



## Corporate Services Committee

**Date:** WEDNESDAY, 1 MARCH 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

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**Ian Thomas**  
**Town Clerk and Chief Executive**

# AGENDA

## Part 1 - Public Agenda

1. **APOLOGIES**

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

3. **MINUTES**

To agree the public minutes of the meeting held on 17<sup>th</sup> January 2023.

**For Decision**  
(Pages 5 - 14)

4. **COMMITTEE'S FORWARD PLAN**

Joint Report of the Town Clerk & Chief Executive and the Chief People Officer.

**For Information**  
(Pages 15 - 16)

5. **DRAFT HIGH-LEVEL BUSINESS PLAN 2023/2024 OF THE COMPTROLLER & CITY SOLICITORS DEPARTMENT.**

Report of the Comptroller & City Solicitor.

**For Decision**  
(Pages 17 - 24)

6. **2023 ANNUAL PAY NEGOTIATIONS**

Report of the Chief People Officer.

**For Decision**  
(Pages 25 - 28)

7. **TARGET OPERATING MODEL (TOM) INTERIM UPDATE**

Report of the Chief Strategy Officer.

**For Information**  
(Pages 29 - 70)

8. **REGISTER OF INTEREST FOR SENIOR MANAGEMENT GROUP**

Report of the Chief People Officer.

**For Information**

(Pages 71 - 92)

9. **STRIKES (MINIMUM SERVICE LEVELS) BILL**

Report of the City Remembrancer.

**For Information**  
(Pages 93 - 96)

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

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

12. **EXCLUSION OF THE PUBLIC**

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

**For Decision**

**Part 2 - Non-Public Agenda**

13. **NON-PUBLIC MINUTES**

To agree the non-public minutes of the meeting held on 17<sup>th</sup> January 2023.

**For Decision**  
(Pages 97 - 98)

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

15. **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**

16. **CONFIDENTIAL MINUTES**

To agree the Confidential minutes of the last meeting held on 17<sup>th</sup> January 2023.

**For Decision**

17. **NOTICE OF INDUSTRIAL ACTION BALLOT - UNITE TRADE UNION AND  
OUTCOME OF GMB INDUSTRIAL ACTION BALLOT**

Report of the Chief People Officer.

**For Information**

## CORPORATE SERVICES COMMITTEE Tuesday, 17 January 2023

Minutes of the meeting of the Corporate Services Committee held at Guildhall on  
Tuesday, 17 January 2023 at 11.00 am

### Present

#### Members:

Deputy Alastair Moss (Chair)  
Florence Keelson-Anfu (Deputy Chairman)  
Deputy Randall Anderson  
Deputy Keith Bottomley  
Alderman Sir Charles Bowman  
Deputy Henry Colthurst  
Steve Goodman OBE  
Gregory Lawrence  
Deputy Edward Lord  
Timothy James McNally  
Deputy Philip Woodhouse

#### Officers:

Michael Cogher	- Comptroller and City Solicitor/Acting Town Clerk
Emma Moore	- Chief Operating Officer
Dr Marcelle Moncrieffe	- Chief People Officer
Greg Moore	- Assistant Town Clerk
Juliemma McLoughlin	- Executive Director, Environment
Anna Clarke	- Chief of Staff to the COO
Sonia Virdee	- Finance Director
Jen Beckerman	- Executive Director Private Secretary to CPR
Shy'annco Pitter	- Senior HR Business Partner
Dionne Corradine	- Chief Strategy Officer
Mark Williams	- Interim Assistant Director of Talent & OD
Laura Marks	- Assistant Director of HR Operational Services
Pauline Shakespeare	- Interim Assistant Director of HR Business Partnering
Caroline Reeves	- Human Resources
Saida Bello	- Director of Equality Diversity & Inclusion
Chris Fagan	- Head of Reward & Benefits
Tim Fletcher	- Communications
John Cater	- Committee Clerk

1. **APOLOGIES**

Apologies for absence were received from Deputy Christopher Hayward, Alderwoman Susan Langley, Catherine McGuinness, Ruby Sayed, and Mandeep Thandi.

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 7<sup>th</sup> December 2022 be approved as an accurate record.

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

The Committee considered a Report of the Town Clerk & Chief Executive concerning the Terms of Reference for the Equality, Diversity, and Inclusion Sub-Committee.

Members asked that the composition section in the Terms of Reference be amended to refer to the Chairman and Deputy Chairman as the Chair and Deputy Chair.

Members asked that explicit reference be made to a focus on socio-economic inequalities in order that it stands equally with other protected characteristics specified under the 2010 Equality Act.

A majority of Members were content with the composition of the Sub-Committee, i.e., including the respective Chairs or their nominees, three Members from each of the Corporate Services Committee and the Policy & Resources Committee.

Separately, in response to concerns raised by a Member about the transparency around Members' declarations of interest, the Committee, reflecting on the approach taken by the Houses of Parliament, asked the Town Clerk to biannually publish a centralised pdf document containing the full list of Members' register of interests (this would be in parallel to the regular updating of individual Member register of interests, which could be found on the webpage of each Member on the Corporation's website).

The Committee asked officers to submit the annual Chief Officer register of interests. Officers would bring this back to the next meeting of the Committee.

**RESOLVED** – that the Committee, with the amendments outlined above, approved the terms of reference of the Equality, Diversity & Inclusion Sub-Committee

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

The Committee considered a Report of the Chief Operating Officer concerning the consultation on the new overarching Equality Objectives for the City of London Corporation from 2023 – 2027.

A Member commented that it was important that the City Corporation made efforts to measure the organisation’s progress on ensuing social mobility across its workforce, particularly given that the City has championed this externally in industries such as the financial and professional services sector.

In the interests of efficiency, the Committee asked that officers did not take the proposed four new objectives to the Court of Common Council in April, and instead got on with external consultation before seeking final approval at Court in October. The Chair asked officers to highlight this suggestion to the Chair and Deputy Chair of the Equality, Diversity and Inclusion Sub-Committee to ensure all were clear on the governance approach.

Members asked that the description of Equality Objective 4 is expanded to include the words “suitably skilled” before “...workforce that reflects the composition of our communities”.

**RESOLVED** – that the Committee agreed that internal consultation can commence on the proposed Equality Objectives 2023 to 2027, subject to the proposals outlined above.

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

The Committee considered a Report of the Chief People Officer concerning the progress made on the feedback from the Staff Survey.

A Member asked that any proposed Pulse Survey expressly asked staff about whether they felt the Corporation was acting upon their feedback.

Members were keen that future surveys drilled down into the reasons why staff think what they do and asked that questions in the survey are drafted in order that this data can be collected more effectively.

A Member raised his concern that it appeared that a total of only approximately 25% of the Corporation’s workforce had responded positively in the Staff Survey. Whilst pointing out that the Survey had not included some of the institutions (e.g., the City of London Police) officers acknowledged the low figure and that a great deal of work was needed in order to re-engage large sections of the workforce, most notably, by demonstrating that we were acting on their feedback.

Several Members reiterated the need for a transformation of the culture at the Corporation. It was critical that the leadership team was enabling managers to address the negative feedback revealed in the Survey. Due to the multiple areas of interest across the organisation, it was also apparent, given the varied feedback, that different cultures existed; notably, those individuals working in

areas outside of the corporate centre at Guildhall frequently had differing attitudes about the organisation. It was important to acknowledge and understand the reasons for this, as our ability to frame the core purposes of the City Corporation was difficult to articulate when views differed to such an extent across the organisation. It was also pointed out that the Survey was carried out a time of significant organisation change and context should be accounted for when trying to draw conclusions.

When considering future Staff Surveys, a Member suggested that the respective committee chairmen be asked to write a brief foreword to accompany the Surveys which went to the staff members in the department's their committees had a remit over. The Committee endorsed this proposal and asked officers to review ways in which this could be done for the planned autumn Survey.

Officers pointed out the Staff Survey, whilst vital as a benchmarking tool, was just one way in which the organisation could engage with staff, other methods included engaging ED&I groups, ad hoc focus groups, narrower pulse surveys focusing on specific areas, road shows, which the new Town Clerk would be engaged with, and other internal communications.

In response to a query, the Chief Strategy Officer informed Members that work was currently taking place to deliver the Corporate Plan Annex for 2024 (the Corporate Plan 2025 – 2030 would follow thereafter) – the Annex would bring together the work being undertaken by Destination City around the external branding of the City (including being an “Employer of Choice”) and the internal work around better defining the Corporation’s key purpose and ensuring that staff understood the aims of the organisation. Departments and institutions were now feeding into this work and this would be accelerated upon the arrival of the new Town Clerk in February when a series of workshops would be launched

**RESOLVED** – that the Committee:

- Noted 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.
- Agreed that the next Staff Survey will take place in Autumn 2023 and thereafter annually.
- Noted that there will be regular Pulse Surveys during 2023

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

The Committee considered a Report of the Town Clerk & Chief Executive concerning the draft high-level Business Plan for the Town Clerk’s Department in 2023/24.

In response to several concerns about the consistency and clarity of the Business Plans, the Chief Strategy Officers informed Members that, given the recent organisational changes and resourcing pressures, consistency across the board was not where it should be, however, she assured Members that improvements were being made incrementally, and that they would see an improvement with the next iterations of the Plans; she informed Members that every Business Plan now went through the Executive Leadership Board before being submitted to Committee, among other things, the Board scrutinised the plans to check for cross-cutting independencies, references back to the Staff Survey and general clarity (“plain English”), furthermore, once the Plans had reached Committee, feedback from Members was being collated by a cross group of Business Planners.

Members were keen that the Plans were short and kept at a summary high-level which laid out the objectives for the year ahead and related KPIs, reviewed briefly how the department had performed over the previous year, and highlighted the identified risks for the department. They acknowledged the work being undertaken to align and improve the respective plans but given its importance, asked whether this could be achieved in full for 2024/25 as opposed to a longer time frame.

A Member raised a query regarding the lack of accompanying detail around the risk rating for the Strategic Security and Resilience team (page 66 of the agenda pack). The Town Clerk pointed out that the Policy & Resources Committee had the remit for the Strategic Security and Resilience team as opposed to Corporate Services Committee, an answer to the query would be provided after the meeting and highlighted in the introductory remarks to this item at the meeting of P&R which was due to take place later that week.

**RESOLVED** – that the Committee approved the 2023/24 business plans for Governance, Member and Electoral Services: Office of the Policy Chairman, and, Corporate, Strategy and Performance.

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

The Committee considered a Report of the Chief Operating Officer concerning the draft High-Level Business Plans for the Department of the Chief Operating Officer (COO) for the 2023/24 Financial Year.

In response to a query, the Chief People Officer gave Members an update concerning the City Corporation's contract and work with Korn Ferry. It was emphasised that Korn Ferry offered the best solution when it came to reviewing and considering job evaluations, this work was specialised and heavy in volume, and the current in-house Corporation resources would be unable to deliver this without the significant support of Korn Ferry. The original specification for this work was approved by the Committee, however, the spend (circa £200,000) did not require the sign off by Members.

Phase 1 will take place over the coming three months and will involve Korn Ferry undertaking a “diagonal slice” of the organisation – essentially this would

involve them looking at a cross-section of 150 jobs. A high-level review of pay and conditions would potentially follow, however, it was stressed that further work with Korn Ferry (i.e., beyond phase 1) would be dependent on Members agreement; recommendations, which were still be scoped out, would be submitted to Members in due course. In the meantime, officers would arrange for Korn Ferry to hold a discussion with Members and senior/chief officers on a more informal basis. Several Members, whilst expressing concern about the cost, acknowledged that this work was vital and that clearly, in-house resources were not currently geared up to deliver this.

Whilst appreciating that this work was at an initial stage, a Member expressed their concern that the implementation of any new job evaluation was carefully considered, as this was a complicated challenge to introduce successfully.

A Member highlighted his concerns about the lack of robust data around take-up (and completion) of mandatory training, from a compliance and reputational perspective it was clearly vital that this information was known. The Chief Operating Officer informed Members that a wash of what training is considered mandatory was currently being undertaken and the IT team was also working on a centralised portal which would capture this data. It was also important to emphasise that those working in sensitive areas such as DCCS and Comptrollers would have had to assure the organisation of their professional qualifications at interview/recruitment stage; the training concerned here was internal Corporation specific requirements some of which would be required under statutory obligation. Members were keen to see high-level assurance provided at pace and asked officers to return to the Committee and to relevant colleagues with the Audit & Risk Management Committee as soon as practicable.

Noting the risk rating on page 79 for the Health and Safety team, the Chief Operating Officer thanked Members for their earlier funding support for the H&S team and stressed that work was now being undertaken to address these risks.

In response to a query, the Chief Operating Officer asked a Member to reach out to her after the meeting to provide details about staff members being put on emergency tax. She informed Members that Internal Audit had awarded the pay roll function with a high level of accuracy, she was however, keen to include consideration of the timing of the pay run (currently mid-month) as part of the Reward Refresh.

**RESOLVED** – that the Committee:

- Noted the direction of travel within the Department of the COO and the associated transformation planning within the team Business Plans.
- Approved the Department of the COO Business Plan for 2023/24 (Appendix 1).
- Approved 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)

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

The Committee considered a Report of the Chamberlain concerning the Departmental Budget Estimates 2023/24.

**RESOLVED** – that the Committee:

- noted the latest revenue budget for 2022/23 and transfer of the Project Governance Budget to P & R,
- reviewed and approve the estimate for 2023/24 for submission to the Finance Committee,
- authorised 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,
- noted 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.
- authorised the Chamberlain to agree minor amendments for 2022-23 and 2023-24 budgets arising during budget setting be delegated to the Chamberlain.

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

The Committee considered a Report of the Chief People Officer concerning the 2023/24 Pay Policy Statement.

A Member raised a concern that the current wording in paragraph 43 in the Statement did not respond to the concerns of Members of the Senior Remuneration Sub-Committee, who felt it improper for the Town Clerk to have complete discretion to set the salaries of their senior colleagues, it should instead be for the Town Clerk to recommend pay progression of colleagues within the individual salary band before consideration the Senior Remuneration Sub-Committee which, on the whole, should have a greater degree of oversight in these matters.

The Chairman asked officers to circulate revised wording of paragraph 43 to the Committee before this was considered under delegated authority by the Acting Town Clerk, in consultation with the Chair and Deputy Chair of the Corporate Services Committee.

Separately, in response to the Chief Operating Officer reminding Members that performance related pay had not been applied for the past two years due to the pandemic, Members asked that the reference to performance pay was retained

in the Statement but that the application of performance pay this year was again deferred. The Deputy Chair asked that her opposition to this decision was recorded.

**RESOLVED** – that the Committee:

- Provided delegated authority to the Acting Town Clerk, in consultation with the Chair and the Deputy Chair of the Committee to approve the Statement (for onward submission to the Policy & Resources Committee and the Court of Common Council) once amendments had been made to paragraph 43.
- That the awarding of performance pay for 2023 was deferred.

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

The Committee received an oral update of the Chief People Officer concerning the implementation of the workplace attendance project.

In response to a query, the Chief Operating Officer confirmed that the six months post-implementation review would be submitted to the Committee at its July 2023 meeting.

It was pointed out that no changes had been made to contractual arrangements with either current or new staff, the reduction to two days a week (the minimum) was a policy shift which would be kept under review. Whilst no formal consultation had taken place with staff about either the reduction to two days or the establishment of the workplace categories, discussions had been held with the recognised unions and individuals were able to raise concerns about their workplace classification should they need to.

It was clarified that the options around London Weighting would be a component considered as part of the Reward Refresh work.

A Member expressed his significant misgivings about the reduction to two days a week and emphasised that the City Corporation should set an example to others in bringing footfall back to the Square Mile.

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

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

There were no questions.

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

There were no urgent items.

**14. 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.

15. **NON-PUBLIC MINUTES**  
**RESOLVED** – that the non-public minutes of the meeting held on 7<sup>th</sup> December 2022 be approved as an accurate record.
16. **NON-PUBLIC QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**  
There were no questions.
17. **ANY OTHER BUSINESS THAT THE CHAIR CONSIDERS URGENT AND WHICH THE COMMITTEE AGREES SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**  
There were no items of urgent business.
18. **CONFIDENTIAL MINUTES**  
**RESOLVED** – that the confidential minutes of the meeting held on 7<sup>th</sup> December 2022 be approved as an accurate record.
19. **TARGET OPERATING MODEL PROPOSALS OF THE ENVIRONMENT DEPARTMENT – PHASE 2: NATURAL ENVIRONMENT DIVISION**  
The Committee considered a Report of the Executive Director, Environment concerning the Phase 2 Target Operating Model proposals of the Environment Department.
20. **FUNDING AND APPROVAL OF MARKET FORCE SUPPLEMENTS TO INVESTMENT PROPERTY GROUP, CITY SURVEYOR'S DEPARTMENT**  
The Committee considered a Report of the City Surveyor concerning the funding and approval of MFSs for the Investment Property Group.
21. **NOTICE OF INDUSTRIAL ACTION BALLOT - GMB TRADE UNION**  
The Committee received a Report of the Chief People Officer concerning the Notice of a Ballot for Industrial Action involving the GMB.
22. **CONFIDENTIAL AOB**  
There was one item of any other business.

