consultation with the Deputy Town Clerk, the Chief Operating Officer, the Comptroller and City Solicitor to revise these budgets to allow for any further implications arising from Corporate Projects, other reviews and changes to the Cyclical Works Programme,
- iv) note the reward review process for later in the year is proposed to be funded by utilising the provision within the 2023/24 budget for performance related pay. This pay type has not been used in recent years whilst objective setting and performance management processes were being reviewed.
- v) authorise the Chamberlain to agree minor amendments for 2022-23 and 2023-24 budgets arising during budget setting be delegated to the Chamberlain.

Main Report

Background

1. An overview of the services provided under this Committee can be found in Appendix 1.

Estimate for 2023/24

2. This report seeks approval to the estimate for 2023/24 in relation to the operational services overseen by your Committee. The overall budget is summarised in Table 1, including detail on the movement between the original and latest budget for the current financial year, and the movement between the original 2022/23 and proposed budget for 2023/24.

Assumptions

3. The estimate for 2023/24 includes a 4% uplift for inflation offset by 2% efficiency savings (i.e. a 2% net increase on local risk budgets) and the full year impact of pay increases to staff arising from the pay deal effective from July 2022.
4. The allocation of £0.207m for Health & Safety to continue in 2023/24 will be sourced from reallocation of underspends as approval for this uplift beyond 2022/23 was contingent on resource reprioritisation which has not occurred. It is critical that this capability and associated roles continue to manage this key risk for the Corporation.
5. The estimate for 2023/24 does not include any potential new pay deal from July 2023.

Latest Approved Budget 2022/23

6. The latest approved budget for 2022/23 totals net expenditure of £13.300m which is an increase of £2.877m (21.63%) compared with the original budget of £10.423m. The main reasons for this increase are:
 - i) **Deputy Town Clerk (£1.420m net increase)** - Allocations from contingency of £0.653m for new approved posts, £0.544m of Transformation fund underspend carried forward, £0.091m transfer of Corporate Risk post from Internal Audit to DTC, £0.048m transfer from IG for CPR Office Travel Costs, £0.045m Staff Lunch underspend carried forward and £0.039m redundancy costs.
 - ii) **Chief Operating Officer (£1.457m net increase)** – Allocations from contingency of £0.718m for redundancy costs, £0.398m of underspends carried forward to provide HR Support, £0.230m permanent uplift for EDI team, £0.070m to fund new Health & Safety posts, £0.037m HR transformational award and £0.004m – pay award legal cost.

Estimate 2023/24

7. The proposed budget for 2023/24 totals net expenditure of £12.009m, which is an increase of £1.586m (13.21%) compared with the 2022/23 original budget of £10.423m. The main reasons for this increase are:

i) **Deputy Town Clerk (£0.871m net increase)** - Contingency allocation for the Chief Strategy Officer Team posts £0.405m, £0.175m of two approved new posts, full year effect of the July 22 pay award £0.125m, £0.091m – transfer from Internal audit to DTC and net 2% inflation £0.075m

ii) **Chief Operating Officer (£0.415m net increase)** - £0.230m of approved new posts for EDI team, full effect of the July 22 pay award £0.109m and net 2% inflation £0.076m

iii) **Comptroller and City Solicitor (£0.144m net increase)** – The full effect of the July 2022 pay award £0.127m and net 2% inflation £0.017m

iv) **An increase in recharges (£0.156m)** across all three Chief Officer Areas due to the increased cost of running the Guildhall facilities

Potential Further Budget Adjustments

8. The provisional nature of the revenue budgets recognises that further revisions maybe required to realign funds for:

- i) Central and departmental support services apportionments; and
- ii) Decisions of the Resource Allocation Sub Committee in relation to the Cyclical Works Programme.

