



Corporate Services Committee

Date: WEDNESDAY, 31 MAY 2023
Time: 11.00 am
Venue: COMMITTEE ROOM - 2ND FLOOR WEST WING, GUILDHALL

Members:

Deputy Alastair Moss	Alderman Susan Langley
Florence Keelson-Anfu	Gregory Lawrence
Deputy Randall Anderson	Deputy Edward Lord
Deputy Keith Bottomley	Catherine McGuinness
Alderman Sir Charles Bowman	Timothy James McNally
Deputy Henry Colthurst	Tom Sleigh
Anthony David Fitzpatrick	Mandeep Thandi
Steve Goodman OBE	James Tumbridge
Deputy Christopher Hayward	Deputy Philip Woodhouse

Enquiries: **Matthew Stickley, Governance and Member Services Manager**
matthew.stickley@cityoflondon.gov.uk

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

To receive the Order of the Court of Common Council dated 27th April 2023 appointing the committee and setting its Terms of Reference.

For Information
(Pages 7 - 10)

For Formal Decision

4. **ELECTION OF A CHAIRMAN**

To elect a Chairman in accordance with Standing Order 29.

For Decision

5. **ELECTION OF A DEPUTY CHAIRMAN**

To elect a Deputy Chairman in accordance with Standing Order 30.

For Decision

6. a) Minutes of the previous meeting (Pages 11 - 16)

To agree the public minutes and summary of the meeting held on 1 March 2023.

b) Minutes of the previous meeting (Pages 17 - 22)

To agree the public minutes and summary of the meeting held on 19 April 2023.

7. **CORPORATE SERVICES COMMITTEE APPOINTMENTS TO CITY OF LONDON CORPORATION COMMITTEES**

Report of the Town Clerk. Appendix B to follow.

For Decision
(Pages 23 - 36)

For Information

8. CORPORATE SERVICES COMMITTEE FORWARD PLAN

Report of the Town Clerk and Chief Operating Officer.

For Information
(To Follow)

9. GENDER, ETHNICITY AND DISABILITY PAY GAPS WITH EQUALITY AND INCLUSION UPDATE (MARCH 2022 SNAPSHOT)

Report of the Chief Operating Officer.

For Information
(Pages 37 - 52)

10. BAN THE BOX CAMPAIGN UPDATE

Report of the Chief Operating Officer.

For Information
(To Follow)

11. MEMBER GOVERNANCE ENTERPRISE RESOURCE PLANNING (ERP) DELIVERY

Report of the Chamberlain.

For Information
(Pages 53 - 58)

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

13. ANY OTHER BUSINESS THAT THE CHAIR CONSIDERS URGENT

14. EXCLUSION OF THE PUBLIC

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

For Decision

Part 2 - Non-Public Agenda

15. **NON-PUBLIC MINUTES**

To agree the non-public minutes of the meetings held on 1 March 2023 and 19 April 2023.

For Decision
(Pages 59 - 62)

16. **UPDATE ON THE REWARD REFRESH PROGRAMME**

Report of the Chief Operating Officer.

For Decision
(To Follow)

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

18. **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

For Decision

19. **OFFICER ELIGIBILITY FOR ELECTION**

Report of the Comptroller and City Solicitor.

For Decision

20. **BARBICAN CENTRE CREATIVE COLLABORATION DEPARTMENT STRUCTURE**

Report of the Barbican Centre CEO.

For Decision

For Information

21. **FINANCIAL SERVICES RECRUITMENT**

Report of the Chamberlain.

For Information

22. **UPDATE ON PAY NEGOTIATIONS**

Report of the Chief Operating Officer.

**For Information
(To Follow)**

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Agenda Item 3

LYONS, Mayor

RESOLVED: That the Court of Common Council holden in the Guildhall of the City of London on Thursday, 27th April, 2023, doth hereby appoint the following Committee until the first meeting of the Court in April, 2024

CORPORATE SERVICES COMMITTEE

1. **Constitution**
A Non-Ward Committee consisting of,
 - two Aldermen nominated by the Court of Aldermen
 - 15 Commoners elected by the Court of Common Council at least two of whom shall have fewer than five years' service on the Court the time of their appointment
 - an appointed representative of the Finance Committee

2. **Quorum**
The quorum consists of any four Members.

3. **Membership 2023/24**

ALDERMEN

- 5 Sir Charles Edward Beck Bowman
- 2 Susan Langley, O.B.E.