**The meeting ended at 1.30 pm**

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Chairman

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

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**CORPORATE SERVICES COMMITTEE – WORK PROGRAMME 2023/24**

	1 <sup>st</sup> March -23	19 <sup>th</sup> April - 23	31 <sup>st</sup> May - 23	12 <sup>th</sup> July - 23	6 <sup>th</sup> September - 23	18 <sup>th</sup> October - 23	29 <sup>th</sup> November -23	TBC- Jan-24
<b>Standing Annual Items</b>	SMG Register of Interests C&CS Business Plan Annual Pay Negotiations CSC Forward Agenda	Gender, Ethnicity and Disability Pay Gaps 2022 CSC Forward Agenda	Order of the Court Appointment of the Chair and Deputy Chair Appointment of the Sub-Committees CSC Forward Agenda HR Annual Workforce Report	Revenue Outturn 2022 - 2023 CSC Forward Agenda	Staff Christmas Lunches funding Departmental Budget – mid Year Monitoring CSC Forward Agenda	Employment Cases and Settlements (C&CS) CSC Forward Agenda	CSC Forward Agenda	Annual Review of the Committee's Terms of Reference Departmental Budget Estimates CSC Forward Agenda Pay Policy Statement
<b>HR Dept Papers</b>	Initial findings and outcomes of the Target Operating Model programme Union matters	Brief on use of consultants – cost, total numbers etc Special Severance Payments Policy Reward Refresh update HR ERP Briefing HR Corporate Projects Portfolio 2023/2024 Briefing Chief Officer and Senior Recruitment (vetting as an appendix?)	HR ERP Briefing HR Corporate Projects Portfolio 2023/2024 Briefing HR Transformation Plan 2023/2024 Briefing	6- month Review of Workplace Posture Final wrap up and outcomes of the Target Operating Model programme People Strategy Quarterly COO Business Plan update		Reward Refresh? Quarterly COO Business Plan update	HR ERP Delivery Update HR Corporate Projects Portfolio/Performance Update HR Transformation Plan 2023/2024 Performance	COO's Business Plan 2024/25 (inc HR, Health & Safety, and ED&I) Quarterly COO Business Plan update
<b>Other Dept's Papers – e.g., MFSSs, restructures etc</b>		Teachers' & Heads' pay awards						DTC's Business Plan C&CS Business Plan
<b>Other Committee Business</b>	Update summary/minutes from February JCC	Update summary/minutes from March ED&I Sub Committee		Update summary/minutes from June JCC Update summary/minutes from June ED&I Sub Committee	Update summary/minutes from September JCC		Update summary/minutes from November JCC	



<b>Committee:</b>	<b>Date:</b>
Corporate Services Committee	01.03.2023
<b>Subject:</b> Draft high-level Business Plan 2023/2024 of the Comptroller & City Solicitors Department.	<b>Public</b>
<b>Report of:</b> Michael Cogher	<b>For decision</b>
<b>Report author:</b> Nick Senior, AD Practice Management	

## Summary

This report presents for approval the high-level Business Plan of the Comptroller & City Solicitors Department (C&CS) for 2023/24.

## Recommendation

Members are asked to:

- i. Note the factors taken into consideration in compiling the C&CS Department Business Plan; and
- ii. Approve, subject to the incorporation of any changes sought by this Committee, the departmental Business Plan 2023/24.

## 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 Plan has been further evolved to add more narrative and improve readability. The Business Plan now incorporates the C&CS TOM departmental structure changes implemented in 2021. As a high-level plan, this document does not capture the granularity of departmental work but gives the overall picture of departmental activity, customer feedback, trends where applicable and direction of travel.

### Draft final high-level Business Plan for 2023/24

3. This report presents, at Appendix 1, the draft final high-level Business Plan for 2023/24 for the C&CS Department.

The C&CS Department is an enabling service that delivers legal and data protection advice, governance, and support to the City its constituent departments and institutions.

The outward facing C&CS service priorities are determined by the City's major corporate projects and programmes and by client department activities in support of the Corporate Plan outcomes. Statutory requirements also determine the priorities at both strategic and operational levels.

Internal C&CS service priorities are determined by inward facing corporate priorities and required standards such as Equality, Diversity, and Inclusion, by key service risks such as the need to recruit and retain the appropriate levels of legal competence and expertise, by service KPI's where these require corrective action for example customer satisfaction levels, from the outputs of the annual staff survey that require redress, and by the service ethos of quality, professionalism and continuous improvement.

The C&CS service priorities were developed by the Senior Management Team based on discussions with service managers, knowledge of corporate and client priorities, feedback from C&CS staff both via the staff survey, issues raised via staff communication channels and by knowledge of the changes in sector priorities.

The C&CS local risk budget is largely spent on employees, a key service objective is to deliver most of the legal advice and support in-house, this model delivers legal support at much lower cost compared to outsourcing to external firms and has been further supported by recruiting fixed-term lawyers with the necessary expertise on specific projects. Legal work is outsourced only when the in-house team lacks the capacity to manage large volumes of work or where the in-house team lacks the necessary niche expertise.

Service performance is measured by seven key performance measures using a quality and risk framework, the KPI's are benchmarked with other London Boroughs Legal Alliance in-house legal teams to ensure that the department is in step with current KPI's. Efficiency is measured using a chargeable hours KPI, quality is measured by compliance with the Law Society's LEXCEL quality standard by complaints against caseload and by the responses to the department's customer satisfaction survey, staff motivation and engagement is measured using the outputs from the staff survey. It is fully acknowledged that there is always room for improvement and the service seeks to continually improve its services based on customer feedback.

C&CS participates in the annual London Boroughs Legal Alliance benchmark which includes fourteen in-house local authority legal teams and measures key metrics such as net cost of the service, hourly rates, salary levels, cost of externalised legal support etc. C&CS analyses the results to the benchmark to measure its value for money performance with the acknowledgement that C&CS has a significantly greater commercial focus particularly in property and planning work compared to other London local authority legal teams and this generates an external income stream which is closely monitored.

### **Operational Property Asset Utilisation**

C&CS is an office-based service currently located on the fifth floor of the Guildhall North Wing. The current office design is of traditional configuration, a number of workstations were de-commissioned during the Covid19 pandemic to facilitate safe social distancing as staff returned to the office resulting in a reduced number of functional workstations, the de-commissioned workstations have not been reinstated due to funding limitations. Revised home working arrangements and lower levels of attendance in the office have reduced demand for office-based workstations. These factors have resulted in an office space that is only partly utilised, a detailed analysis of occupancy levels and a revised office layout design is required to address this underutilisation, C&CS are keen to collaborate with City Surveyors to determine future office space design as part of the

operational property review subject to the outcomes of the proposed Guildhall Refurbishment Programme.

### **Corporate & Strategic Implications**

C&CS contributes to corporate outcomes by providing expert high quality legal advice and support to facilitate the delivery of these outcomes.

### **Security implications**

None.

### **Financial implications**

None at present subject to the outcomes of the operational property review.

### **Public sector equality duty**

None

### **Resourcing implications**

None.

### **Conclusion**

This report presents the high-level Business Plan for 2023/24 of the Comptroller & City Solicitors Department for Members to consider and approve.

### **Appendices**

- Appendix 1 – Final draft high-level Business Plan 2023/24

Nick Senior  
AD Practice Management  
Comptroller & City Solicitors Department  
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## Comptroller & City Solicitors Department

**C&CS contributes to corporate outcomes by providing expert high quality legal advice and support to facilitate the delivery of these outcomes.**

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

### **Our major workstreams this year will be:**

1. Deliver efficient, high quality, cost effective legal advice that meets client requirements and contributes to the achievement of the City of London's aspirations and to the outcomes of the Corporate Plan.
2. Provide governance and legal advice to support the major corporate projects and programmes.
3. Deliver enabling support in collaboration with Chamberlains and City Surveyors in the management of the £4.3b investment portfolio to generate income in support of the City of London's aspirations.
4. Leverage the benefits of the MRI Horizon asset management system and deliver improved business processes in collaboration with City Surveyors and Chamberlains.
5. Deliver the TOM enabling service client care proposals.
6. Manage the governance of and provide guidance and advice to departments on Data Protection and FOI compliance.
7. Progress the activities and outputs of the C&CS Equalities Group in alignment with the corporate equalities, diversity and inclusion programme.
8. Manage the transition to a new Senior Management Team following two key retirements in 2023.

### **What's changed since last year:**

1. C&CS Has adjusted to the post-Covid lockdown environment both internally and externally and managed the transition with most staff now hybrid working.
2. External income generation in the Planning and Property sectors has increased due to increased commercial activity and a higher volume of fee-earning transactions
3. Increased focus and resource requirements on major corporate and capital projects e.g. Markets consolidation, corporate charities review, Museum of London re-location.

#### Some property achievements:

- Purchase of long leasehold - Rainham Industrial Estate £21.6m
- Adelaide House re-development £4m
- Variation of headlease New Broad Street House £40m

#### Some Planning & Corporate Law achievements:

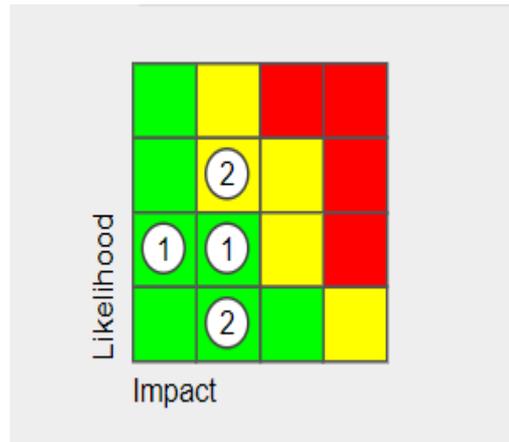
- Approval of BHE supplemental charter by HM in Privy Council
  - Customs House Public Inquiry – refusal of planning permission upheld
  - All out ward elections supported effectively
  - Hampstead Heath JR – introduction of swimming charges upheld
4. Significant increase in the volume of instructions to assist the City Surveyor in the management of the City's investment portfolio.
  5. C&CS TOM proposals were implemented.
  6. The creation of a C&CS Equalities Group that has delivered several successful pragmatic outputs to support Equality, diversity and inclusion.
  7. C&CS continues to benchmark value against other London local authority Legal teams and forecasts the delivery of £357k unallocated savings.
  8. Achieved re-accreditation to the Law Society LEXCEL quality standard.

## Our strategic commitments

To provide legal and data protection advice in support of the strategic aims, commitments, aspirations and the 12 corporate plan outcomes of the City of London

### Key Risks

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



### Key Performance Indicators

KPI	Current Performance	Direction of Travel/Target
% total C&CS chargeable hours achieved against 100% target.	116%	100%
LEXCEL (Law Society Quality Standard) Achieved May 2022	100% compliant	100% compliant
% of FOI requests responded to within 20 days (in collaboration with depts)	94.7%	100%
Complaints against caseload under 5% pa.	0%	<5%
C&CS Customer Satisfaction respondents rating the service as high quality (2019/2020 data) next survey planned 2023	87%	93%
% of invoices paid within 30 days	90%	100%
% staff who report good levels of engagement (staff survey)	49%	60%

## Our People

C&CS currently has 61 staff comprising:  
 54 Permanent Employees  
 3 Fixed-term staff  
 4 Agency staff

Staff turnover is stable at 11% compared to the 19.9% average across CoLC

## Equality Diversity and Inclusion (ED&I)

**C&CS Equalities Group** launched in 2021 to tackle inequality and support diversity and inclusion with a focus on pragmatic actions. Achievements thus far:

Targeted recruitment at under-represented groups e.g. via Black Solicitors Network

Webinars at the London Careers Festival to promote careers in the legal profession via alternative paths e.g. Solicitor Apprenticeships

Unconscious bias training mandatory across the department in 2022 to be revised in 2023

Equalities and inclusion appraisal target mandatory for all staff in 2022/3

Safe space anonymised e-form to raise ED&I concerns to SMT for action and redress

ED&I session at the C&CS staff conference in December 2022 to raise awareness

## Staff Survey 2022 (44% participation) - The Positives

Staff Engagement overall satisfaction score 49% : 1% below CoLC average

Purpose 64% satisfied : 15% above the CoLC average

Enablement/Autonomy 73% satisfied : 11% above the CoLC average

Leadership 69% satisfied : 8% above the CoLC average

Support through change (TOM) 54% satisfied : 21% above the CoLC average

Fairness and inclusion 63% satisfied : 6% above the CoLC average

## Staff Survey 2022 – of concern & requiring action

Pay & Reward 39% satisfied in line with CoLC average – but 8 staff commented that pay had fallen behind comparator organisations.

**Action 1** current ongoing benchmark with comparator organisations to validate the comments and assess competitiveness.

**Action 2** positively engage with the HR led pay and reward project in 2023.

Guildhall workplace environment score only 10% satisfied 17% below CoLC average, comments that there is inequality between North Wing floors that have been refurbished and the 5<sup>th</sup> floor NW which has not.

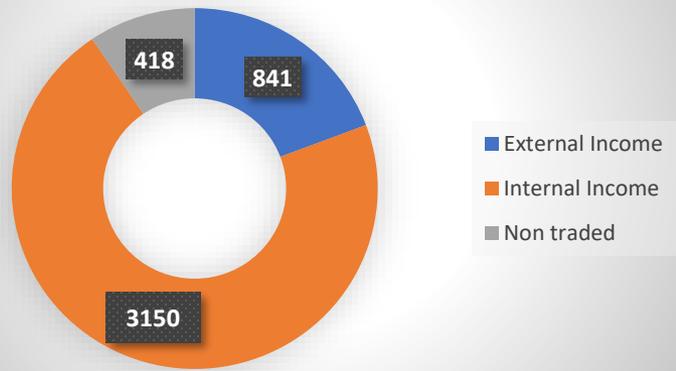
**Action 1:** Little that can be done within C&CS, engage with the Guildhall Refurbishment project.

Fairness & inclusion at Team level (not overall) – comments in relation to a lack of openness to discuss issues at team level

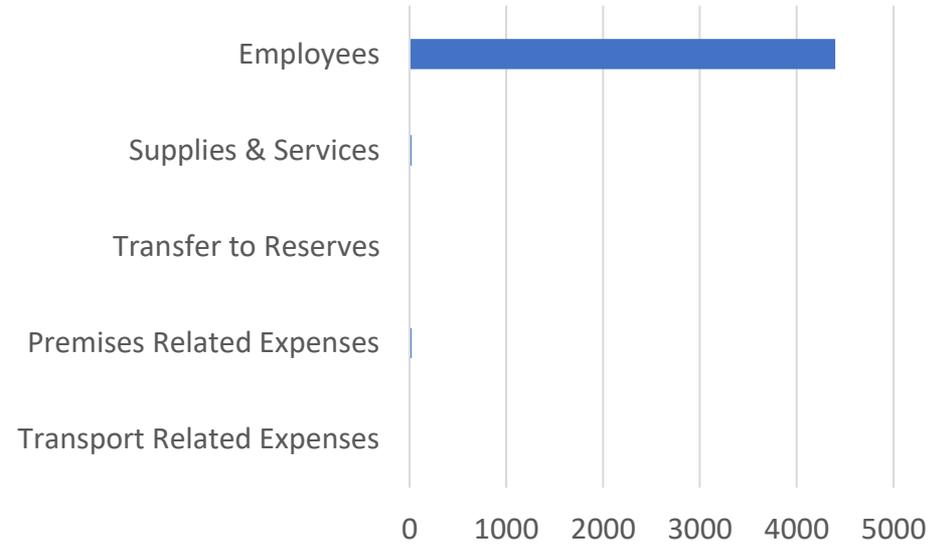
**Action:** Issue to be addressed by further training developed by C&CS Equalities Group endorsed by SMT

## Where our money comes from

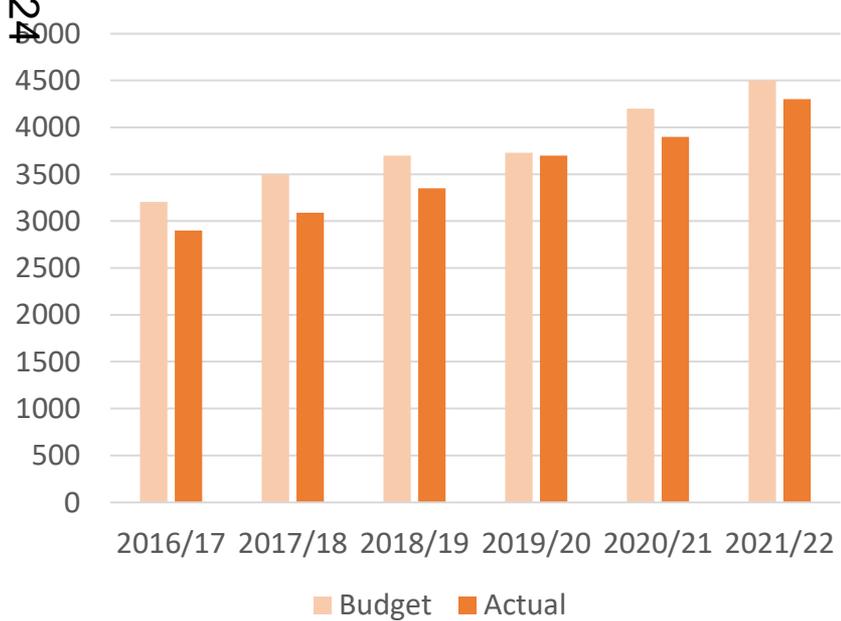
### Legal Income £'000



## Where our money is spent



## Expenditure - Budget vs Actual



# Agenda Item 6

<b>Committee:</b>  Corporate Services Committee – For Decision	<b>Dated:</b>  1 <sup>st</sup> March 2023
<b>Subject: 2023 Annual Pay Negotiations</b>	Public
<b>Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?</b> We have access to the skills and talent we need.	8
<b>Does this proposal require extra revenue and/or capital spending?</b>	<b>No</b>
<b>If so, how much?</b>	<b>Not applicable</b>
<b>What is the source of Funding?</b>	<b>Not applicable</b>
<b>Has this Funding Source been agreed with the Chamberlain’s Department?</b>	<b>Not applicable</b>
<b>Report of:</b> Dr Marcelle Moncrieffe – Chief People Officer	<b>For Decision</b>
<b>Report author:</b> Mark Williams – Interim Assistant Director (Reward and HR Projects)	

## Summary

This report seeks the committee’s approval to delegate to the Employer Side members of the Employee Joint Consultative Committee and Senior Management Joint Consultative Committee, the authority to conduct the 2023 annual pay negotiations. This committee will be provided with regular updates on the progress of the negotiations.