Staffing Statement

9. A summary of the employee related costs and FTEs by department are shown in the table below.

Corporate Services Committee Operational Services staffing statement by Chief Officer	Original Budget		Estimate	
	2022-23		2023-24	
	Staffing Full-time equivalent	Estimated cost £m	Staffing Full-time equivalent	Estimated cost £m
Deputy Town Clerk	80.2	4.633	62.2	4.449
Chief Operating Officer	64.2	4.056	70.8	4.285
Comptroller and City Solicitor	56.4	4.681	57.6	5.098
TOTAL	200.8	13.370	190.6	13.832

10. Staffing levels for the DTC are reduced by 18 FTE, for the COO are increased by 6.6 FTE and increased by 1.2 FTE for the Comptroller and City Solicitor between 2022/23 and 2023/24 budgets giving a net decrease in FTE of 10.2. Despite the decrease in FTEs, the estimated equivalent cost has increased by £0.462m due to the competitiveness of the market to attract and retain talent and the recent pay award.

Corporate & Strategic Implications

11. The Town Clerk's Office lies at the centre of the City Corporation's strategic management processes, helping to shape the development of corporate policy and strategy. It provides corporate leadership and co-ordination at officer level. The Town Clerk's Office is also responsible for promoting high standards of corporate governance and providing support to Members and Committees.

Security implications

12. There are currently no Security Implications identified as a result of the budgets.

Financial implications

13. Finance Committee and the Court of Common Council has proposed that a 2% savings target based on the Original 2022-23 net local risk budgets should be made by all departments in their 2023-24 local risk budgets. However, this is offset by a 4% inflationary increase of the original 2022-23 net local risk budget.
14. The Town Clerk's Department, Chief Operating Officer and Comptroller and City Solicitor's Department budgets have been prepared in accordance with guidelines agreed by the Corporate Services and Finance Committees.

Public sector equality duty

15. There are currently no Public Sector Equality Duty Implications identified as a result of the business plans and budgets.

Resourcing implications

16. The budgets presented in this report are within their available resource base. However, there are budget pressures from resourcing identified earlier in this report.

Conclusion

17. This report presents the budget estimates 2023-24 for the Town Clerk's, Deputy Town Clerk, Chief Operating Officer, and Comptroller & City Solicitor's Departments for Members to consider and approve.

Appendices

- Appendix 1 – Summary of Services by Chief Officer
- Appendix 2 – The Corporate Services Committee Estimates Summary Budget
- Appendix 3 – The Corporate Services Committee Detail Budget with Notes
- Appendix 4 – Corporate Services Committee Budget – Analysis of Risk by Chief Officer

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Summary of Services by Chief Officer

Town Clerk

Town Clerk's Department

The Town Clerk's Department lies at the centre of the City Corporation's strategic management processes, helping to shape the development of corporate policy and strategy.

It provides corporate leadership and co-ordination at officer level. The Town Clerk's Department is also responsible for promoting high standards of corporate governance and providing support to Members and Committees. The section consists of Governance, Member and Electoral Services, Corporate Strategy and Performance.

The Town Clerk is responsible for providing clerking and related services to the Court of Common Council, the Court of Aldermen, and all the committees, sub-committees and working parties which have been created by Members. The Town Clerk is also responsible for Democratic Services via the Elections Team.

The core activity of the committee staff is to prepare and collate agendas, produce reports for the Town Clerk, ensure that meetings are conducted smoothly, produce minutes and monitor the implementation of decisions.

Chief Operating Officer

Corporate HR

The Corporate HR Unit of the Town Clerk's Department provides services to other departments in the following areas: HR Policy Development, Pay & Reward, Employee Relations, Learning & Development including staff training, Occupational Health, Trent (computerised HR/Payroll system) and Performance Monitoring.

Equality, Diversity and Inclusion

The EDI Directorate enhances and promotes the diverse and inclusive culture that exists across the City of London Corporation, its institutions, services and partnerships.

Health and Safety

The Corporate Health and Safety Team provides competent advice and support to the Corporation's leaders, managers and staff on Health and Safety matters. It also manages the Corporation's health and safety management system.

Comptroller and City Solicitor Comptroller and City Solicitor's Office

The Comptroller and City Solicitor is responsible for providing all legal services required by the City. This includes providing legal advice to Committees, Departments of the City, to the Commissioner of Police for the City, and to other organisations for whom the Comptroller & City Solicitor is required to act as legal adviser (e.g. the Museum of London).