COMMONERS

- 4 (4) Henry Nicholas Almroth Colthurst, Deputy
- 7 (3) Keith David Forbes Bottomley, Deputy
- 6 (3) Christopher Michael Hayward, Deputy
- 2 (2) Timothy McNally, *for three years*
- 3 (3) Thomas Charles Christopher Sleigh
- 3 (3) James Richard Tumbridge
- 2 (2) Catherine Sidony McGuinness, C.B.E
- 2 (2) Florence Keelson-Anfu
- 15 (2) Charles Edward Lord, O.B.E., J.P., Deputy
- 2 (2) Alastair Michael Moss, Deputy
- 9 (1) Randall Keith Anderson, Deputy
- 1 (1) Anthony Fitzpatrick
- 2 (1) Gregory Alfred Lawrence
- 2 (1) Mandeep Thandi
- 9 (1) Philip Woodhouse, Deputy

together with the appointed Member of the Finance Committee referred to in paragraph 1 above.

4. Terms of Reference

- (a) The Corporate Services Committee has specific authority to deal with or make recommendations to the Court of Common Council where appropriate on all matters listed below relating to the City of London Corporation staff where such matters are not specifically delegated to another Committee. These matters include:-
- Conditions of employment;
 - Local Government Pension Scheme (apart from investments);
 - Workforce planning;
 - Wages, salaries structure, job evaluation, staff grading and remuneration of Heads of Departments or Institutions and any other officers in the Senior Management Grade;
 - Organisation reviews;
 - Employee relations;
 - Joint consultation;
 - Learning and employee development;
 - Recruitment and selection;
 - Discipline, dismissal, redundancies in line with the appropriate stages in policy etc;
 - Occupational health, safety and wellbeing;
 - Corporate health and safety, including fire and psychosocial hazards.

NB. The definition of "staff" includes all graded and non-graded employees, employees on the professional payrolls, staff, and including casual workers, across Corporation departments and Institutions. The exceptions to this rule are uniformed police officers, which come under the Police Authority Board and are subject to national policing arrangements, and teaching staff whose remuneration is managed through separate arrangements.

- (b) To approve:-
- (i) Reports of Chief Officers recommending changes to or creation of senior management posts of Grade I and above which need the approval of the Court.
 - (ii) The structure and application of Job Evaluation Schemes and any amendments thereto.
 - (iii) The Resources policies and practices so that the City of London Corporation can recruit, retain and motivate its employees and carry out its functions to the highest standards of quality and cost effectiveness;
 - (iv) Market Forces Supplements and Honorarium payments in line with the Officer Scheme of Delegations.
- (d) To instigate and receive organisational reviews of departments and to approve their reports and comments on proposed changes in organisation to ensure that staff resources are deployed in an efficient and effective manner.
- (e) To make amendments to:-
- (i) the general terms and conditions of employment which are contained in the employee handbook, such as working hours, annual leave, pension, leave of absence, allowances, family friendly provisions, and sick pay;
 - (ii) those procedures which form part of the contract of employment to include the grievance, disciplinary, capability, and appeals procedures, motor car, and motorcycle assisted purchase scheme.
- (f) To appoint seven members (including the representative of the Finance Committee):-
- (i) to act as the Employer's side of the Joint Consultative Committee when meeting 8 members of the recognised unions, UNITE and GMB for the purpose of collective consultation and negotiation on general matters relating to salaries and terms and conditions of service etc. of City of London Corporation employees up to and including Grade G but excluding teachers and City of London Police Officers;
 - (ii) to act as the Employer's side of the Senior Management Joint Consultative Committee when meeting representatives of senior management of grades H and above, including High and Table Officers, for the purpose of collective consultation and negotiation on general matters relating to salaries and terms and conditions of service, etc;
- (g) To increase Judges' salaries if they follow the recommendations of the Top Review Board and are approved by the Lord Chancellor.
- (h) To increase the salary of the Coroner if it follows the recommendations of the Joint Negotiating Committee for Coroners.
- (i) To consider submissions of the Board or Boards of Governors relating to teaching staff, which, inter alia, may have to be finally submitted to the Court of Common Council.
- (j) To approve any increase in the salaries for teachers at the three City Schools if they are in excess of that recommended by the School Teachers' Review Body and any proposed changes to the basic salary structure or restructuring of the common pay spine for teachers.
- (k) To approve:-
- (i) the learning and employee development policy, strategy and budget;
 - (ii) the Health and Safety and Occupational Health and Wellbeing policies and strategies, not including policies related to public health and wellbeing.