## Recommendations

Members are asked to:-

- Delegate to the Employer Side Members of the Employee Joint Consultative Committee, the authority to negotiate and agree with the trade unions, the annual pay award due on 1 July 2023.
- Delegate to the Employer Side Members of the Senior Management Joint Consultative Committee, the authority to consult and determine the annual pay award due on 1 July 2023.
- Note that that the parameters for any pay settlement that can be agreed by this committee are that it must be affordable and not exceed the overall financial envelope for pay which has been set by the Court of Common Council for the financial year 2023/24.

- Note that the committee will receive regular reports on the progress of negotiations and consultation.

## **Main Report**

### **Background and context**

1. This committee is responsible for the terms and conditions of employment including pay awards for all the workforce in the Corporation employed on Grades A to J and the Senior Management Group, with Teachers Pay Award determined separately. The committee has the authority under its terms of reference to delegate to another committee some of its functions. Practice in previous years has been that the authority to negotiate with the Trade Unions on the pay awards is delegated to the Employer Side Members of the Employee Joint Consultative Committee and, in relation to senior staff, the Employer Side Members of the Senior Management Joint Consultative Committee. This report seeks Members approval to adopt the same approach for this pay round.

### **Scope**

2. The arrangements for Annual Pay Awards for the workforce employed on Grades A to G are governed by a Collective Agreement between the Corporation and the GMB and UNITE (the two unions recognised by the Corporation for these purposes). Clearly, it is desirable that the annual pay award should be agreed between the parties where possible. The 2022 pay award after exhaustive discussion including attempts at arbitration at ACAS was not agreed between the parties so imposed without agreement.
3. In relation to employees on Grades H to J and in the Senior Management Group, the Corporation consults with employee representatives elected by the groups concerned before determining any pay award. The Corporation has historically applied the pay award that has been agreed with the Trade Unions to these work groups.

### **2023/24 Pay Negotiations**

4. At the time of publication, the Trade Union Side Pay Claim has not yet been received. The 2023 pay negotiations will be challenging but it is recommended that an offer is made in good time with a view to implementing any pay award as near as possible to its usual effective date of 1<sup>st</sup> July. This committee will receive updates on the progress of the negotiations.
5. The review of the current pay and grading arrangements and related terms and conditions that is taking place will not automatically impact on the 2023

pay negotiations but is likely to impact on future years pay negotiations where a much wider range of reforms to terms and conditions of employment are envisaged. It may be as this progresses that there is benefit to doing a multi-year award for 2023/24+ bringing in changes to reward as a result of the review. Therefore, this option will not be discounted.

## **Corporate & Strategic Implications**

Strategic implications – It is essential that the Corporation is able to recruit and retain talent to deliver its Corporate objectives and clearly a significant part of this is having suitable pay arrangements that facilitate effective recruitment and retention.

Financial implications – Any pay settlement must be affordable and not exceed the overall financial envelope for pay which has been set by the Court of Common Council for the financial year 2023/24 or otherwise approved by Finance Committee within the budget envelope.

Resource implications – There is a significant amount of work associated with the pay negotiations undertaken by officers in Corporate HR as in previous year. This will be met within existing resources.

Legal implications - The negotiations will be conducted in accordance with the Corporation's Collective Bargaining Arrangements.

Risk implications – If agreement cannot be reached with the Trade Unions on the pay award, there is a risk of Industrial Action taking place. Members may be aware that in the case of the GMB this was narrowly averted in relation to the 2022 award. UNITE are in the process of balloting their members in relation to last year's award which is the subject of a separate report at this meeting. It will be essential to mitigate those risks by communicating widely and comprehensively with all employees on the Corporation's proposals with clear information that explains the rationale for any pay offer. Recruitment and retention is now a Corporate Risk. Factors such as reward affect our ability to be able to successfully attract the best talent to work for the Corporation. There are also wider issues affecting the labour market which exacerbate the situation

Equalities implications – An EQIA will be undertaken on proposals made to ensure any equalities implications are understood and addressed.

Climate implications - None

Security implications – None

## **Conclusion**

6. This report sets out the proposed arrangements for the 2023/24 pay negotiations which Members are asked to approve.

## **Appendices**

None

Mark Williams, Interim Assistant Director: Reward and HR Projects

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# Agenda Item 7

<b>Committee(s):</b> Finance Committee Corporate Services Committee Policy & Resources Committee	<b>Dated:</b> 21 February 2023 1 March 2023 23 March 2023
<b>Subject:</b> Target Operating Model (TOM) – Interim update report	<b>Public</b>
<b>Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?</b>	<b>All</b>
<b>Does this proposal require extra revenue and/or capital spending?</b>	<b>No</b>
<b>If so, how much?</b>	<b>N/A</b>
<b>What is the source of Funding?</b>	<b>N/A</b>
<b>Has this Funding Source been agreed with the Chamberlain’s Department?</b>	<b>N/A</b>
<b>Report of:</b> Chief Strategy Officer	<b>For Information</b>
<b>Report author:</b> Alice Reeves Town Clerks Department	

## Summary

Implementation of the Target Operating Model (TOM) continues within City Corporation, as do efforts to implement the budgetary reductions approved alongside the TOM. The interim report summarises where the TOM programme has reached as at the end of 2022, where savings have been identified, what activity is remaining, and any lessons learned to date. The TOM programme, and departmental restructures associated with this, are expected to finish by the end of 2023. This is an interim report, a final report will follow later this year.

## Recommendation(s)

Members are asked to:

- **Note** that the TOM programme has not yet finished, and is anticipated to complete by the end of 2023
- **Note** that some permanent finance savings have been made, and that the 12% savings (6% for DCCS) and TOM savings are still completing in some parts of the organisation
- **Note** what the TOM programme has achieved to date, what has been delivered and where gaps remain
- **Note** any lessons learnt from the process of implementing the TOM
- **Note** this is an interim report: a final report will follow later in 2023

## Main Report

## Background

1. The TOM programme was approved by the Court of Common Council in December 2020. It was intended to transform City Corporation leadership and organisational structures, with the intention of enabling City Corporation to become more agile and efficient. The programme also required efficiency savings of 12% to be made (except Bridge House Estate where no savings were required and DCCS which required savings of 6%). With new structures in place once the TOM is embedded, the intention was that the organisation would be able to focus on transformational change.
2. The TOM programme was originally due to complete by the end of March 2022, however, due to the complexity and scale of the programme, this has taken longer. It is now anticipated to draw to a close by the end of 2023.
3. The original programme objectives for the TOM were set out as follows:
  - a. Ability to respond with purpose, focus and agility to challenges and opportunities
  - b. A simplified organisational structure and a reduction in management layers
  - c. Join up corporate departments and service areas to streamline our operations
  - d. Provide greater autonomy for our institutions and build on our collective strengths
  - e. Increased collaboration achieving maximum value and impact
  - f. Evaluate and improve ways of working, processes and technology, clarifying accountabilities, ownership and efficiency
  - g. Make financial savings and be on the path to achieve a balanced financial plan

## **Context**

4. TOM programme Member and Officer governance processes were created to provide assurance, alignment and oversight. Organisational Design (OD) principles were developed and agreed to ensure the TOM Programme delivered its goals. Officer governance provides scrutiny on individual departmental restructure plans to ensure compliance with OD principles (or agree exceptions) and provide oversight of the 12% cost savings. Member governance takes place through scrutiny of departmental restructure plans by individual Committees, including agreement by Corporate Services Committee (or Establishment Committee as was) given potential workforce implications including risk of redundancy, redeployment, recruitment and equality duties. Governance mechanisms will remain in place for the duration of the programme.
5. In addition to the TOM, the Court of Common Council approved a general budgetary reduction of 12% against 2021/22 budgets, with 6% for the Department of Social Care and Children Services (DCCS). Efforts have been made across the Corporation to identify sustainable savings. The 12% budget

reductions applied to 2021/22 budgets: totalling £18m (£9m City Fund, £4m City's Cash, and £5m Guildhall Admin). Of this total £13.9m permanent savings have been realised, with a further £2.6m savings achieved through temporary measures such as holding vacancies, as departments complete their TOM.

6. To deliver the TOM four workstreams were originally set up:
  - a. Tier 1 restructure, talent & leadership
  - b. Organisational design
  - c. Enabling functions
  - d. Ways of working, institutions, behaviours & culture
7. The Tier 1 restructure has been implemented, with fewer direct reports in place of the Town Clerk and Chief Executive and a diverse senior leadership group in place. The Executive Leadership Board has been in place since 2021 as the top tier leadership group for the organisation. The Senior Leadership Forum is due to relaunch in 2023. In addition to the top tier restructure, work on developing talent and leadership objectives is planned.
8. The TOM programme also defined different areas of City Corporation as service (outward, customer-facing) or enabling (cross-cutting, support) functions, with departmental restructuring led by Chief Officers. There was no review of opportunities for hub and spoke, centralisation or conscious decentralisation of business areas.
9. The ways of working, behaviours and culture workstream focussed primarily on institutions and exploring themes such as autonomy and independence. Bridge House Estates (BHE) has become an institution, with increased independence. In practical terms this has driven down bureaucracy and increased agility, while it ostensibly retains its City Corporation identity. London Metropolitan Archives was not granted increased independence as part of their TOM process, but moved under the newly created Deputy Town Clerk Department alongside other corporate enabler teams/functions.
10. Corporate culture received limited focus as structures and financial targets were prioritised. The Senior Leadership Forum was used to help inform and steer change, but was not sustained, and progress compounded by the delay in stabilising the HR function (a pivotal driving force to both help lead and enable culture change whilst simultaneously going through the TOM) and permanent appointment of a Chief People Officer.

## **Current Position**

11. The table below provides a high-level overview of where in the organisation TOM activity has been completed and the departments or institutions where activity is still underway, with provisional completion dates.

Area	TOM Status
Comptroller and City Solicitor's	Completed 2021
Innovation & Growth	Completed 2021
City Surveyor's	Phase 1 completed 2022; Phase 2 implemented from December 2022
Deputy Town Clerk functions	Completed 2022
Community & Children's Services	Completed 2021
Chamberlain's	Completed 2022; recruitment following implementation underway
Remembrancer's	Completed 2021
Chief Operating Officer's	Partially completed 2022, with Human Resources in implementation phase
Environment	Phase 1 completed 2022 Phase 2 midway through process with proposals agreed by Committees; staff consultation launched on 25 January; implementation to follow with completion expected mid/late-2023.
Bridge House Estates	Phase 1 completed 2022 (creation of Leadership Team), including increased autonomy; phase 2 under review, proposals expected in Q1 2023, with completion by late 2023.
City of London School City of London Girls School City of London Freeman's School	Phase 1 completed 2021 Phase 2: Proposals for shared services between City of London School, City of London School for Girls and City Junior School under development (stage 1), expected completion and implementation by September 2023.
Barbican	Phase 1 completed 2022; second phase being scoped
Guildhall School of Music and Drama (GSMD)	Completed 2022
City of London Police (CoLP)	Developing proposals for CoLP Corporate Services; anticipated completion end 2023
London Metropolitan Archive	Completed 2022

## Outcomes

12. Because the TOM programme was sequenced as delivering department by department this created the perverse incentive of reinforcing silos within the organisation – opposite of what was originally intended. It is not possible to reverse or rectify this before the end of the programme given the majority of departments have already completed, but is something that will need to be considered further as part of the corporate culture and transformational change work.

13. The TOM programme was intended to create new structures and implement the OD principles from which would flow the programme objectives described above. At this point it is too soon to measure the outcomes of the programme, however, the final report will contain more context on how we measure that the organisation is fit for purpose moving forward, once the TOM is business as usual.
14. The report does not distinguish between TOM savings (staffing cost savings) and the 12% savings (general savings) as this is not possible until TOM activity is complete. An update on this will be provided in the final TOM report due in the summer. Given the change in the financial situation since the TOM savings were set out, further cost savings options and measures are being identified through the RPR programme. These are separate from TOM.
15. Perceptions on the success of the TOM vary across the organisation from highly successful delivering a new, diverse, leadership team and new departmental structures, to a disruptive process that has not achieved what it set out to do. Much is still required to meet the original TOM objectives. Some of this will not be possible to complete within the timeframe of the programme. This is noted in this paper, and will be covered in more detail in the final TOM paper due later in the year.
16. Where restructuring plans have been agreed, recruitment takes time to complete, so associated benefits of the TOM will take time to realise – in some cases beyond when the programme and its principles have become business as usual.

## Proposals

17. Members of Policy & Resources Committee and Finance Committee to note the current status of the TOM programme and outstanding activities that are anticipated to complete by the end of the year. This is an interim report that covers activity to date – a final report will follow Summer 2023. Lessons learnt to date will be shared widely (where relevant).

**Corporate & Strategic Implications** – The TOM is delivering a more consistent and updated corporate and leadership structure for the organisation. It brings departments to a starting point to deliver transformational change, however, it does not deliver this in and of itself. The TOM has successfully delivered new leadership structures, but further work is needed for culture change to happen.

**Financial implications** – TOM savings are still being realised. The general 12% savings applied to budgets totalling £18m (£9m City Fund, £4m City's Cash and £5m Guildhall Admin). The TOM savings target (linked to staffing reductions) agreed by Court of Common Council in 2020/21 was £4.5m (£3m City Fund and £1.5m City's Cash). At the time this decision was made, it was not possible to estimate what the TOM savings would be and allocate a target to departments as each department has

a different cost base. The TOM target is therefore a range with a minimum value of £4.5m and is part of the overall 12% reduction totalling £18m. In addition to savings, some new and strengthened functions were proposed that required investment (e.g. EDI, Chief Strategy Officer and office of the Chair of Policy and Resources). The overall detail of the costs and savings for the TOM will not be available until TOM activity is complete – an update will be provided in the final TOM report.

**Resource implications** – Programme management resource ceased in March 2022, so programme support is limited to ensuring governance processes are functioning. This should not affect delivery by the end of 2023.

**Legal implications** - None

**Risk implications** – The longer the programme delivery aspect of the TOM process takes, the longer it will take for the organisation to focus on transformational change and realise the benefits of TOM.

**Equalities implications** – Departmental restructuring plans were required to detail EIA implications and, where relevant, PSED assessments and actions.

**Climate implications** - None

**Security implications** - None

## **Conclusion**

18. The TOM has been a wide-ranging and complex programme transforming City Corporation structures. Most areas of the organisation have had new structures agreed and are recruiting to posts; some are due to complete during 2023. At this stage the organisation will have fully implemented the OD principles.
19. When completed, the programme will have delivered new leadership structures and coherent organisational design principles for the whole of City Corporation.
20. Cost savings linked to the TOM are still in the process of being realised, and are on track to be delivered by the end of the programme.
21. The TOM itself will not deliver culture change or transformational change – further thinking of how the success of the programme will be measured, and whether the organisation is fit for purpose will follow in the final report

## **Appendices**

- Appendix 1 – TOM Interim Update Report

## **Background Papers**

Previous report to Committee on this subject:  
Non-Public report of the Establishment Committee - Court of Common Council – 3  
December 2020 (available on request from the Town Clerk's Department)

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# Target Operating Model: Interim Report - December 2022

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# Executive summary

Since Target Operating Model (TOM) activity started in 2020, departments in the City of London Corporation (CoLC) have undergone, and are in some cases still undergoing, restructuring. The TOM process is likely to complete in late 2023. This is an interim report on the TOM: it recaps what was set out for the TOM, where CoLC has reached to date and what is left to complete, including work on savings.