The office deals with important high-profile matters such as several major City property development schemes, service delivery initiatives, issues relating to the City's Markets and Open Spaces, advice on elections, constitutional, public and corporate law, planning and highways, and matters affecting the public realm and well-being of those who live and work in the City.

The Comptroller also advises London Councils and the three Academy Trust charities and is a member of the City's Summit Group. He is also lead officer for the Sickness Absence Review Group and Chairman of the Information Management Board and Senior Information Risk Owner (SIRO) for the Corporation. As the nominated Data Protection Officer for the City the Comptroller holds management responsibility for Data Protection.

The legal department is divided into four divisions:

Contracts and Litigation Division

This division deals with all aspects of contract preparation including, data sharing, funding (e.g. Police National Lead Force) international theatre and art exhibitions, intellectual property including disputes, licensing and publishing; complex procurement including the new collaborative procurement and framework agreements; civil litigation including debt collection, squatters housing repossessions and homelessness, insolvencies and winding up actions; employment law, discrimination and TUPE; local authority prosecutions and licensing, Judicial Reviews, inquests, Proceeds of Crime Act recovery and child care actions.

Property Division

This division deals with all aspects of property work, including high profile commercial developments, the grant and taking of leases, sales and purchases, property management matters, housing issues, residential conveyancing, open spaces, and other legal matters concerning property. Their work particularly helps the City to maximise capital receipts and income from property assets a key strategic objective.

Public & Corporate Law Division

The Public & Corporate Law Division deals with planning, traffic and highways law; open spaces matters; charity and trusts associated with the City; advising on corporate law and providing company secretarial support in respect of companies associated with the City or external clients; privacy and information law; public law and constitutional issues for both the City and London Councils; ecclesiastical law, electoral law, education matters (both as local authority and as academy sponsor in respect of the three Academy Trust companies); advice on economic development issues and joint working arrangements with other local authorities and bodies.

Office Services Division

This division provides comprehensive business support to the Comptroller and City Solicitor service on HR related matters, budget management and finance, commercial rent collection, IT development, procurement, information management, risk management, quality assurance and secretarial services. The Information Compliance Team under the direction of the Comptroller as DPO provides guidance, advice and monitoring on all aspects of data protection across the Corporation and coordinates and advises on all aspects of FOI's.

Appendix 2

This appendix shows a high-level summary of Corporate Services Committee budgets.

Summary Revenue Budgets 2022/23 and 2023/24 – By Chief Officer and Risk	Original Budget 2022/23 £m	Latest Budget 2022/23 £m	Estimate 2023/24 £m
Local Risk			
The Deputy Town Clerk	(3.391)	(4.110)	(4.262)
The Chief Operating Officer	(3.234)	(3.973)	(3.649)
Comptroller & City Solicitor	(0.733)	(0.733)	(0.877)
Total Local Risk	(7.358)	(8.816)	(8.788)
Central Risk			
The Deputy Town Clerk	(0.288)	(0.989)	(0.288)
The Chief Operating Officer	(1.415)	(2.133)	(1.415)
Comptroller & City Solicitor	0.200	0.200	0.200
Total Central Risk	(1.503)	(2.922)	(1.503)
Support Services	(1.562)	(1.562)	(1.718)
Committee Total	(10.423)	(13.300)	(12.009)