- (l) To be the service Committee for the following Departments:-
Town Clerk's (Policy and Democratic Services)
Comptroller and City Solicitor's
Chief Operating Officer's (HR; Corporate Health and Safety; Equality Diversity and Inclusion)
- (m) To be responsible for the appointment of the Coroner (and see (h) above).
- (n) In accordance with the Scheme of Delegation, to receive details of:
 - (i) redundancies and early retirements
 - (ii) Employment tribunals, litigation cases and grievances and other reports from Comptroller's and City Solicitor's Department
- (o) To be responsible for the monitoring of overtime, sickness absence, recruitment and retention changes to staffing resources, workforce profile, job evaluation and the termination of employment.
- (p) dealing with requests for grants to support staff hospitality and recognition initiatives from funds under the Committee's control, as allocated by the Resource Allocation Sub (Policy and Resources) Committee.

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CORPORATE SERVICES COMMITTEE
Wednesday, 1 March 2023

Minutes of the meeting of the Corporate Services Committee held at Guildhall on
 Wednesday, 1 March 2023 at 11.00 am

Present

Members:

Deputy Alastair Moss (Chair)
 Deputy Randall Anderson
 Alderman Sir Charles Bowman
 Deputy Henry Colthurst
 Steve Goodman OBE
 Alderwoman Susan Langley
 Gregory Lawrence
 Catherine McGuinness
 Timothy James McNally
 Ruby Sayed
 Mandeep Thandi

Officers:

Ian Thomas	- Town Clerk and Chief Executive
Gemma Stokley	- Town Clerk's Dept
Matthew Stickley	- Town Clerk's Dept
Emma Moore	- Chief Operating Officer
Jacqueline Cover	- Chief Operating Officer's Dept
Colette Hawkins	- Chief Operating Officer's Dept
Marcelle Moncrieffe	- Chief Operating Officer's Dept
Deborah Cluett	- Comptroller & City Solicitor's Dept
Nick Senior	- Comptroller & City Solicitor's Dept
	- Remembrancer's Dept

1. APOLOGIES

Apologies for absence were received from Deputy Florence Keelson-Anfu, Deputy Keith Bottomley, Deputy Christopher Hayward, Deputy Edward Lord, and James Tumbridge.

Apologies for lateness were received from Catherine McGuinness.

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

There were no declarations of interest.

3. MINUTES

RESOLVED – to agree the public minutes of the meeting held on 17 January 2023.

4. **COMMITTEE'S FORWARD PLAN**

The committee received a joint report of the Town Clerk and Chief Executive and the Chief People Officer concerning the committee's Forward Plan.

In response to questions, officers confirmed that social mobility data was already captured in the Corporation's standard suite of demographic data collection points but that there was a low completion rate on this data point of approximately 5% among staff, noting that this was a newly introduced data point.

It was confirmed that progress in encouraging staff to complete such declarations would be reported back to the committee through updates regarding equality, diversity, and inclusion.

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

The committee considered a report of the Comptroller & City Solicitor.

The committee discussed the key performance indicators for the department, recognising that the unique nature of the Corporation meant that it would be difficult to benchmark the department's performance against that of either a wholly private or wholly public organisation. Officers confirmed that performance standards for response times by the department were in place and that future reports would highlight these more clearly.

how it defined its customers, and what offer was made for solicitor apprenticeships by the department. In response to questions, officers confirmed that the department had engaged with pay and reward reviews.

The committee recognised pressures on the department but noted the importance of senior officers in the organisation modelling a healthy work-life balance.

RESOLVED – that the committee

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

6. **2023 ANNUAL PAY NEGOTIATIONS**

Members considered a report of the Chief People Officer.

The committee noted that pay negotiations were undertaken within the budget envelope which would be agreed by the Court of Common Council.

The committee noted that associated work being undertaken by the consulting firm, Korn Ferry, would be reported back to the April 2023 meeting of the committee.

RESOLVED – that the committee

- 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.

7. TARGET OPERATING MODEL (TOM) INTERIM UPDATE

The committee received a report of the Chief Strategy Officer.

The committee discussed the interplay between structural change and cultural change in an organisation and questioned what the vision of this programme of work was and how it could be realised.