The intention of the TOM was to put in place organisational structures that will enable CoLC to become more agile and efficient, to make cost savings and break down silos. With new structures in place and when the TOM is embedded, the intention was that the organisation would be able to focus on transformational change. This report covers what has been achieved to date, outstanding activity and learning against those objectives.

The TOM has created outward facing or service and cross-cutting enabling departments, new departments (including that of the Chief Operating Officer, Chief Strategy Officer and office of the Chair of Policy and Resources) have been formed, and new institutions created (Bridge House Estate). The Executive Leadership has undergone profound change, with a new, diverse team now in place.

The TOM is a complex programme of structural change, and the original completion date of March 2022 was, with hindsight, unrealistic. It was suboptimal for business areas that were required to provide critical transition support to other departments (such as HR) to undergo their own restructuring while doing so. Recruitment of new Chief Officers took time, and in some cases delayed the start of developing departmental TOM proposals, as these could not usually be developed until the relevant Chief Officer was in post. Large departments such as Environment have also required significantly more time than originally allocated to implement the TOM. The disbanding of the TOM programme management team in March 2022 also slowed the pace of progress. However, at the end of 2022 only a small number of areas are yet to complete their TOM and much has been achieved since activity launched.

TOM governance processes have proven successful, with scrutiny mechanisms providing assurance that Organisational Design Principles have been implemented consistently.

Wraparound facets of the TOM are incomplete: new business areas have been created, but do not have operational funding, meaning limited ability to function as desired. The Culture programme remained unresourced and was not delivered. However, this has led to new opportunities for corporate culture with the arrival of a new Town Clerk and Chief Executive.

In addition to the TOM, the Court of Common Council approved a general budgetary reduction of 12% against 2021/22 budgets, 6% for the Department of Social Care and Children Services (DCCS), in March 2021. Efforts have been made across the Corporation to identify sustainable savings. The 12% budget reductions applied to 2021/22 budgets: totalling £18m (£9m City Fund, £4m City's Cash, and £5m Guildhall Admin). Of this total £13.9m permanent savings have been realised, with a further £2.6m

savings achieved through temporary measures such as holding vacancies, as departments complete their TOM.

Perceptions of the success of the TOM vary across CoLC, from highly successful in delivering a new, diverse, leadership team and new departmental structures, to a disruptive process that has not achieved what it set out to do. Much is still required to meet the original TOM objectives. Some of this will not be possible to complete within the timeframe of the programme.

TOM activity will continue during 2023 until the programme becomes business as usual; a final TOM report will follow later this year.

# Part 1: The Target Operating Model (TOM)

## 1.1 Introduction

This report provides an update on the state of play of the Target Operating Model (TOM) programme as at the end of the 2022 calendar year. It recaps the original intentions and proposed outcomes of the programme, as set out in the programme overview documents prepared in 2020.

The report highlights what activity has been completed, either wholly or in part, and what remains outstanding at the time of writing.

In addition to reviewing the outcomes of the TOM process, this report captures lessons learnt over the past two years to inform best practice for further iterations of any transformational change within the organisation. It also aims to outline what programme completion will require, after which point the TOM programme will be subsumed into business as usual.

Departmental restructuring, officer leadership and management structures are in scope for this report, as well as programme processes and governance. Committee structures and other Member structures and operations are out of scope.

This is an interim report; at the time of writing parts of the organisation are still developing proposals under the TOM programme. A final report is planned for summer 2023.

## 1.2 TOM background & programme objectives

The TOM programme was designed to transform the City of London Corporation's (CoLC) leadership and management structures with the intention of rendering the organisation fit for purpose. Completing this transformation would put CoLC on a footing that should allow it to embrace new ways of working and drive collaboration, agility and culture change throughout the organisation. As well as updating leadership and management structures, cost savings of 12% were required for parts of the organisation where efficiencies could be made (further detail in section 2.7).

At that point the TOM ceased to exist as a programme. However, the leadership and management structures, departmental/institutional design and principles underpinning it would continue to exist as part of business as usual. These outcomes are captured within the original programme objectives:

- a. Ability to respond with purpose, focus and agility to challenges and opportunities
- b. A simplified organisational structure and a reduction in management layers
- c. Join up corporate departments and service areas to streamline our operations
- d. Provide greater autonomy for our institutions and build on our collective strengths
- e. Increased collaboration achieving maximum value & impact

- f. Evaluate and improve ways of working, processes, and technology, clarifying accountabilities, ownership and efficiency
- g. Make financial savings and be on the path to achieve a balanced financial plan

### 1.3 TOM context

Several independent reviews identified opportunities to streamline and improve how CoLC worked. Findings included that a headcount reduction would be beneficial due to duplication of roles and responsibilities, and the management team being too large<sup>1</sup>. The Fundamental Review reported on the need to develop a new operating model. It identified financial opportunities including a need to balance the budget over the medium term and configure the organisation in relation to its functions.

The TOM programme was approved by the Court of Common Council in December 2020. Activity started in early 2021 and was originally due to complete by 31 March 2022. After this date the TOM was planned to be embedded within business as usual. Transformation activity was predicated upon structural design and transformation taking place simultaneously across departments and institutions.

Two years on from the creation of the TOM programme, most foundations of the new operating model are in place. Some work remains outstanding as a number of areas continue to develop, consult on and implement Organisational Design Principles. This report communicates the progress to date, ahead of a final report in summer 2023.

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<sup>1</sup> Independent Management Review – McLean Partnership, March 2020

# Part 2: TOM structures & delivery process

## 2.1 Organisational design & TOM design principles

To modernise CoLC the decision was made to restructure business areas by arranging the organisation by types of department, resulting in a split between service departments (those providing frontline services) and enabling departments (those providing cross-cutting business support to the organisation). To streamline this, a number of existing operational and service departments were brought together as a new department, under the oversight of the Chief Operating Officer. Institutions were, where agreed, given increased powers of independence to decrease bureaucracy and improve their ability to operate in their specialism.

Restructuring provided an opportunity to review business areas, including those that required increased investment (such as the Corporate Strategy function, and Office of the Chair of Policy & Resources), and for most of the organisation a drive to identify cost savings of 12% (6% for DCCS<sup>2</sup>). However, no overall costing was made for the new structure to be delivered by the TOM, or where budget would be found beyond absorption into existing funding, or temporary funding through Transformation funds.

To underpin the restructure, TOM Organisational Design (OD) principles were developed to provide consistency of management, oversight and officer accountability. They were chosen with the intention of delivering a staffing structure that would promote more effective working across the organisation.

The table below sets out the intended outcomes for the TOM programme alongside the OD Principles that were developed. Proposals for changes in business areas have been reviewed through officer governance processes for alignment with OD principles, with Chief Officer sign-off required for any divergences<sup>3</sup>. Detailed clarification of the OD Principles is set out in Annex B.

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<sup>2</sup> See Section 2.7 for detail on finance / cost savings

<sup>3</sup> See sections 2.2 & 2.3 on Governance

## Intended outcomes

- Enable us to respond to, and be proactive in anticipating external changes
- Align activity and resources to our corporate outcomes
- Build competence and capability to deliver our Corporate Plan
- Increase the pace of decision making
- Increase evidence-based decision making
- Enable us to deliver cross cutting outcomes
- Prioritise effective front-line services
- Position us as leaders and at the cutting edge of the three sectors we operate in
- Achieve cost savings to resolve budget deficit

## OD principles

- Create no more than six layers in the organisation (excluding Town Clerk and Chief Executive)
- Create shared management objectives for all senior management grades
- Ensure spans of managerial control will be equalised to one manager per six employees in most circumstances
- Phase out all one to one management responsibility
- Organise our services to create the new operating model, for example reviewing duplication of roles
- Use agreed designations for the most senior three tiers in the organisation
- Create an agreed Establishment for each department and workforce plan so that vacancies are managed and not left unfilled without planned activity

## 2.2 Officer Governance

To drive and guide the TOM programme and ensure organisational consistency, two officer governance committees were set up: the TOM Steering Group and the Design Advisory Board (DAB).

### 2.2.1 TOM Steering group

The Steering Group was set up to advocate for and drive the TOM process and define the scope of the programme and its delivery (in accordance with the OD principles). The group received recommendations from the DAB and programme team as and when required.

### 2.2.2 TOM Design Advisory Board (DAB)

The DAB continues to manage day to day governance of the programme, providing advice and support on proposals developed by business areas. Its function is to:

- Guide design and delivery approaches
- Own the design integrity of the model
- Uphold core design principles and approaches
- Assure savings proposed are categorized appropriately

- Advise on funding requests
- Identify and escalate variations and issues
- Assure cross-functional engagement on design
- Assure inclusiveness of design

The DAB is required to advise on whether TOM proposals conform to OD principles, and implementing DAB recommendations is required in order for new proposed structures to progress to implementation stage.

Officer governance design structures and processes have delivered assurance to Members that all proposals have consistently passed through OD scrutiny processes by the time they reach their Committee stage(s).

## 2.3 Member Governance

Member Governance has taken place in three stages. The first stage was via the agreement and sign-off of the OD principles and set-up of the officer governance processes, completed in early 2021.

The second, more detailed, stage of governance happens through individual Committees responsible for departments and institutions. Final signoff was then through Corporate Services Committee (Establishment Committee as was) given the potential redundancy impact in some proposals and broader workforce impacts. Restructure proposals, once they have passed the officer governance stage, are required to be considered and approved off by the relevant committee(s) prior to consultation with employees and recognised Trades Unions. Member Governance is completed when approval has been achieved at this stage, subject to consultation, and it is only once this has been secured can activity progress.

The third oversaw the achievement of savings being delivered through the Efficiency and Performance Sub Committee, together with the Corporate Services Committee. This scrutinised the achievement of TOM savings, the impact of flexible retirement policies and translation of vacancies into permanent savings, alongside costs of the scheme. Since early 2022 this has been reported through Finance Committee and Policy and Resources Committee.

## 2.4 Programme workstreams & sequencing

To deliver this wide-ranging set of plans workstreams were originally envisaged, covering:

1. Tier 1 restructure, talent & leadership
2. Organisational design
3. Enabling functions
4. Ways of working, institutions, behaviours & culture

Each of these areas will be covered in more detail later in this section. Ultimately, workstream resourcing has focused primarily on delivery of the restructure (1-3 of the list above, plus reviewing the independence of institutions). The culture and people workstreams were deferred until restructuring was implemented, due to the complex nature of developing and implementing the TOM across City Corporation and a limitation on resources in HR and in the TOM programme team. The latter was disbanded when funding ceased at the end of March 2022 despite TOM work still ongoing.

Chief Officer restructure activity was sequenced first, as the driver for further restructure within business areas. The restructure, and most Chief Officer recruitment, was completed in 2021. Chief Officers then led the next stages of change and delivery of TOM structures. Delivery of these structures is necessary for the subsequent delivery of concepts included under workstream 4 ‘ways of working’.

## 2.5 Delivery processes

Development and delivery of TOM structural changes was split into phases for each department or institution. Once these stages have been completed, a department is viewed as having completed its TOM, and is in a position where transformational change can start to be unlocked.

Departments may need to repeat this sequence at different levels to complete the TOM process - first at Chief Officer/Senior Leader level, then subsequently for other leadership or management posts. The full change sequence runs as follows:

1. Proposal design: Chief Officers and other senior leaders (where relevant) design and develop proposals for their areas to meet OD principles and make savings
2. Officer Governance: Proposals are scrutinised at officer level (by DAB) for compliance with OD principles, EDI and Public Sector Equality Duty implications, 12% savings proposals (where relevant) and wider consistency within the organisation
3. Committee scrutiny: Proposals are considered by the committee(s) relevant to the department or business area being restructured as well as Corporate Services Committee
4. Consultation: once proposals have been agreed at officer and member level, staff within the relevant area are consulted
5. Implementation: Following staff consultation (and implementation of any subsequent changes, if identified) structural implementation of the new proposals takes place unless changes to the proposals are significant

Most departments have completed stages 1-5, though some activity remains outstanding. The table below summarises where TOM activity has reached at the end of 2022.

Area	TOM Status
Comptroller and City Solicitor's	Completed 2021

Innovation & Growth	Completed 2021
City Surveyor's	Phase 1 (Leadership team) completed 2022; Phase 2 implemented from December 2022. TUPE consultations to commence in early 2023 with impacted staff following the award of Integrated Facilities Management contracts in December 2022
Deputy Town Clerk functions	Completed 2022
Community & Children's Services (DCCS)	Completed 2021
Chamberlain's	Completed 2022 and implemented except for Financial Services Division, following recruitment implementation underway
Remembrancer's	Completed 2021
Chief Operating Officer's	Partially completed 2022, with Human Resources in implementation phase
Environment	Phase 1 (Leadership team) completed 2022  Phase 2 midway through process with proposals agreed by Committees. Staff consultation launched on 25 January, implementation to follow with completion expected mid/late-2023.
Bridge House Estates	Phase 1 completed 2022 (creation of Leadership Team), including increased autonomy; phase 2 under review, proposals expected in Q1 2023, with completion by late 2023.
City of London School City of London Girls School City of London Freemans School	Phase 1 (Leadership team) completed 2021  Phase 2: Proposals for shared services between City of London School, City of London School for Girls and City Junior School under development (stage 1), expected completion and implementation by September 2023.
Barbican	Phase 1 (Leadership team) completed 2022; second phase currently being scoped
Guildhall School of Music and Drama (GSMD)	Completed 2022
City of London Police (CoLP)	Developing proposals for CoLP Corporate Services; anticipated completion end 2023
London Metropolitan Archive	Completed 2022

Table 1: TOM status by department/institution

## 2.6 TOM workstreams: delivery to date

As described above, the TOM programme was split into four workstreams that covered the different themes needed to achieve the restructure intended for City Corporation. This section gives further detail on the workstreams, what they have achieved to date and any relevant lessons learnt. Delivery of the savings that were identified in the TOM programme is also addressed in this section.

### 2.6.1 Workstream 1: Tier 1 restructure, talent & leadership

Core objectives of the Tier 1 restructure focussed on slimming down direct reporting for the Town Clerk and Chief Executive, restructuring Tier 1 and Tier 2 management structures and recruiting a diverse group of leaders representative of City Corporation communities. Overall, this workstream has been implemented and is considered completed.

Tier 1 structure was approved by Members, and the majority of Tier 1 and 2 senior management post were recruited by summer 2021. To promote collaboration and coherence across the organisation City Corporation leadership groups were refreshed. These comprise of the Executive Leadership Board (ELB) and the Senior Leaders Forum (SLF)<sup>4</sup>.

It should be noted that since this structure was approved changes have been made, specifically:

- The Executive Director of Corporate Communications and External Affairs and the Chief Strategy Officer (previously Tier 2 but now Tier 1) will now report to the Town Clerk & Chief Executive and not the Deputy Town Clerk
- The remit of the Deputy Town Clerk & Chief Executive has been split between an amended role of Deputy Town Clerk and a newly created Deputy Chief Executive function; the latter was added to an existing Tier 1 Chief Officer role (determined by recruitment process), currently the Comptroller and City Solicitor

### Executive Leadership Board

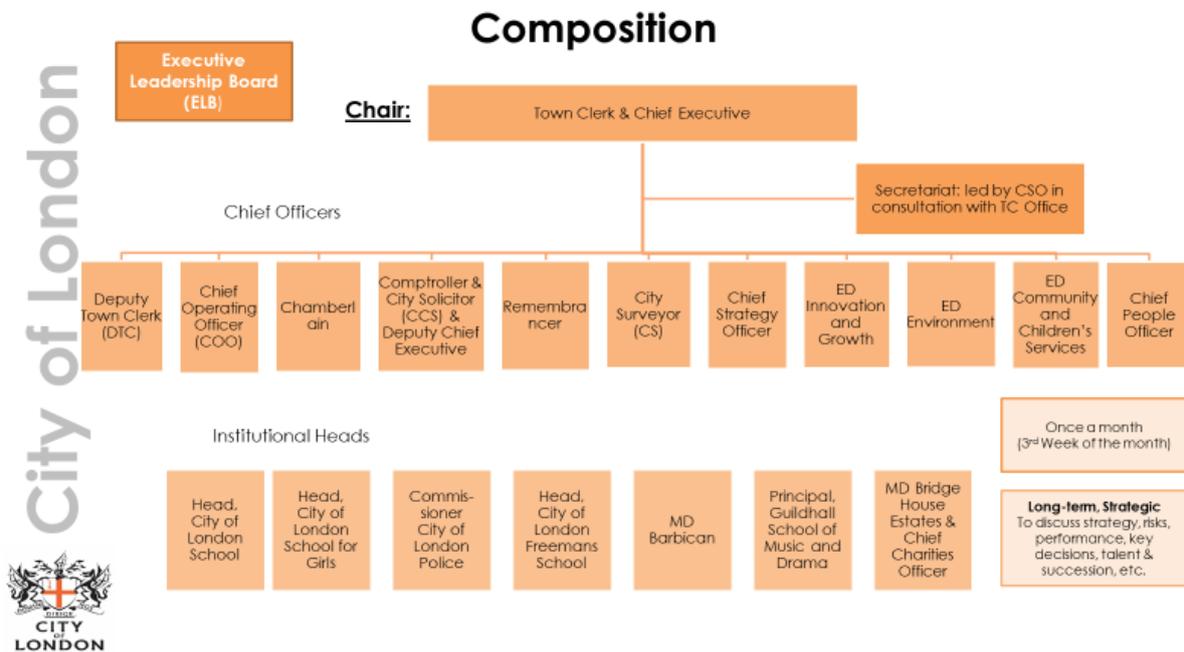
This group is the top tier officer leadership group for City Corporation and replaces the previous Summit Group. Activity, including synopses of meeting notes, leadership composition are shared on the City Corporation intranet dedicated [ELB page](#). The group is responsible for:

- a. Taking collective ownership and demonstrating inclusive leadership discharging the aggregate set of accountabilities delegated to Officers by Members
- b. Creating the right conditions for support, challenge, collaboration, integration and cohesion at a senior leadership level – as an essential foundation for creating a high performing ‘top team’

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<sup>4</sup> See pg 12: Senior Leaders Forum

- c. Setting, refreshing and aligning cross-cutting strategies and high-level initiatives, ensuring items covered have a clear ask (e.g. Discussion, Information, Decision, Action)
- d. Managing cross cutting corporate risks - public (disclosed) and restricted (closed)
- e. Assessing and analysing the performance of the organisation against the Corporate Plan
- f. Spotting opportunities for developing talent & succession including Equality, Diversity and Inclusion (EDI) considerations
- g. Connecting opportunities for collaboration across the organisation
- h. Challenging ourselves on D&I; people related issues and equality impact of decisions



## Senior Leaders Forum

The Senior Leaders Forum (SLF) was set up in tandem with the ELB to provide a quarterly forum for tier one and two leaders, including those within institutions. Its strategic intentions were to connect leaders across City Corporation and enable communication on plans across the organisation, and to help shape strategy, initiatives and decisions before these are escalated to ELB. A number of sessions had taken place by summer 2022, at which stage the SLF was paused.