Appendix 3

CORPORATE SERVICES COMMITTEE Analysis of Service Expenditure By Risk and Chief Officer	Actual 2021-22	Original Budget 2022-23	Latest Approved Budget 2022-23	Original Budget 2023-24	Movement Original 2022-23 to Original 2023-24
	£m	£m	£m	£m	£m
LOCAL RISK - EXPENDITURE					
Employees	(11.349)	(13.187)	(13.576)	(14.449)	(1.262)
Premises Related Expenses	(0.001)	0.000	0.000	0.000	0.000
Transport Related Expenses	(0.021)	(0.033)	(0.033)	(0.033)	0.000
Supplies & Services (see note i)	(0.868)	(0.751)	(0.840)	(0.919)	(0.168)
Private Contractors	0.000	0.000	0.000	0.000	0.000
Committee Contingency	0.000	0.000	0.000	0.000	0.000
Transfer to Reserve	0.000	0.000	0.000	0.000	0.000
Unidentified Savings	0.000	2.155	1.168	2.155	0.000
TOTAL LOCAL RISK - EXPENDITURE	(12.239)	(11.816)	(13.281)	(13.246)	(1.430)
TOTAL LOCAL RISK - INCOME					
Charges for specific services (see note ii)	4.563	4.458	4.465	4.458	0.000
TOTAL LOCAL RISK - INCOME	4.563	4.458	4.465	4.458	0.000
NET LOCAL RISK	(7.676)	(7.358)	(8.816)	(8.788)	(1.430)
CENTRAL RISK - EXPENDITURE					
Employees (see note iii)	(1.336)	(0.106)	(1.525)	(0.106)	0.000
Premises Related Expenses	0.000	0.000	0.000	0.000	0.000
Supplies & Services	(0.407)	(0.147)	(0.147)	(0.147)	0.000
Capital Costs	0.000	0.000	0.000	0.000	0.000
Childcare vouchers	(0.009)	(0.045)	(0.045)	(0.045)	0.000
Committee Contingency	0.000	(1.431)	(1.431)	(1.431)	0.000
TOTAL CENTRAL RISK - EXPENDITURE	(1.752)	(1.729)	(3.148)	(1.729)	0.000
CENTRAL RISK - INCOME					
Charges for specific services (mainly commercial property fee income)	0.000	0.200	0.200	0.200	0.000
Other Contributions	0.000	0.026	0.026	0.026	0.000
TOTAL CENTRAL RISK - INCOME	0.000	0.226	0.226	0.226	0.000
NET CENTRAL RISK	(1.752)	(1.503)	(2.922)	(1.503)	0.000
TOTAL EXPENDITURE BEFORE SUPPORT SERVICES	(9.428)	(8.861)	(11.738)	(10.291)	(1.430)
SUPPORT SERVICES (see note iv)	(1.987)	(1.712)	(1.712)	(1.868)	(0.156)
SUPPORT SERVICES CHARGED BY THIS COMMITTEE (see note v)	1.423	0.150	0.150	0.150	0.000
TOTAL NET EXPENDITURE RECHARGED AS SUPPORT SERVICES	(9.992)	(10.423)	(13.300)	(12.009)	(1.586)
By Chief Operating Officer:					
Town Clerk	(4.144)	(4.135)	(5.555)	(5.047)	(0.912)
Chief Operating Officer	(4.108)	(5.264)	(6.721)	(5.726)	(0.462)
Comptroller and City Solicitor	(1.740)	(1.024)	(1.024)	(1.236)	(0.212)
	(9.992)	(10.423)	(13.300)	(12.009)	(1.586)

Figures in brackets indicate expenditure, increases in expenditure or decreases in income.

Notes - Examples of types of service expenditure:-

- (i) Supplies and Services – equipment, furniture, materials, uniforms, printing, stationery, professional fees, grants & subscriptions.
- (ii) Charges for specific services – printing & stationery charges, commercial property fee income, corporate recruitment, HR services to
- (iii) Employees (central risk) – includes union representatives, Chief Officers recruitment advertising, long service mementoes.
- (iv) Support services reflect the share of the Guildhall complex costs and IS charges.
- (v) Transformation Fund expenditure reallocated across all funds