In response to questions, officers advised that senior officers would undertake further engagement and that this was particularly relevant following the recent appointment of a new Town Clerk and Chief Executive. The committee discussed the collective approach between Members and Officers in evaluating and implementing those improvements identified by the Target Operating Model.

The committee discussed the need to communicate clearly with both current staff regarding prospective organisational changes and with possible job candidates regarding the history and responsibilities of the City of London Corporation.

RESOLVED – that the committee

- 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.

8. REGISTER OF INTEREST FOR SENIOR MANAGEMENT GROUP

The committee received a report of the Chief People Officer.

The committee requested that future registers be shared with the committee in a clearer format and that the guidance provided to senior officers in completing their returns be shared with the committee.

RESOLVED – that the committee note the report and approve where new work (paid and/or unpaid) is declared.

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

The committee receive a report of the City Remembrancer.

The committee discussed concerns around the perceived need for strike action, particularly across public services, and noted that, if enacted, the Bill would allow the Secretary of State to make regulations which would set out minimum service levels for certain sectors.

RESOLVED – that the committee note the contents of the report.

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

A request was made for an update on any next steps regarding conduct following a joint meeting of the Civic Affairs Sub-Committee and Corporate Services Committee. In response, officers confirmed this would be raised with the Comptroller & City Solicitor as the Chief Officer leading on this work.

A question was asked regarding the terms of reference of the Corporate Services Committee, asking that the subject of representation from the Equality, Diversity & Inclusion Sub Committee on the Corporate Services Committee be considered. In response to questions, officers noted that the Equality, Diversity & Inclusion Sub Committee jointly reported into both the Corporate Services Committee and Policy and Resources Committee but that the point of how these committees interacted with one another would be taken for consideration.

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

There was no urgent business.

12. **EXCLUSION OF THE PUBLIC**

RESOLVED – 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 1, Paragraph 4, of Schedule 12A of the Local Government Act.

13. **NON-PUBLIC MINUTES**

RESOLVED – to agree the non-public minutes of the meeting held on 17 January 2023.

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

There were no questions.

15. **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.

16. **CONFIDENTIAL MINUTES**

RESOLVED – to agree the non-public minutes of the meeting held on 17 January 2023.

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

The committee considered a report of the Chief People Officer.

RESOLVED – to note the report.

The meeting ended at 12.19 pm

Chairman

**Contact Officer: Matthew Stickley, Governance and Member Services Manager
matthew.stickley@cityoflondon.gov.uk**

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CORPORATE SERVICES COMMITTEE

Wednesday, 19 April 2023

Minutes of the meeting of the Corporate Services Committee held at Committee Room - 2nd Floor West Wing, Guildhall on Wednesday, 19 April 2023 at 11.00 am

Present

Members:

Deputy Alastair Moss (Chair)
Florence Keelson-Anfu (Deputy Chairman)
Deputy Randall Anderson
Deputy Keith Bottomley
Steve Goodman OBE
Deputy Christopher Hayward
Alderwoman Susan Langley
Deputy Edward Lord
Catherine McGuinness
Timothy James McNally
Tom Sleigh

Officers:

Ian Thomas	- Town Clerk and Chief Executive
Matthew Stickley	- Town Clerk's Dept.
Blair Stringman	- Town Clerk's Dept.
Caroline Al-Beyerty	- Chamberlain
Emma Moore	- Chief Operating Officer
Marcelle Moncrieffe	- Chief Operating Officer's Dept.
Mark Williams	- Chief Operating Officer's Dept.
Michael Cogher	- City Solicitor & Comptroller

1. APOLOGIES

Apologies for absence were received from Alderman Sir Charles Bowman, Ruby Sayed, Mandeep Thandi, Henry Colthurst, and James Tumbridge.

Apologies for lateness were received from Florence Keelson-Anfu and Catherine McGuinness.

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 summary of the meeting held on 1 March 2023 be deferred for consideration at the next meeting of the Corporate Services Committee.

4. **MINUTES OF EQUALITY, DIVERSITY AND INCLUSION SUB-COMMITTEE**

The committee noted that the last meeting of the Equality, Diversity & Inclusion Sub Committee had not been quorate but that, were any record of that meeting taken, it would be reported to the next meeting of the Corporate Services Committee. The committee noted that, if agreed by the Court of Common Council, the Equality, Diversity & Inclusion Sub Committee would no longer jointly report into both the Policy and Resources Committee and Corporate Services Committee and instead solely to the Policy and Resources Committee.