Activity is now underway to improve and refine how this group operates: a working group is reviewing and updating the SLF looking at frequency, content and outcomes. The Forum will be led by the Communications team, the content decided by ELB and the session facilitated by the Learning & Development team in HR.

## Talent & Leadership

The final part of this workstream focussed on developing talent and leadership within City Corporation. Developing consistent objectives for Chief Officers and ELB members was identified as a key deliverable and means of ensuring consistent leadership and organisational coherence. This is not complete.

It is expected that Chief Officer reporting will be themed around consistent objectives for 2023, this will be considered once the culture, values and behaviours have been reviewed. This is likely to be developed further in due course by the new Chief Executive once in post.

The top tier restructure uncovered only limited strategy focussed on talent management and leadership progression or succession planning. This is beyond the scope of the TOM programme but is included in consideration for the upcoming People Strategy and further activities planned by HR in early 2023. A 'Talent Management' module will also be considered as part of the ERP system offer in 2023/4.

### 2.6.2 Workstream 2: Organisational Design Processes

Redesigning business areas to conform to OD principles has been the most complex aspect of delivering the TOM programme and, as highlighted above, is not yet complete for all parts of the organisation.

The process has taken place in stages, with the Chief Officer and Director (or equivalent level) roles being redesigned first for each business area, then the second stage of redesign taking place for the whole business area following this where necessary.

All departments and institutions produced reports for Establishment Committee (as was) by the end of 2021, aligning senior management structures with OD principles. Implementation including consultation with staff followed and will continue into 2023 for some departments. Where there were exceptions to the OD principles these had to be justified after rigorous challenge. They are primarily related to number of reports per manager.

Proposals for new business area and institutional structures have passed through DAB to ensure they met OD principles, thereby significantly reducing 1:1 management chains and restructuring inefficient layers of management.

The DAB has been instrumental in driving honest discussions around the service offer of business areas, challenging design and structuring to drive efficiencies and remove inefficiencies such as duplication of roles. It has also provided a challenge function on impacts of structural redesign, including on equality, diversity and inclusion.

DAB assurance has also looked across City Corporation to share best practise, ensure alignment across departments and institutions and enforce consistent terminology and designations for the most senior three tiers of management.

## OD Design delivery

Launching simultaneous organisational change across the organisation has affected the delivery of the TOM programme, due to the resources required to deliver this. It has also impacted morale negatively. The tight timescales originally anticipated also affected the quality of proposals, and resulted in less time for DAB to scrutinise and provide quality feedback on structural redesign. OD design delivery has resulted in two key challenges: on siloed working and on budgets.

Designing each department and institution in isolation has reinforced existing silos. Departments were not required to think about cross-cutting impacts of their restructuring activity, or how decisions may affect other departments. Siloed restructuring plans also meant that staff were displaced in one department at a time when posts in other departments that would become vacant could not be recruited to.

OD sequencing did not identify the timescales or budget/costs that would be needed to design and deliver updated structures. Consequently, there was no budget to pay for programme support beyond March 2022. Nor is there budget for growth areas and new departments needing investment – including the Corporate Strategy function and other growth areas that exist under the Deputy Town Clerk function.

Departments central to delivery, such as HR, did not have the resource to deliver the required support to the overall programme while simultaneously going through the redesign process, which has impacted on the pace of progress and the quality of departmental proposals. It has also led to a subsequent temporary transformation bid from HR.

There has also been limited resource to manage communications on TOM progress. Investing in early and extensive communications on the programme may have shortened the timelines required for the individual consultation processes within departments/institutions. Regular proactive comms are necessary to maintain buy-in to the programme, something that is crucial to its success. Anecdotal evidence indicates staff are not aware the TOM programme is still ongoing, and staff survey results have shown that City Corporation performs badly on communications.

## OD principles and delivery summary

OD Principle	Responsible	Action delivered?
Create no more than 6 layers in the organisation excluding the Town Clerk and Chief Executive	Ongoing shared oversight from Chief Officers; TOM programme governance through DAB (and Steering Group)	Incomplete until all business areas have finalised TOM proposals
Create shared management objectives	Town Clerk & Chief Executive / HR	Reporting on performance: consistent corporate themes

for all senior management grades		requested for 2022-23 reporting year
Ensure spans of managerial control will be equalised to 1 manager per 6 employees in most circumstances	OD delivery with assurance through DAB (and Steering Group if required)	All proposals to date scrutinised for this: delivered with a small number of exceptions where service has required divergence (eg. shift work)
Phase out all 1:1 management responsibility	OD delivery with assurance through DAB (and Steering Group if required)	Actioned with OD proposals to date
Organise our services to create the new operating model, for example reviewing duplication of roles	Chief Officers responsible for business area design; DAB provide scrutiny and advice	Actioned with OD proposals to date
Use the agreed designations for our most senior 3 tiers in the organisation	DAB scrutiny across all OD proposals; Steering Group sign off specific exceptions	Actioned in all OD proposals; sign off agreed for exceptional titles (e.g. Chief of Staff roles)
Create an agreed Establishment for each department and workforce plan so that vacancies are managed and not left unfilled without planned activity	Chief Officer responsibility	To be delivered as part of programme closure. This will take at least six months to baseline before workforce planning can commence.

Table 2: OD principles delivery summary

### 2.6.3 Workstream 3: Enabling functions

Central to the TOM programme was defining the different areas of CoLC as service (outward, customer-facing) or enabling (cross-cutting, support) functions.

Enabling functions were identified and assigned across the organisation: this allowed OD proposals to be developed with consistency and quality of service across the organisation in mind. In practice this did not translate to co-design of core functions (such as HR, DITS, H&S, EDI, fleet, FM) between the centre and Institutions/departments, which have their own teams for several of these. As a consequence opportunities for hub and spoke, centralisation or conscious decentralisation (or alternative structures) was not achieved and remains to be reviewed from a strategic and practical standpoint.

Reviews were undertaken in 2021 for legal, security, corporate comms marketing, business planning, financial services, internal audit, commercial, programme management, philanthropic and charitable activities, estates and facilities management and events. These mapped and increased awareness of business area needs and services that are supplied across City Corporation.

To improve consistency of cross-cutting services, key changes were identified and implemented, including:

- Increased robustness (including new Chief Officer role) of the Corporate Strategy function to centralise, coordinate and drive the overarching direction of travel for City Corporation
- The Head of Profession (HoP) function was created to drive operational standards for delivery in their profession, creating consistency throughout the organisation (for detailed HoP role description see annex C)

### Head of Profession – Role Development

The role of Head of Profession is to lead and champion their specific profession and the professionals within Departments, Services and Institutions. The Head of Profession HoP is responsible for representing the interests of their profession and professionals on a range of issues, such as pay and grading. They also ensure work relevant to their profession follows the profession-specific guidance. The HoP holds their HoP function alongside their day to day role.

At the time of writing, the development of HoP roles and responsibilities vary in their maturity. Some are grounded in corporate or national standards, memberships and compliances, while others are being driven internally by our own organisational knowledge and expectations. Many HoPs have only recently been recruited to CoLC or are still due to be recruited. At this stage it is too early to assess the impact of developing a HoP function, and it is likely that each function will be managed very differently.

The HoP is a new function for the organisation, and its development follows on from TOM restructuring activity. Further thinking will be required on how the roles can benefit the organisation and consolidate existing activity. HoP activity will be taken forward as business as usual, though further thought will need to be given to how accountability of HoP functions will be managed and optimal reporting channels can be constructed into ELB, relevant committees and other relevant groups.

The table below sets out the function and responsible person for each Head of Profession.

### Head of Profession functions and activity to date

HoP Function	HoP Lead	HoP in place	Activity Description

Commercial	Commercial Director	Yes	Discussions on HoP scope underway; specific guidance planned
Legal	Comptroller & City Solicitor	Yes	Currently unspecified
Estates & Facilities Management	City Surveyor	Yes	<p>This HoP function will centralise facilities and estates management under the City Surveyor – this was previously provided locally across departments. It is part of the move to the Integrated Facilities Management (IFM) approach, due to go live from April 2023. All of this will contribute to a consistent and coordinated Estates and Facilities management process for the organisation.</p> <p>Activity is envisaged to cover specialist training and support, development of asset registers and common operating procedures amongst other activities currently being scoped.</p>
Corporate Comms & Marketing	Executive Director of Comms & External Affairs	Yes	Corporate Comms & Marketing HoP function has been centralised under the ED for Comms & External affairs. Further activity will take place once recruitment has taken place.
Security	Strategic Security Director	Yes	HoP role development underway
Business Planning	Chief Strategy Officer	Yes	This portfolio was expanded to include risk and strategy development. Work ongoing to review and update the business planning process and recruit an officer to help lead development and alignment of HoPs
Events	Remembrancer	Yes	Currently unspecified
Financial Services	Chamberlain	Yes	The Chamberlain has statutory responsibilities to ensure the

			<p>effective financial management of the City Corporation's affairs in its public (inc. charitable) and private capacities. As HoP for finance ensure adequate resourcing and delivery of an effective finance function. Overseeing adherence to financial regulations and procedures, managing financial risk and issues, developing capability of finance staff and enabling decision making. Thereby enhancing collective value of the function.</p> <p>The Financial Services Director chairs the Finance Leadership Group- drawing together all finance leads for departments and institutions alongside the Corporate Treasurer, Assistant Director, Financial Shared Services, the Head of Internal Audit and key posts within corporate accounting for professional oversight and to build strong and collaborative relationships to deliver the above responsibilities and drive improvements within the finance service</p> <p>The Bridge House Estates and Charities Finance Director is the professional lead for charities finance</p>
Internal Audit	Head of Internal Audit	Yes	All Internal Audit activity across all operations of the City of London Corporation is delivered by a single team under the leadership and line management of the HoP. Other ongoing and forward activity relates to work with second line assurance functions: developing approach to improve effectiveness and support upskilling of these teams.
Health & Safety	Corporate Head of Health & Safety	Yes	HoP role development underway; guidance and further activity planned during 2023

IT	Data Information, Technology Systems Director	Yes	HoP role development underway; guidance and further activity planned during 2023
HR	Chief People Officer	Yes	<p>HoP role development underway; guidance and further activity planned</p> <p>As part of the People Strategy, the Head of HR Profession role will be set out, including guidance, engagement and dotted line responsibility for all Institutional Directors/ Heads of HR across the Corporation.</p> <p>There is an opportunity to create a HR Profession Centre of expertise and to share and drive HR best practice. Gaps identified are consistency of practice and risks of setting precedence which jeopardise single employer status.</p>
Programme Management	Project Governance Director	No	To be established as part of the current project governance review/appointment of Project Governance Director.
Business Support	Chief Operating Officer	Yes	The business support area is poorly defined, with further activity due in 2023. This role would likely require a cross-cutting, horizontal TOM process which is not felt to be appropriate or beneficial following the team/vertical TOM processes already completed.
Fleet Management	Chief Operating Officer	Yes	Discussions on HoP scope underway; specific guidance planned
Philanthropic & Charitable Activities	Bridge House Estate Managing Director	Yes	Further development to take place
Arts	Artistic Director – Barbican Centre	Yes	<p>An audit of all cultural activity across the City will take place, in order to understand the current position.</p> <p>Once consolidated, there will be a clear link the Destination City strategy to ensure that there is a</p>

			robust, effective, and efficient delivery against the strategy.
Equality Diversity and Inclusion	Director of EDI	Yes	Discussions on HoP scope underway; specific guidance planned

Table 3: HoP functions and delivery

## 2.6.4 Workstream 4: Ways of working, Institutions, Behaviours & Culture

Delivery in this workstream has focussed primarily on institutions.

Before TOM changes, departmental leads reported into the Town Clerk and Chief Executive alongside their relevant Boards and Committees. Refreshed structures have created institutions (including BHE) and granted them increased independence, with the exception of the London Metropolitan Archives<sup>5</sup>, which was moved under the Deputy Town Clerk Department with other corporate enabler teams/functions. In practical terms this means they are directly accountable to their relevant Boards, and report into the corporate centre through a presence at the ELB. Increased independence is seen to drive down bureaucracy, increases agility and the ability for specialism in their field for Institutions, while ostensibly allowing them to retain strong links to core City Corporation identity.

### Ways of Working & Culture

This workstream was the least defined at the start of the programme, while also being one of the most complex to deliver. It has not been prioritised by Officers or Members so has received limited focus.

The focus on achieving savings within teams has stifled activity on innovation, transformation and continuous improvement activity, particularly between parts of the Corporation. Transformational funding is required to take this work forward.

The Culture aspects of the programme were unable to make significant headway with no HR resource to lead it. Some work took place to look at different ways of working and continuous improvement before the programme team was disbanded at the end of March 2022. This focussed on small pilot projects to trial collaborative technology on Committee reports and a City of London school pilot on organisational agility.

Separately, a Continuous Improvement capability was identified as missing from CoLC and a pilot project was requested and delivered in the Chief Operating Officer area to establish the value and best route for this to be used for CoLC. As a result of this work a permanent team of three people has been confirmed within Project Governance for

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<sup>5</sup> It was agreed by the Culture, Heritage and Libraries Committee that London Metropolitan Archives (LMA) would remain part of City Corporation ([link to](#) Agenda & Minutes for 31 January)

Transformation. The new team will be responsible for establishing a transformation framework to support future business change and delivering process improvement projects across CoLC.

The lack of activity in this workstream to date is also an opportunity. Since the TOM launched there has been a fundamental shift in economic outlook. Activity originally envisaged within the culture change workstream of the TOM, will become a workstream of the People strategy, led by the Chief People Officer. Part of this workstream will be a refresh of our vision, values and behaviours, to be led by the incoming Town Clerk & Chief Executive.

Separate to the TOM, the Resources and Priorities Refresh (RPR) Programme aims to embed a holistic approach to the allocation and deployment of CoLC's resources, so that actions and spend are aligned to corporate values (our priorities). This programme will support key strands of transformation through four workstreams: Corporate Plan Annex, Productivity, Commercial and Operational Property.

RPR activities will inform and be informed by the People Strategy work led by HR (the CPO is on the RPR board), as well as feed into the next Corporate Plan 2025-30, which will further clarify the future priorities for the organisation. Development of Corporate Plan 2025-30 is in the initial stages, led by the expanded Corporate Strategy function. It will take account of the People Strategy to create the necessary ways of working and culture within the organisation, as this is progressed.

## 2.7 TOM Cost Savings

On 4 March 2021, the Court of Common Council approved a general budgetary reduction to resolve the budget deficit: comprising of 12% savings against departmental budgets, and 6% in case of social care and children services (DCCS), allowing DCCS to maintain services to the most vulnerable. This affected most departments and institutions, with the exception of Bridge House Estates.

The general 12% savings applied to budgets totalling £18m (£9m City Fund, £4m City's Cash and £5m Guildhall Admin). The TOM savings target (linked to staffing reductions) agreed by Court of Common Council in 2020/21 was £4.5m (£3m City Fund and £1.5m City's Cash).