Appendix 4

CORPORATE SERVICES COMMITTEE Analysis of Risk by Chief Officer	Original Budget 2022-23	Latest Approved Budget 2022-23	Original Budget 2023-24	Movement from Original 2022-23 to Original 2023-24
	£m	£m	£m	£m
Town Clerk				
Local Risk				
Expenditure	(3.391)	(4.110)	(4.262)	(0.871)
Income	0.000	0.000	0.000	0.000
Total Local Risk	(3.391)	(4.110)	(4.262)	(0.871)
Central Risk				
Expenditure	(0.314)	(1.015)	(0.314)	0.000
Income	0.026	0.026	0.026	0.000
Total Central Risk	(0.288)	(0.989)	(0.288)	0.000
Support Charges	(0.456)	(0.456)	(0.497)	(0.041)
Total Town Clerks	(4.135)	(5.555)	(5.047)	(0.912)
Comptroller and City Solicitor				
Local Risk				
Expenditure	(4.605)	(4.605)	(4.749)	(0.144)
Income	3.872	3.872	3.872	0.000
Total Local Risk	(0.733)	(0.733)	(0.877)	(0.144)
Central Risk				
Expenditure	0.000	0.000	0.000	0.000
Income	0.200	0.200	0.200	0.000
Total Central Risk	0.200	0.200	0.200	0.000
Support Charges	(0.491)	(0.491)	(0.559)	(0.068)
Total Comptroller and City Solicitor	(1.024)	(1.024)	(1.236)	(0.212)
Chief Operating Officer				
Local Risk				
Expenditure	(3.820)	(4.566)	(4.235)	(0.415)
Income	0.586	0.593	0.586	0.000
Total Local Risk	(3.234)	(3.973)	(3.649)	(0.415)
Central Risk				
Expenditure	(1.415)	(2.133)	(1.415)	0.000
Income	0.000	0.000	0.000	0.000
Total Central Risk	(1.415)	(2.133)	(1.415)	0.000
Support Charges	(0.615)	(0.615)	(0.662)	(0.047)
Total Chief Operating Officer	(5.264)	(6.721)	(5.726)	(0.462)
Total Net Expenditure (recharged as support services across the City Corporation's activities)	(10.423)	(13.300)	(12.009)	(1.586)

Figures in brackets indicate expenditure, increase in expenditure or decreases in income

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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.

Recommendation(s)

Members are asked to agree the Pay Policy Statement for 2023/24 and recommend it to Policy and Resources Committee on 23 February 2023 for agreement and forwarding 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

Mark Williams, Interim Assistant Director: Talent and Organisational Development.
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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 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.
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 2022~~3~~-2023~~4~~

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 2022~~3~~-2023~~4~~.
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 11-17~~8~~) and "Policy Implementation" (paragraphs 32~~3~~ and 36~~7~~-45~~3~~).

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 202~~2~~1, 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 2022~~1~~ was on 1522 SeptemberNovember (an increase of 8.141.84%).
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 s 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, egal, 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~~12~~

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	£196,65470	£179,6470	11249
Grade B	£189,4170	£221,1410	54554
Grade C	£235,0730	£278,5830	770813
Grade D	£3029,3650	£345,3040	6969
Grade E	£345,0340	£3940,44620	55160
Grade F	£443,10390	£5149,9480	4114
Grade G	£513,46000	£5961,69480	19384
Grade H	£5961,69480	£6971,17250	9988
Grade I	£6971,17250	£802,17580	295
Grade J	£825,59070	£958,76630	197
Senior Management Grade (SMG)	£846,24770	£25866,9740	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~~ £236,361~~80~~80 (FTE), including a London Weighting allowance for working in Inner London. The current pay range for Grades A - J is £236,361~~80~~80 to £1025,475~~40~~40 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 £846,247~~70~~70 to £2586~~6~~6,974~~0~~40, 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 form 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 2022~~1~~, 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 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.

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~~-2021~~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)
 £1217,26410 - £15261,11370 (75)
 £15671,67240 - £18199,52090 (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 139
- Grade I 1820
- Grade H 4350
- Grade G 235
- Grade F 215

plus twofour 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. 78 Chief Officers in Grades I-J receive these payments as do 534 Deputy Chief Officers in Grades F-J. 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	-	<u>187</u>
51,000 – 60,000	<u>1</u>	<u>225</u>
61,000 – 70,000	<u>1</u>	<u>214</u>
71,000 – 80,000	<u>12</u>	<u>3215</u>
81,000 – 90,000	<u>24</u>	13
91,000 – 100,000	<u>2</u>	<u>142</u>
101,000 – 110,000	<u>34</u>	<u>46</u>
111,000 – 120,000	<u>34</u>	<u>53</u>
121,000 – 140,000	5	<u>15</u>
141,000 – 160,000	<u>34</u>	<u>1</u>
161,000 – 199,000	<u>85</u>	-
200,000 – 255,67,000	1	1
Total employees	<u>3029</u>	<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

~~January~~ November 2023~~2~~

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

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