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

There were no questions raised in advance of the meeting.

The committee noted that comments on assorted items on the agenda had been submitted in advance of the meeting in respect of various items on the agenda by Deputy Henry Colthurst and Mandeep Thandi and were considered by the committee during those items.

In response to a point raised regarding item 7 – Corporate Services Committee Forward Plan – officers confirmed that the next staff survey would be undertaken in the autumn and its results reported to the Corporate Services Committee.

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

There were no urgent items.

In response to a question regarding a report presented to the Operational Property and Projects Sub Committee and Finance Committee earlier in the week, officers confirmed that the 'GW3: Enterprise Resource Planning HR System' report would be circulated to all members of the Corporate Services Committee following the meeting for their information.

7. **CORPORATE SERVICES COMMITTEE FORWARD PLAN RESOLVED** – That the report be noted.

8. **REPORT OF ACTION TAKEN**

The committee expressed its concern that the Chief Officer Recruitment Procedure had not been followed with respect to the recruitment of an Executive Director of Community and Children's Services and other previous senior officer recruitments. In response, officers confirmed that both the recruitment to the Executive Director of Community and Children's Services role and the Chief Officer Recruitment Procedure more generally would be reviewed, and a report submitted to the Corporate Services Committee regarding the latter in due course.

Officers agreed to share the Chief Officer Recruitment Procedure with all members of the Court of Common Council following the review.

RESOLVED – To note the report.

9. **CITY OF LONDON INDEPENDENT SCHOOLS PAY AWARD FOR TEACHERS**

The committee noted that officers had been supportive in navigating the authorisation of the pay award.

RESOLVED – To note the Pay Award of 5.5% which would be made to Teachers and Headteachers at the City of London Independent Schools with effect from 1 September 2023.

10. **USE OF CONSULTANTS**

The committee discussed the Corporation's use of consultants and agreed on the need to ensure that appropriate controls were in place regarding their commission.

The committee discussed the remit of committees of the Court of Common Council regarding the use of consultants, noting the need for the Finance Committee to ensure value for money in their commission as compared to the Corporate Services Committee's need to ensure their use dovetailed with the Corporation's staffing structure. The Chairman of the Corporate Services Committee agreed to meet with his Finance Committee counterpart to discuss the responsibilities of each committee regarding the City of London Corporation's use of consultants further.

The committee discussed the policy of the City of London Corporation regarding the employment of former members and employees as consultants and noted the increasing costs involved in recruitment, both through increased agents' rates and the need to undertake greater advertising to attract quality candidates. The committee noted officers were exploring mitigations of these increasing costs, including through the investigation of multi-agency recruitments.

RESOLVED – that the committee note the report and the controls that are being put in place regarding Interim Manager appointments from 1 May 2023.

11. **EQUALITIES OBJECTIVES CONSULTATION**

The committee discussed the need to balance the need for consistency on City of London Corporation equalities objectives with the need for the application of said objectives to be tailored to the various institutions of the Corporation, particularly in ensuring that such objectives did not cause the Corporation's art institutions to avoid controversial topics when hosting or commissioning exhibitions and performances.

The committee discussed the various objectives and targets, their prioritisation, and the timelines by which any finalised actions arising thereof would be implemented.

In response to questions, officers noted the ongoing consultation, and that further consultation would be led by the City of London Corporation Communications team with oversight maintained by the Chief Operating Officer.

RESOLVED – that the committee agree that, subject to comments and amendments made by the Policy and Resources and Corporate Services Committees, external consultation can commence on the proposed Equality Objectives 2023-2027.

12. **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.

13. **NON-PUBLIC MINUTES**

RESOLVED – That the public minutes and summary of the meeting held on 1 March 2023 be deferred for consideration at the next meeting of the Corporate Services Committee.

14. **NON-PUBLIC MINUTES OF THE EQUALITY, DIVERSITY AND INCLUSION SUB-COMMITTEE**

The committee noted that the last meeting of the Equality, Diversity & Inclusion Sub Committee had not been quorate but that, were any record of that meeting taken, it would be reported to the next meeting of the Corporate Services Committee. The committee noted that, if agreed by the Court of Common Council, the Equality, Diversity & Inclusion Sub Committee would no longer jointly report into both the Policy and Resources Committee and Corporate Services Committee and instead solely to the Policy and Resources Committee.