At the time, it was not possible to estimate what the overall new TOM structure might cost, the cost of delivering the TOM, or what the savings would be, and allocate a target to departments. Each department has a different cost base: for some departments staff costs dominate overall spend, for others this is not the case. The TOM target is therefore a range with a minimum value of £4.5m and is part of the overall 12% reduction totalling £18m.

This report does not currently distinguish between TOM savings (staffing cost savings) and the 12% savings (general savings), neither does it cover the total TOM costs as this is not possible until TOM activity is complete. An update on this will be provided in the final TOM report.

It should be noted that the financial situation has changed since this decision was made. Further cost savings options and measures are now required to support new cost pressures being identified through the RPR programme. These are separate from the 12% savings and savings required as part of the TOM.

The tables below summarises progress on identification of TOM savings for the departments that have gone through the initial organisational design process (where permanent year on year savings are achieved and delivered), against those departments where the process is still ongoing (highlighted within the OD principles and delivery summary table above) and that are currently achieving one-off savings in-year (2022/23) by holding vacancies.

Permanent savings delivered through the TOM total £13.9m. Temporary savings made by departments total £2.6m, achieving 90% savings against target.

Key points to note for the tables below:

- Budget top sliced for 12% savings or 6% in case of DCCS from 1 April 2021, equating to £16.171m – this excludes City of London Police (CoLP), Guildhall School of Music and Drama (GSMD) and Barbican; Bridge House Estates was excepted from savings requirements
- It is not yet possible to quantify a permanent split between TOM and non-pay savings until all departments transition into their new structure
- Amber shading denotes departments will continue proposals throughout 2022/23 to be agreed by Committee/Members under the TOM process
- The 12% reduction is shown in the second column from the right: 'Total TOM Savings Agreed'
- Due to COVID impact the Barbican Centre was permitted to defer its 12% savings until after 2021/22; 12% savings are now deducted from the Barbican Centre's 2022/23 budget, taking the overall savings target to £18.258m
- Savings are confirmed as at 31 December 2022; departments must deliver within the overall envelope
- Departmental /Member bilateral meetings have been used to identify how unidentified savings will be delivered, except for Deputy Town Clerk function and DCCS where Star Chambers were carried out
- 'Other' savings (penultimate row) require review: due to changes in Chief Officer portfolios this has been missed, and requires reallocation under the correct Chief Officer
- CoLP and GSMD savings are ringfenced to the Police and School's reserves respectively under the funding agreement
- The comments column provides an explanation of savings to be delivered and/or areas that are being explored

Department	Total TOM Savings Agreed	Total Permanent Savings Achieved	Total Temporary Savings Achieved in year	Total Unachieved Savings for 2022/23	TOM Permanent Savings still to be identified	Comments
	£000's	£000's	£000's	£000's	£000's	
<b>Barbican</b>	2,087	1,387	0	700	700	The Barbican are developing initiatives to deliver the remaining savings including: ticket pricing reviews, staff targets, operational reviews (technical), optimisation the membership programme and driving commercial income maximisation. The Barbican anticipate on delivering full savings by 2023/24.
<b>Environment</b>	2,679	605	1,906	168	2,074	For 2023/24 onwards, to address the circa £2m shortfall for 23/24, Environment have proposals spanning several years of which some will need committee approval but also have a RAG status and some fall in central risk. For 23/24 only £2.290m are rated green and the bulk will need committee approval/and Priorities Board agreement to use OSPR funding.
<b>Chamberlain's</b>	1,324	1,324	0	0	0	
<b>Chief Operating Officer</b>	2,106	2,106	0	0	0	
<b>Community &amp; Children Services</b>	1,451	1,292	0	159	159	Outstanding car parking initiative, this will require Member support and sign-off. If this initiative is not supported then the department will need to rethink how else they will make the savings.
<b>City of London Freeman's School</b>	105	105	0	0	0	
<b>City of London School</b>	227	227	0	0	0	
<b>City of London School for Girls</b>	91	91	0	0	0	
<b>City Surveyor's</b>	3,599	3,448	0	151	151	£151k intending to charge one post to major projects with remainder coming from staff turnover. Anticipated in achieving from 2023/24.

<b>Comptrollers and City Solicitor's</b>	101	101	0	0	0	
<b>DTC Functions</b>	1,227	580	647	0	647	Holding vacancies to address funding gap in year, further work is required to ensure sustainable year on year savings are achieved.
<b>Innovation &amp; Growth</b>	950	950	0	0	0	
<b>Natural Environment</b>	1,793	1,464	67	262	329	TOM savings non-pay only, of which £1.464m is permanent; Further budgetary pressures are extant – however, Environment TOM proposals are currently subject to staff consultation and final figures will be included in final TOM report.
<b>Remembrancer</b>	200	199	0	1	1	
<b>Other</b>	318	0	0	318	318	Due to significant changes in Chief Officer portfolio this needs to be reallocated
<b>Total</b>	<b>18,258</b>	<b>13,879</b>	<b>2,620</b>	<b>1,759</b>	<b>4,379</b>	

Table 3: TOM savings to 31 December 2022

Department	Total TOM Savings Agreed	Total Permanent Savings Achieved	Total Temporary Savings Achieved in year	Total Unachieved Savings for 2022/23	TOM Permanent Savings still to be identified	Comments
	£000's	£000's	£000's		£000's	
<b>Bridge House Estate</b>	N/A	N/A	N/A	N/A	N/A	
<b>City of London Police</b>	2,300	2,300	0	0	0	
<b>GSMD</b>	832	832	0	0	0	
<b>Total</b>	<b>3,132</b>	<b>3,132</b>	<b>0</b>	<b>0</b>	<b>0</b>	

Table 4: TOM savings to 31 December 2022 – exempt / ringfenced areas

Key to tables 3 & 4:

- Column 1: department delivering savings

- Column 2: Total TOM Savings Agreed – this is the amount deducted from local risk budgets
- Column 3: Total Permanent Savings Achieved – this is the total amount of permanent (year on year) savings identified and achieved by department(s)
- Column 4: Total Temporary Savings Achieved in year – Where departments are yet to identify or reap the benefits of a full years savings, they have made temporary savings elsewhere to remain deliver their savings target - i.e. by holding vacancies
- Column 5: Total Unachieved Savings for 2022/23 - this is the total amount of savings not being delivered against target savings by department(s)
- Column 6: TOM Permanent Savings still to be identified – this is the total amount of permanent savings yet to be identified by department(s)

## Part 3: Next steps

As previously stated, this is an interim report to update on where the TOM programme has reached at year end 2022. This will be followed by a final report in summer 2023. This report does not cover the whether the TOM has achieved its desired results, however, some impacts can potentially be gauged through the 2022 staff survey.

### 3.1 Staff Survey

The TOM has had a significant structural impact on the organisation to date. It has also impacted employees. Although no specific questions related to the TOM were asked in the 2022 Staff Survey, there are some indicators that could be used as a proxy for understanding how the TOM has impacted day to day activity so far.

General findings from the 2022 Staff Survey indicate that City Corporation performs less successfully on senior leaders managing change well, and communicating this to staff, on ensuring staff feel appropriately supported through change, and on communicating how the organisation is doing against its objectives – which could be extrapolated to include TOM objectives.

When describing corporate culture, words such as low morale, lack of transparency, siloed and bureaucratic still feature heavily, and although this question was not asked in the context of the TOM, it implies there is still work to do on achieving its goals. In engagement sessions with staff the prevailing sentiment is that the TOM was “done to” staff rather than developed with them.

Conversely, words such as diverse and inclusive also feature heavily. Again, this is not in specific relation to the TOM, but do provide an indicator that aspirations to make the organisation more representative and diverse at a senior level are potentially being perceived as successful.

Inference can be drawn from the results of the staff survey in relation to managing this change, and monitoring staff sentiment in relation to key TOM outcomes in future will provide a relevant dataset to indicate success measures for the intentions of the programme.

### 3.2 TOM as business as usual

Once the TOM programme has been completed, and all departments have new structures agreed, it will be assimilated into normal day to day operations. OD principles will be assumed to be the norm for the organisation, and structuring business areas in this way business as usual. Support and governance structures set up specifically for the TOM will cease to exist, with accountability to ensure that corporate structures are compliant with OD principles to be overseen by HR, with ultimate accountability held by ELB and Chief Officers.

Operationally, this will open a new chapter for City Corporation: it is at the starting point for achieving the outcomes that were intended in the design of the OD principles described above.

Measures will need to be developed by which organisational success can be measured in the context of these outcomes. This activity feeds into the overall monitoring of whether the organisation is functionally fit for purpose. This activity is led by the Chief Strategy Officer, in collaboration with various leads across the organisation.

The table below sets out those original outcomes, with a short description on suggestions for how this work will be delivered and monitored in future.

<b>Outcome</b>	<b>Suggested ways of monitoring</b>	<b>Contributors</b>
Enable us to respond to, and be proactive in anticipating external changes	tbc	Corporate Strategy & Performance Team (CSPT) horizon scanning function with input from whole organisation
Align activity and resources to our corporate outcomes	To follow and align with prioritisation work currently underway which aims to enable the identification of priorities options for decision through the 2024/25 annual business planning and budget setting cycle, commencing Summer 2023	CSPT and Chamberlains with input from all departments / institutions
Build competence and capability to deliver our Corporate Plan	Complete in relation to TOM (once all areas have restructured) Performance measures to be developed as part of new Corporate Plan 2025-30 for future activity	CSPT with input from all departments / institutions
Increase the pace of decision making	Through Chief Officer & staff surveys / input	Relevant to whole organisation
Increase evidence-based decision making	As above, with input from Members/Committees on the evidence/data requirements	Relevant to whole organisation

Enable us to deliver cross cutting outcomes	Through Chief Officer & staff surveys / input on collaboration	Relevant to whole organisation, especially to identify potentially cross-cutting projects / activity
Prioritise effective front-line services	Complete: no monitoring required – organisation split between service and enabling departments	n/a
Position us as leaders and at the cutting edge of the three sectors we operate in	Benchmarking against relevant external activity	Service departments and relevant institutions – requires quantitative and qualitative measurement
Achieve cost savings to resolve budget deficit	Via finance and budget holders (Chief Officers)	Once TOM proposals are complete this will be closed; further financial initiatives are being considered through RPR activity

### 3.3 Conclusion

Although the TOM programme is not yet complete, the organisation has already undergone profound structural change since activity started. CoLC now comprises critical cross-cutting enabling functions which support the front facing service departments and institutions. Institutions themselves have, with some exceptions, gained more independence and autonomy, improving agility but not resolving inefficiencies or inconsistencies with central policies and teams.

Senior leadership roles have been reviewed and updated, with a more diverse and streamlined Chief Officer team now in post. The next tier of changes to senior leadership structure has brought about streamlining and better organisation of business areas.

Where activity has not been completed, this is due, in part, to the complexity and size of the required changes to be implemented. This activity will continue into 2023 and is not expected to conclude until late in the year. There is a risk that the longer TOM implementation takes, the more it may lose momentum, and the longer it will be before CoLC can realise any benefits, with an associated potential impact on staff morale where restructuring is still underway or has not yet taken place.

The TOM has successfully delivered new corporate structures that bring the organisation to the starting line: it should now be better able to identify and deliver transformational change (or will be once the programme is complete).

Some workstreams were deprioritised once it had become clear how much resource was required to deliver the structural changes. This has become an unexpected opportunity

and bonus for City Corporation. When the programme was started the extent of changes in local, national and international economic circumstances were not known – now these are becoming clear financial activity to manage them can be fine-tuned for the future and are not reliant on revisiting TOM activity. Similarly for corporate culture and staffing, activity driven by the new Chief People Officer can reflect the new circumstances and structures of City Corporation.

Challenges remain around breaking down siloes, improving evidence based decision-making, ensuring critical work is being prioritised and ensuring activity is aligned with resource and outputs. This requires monitoring over time, as outcomes will not be clear in the short term.

### 3.4 Next steps

This is an interim report intended as an update while the TOM programme is completed.

A number of deliverables, such as Establishment plans and measures and metrics to clarify and ensure City Corporation is fit for purpose, will be developed as part of the closure of the programme. Some gaps have also been identified during programme delivery, where the organisation may benefit from further review to see if efficiency savings can be made.

Finally, lessons have been learnt from which the organisation can benefit when undertaking future programmes. All of these outstanding activities, gaps and lessons are described in the table below in annex A. Where relevant, these will be followed up in the final TOM closure report due later in 2023.

# Annex A: Lessons learnt, opportunities & upcoming deliverables

No	Detail
1	Lesson - Scope & Project/programme management: Complex organisational change needs adequate time and resource: significantly more than was set out in the original TOM plans – timelines were too short to achieve all original intentions given complex nature of CoLC. All workstreams should be fully scoped and resourced when the programme starts.
2	Lesson - Support and sequencing: Change programmes require significant support from specific corporate functions such as HR and programme management – these functions should be adequately resourced for the full duration of the programme, and should not undergo change processes at the same time as the areas they are supporting, especially the HR function.
3	Lesson - Governance: Officer governance structures added significant value to TOM process and provided valuable assurance to Members and Committees that OD principles were being followed while avoiding repetition / duplication of work
4	Lesson - Comms: Communication of change programmes is key to success: internal comms should be significantly more extensive and staff more engaged in any future programme to improve ability to deliver successfully
5	Lesson - Cross-cutting programme: new structures have been developed with limited input from across the organisation. This means that siloes have been reinforced; future activity should specifically be reviewed to prevent reinforcement of siloes
6	Lesson - Performance & success criteria: no criteria were set out at the start of the programme, so there is no way of clearly indicating the extent of the success (or not) of the programme. Performance measures will need to be developed retrospectively which will not be able to take the change delivered by the programme into consideration.
7	Lesson - Structure: splitting the organisation between front line and corporate support services has improved clarity within the organisation and helped break down some siloes. Awareness should not be lost that both types of function are critical to the effective and successful operation of the organisation and require funding and resource commensurate to the function they perform across the organisation.
8	Lesson - Structure & Income generation: this was not included in the TOM programme; given the change in economic circumstances, departments who are income generating may benefit from reviewing opportunities to further

	develop funding streams and the organisational support/design required to achieve this.
9	Opportunity - chauffeuring and fleet management has been identified as areas where further cost savings could be made. A review into this may support cost saving efforts under the HoP
10	Lesson - Process: Reviewing organisational structures uncovered that in some cases job descriptions had not been reviewed for many years (in some cases in excess of a decade). Structures should be put in place to ensure these are reviewed and kept up to date at a frequency that is relevant to the role/department.
11	Opportunity – Performance: staff sentiment in relation to key TOM outcomes should be monitored in future staff surveys to develop a dataset to indicate success measures for the intentions of the programme
12	Opportunity - London Metropolitan Archives did not become an independent institution as part of the TOM process; if, in future, benefits could be realised as a result of increased independence, this decision may be revisited and a cost benefits analysis/business case review could take place.
13	Opportunity – Digital, technology and data systems: A review of digital, technology and data systems across the corporation may identify opportunities to delivery more efficient, leaner services through technology. It may also support transforming ways of working.
14	Deliverable - Establishment Control: overall final establishment should be produced alongside programme closure. Department plans are owned and activity to develop them led by Chief Officers.
15	Deliverable – Measures for TOM as BAU: Measures and metrics to be developed to understand and monitor organisational success in the context of TOM outcomes. Oversight of TOM as BAU is held by the Chief Strategy Officer; activity on metrics will require input from across the organisation.
16	Deliverable – HoP: further development of the Head of Profession function, and planning for scoping these roles to ensure effectiveness for City Corporation.

# Annex B: OD Principles - detail

Below is a detailed definition of TOM OD principles specifically regarding agreed designations for the most senior three tiers in the organisation and permissible titles. These designations were agreed at the TOM Steering Group in May 2021.

1. Tier 1 (Senior Management Grade - SMG): titled Executive Director and/or appropriate Professional Title
2. Tier 2 (SMG): titled Executive Director and/or appropriate Professional Title
3. Tier 2: (Grade I&J, non-SMG) generally titled Director except where a Professional Title is used or point 7 applies. In that instance the title is Assistant Director or appropriate Professional Title. On the rare the occasion that a Tier 2 is graded H, they may be titled Director (provided point 7 below does not apply)
4. Tier 3: (Grade G, H & I) titled Assistant Director, Head of Service or an appropriate Professional Title
5. 'Deputy' will not be used at any tier unless there are justifiable reasons (e.g. Deputy Remembrancer, Deputy Town Clerk)
6. Existing job titles can remain where requested by the department with justification but to change in line with principles wherever possible when post is vacated. Justification can include external impact.
7. If there is an Executive Director of a named service within the City Corporation, there will not be a Director of the same named service in whole or in part (with the exception of Institutions where justification is provided or where point 6 applies). For example:
  - a. There will not be a Director of HR if there is an Executive Director of HR
  - b. There will not be a Director of Events and Communications if there is an Executive Director of Communications & External Affairs

The City Corporation's Job Evaluation Scheme defines responsibility for people at varying levels:

**Level 1:** At this level, postholders have no, or very limited, responsibility for people. The limited responsibility may include the requirement to assist new Corporation or contractor/agency staff or others in receipt of training from the Corporation with procedural guidance and working practices. This requirement will be in relation to induction or 'on the job' training with no ongoing, medium- or long-term requirement to train specific individuals or groups

**Level 2:** At this level there will be an ongoing requirement for the postholder to give training and guidance, which may include the allocation of work, to any of the categories of person identified in Level 1 or to less senior Corporation, contractor or agency staff in the same group or section. "Less senior Corporation staff" may, for example, be officers on a career grade shared by the postholder but on which the postholder is at a higher level. The ongoing requirement will usually be in relation to the same individuals or groups of people but there may be an ongoing requirement to give training and guidance to, for example, volunteer groups where

the individuals within the groups may change from week to week or over longer periods of time.