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

The committee noted that the last meeting of the Equality, Diversity & Inclusion Sub Committee had not been quorate but that, were any record of that meeting taken, it would be reported to the next meeting of the Corporate Services Committee. The committee noted that, if agreed by the Court of Common Council, the Equality, Diversity & Inclusion Sub Committee would no longer jointly report into both the Policy and Resources Committee and Corporate Services Committee and instead solely to the Policy and Resources Committee.

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

The Chairman invited officers to update the Corporate Services Committee on the status of strike actions and pay negotiations.

17. REWARD REFRESH UPDATE

The Chairman welcomed representatives of Korn Ferry who presented their initial findings of the City of London Corporation's reward offers.

The meeting ended at 12:56

Chairman

**Contact Officer: Matthew Stickley, Governance and Member Services Manager
matthew.stickley@cityoflondon.gov.uk**

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Agenda Item 7

Committee(s)	Date:
Corporate Services Committee	31 May 2023
Subject: Corporate Services Committee Appointments to City of London Corporation Committees	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	We have access to the skills and talent we need. We inspire enterprise, excellent, creativity and collaboration.
Does this proposal require extra revenue and/or capital spending?	No
If so, how much?	N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain's Department?	N/A
Report of: Town Clerk and Chief Executive	For Decision
Report author: Matthew Stickley, Governance and Member Services Manager	

Summary

The appointments, composition, and terms of reference of the committees and bodies to which the Corporate Services Committee has appointing rights are reviewed annually.

The Corporate Services Committee makes appointments to the following committee:

- a) Joint Consultative Committee
- b) Senior Management Joint Consultative Committee¹
- c) Equality, Diversity & Inclusion Sub Committee
- d) Member Development and Standards Sub-Committee

Service by members of the Corporate Services Committee on other committees of the City of London Corporation allows for the coordinated development and scrutiny of Corporation decisions.

a) ¹ The Senior Management Joint Consultative Committee is more commonly referred to as the Senior [Officer] Remuneration Committee but is listed as it is within the Order of the Court.

Recommendations

1. To note the Finance Committee appointment of Steve Goodman as its representative to the Corporate Services Committee for the 2023-24 civic year, as agreed at its meeting of 16 May 2023.
2. To appoint to the **Joint Consultative Committee**:
 - a. The Chairman of the Corporate Services Committee
 - b. The Deputy Chairman of the Corporate Services Committee
 - c. The Finance Committee representative to the Corporate Services Committee
 - d. Four other Corporate Services Committee members
3. To appoint to the **Senior Management Joint Consultative Committee**:
 - a. The Chairman of the Corporate Services Committee
 - b. The Deputy Chairman of the Corporate Services Committee
 - c. The Finance Committee representative to the Corporate Services Committee
 - d. Four other Corporate Services Committee members
4. To appoint to the **Equality, Diversity & Inclusion Sub Committee**:
 - a. The Chairman of the Corporate Services Committee or their nominee
 - b. Any two other members of the Corporate Services Committee
5. To appoint to the **Member Development and Standards Sub-Committee**:
 - a. Any two other members of the Corporate Services Committee
6. To agree that the name of the Senior Management Joint Consultative Committee is reviewed in autumn 2023 as part of the wider annual review of the committee's terms of reference.

Main Report

Background

1. The bodies to which the Corporate Services Committee may make appointments are as illustrated at paragraphs 2-5, with the number of seats aligned to the roles of appointees where applicable, and with the appointments for the previous civic year listed for information:

2. Joint Consultative Committee

Seat	Position	2022-23 Corporate Services Committee appointee
1	Chairman of the Corporate Services Committee	Deputy Alastair Moss
2	Deputy Chairman of the Corporate Services Committee	Florence Keelson-Anfu
3	Finance Committee representative to the Corporate Services Committee	Steve Goodman
4	Any Corporate Services Committee member	Deputy Randall Keith Anderson
5	Any Corporate Services Committee member	Deputy Henry Nicholas Almroth Colthurst
6	Any Corporate Services Committee member	Deputy Charles Edward Lord, OBE JP
7	Any Corporate Services Committee member	Catherine Sidony McGuinness CBE

3. Senior Management Joint Consultative Committee

Seat	Position	2022-23 Corporate Services Committee appointee
1	Chairman of the Corporate Services Committee	Deputy Alastair Moss
2	Deputy Chairman of the Corporate Services Committee	Florence Keelson-Anfu
3	Any Corporate Services Committee member	Deputy Randall Keith Anderson
4	Any Corporate Services Committee member	Gregory Alfred Lawrence
5	Any Corporate Services Committee member	Deputy Charles Edward Lord, OBE JP
6	Any Corporate Services Committee member	Ruby Sayed
7	Any Corporate Services Committee member	Thomas Charles Christopher Sleigh
N/A	Finance Committee representative to the Corporate Services Committee	N/A ²

² See paragraphs 9 and 10.