**Level 3:** At this level, the postholder must have formal ongoing organisational responsibility to line-manage staff, which will involve the allocation, supervision and checking of work but will also include additional management responsibilities such as:

- Disciplinary action up to and including first written warning
- Participation in the recruitment process, including interviews, but without leading on or authorising or making formal recommendation for recruitment
- Appraisals
- Recommendations for training and learning and development opportunities for staff managed or supervised.

**Level 4:** At this level, the postholder will have ongoing line-management responsibilities for staff which must include

- Leadership of recruitment processes
- Appraisal
- Determination and authorisation of training and learning and development programmes for staff managed
- Formal disciplinary action up to and including final written warning and recommendation to dismiss permanent staff.

The postholder must have management responsibility for all of these matters to qualify for this level.

**Level 5:** At this level, the postholder must possess authority to exercise the full range of management responsibilities, including that of terminating the employment of permanent staff.

- Levels 1 and 2 are not definitions of 'management' in respect of the Organisational Design Principles.
- Whilst level 2 is not 'management', it is helpful as a definition as many managers rely on their staff to do some of the work allocation and checking for them, without relinquishing their "management" responsibilities when they do so. It is proposed that a dotted line on organisational design structures reflects this requirement.
- Level 3 will be adopted as a 'definition' of management by default, unless clear justification in individual circumstances can be provided. These will be scrutinised by TOM programme governance.
- Levels 4 and 5 are adopted as 'definitions' of management in all circumstances for the purposes of the Organisational Design Principles
- Support and supervision will not be classed as management responsibility within these definitions

# Annex C: Head of Profession

Heads of Profession (HoP) are expected to lead the ongoing transformation in their service areas. This varies across different roles, but HoP are typically responsible for:

- Understanding demand: engaging with stakeholders across the Corporation to define and refine the requirements for their function, categorised as:
  - Core requirements to enable delivery of the Corporate Plan and the long-term ambitions of the Corporation
  - Local requirements that apply to an individual (or group) of departments, Service Areas or Institutions
- Developing functional strategy and policy: defining the strategy for the profession (based on demand), establishing core priorities, measurable outcomes and the service delivery approach(es) to achieve them; developing Corporation-wide policies that define functional standards
- Ensuring service delivery: identifying, confirming and agreeing the most appropriate mechanisms to deliver the function through consultation with Chief Officers. Heads of Profession and Chief Officers should typically agree the most appropriate approach from the following modes:
  - Central: where the Head of Profession has direct responsibility for delivery and it is conducted from the Corporate Department
  - Collective: where delivery is the responsibility of a Chief Officer, and provided on behalf of other departments
  - Devolved: where delivery is the responsibility of a Chief Officer and delivered just for themselves
- Overseeing adherence to policies and standards: regardless of the delivery mode, the Head of Profession will have accountability for overseeing compliance with professional standards (and policy); matrix reporting may be necessary to ensure staff are managed effectively, in consultation with Chief Officers
- Managing and escalating risks and issues: identifying and managing risks and issues associated with the quality-of-service provision or adherence to policy and escalating where these are not resolvable. Escalation will be to a relevant T1 role, the Executive Leadership Board or the Town Clerk and Chief Executive
- Developing capability: building a professional network across the Corporation; creating training and development opportunities; overseeing workforce planning, including the approval of senior appointments into the profession; and supporting the development of career pathways
- Enabling decision-making: simplify and clarify how decisions relevant to the profession's policies are made
- Enabling collective value: articulating the value of the profession, providing clarity over costs (including at service and customer-levels), and supporting collaboration between departments

Heads of Profession will typically be senior individuals within the Corporate Department, though exceptions may occur.

# Agenda Item 8

<b>Committee(s):</b> Corporate Services Committee	<b>Dated:</b> 1 March 2023
<b>Subject:</b> Register of Interest for the Senior Management Group	<b>Public</b>
<b>Does this proposal require extra revenue and/or capital spending?</b>	No
<b>If so, how much?</b>	N/A
<b>What is the source of Funding?</b>	N/A
<b>Has this Funding Source been agreed with the Chamberlain's Department?</b>	N/A
<b>Report of:</b> Dr Marcelle Moncrieffe, Chief People Officer	<b>For Information</b>
<b>Report author:</b> Jacqui Cover, HR Business Manager	

## Summary

This report provides Members with the individual Register of Interests for the Senior Management Group

## Recommendation(s)

Members are asked to:

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

## Main Report

### Background

1. The Senior Management Group must complete a Register of Interest Form annually to declare the nature of involvement and benefit derived by the City Corporation and the approximate time spent on outside paid work and interests, as well as outside voluntary work and interests affecting their working life. Where they have no declaration to make, they must submit a nil return.
2. The completed Register of Interest Form is reviewed by the Town Clerk & Chief Executive and The Chief People Officer (formerly Director of HR), then reported to Corporate Services Committee. This information becomes part of the public record, as named individual records are available in open committee papers.
3. Any new declarations in the intervening time between annual reviews must be declared at the earliest opportunity and the same principles apply.

### Current Position

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

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

*For Senior Managers at Grades I and J, their declarations are not being made publicly available, so their disclosures will be encapsulated within the Declaration of Interest Form (Officers) and reviewed by the Director of HR and Town Clerk”.*

5. The Senior Management Group individual Register of Interest Forms are provided at Appendix A to this report. The register is held and updated by the Human Resources Unit.
6. The Commissioner of Police record their Register of Interest declaration through a separate process.

### **Proposals**

7. We recommend that Members receive this report which is provided for information.

### **Conclusion**

8. The Town Clerk and Chief People Officer are content that there are no issues to declare that would need further consideration by Members

### **Appendices**

- Appendix A – Senior Management Group Register of Interest

### **Background Papers**

- Conflicts of Interest Policy

### **Jacqui Cover**

HR Business Manager

T: 020 7332 1415

E: [Jacqueline.cover@cityoflondon.gov.uk](mailto:Jacqueline.cover@cityoflondon.gov.uk)

# Register of Interest Fonn: Senior Management Group

Name	A. J. Barty	
Jobtitle	Chamberlain & CIM	Department Chamberlain'a

Details of outside voluntary work and interests (please continue on a separate sheet if required)  
Where there are none to declare, enter 'Nil Return'.

Organisation	Nature of Involvement and benefit derived by the City of London Corporation	Approx. time per annum
Chartered Institute of Public Finance and Accountancy	Council member and Vice Chair of Public Finance Board Ability to influence the development of the local government financial framework with practical experience from practitioner view. Steer the development of advice and guidance for colleagues to ensure usefulness, practicality and well understood.	Sdays
Long Sutton and Well Parochial Church Council	Secretary Community building at the heart of its work	known time

Details of outside paid work and Interests (please continue on a separate sheet if required)  
Where there are none to declare, enter 'Nil Return'.

Organisation	Nature of Involvement	Approx. time per annum
	Nil return	

## Declaration

I confirm that the above statements are true to the best of my knowledge, information and belief. I acknowledge that as soon as I become aware of any changes or potential changes to my Register of Interest, I must notify the Town Clerk & Chief Executive. I am aware that failure to complete this form accurately may result in disciplinary action being taken.

◆ The Senior Management Group Register of Interest is reported annually to the Establishment Committee becoming a public record.

Signed:  Date: 31 January 2023

Please return the completed form to J. J. Jones, London SPf, J. K. t-R Busi18SS Manager, Corpaae  
ffi

# Register of Interest Form: Senior Management Group

Jennifer Leun nan n		
Director and Private		TownClonllaplllyTawn-

Detail of out of voluntary work and interests (please continue on a separate page if necessary)

Organization	Nature of involvement and the role of the individual in the organization	Time per annum
Atlantic Bridge	Volunteer - Atlantic Bridge Canada Oranizallan\ Mih atn! Ifil Inlnldanllc bSndlll ati oomeab1alttl-e Colt; canacla le EU	40

Detail of outside paid work and interests (please continue on a separate page if necessary)

Organization	Nature of involvement	Time per annum

## Declaration

I confirm that the above statements are true to the best of my knowledge, information and belief. I acknowledge that as soon as I become aware of any changes or potential changes in my Register of Interest, I must notify the Town Clerk & Chief Executive. I am aware that failure to complete this form accurately may result in disciplinary action being taken.

Notes: The Senior Management Group Register of Interest is reported annually to the Establishment Committee becoming a public record.

Date: 23-01-20

HR,

uaHoe,cm,cicft\taflaadnn.gnv.uk HR 8Uihes Manager, Corporate

# Register of Interest Form: Senior Management Group

Name	Alan Bird		
Jobtitle	Head	Department	City of London School

**Details of outside voluntary work and Interests (please continue on a separate sheet if required) Where there are none to declare, enter 'Nil Return'.**

Organisation	Nature of Involvement and benefit derived by the City of London Corporation	Approx. time per annum
James Allen's Girls' School	Governor	15

**Details of outside paid work and Interests (please continue on a separate sheet if required) Where there are none to declare, enter 'Nil Return'.**

Organisation	Nature of Involvement	Approx. time per annum
	Nil Return	

## Declaration

I confirm that the above statements are true to the best of my knowledge, information and belief. I acknowledge that as soon as I become aware of any changes or potential changes to my Register of Interest, I must notify the Town Clerk & Chief Executive. I am aware that failure to complete this form accurately may result in disciplinary action being taken.

!m!; The Senior Management Group Register of Interest is reported annually to the Establishment Committee becoming a public record.

Signed: 

Date: 19 January 2023

Please return the completed form to [Jacquenne.Cover@cityoflondon.gov.uk](mailto:Jacquenne.Cover@cityoflondon.gov.uk), HR Business Manager, Corporate HR.

# Register of Interest Form: Senior Management Group

Name	Jenny Brown		
Job title	Headmistress	Department	City of London School for Girls

Details of outside voluntary work and Interests (please continue on a separate sheet if required) Where there are none to declare, enter 'Nil Return'.

Organisation	Nature of Involvement and benefit derived by the City of London Corporation	Approx. time per annum
Beechwood Park School	Governor; educational practice and networks	9 hours p/a
Cranleigh School	Governor; educational practice and networks	12 hours p/a
Lancing College	Governor; educational practice and networks	12 hours p/a
IntoUniversity	Advisory Panel member	9 hours p/a

Details of outside paid work and Interests (please continue on a separate sheet if required) Where there are none to declare, enter 'Nil Return'.

Organisation	Nature of Involvement	Approx. time per annum
	Nil Return	

## Declaration

I confirm that the above statements are true to the best of my knowledge, information and belief. I acknowledge that as soon as I become aware of any changes or potential changes to my Register of Interest, I must notify the Town Clerk & Chief Executive. I am aware that failure to complete this form accurately may result in disciplinary action being taken.

◆ The Senior Management Group Register of Interest is reported annually to the Establishment Committee becoming a public record.

Signature:  Date: 18 January 2023

Please return the completed form to [Jacqueline.Cover@cityoflondon.gov.uk](mailto:Jacqueline.Cover@cityoflondon.gov.uk), HR Business Manager, Corporate HR

# Register of Interest Form: Senior Management Group

<b>Name</b>	Michael Cogher		
<b>Jobtitle</b>	Comptroller and City Solicitor, Deputy Chief Executive	<b>Department</b>	C&CS

Details of outside voluntary work and Interests (please continua on a separate sheet if required)  
Where there are none to declare, enter 'Nil Return'.

Organlaaton	Nature of Involvement and benefit derived by the City of London Corporation	Approx. time per annum
	NIL	

Details of outside paid work and Interests (please continua on a separate sheet if required)  
Where there are none to declare, enter 'Nil Return'.

Organlaaton	Nature of Involvement	Approx. time per annum
	NIL	

## Dacia ration

I confirm that the above statements are true to the best of my knowledge, information and belief. I acknowledge that as soon as I become aware of any changes or potential changes to my Register of Interest, I must notify the Town Clerk & Chief Executive. I am aware that failure to complete this form accurately may result in disciplinary action being taken.

Note: The Senior Management Group Register of Interest is reported annually to the Establishment Committee becoming a public record.

Signed: Michael Cogher

Date: 16.02.2023

Please return the completed form to [Jacqueline.Cover@cityoflondon.gov.uk](mailto:Jacqueline.Cover@cityoflondon.gov.uk), HR Business Manager, Corporate HR.

# Register of Interest Form: Senior Management Group

Name	Dionne Corradine		
Jobtitle	Chief Strategy Officer	Department	Town Clerk's

Details of outside voluntary work and Interests (please continue on a separate sheet if required)  
Where there are none to declare, enter 'Nil Return'.

Organisation	Nature of Involvement and benefit derived by the City of London Corporation	Approx. Time per annum
Samet United Refonned Church	Service duties releted to the running of the Church (mainly limited to Sunday services)	52
Manor Lodge School	Parent Representative - Parent!Teacher Committee. Fundralsing and praclcal support during school events	18

Details of outside paid work and interests (please continue on a separate sheet If required)  
Where there are none to declare, enter 'Nil Return'.

Orgnisation	NatuN of Involvement	Approx. time per annum
	NIL	

## Declaratlon

I confirm that the above statements are true to the best of my knowledge, information and belief. I acknowledge that as soon as I become aware of any changes or potential changes to my Register of Interest, I must notify the Town Clerk & Chief Executive. I am aware that failure to complete this form accurately may result in disciplinary action being taken.

Im,a: The Senior Management Group Register of Interest is reported annually to the Establishment Committee becoming a public record.

Signed: Dionne Corradine, \_\_\_\_\_ Date: 25 January 2023 \_\_\_\_\_

Please return the completed fonn to Jacqueline.Cover@cityoflondon.gov.uk, HR Business Manager, Corporate HR

# Register of Interest Form: Senior Management Group

Name	Paul Double	
Matr no	City Ramembrancar	Department   Ramembrancar

Details of voluntary work and interests (please continue on a separate sheet if required) Where there are none to declare, enter 'Nil Return'.

Organization	Nature of Involvement	Approx. time per annum
Lord Mayor's Show Ltd	Tractor supporting Mayoralty	20 hours
Trinity Church, 1-9, 11 St John's Hatch, E1 8JX	Church Warden	Not undertaken in City Corporation time
Halbury's Laws of England	Consultant Editor (until 2020)	
Magna Carta Trust	Trustee	
Chartwell 188 (Foundation)	Governor (until end of 2017)	
Middle Temple	Bencher	
Statute Law Society	Member	
Royal Society of Chemistry	Member	
Ston Cottaya	Governor	

Details of outside paid work and interests (please continue on a separate sheet if required) Where there are none to declare, enter 'Nil Return'.

Organization	Nature of Involvement	Approx. time per annum

## Declaration

I confirm that the above statements are true to the best of my knowledge, information and belief. I acknowledge that as soon as I become aware of any changes or potential changes to my Register of Interest, I must notify the Town Clerk & Chief Executive. I am aware that failure to complete this form accurately may result in disciplinary action being taken.

Note: The Senior Management Group Register of Interest is reported annually to the Establishment Commission.

Please return the completed form to [Jacqueline.Cover@cityoflondon.gov.uk](mailto:Jacqueline.Cover@cityoflondon.gov.uk), HR Business Manager, Corporate HR.

# Register of Interest Form: Senior Management Group

Name	David Farnsworth	
Job title	Managing Director of Bridge House Estates	Department ; Bridge House Estates (Institution)

Details of outside voluntary work and interests (please continue on a separate sheet if required) Where there are none to declare, enter 'Nil Return'.

Organisation	Nature of Involvement and benefit derived by the City of London Corporation	Approx. time per annum
Charterhouse	Governor. Attends Committees and social events	24 hours approx

Details of outside paid work and interests (please continue on a separate sheet if required) Where there are none to declare, enter 'Nil Return'.

Organisation	Nature of Involvement	Approx. time per annum
London Funders	Chairman and Trustee. Attends Board meetings and mentors CEO.	50 hours approx

## Declaration

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**Final:** The Senior Management Group Register of Interest is reported annually to the Establishment Committee becoming a public record.

Signed:  Date: 20/01/2023.

Please return the completed form to [Jacqueline.Cover@cityoflondon.gov.uk](mailto:Jacqueline.Cover@cityoflondon.gov.uk), HR Business Manager, Corporate HR

# Register of Interest Form: Senior Management Group

Name	Carolina Jack
Job title	Executive Director & Private Secretary 1 Department, Manalou Houaa /Town Clerk to the Lord Mayor

**Details of outside voluntary work and Interests (please continue on a separate sheet if required)**  
Where there are none to declare, enter 'Nil Return',

Organisation	Nature of Involvement and benefit derived by the City of London Corporation	Approx. time per annum
	Nil Return	

**Details of outside paid work and interests (please continue on a separate sheet if required)**  
Where there are none to declare, enter 'Nil Return'.