4. Equality, Diversity & Inclusion Sub Committee

Seat	Position	2022-23 Corporate Services Committee appointee
1	Chairman of the Corporate Services Committee or their nominee	Deputy Alastair Moss
2	Any Corporate Services Committee member	Deputy Randall Keith Anderson
3	Any Corporate Services Committee member	Florence Keelson-Anfu

5. Member Development and Standards Sub-Committee

Seat	Position	2022-23 Corporate Services Committee appointee
1	Any Corporate Services Committee member	N/A
2	Any Corporate Services Committee member	N/A

4. The terms of reference for the aforementioned committees and bodies are appended to this report at appendices A-D.
5. To allow for coordination of ballots, members of the Corporate Services Committee are encouraged to submit expressions of interest ahead of the 31 May 2023 meeting of the committee.
6. Where the number of nominees to a committee exceeds the number of places available, appointments will be made in accordance with Standing Order 10 – Ballots. To aid the transaction of business at the meeting, it is recommended that the ballots are conducted, and votes then counted, by officers of the Town Clerk’s Department whilst the meeting continues, with the results announced by the Chairman at an appropriate interval in the meeting.

Changes from previous years

7. The Member Development and Standards Sub-Committee is a newly established sub-committee of the Policy and Resources Committee. The Sub-Committee is responsible for members’ learning and development and for standards, both of which previously sat within the remit of the Civic Affairs Sub-Committee. The full composition and responsibilities of the Member Development and Standards Sub-Committee can be found at Appendix D.
8. The Equality, Diversity & Inclusion Sub Committee, previously a joint sub-committee of both the Corporate Services Committee and Policy and Resources Committee, is a sub-committee solely of the Policy and Resources Committee for the 2023-24 civic year. However, the Corporate Services Committee retains the same appointment rights to the Equality, Diversity & Inclusion Sub Committee as in

previous years.

9. The Corporate Services Committee's terms of reference establish that the same number and structure of appointments shall be made to both the Joint Consultative Committee and Senior Management Joint Consultative Committee.
10. Although the number of appointments made to the Senior Management Joint Consultative Committee for the 2022-23 civic year was correct, the structure did not include the Finance Committee representative. For the coming civic year, the Corporate Services Committee appointments to the Senior Management Joint Consultative Committee should be in line with recommendations two and three of this report, namely:
 - The Chairman of the Corporate Services Committee
 - The Deputy Chairman of the Corporate Services Committee
 - The Finance Committee representative to the Corporate Services Committee
 - Any four other members of the Corporate Services Committee
11. It should be noted that the appointment of the Chairman and Deputy Chairman of the Corporate Services Committee to both the Joint Consultative Committee and Senior Management Joint Consultative Committee has been a longstanding convention but not one specified within the Corporate Services Committee's terms of reference as agreed by the Court of Common Council. It is recommended that the Chairman and Deputy Chairman are made as appointments to those committees for the coming civic year but that the appointments of these two roles are clarified in the Corporate Services Committee's terms of reference through the autumn 2023 terms of reference review.

Appendices

- A) Terms of Reference: Joint Consultative Committee
- B) Terms of Reference: Senior Management Joint Consultative Committee
- C) Terms of Reference: Equality, Diversity & Inclusion Sub Committee
- D) Terms of Reference: Member Development and Standards Sub-Committee

Contact: Matthew Stickley, Governance and Member Services Manager
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JOINT CONSULTATIVE COMMITTEE

1. **Membership**

The Corporate Services Committee is the Grand Committee responsible for the Joint Consultative Committee (JCC). The JCC is a Committee constructed by the Court of Common Council to provide a facility for the Corporation as Employer and the representatives of Trade Unions formally recognised by the Corporation to meet for collective negotiation and consultation.

The Committee is made up of seven Corporation Members and eight Union representatives.