Organisation	Nature of Involvement	Approx. time per annum
	Nil Return	

## Declaration

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**Ann:** The Senior Management Group Register of Interest is reported annually to the Establishment Committee becoming a public record.

Signed  
Please refer to  
HR.



Date: 19/01/2023

Jackeline.Cover@cityoflondon.gov.uk HR Business Manager, Corporate

# Register of Interest Form: Senior Management Group

Name	Roland Martin		
Job title	Haadmaater	Department	City of London Freeman's School

**Details of outside voluntary work and Interests (please continue on a separate sheet if required)**  
Where there are none to declare, enter 'Nil Return'.

Organisation	Nature of Involvement and benefit derived by the City of London Corporation	Approx. time per annum
St Nicolas' Church, Bookham	Safeguarding Officer. Public benefit. Training.	100 hours
Independent Schools Inspectorate	Regulatory Compliance and Educational Quality Inspector. Keeps me on top of best practice in schools.	50 hours
ASCL	Member of ASCL Council. Future policy shaping.	50 hours

**Details of outside paid work and Interests (please continue on a separate sheet if required)**  
Where there are none to declare, enter 'Nil Return'.

Organisation	Nature of Involvement	Approx. time per annum
NI		

## Declaration

I confirm that the above statements are true to the best of my knowledge, information and belief. I acknowledge that as soon as I become aware of any changes or potential changes to my Register of Interest, I must notify the Town Clerk & Chief Executive. I am aware that failure to complete this form accurately may result in disciplinary action being taken.

The Senior Management Group Register of Interest is reported annually to the Establishment and becomes a public record.

Signed: Roland J Martin

18-i-23

Please return the completed form to [Jacqueline.Cover@cityoflondon.gov.uk](mailto:Jacqueline.Cover@cityoflondon.gov.uk), HR Business Manager, Corporate HR.

# Register of Interest Form: Senior Management Group

Name	Jullemma Mcloughlin		
Jobtitle	Executive Director Environment	Department	Environment

**Details of outside voluntary work and interests (please continue on a separate sheet if required)**  
 Where there are none to declare, enter 'Nil Return'.

Organisation	Nature of Involvement and benefit derived by the City of London Corporation	Approx. time per annum
	Nil Return'	

**Details of outside paid work and Interests (please continue on a separate sheet if required)**  
 Where there are none to declare, enter 'Nil Return'.

Organisation	Nature of Involvement	Approx. time per annum
	Nil Return'.	

## Declaration

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**rfm!:** The Senior Management Group Register of Interest is reported annually to the Establishment Committee becoming a public record.

Signed: Jullemma Mcloughlin \_\_\_\_\_ Date: 18 Jan. 23

Please return the completed form to [Jacqueline.Cover@cityoflondon.gov.uk](mailto:Jacqueline.Cover@cityoflondon.gov.uk), HR Business Manager, Corporate HR.

# Register of Interest Form: Senior Management Group

Name	Dr Marcella Moncrieffe		
Job title	Chief People Officer	Department	COO

Details of outside **voluntary work** and Interests (please **continue on a separate sheet** if required) Where there are none to declare, enter 'NH Return'.

Organisation	Nature of Involvement and benefit derived by the City of London Corporation	Approx. time per annum
Black Leadership Advisory Council	Advisor. Insights and Innovation in people, D&I practices across different sectors	6 days

Details of outside **paid work** and Interests (please continue on a separate sheet if required) Where there are none to declare, enter 'Nil Return'.

Organisation	Nature of Involvement	Approx. time per annum
Camden and Islington Mental Health NHS Trust	Non Executive Director. Board level Input and Insights	12 days

## Dedclaration

I confirm that the above statements are true to the best of my knowledge, information and belief. I acknowledge that as soon as I become aware of any changes or potential changes to my Register of Interest, I must notify the Town Clerk & Chief Executive. I am aware that failure to complete this form accurately may result in disciplinary action being taken.

Note: The Senior Management Group Register of Interest is reported annually to the Establishment Committee becoming a public record.

Signed: Dr Marcelle Moncrieffe      Date: 21 January 2023

Please return the completed form to [Jacqueline.Cover@cityoflondon.gov.uk](mailto:Jacqueline.Cover@cityoflondon.gov.uk), HR Business Manager, Corporate HR.

# Register of Interest Fonn: Senior Management Group

Name: <u>EMMA MOORE</u> , Department: <u>COO</u>
---

**Details of outside voluntary work and interests (please continue on a separate sheet if required)**  
**Where there are none to declare, enter 'Nil Return'.**

Organisation	Nature of Involvement and benefit derived by the City of London Corporation	Approx. time per annum
	Nil	

**Details of outside paid work and interests (please continue on a separate sheet if required)**  
**Where there are none to declare, enter 'ND Return'.**

Organisation	Nature of Involvement	Approx. time per annum
	Nil	

## Declaration

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◆ The Senior Management Group Register of Interest is reported annually to the Establishment Committee becoming a public record.

Signed: Emma Moore Date: 18/01/2023

Please return the completed form to Jacqueline.Cover@cityoflondon.gov.uk, HR Business Manager, Corporate HR.



# Register of Interest Form: Senior Management Group

Name	Damian Nussbaum		
Job title	Director of Economic Development	Department	INNOVATION & GROWTH

Details of outside voluntary work and Interests (please continue on a separate sheet if required)  
Where there are none to declare, enter 'Nil Return'.

Organisation	Nature of Involvement and benefit derived by the City of London Corporation	prox. time per annum
Nil Return		

Details of outside paid work and interests (please continue on a separate sheet if required)  
Where there are none to declare, enter 'Nil Return'.

Organisation	Nature of Involvement	prox. time per annum
Nil Return		

## Declaration

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*fm*: The Senior Management Group Register of Interest is reported annually to the Establishment Committee becoming a public record.

Date: 19/01/2023

# Register of Interest Form: Senior Management Group

<b>Name</b>	Bob Roberts		
<b>Job title</b>	Deputy Town Clerk	<b>Department</b>	Town Clerk's

Details of outside voluntary work and Interests (please continue on a separate sheet if required)  
Where there are none to declare, enter 'Nil Return'.

Organlaaton	Natura of Involvement and benefit dertved by the City of London Corporation	Approx. time per annum
	Nil Return	

Details of outside paid work and interests (please continue on a separate sheet if required)  
Where there are none to declare, enter 'Nil Return'.

Organlaaton	Natura of Involvement	Approx. Ume per annum
	Nil return	

## Declaration

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Note: The Senior Management Group Register of Interest is reported annually to the Establishment Committee becoming a public record.

Signed: Bob Roberts

Date: 20 February 2023

Please ratum the completed form to [Jacqueline.Cover@cityoflondon.gov.uk](mailto:Jacqueline.Cover@cityoflondon.gov.uk), HR Business Manager, Corporate HR.

# Register of Interest Form: Senior Management Group

<b>Name</b>	Claire Spencer		
<b>Job title</b>	Chief Executive Officer	<b>Department</b>	Barbican Centre

Details of outside voluntary work and Interests (please continue on a separate sheet if required)  
Where there are none to declare, enter 'Nil Return'.

Organisation	Nature of Involvement and benefit derived by the City of London Corporation	Approx. time per annum
	Nil Return	

Details of outside paid work and Interests (please continue on a separate sheet if required)  
Where there are none to declare, enter 'Nil Return'.

Organisation	Nature of Involvement	Approx. time per annum
	Nil Return	

## Declaration

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Note: The Senior Management Group Register of Interest is reported annually to the Establishment Committee becoming a public record

# Register of Interest Form: Senior Management

"- Group

Name	IAN TOMAS CBE		
Job title	TOWN CLERK + CHIEF	Department	TOWN CLERKS

Details of outside voluntary work and interests (please continue on a separate sheet if required)  
Where there are none to declare, enter 'Nn Return'.

Name	Nature of involvement and benefit derived by the City of London Corporation	Approx. time per annum
[Redacted]	Lead CEO economy employment + Skills (London) - complements key COL priorities	12 days

Details of outside paid work and Interests (please continue on a separate sheet if required)  
Where there are none to declare, enter 'Nil Return'.

Name	Nature of involvement and benefit derived by the City of London Corporation	Approx. time per annum

## Declaration

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[Redacted Signature]

My Register of Interest is reported annually to the Establishment

Date: 11.1.11

# Register of Interest Form: Senior Management Group

Name	Jonathan Vaughan		
Jobtitle	Principal	Department	Gulldhall School of Music & Drama

Details of outside voluntary work and interests (please continue on a separate sheet if required) Where there are none to declare, enter 'Nil Return'.

Organisation	Nature of Involvement and benefit derived by the City of London Corporation	Approx. time per annum
Young Concert Artists Trust	Board Member	2019-
Mendelssohn & Boise Foundation	Chairman of Trust	2017-

Details of outside paid work and interests (please continue on a separate sheet if required) Where there are none to declare, enter 'Nil Return'.

Organisation	Nature of Involvement	Approx. time per annum
	Nil Return	

## Declaration

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Important: The Senior Management Group Register of Interest is reported annually to the Establishment Committee becoming a public record.

Signed: 

Date: 12./01/23

Please return the completed form to [Julie.Hine.Cover@cityoflondon.gov.uk](mailto:Julie.Hine.Cover@cityoflondon.gov.uk) HR Business Manager, Corporate HR.

# Register of Interest Form: Senior Management Group

<b>Name</b>	Paul Wilkinson		
<b>Job title</b>	City Surveyor	<b>Department</b>	City Surveyor

**Details of outside voluntary work and Interests (please continue on a separate sheet if required)**  
Where there are none to declare, enter 'Nil Return'.

Organisation	Nature of Involvement and benefit derived by the City of London Corporation	Approx. time per annum
	NIL	

**Details of outside paid work and Interests (please continue on a separate sheet if required)**  
Where there are none to declare, enter 'Nil Return'.

Organisation	Nature of Involvement	Approx. time per annum
	NIL	

## Declaration

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Note: The Senior Management Group Register of Interest is reported annually to the Establishment Committee becoming a public record.

Signed: [Signature] Date: 16/02/2023

Please return the completed form to [Jacqueline.Cover@cityoflondon.gov.uk](mailto:Jacqueline.Cover@cityoflondon.gov.uk), HR Business Manager, Corporate HR.

<b>Committee(s):</b> Corporate Services Committee	<b>Dated:</b> 1 March 2023
<b>Subject:</b> Strikes (Minimum Service Levels) Bill	<b>Public</b>
<b>Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?</b>	3, 4, 6, 9 and 12.
<b>Does this proposal require extra revenue and/or capital spending?</b>	<b>No</b>
<b>Report of:</b> Remembrancer	<b>For Information</b>
<b>Report author:</b> Kiki Hausdorff, Assistant Parliamentary Affairs Counsel	

## Summary

The Strikes (Minimum Service Levels) Bill is a framework Bill, enabling Ministers to make regulations setting out the minimum service required in certain areas of the public sector during strike action. If they do not comply with those regulations, trade unions would face losing legal protections against being sued, and employees would lose protections against unfair dismissal for taking part in industrial action. The Bill was introduced in the House of Commons on 10 January and progressed swiftly while facing fierce opposition. It is expected to receive further criticism in the Lords, where its Second Reading is scheduled for 21 February.

## Recommendation

Members are asked to note the contents of this report.

## Main Report

### Background to the Bill

1. The Conservative Party manifesto for the December 2019 general election included a commitment to introduce legislation to “require that a minimum service operates during transport strikes”. This was followed in the 2019 Queen’s Speech by a commitment to introduce a bill that would ensure “people can depend on the transport network”.
2. During the Conservative leadership campaign, Liz Truss committed to implement the 2019 manifesto commitment. In October 2022, her government introduced the Transport Strikes (Minimum Service Levels) Bill 2022–23, which sought to enable the introduction of minimum service levels during strikes in

certain transport services. No Second Reading has been scheduled for that Bill; it has been likely superseded by the Strikes (Minimum Service Levels) Bill, the subject of this report.

3. The Bill follows a wave of ongoing strike action in many areas of the public sector, which has seen disputes on a scale not seen for many years. According to the latest data published by the Office for National Statistics (ONS) in January 2023, a total of 1.63 million working days were lost across the UK due to strike action between June 2022 to November 2022. This is the highest for any similar five-month period, or indeed any year-long period, since 1990.
4. The Government indicated during the Bill's Second Reading debate that the current Bill, which encompasses other services in addition to transport, was prompted by disruption in the NHS and, in particular, in the ambulance service.

### **Operation and Application**

5. As this is a framework Bill, with substantive provisions to be set out in regulations, it is not yet clear what practical effects the legislation will have on the services specified by the Bill. Minimum service levels are not defined but are left to the discretion of the Minister, who must set out the minimum levels in regulations which must be approved by both Houses of Parliament.
6. The regulations may set out minimum service levels for six categories of services. These broadly reflect the categories of "important public services" introduced by the Trade Union Act 2016. They are:
  - 1) health services;
  - 2) fire and rescue services;
  - 3) education services;
  - 4) transport services;
  - 5) decommissioning of nuclear installations and management of radioactive waste and spent fuel; and
  - 6) border security.
7. The regulations could apply to any strike taking place after the day on which they come into force, even if the relevant ballot took place before the Bill came into force.
8. Under the Bill, an employer would be able to give a "work notice" to a trade union concerning any strike affecting a service subject to minimum service regulations. That notice would specify which workers the employer required to work to ensure the service levels mandated by the regulations. The employer would not be permitted to request more workers than "reasonably necessary" to meet the requirements set out by the regulations.
9. If a union failed to take "reasonable steps" to ensure that all workers requested to work by a work notice complied with that notice, it would lose its protection from liability for inducing workers to take part in the strike. The Bill would also

remove automatic protection from unfair dismissal for any employee who took part in a strike contrary to a valid work notice.

### **ECHR considerations**

10. In the human rights memorandum accompanying the Bill, the Government concludes that the Bill is compatible with Articles 11 and 14 of the ECHR.
11. The Government acknowledge that Article 14, on the prohibition of discrimination, is engaged as only certain categories, and services within those categories, would be the subject of the minimum service regulations. The Government considers, however, that any interference with Article 14 is justified under the Convention, because it is necessary to protect the rights and freedoms of others.
12. The Government also recognise that Article 11, on freedom of association, is engaged by the Bill. The Government concludes, however, that ministerial powers to prescribe relevant services are justified, as strike action in these services causes disproportionate disruption to the public, including significant financial loss and harm to the wider economy. Article 11 is said to acknowledge that there may be more stringent conditions imposed on certain parts of the public sector.
13. The Government points to the requirement for the regulations to be approved by both Houses of Parliament as providing heightened parliamentary scrutiny, thus ensuring that any interference is proportionate. The Government acknowledges that prior consultation would nevertheless be required before any regulations could be made.

### **Parliamentary Reaction**

14. Introducing the legislation, the then Secretary of State for Business, Energy and Industrial Strategy, Grant Shapps, spoke of the need “to maintain a reasonable balance between the ability of workers to strike and the rights of the public” to access essential public services. He argued there was a need for “confidence that when strikes occur, people’s lives and livelihoods are not put at undue risk.” He told the House that recent industrial action had shown that a “safety net” was required “to ensure that the public do not become collateral damage,” and to “keep livelihoods and lives safe”.
15. Deputy Leader of the Opposition Angela Rayner called the Bill a “vindictive assault” on workers’ rights and assured MPs that a future Labour government would repeal the legislation. She described the Minister’s assertion that patient safety had been put at risk by health service strikes as an unjustified “smear” and argued that the Bill would not address the real reasons for industrial unrest. Rayner questioned how the Government would define “minimum standards”, particularly in sectors such as health and transport, where there is a private and public sector component. She criticised what she called “far reaching” regulation-making powers in the Bill and argued there was a lack of opportunity for consultation and scrutiny given the Bill’s expedited progress.

16. The Liberal Democrats also opposed the Bill. Their Spokesperson Christine Jardine argued it was merely political posturing, calling it “an empty, detail-light, vague promise of a mandatory minimum level to replace existing voluntary arrangements.” She felt it would “simply ramp up the rhetoric, without saying how anything will be achieved or offering any progress towards the solution that the public need.”

## **Conclusion**

17. The Bill has faced strong criticism in the Commons over the scope of Ministerial powers which it would grant and the potential impact that opponents argue it would have on Convention rights. MPs were particularly critical of the Government for, in their view, failing to allow sufficient opportunity to scrutinise the Bill by expediting its passage. The Bill now begins its progress through the Lords, where peers are expected to table amendments seeking to limit its scope and provide greater protections for those taking industrial action.

### **Kiki Hausdorff**

Assistant Parliamentary Affairs Counsel  
Remembrancer's Office

[Kiki.Hausdorff@cityoflondon.gov.uk](mailto:Kiki.Hausdorff@cityoflondon.gov.uk)

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

Document is Restricted

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