The Chairman of the Corporate Services Committee, or in their absence, the Deputy Chairman, also serves as the Chairman of the JCC. The Deputy Chairman of the Corporate Services Committee also serves as Deputy Chairman of the JCC.

In addition to the Chairman and Deputy Chairman of the Corporate Services Committee, the Corporate Services Committee appoints four representatives to the Joint Consultative Committee. The final Corporation representative is the Finance Committee's representative to the Corporate Services Committee.

The Corporation officially recognises two Unions, Unite and GMB. Each Union is permitted to have four representatives attend each meeting, although these representatives may vary according to the business to be discussed at the meeting.

2. **Quorum**

The quorum for the JCC is two representatives of the Corporate Services Committee and one representative from each of the Trade Unions

3. **Scope**

The JCC shall concern itself with collective matters affecting all graded staff of the Corporation and with individual staff matters except those specifically excluded by paragraph (viii) of the Terms of Reference. The JCC does not have a remit, nor is recognised within the Constitution, for Senior Management (of Grade 12 and above), Teachers and Police Officers.

4. **Objectives**

The JCC is required to provide effective communication and consultation (both formal and informal) between representatives of the staff and the Corporation as Employer, with the following objectives:

- encouraging the Corporation and staff to contribute to discharging the Corporation's Local Government and other responsibilities within defined and agreed negotiating procedures;
- promoting harmonious staff relations;
- avoiding or resolving employment related issues;
- reaching agreement on changes to staff pay and conditions;
- establishing good employment policies and practices and fair treatment of staff and ensuring their implementation; and
- promoting the efficiency, effectiveness and flexibility of the staff of the Corporation to provide high quality service.

5. **Terms of Reference**

The functions of the JCC shall be to provide, on behalf of the Corporate Services Committee, a facility for consultation and negotiation between the Corporation and staff. Agreements, duly signed, will constitute and be contained within the Staff Handbook and be legally enforceable except where otherwise agreed.

The JCC shall be responsible for:-

- issues of a collective nature relating to all remuneration and conditions of service;
- issues of concern arising from proposals to change working practices;
- issues arising from organisational changes;
- the introduction of proposed new or revised employment policies;
- issues relating to equal opportunities;
- issues relating to staff training and development;
- issues relating to general occupational health and safety matters; and
- disputes that have not been resolved through the "Collective Disputes Procedure. The JCC shall not consider issues which fall within the scope of the other procedures or bodies unless it is to the advantage of both the Corporation and the recognised Trade Unions to do so. These include disciplinary issues, capability issues, grievances, harassment issues.

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Equality, Diversity & Inclusion Sub-Committee

Composition

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

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

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

Terms of Reference

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

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

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

Reporting and Monitoring

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

Targets, Data and Metrics

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

Socio-Economic Diversity

- o. To oversee the implementation of the City of London Corporation's Social Mobility Strategy 2018 to 2028 using the Five-point pathway recommended by the Socio-economic Taskforce in the Breaking the class barrier report, 2022.

Accessibility

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

Budget and Resources

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

Quorum

- The quorum consists of any three Members

Meetings

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

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Member Development and Standards Sub-Committee

Composition

- The Chief Commoner (to act as Chairman)
- Immediate past Chief Commoner*
- Chairman and Deputy Chairman (or a Vice Chairman) of the Policy & Resources Committee
- One Alderman nominated by the Court of Aldermen
- Two Members nominated by the Policy & Resources Committee
- Two Members nominated by the Education Board
- Two Members nominated by the Corporate Services Committee
- Together with two Members of the Court of Common Council, to be elected by the Court.

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

Terms of Reference

To be responsible for:-

Member Learning and Development

- (a) To agree, a programme of Member training and development, to ensure that all Members have access to opportunities

Standards

- (b) promoting and maintaining high standards of conduct by Members and Co-opted Members of the City of London Corporation and to assist Members and Co-opted Members to observe the City of London Corporation's Code of Conduct;
- (c) preparing, keeping under review and monitoring the City of London Corporation's Member Code of Conduct and making recommendations to the Court of Common Council in respect of the adoption or revision, as appropriate, of such Code of Conduct;
- (d) keeping under review, monitoring and revising as appropriate the City of London Corporation's Guidance to Members on the Code of Conduct;
- (e) keeping under review by way of an annual update by the Director of HR, the City of London Corporation's Employee Code of Conduct and, in relation to any revisions, making recommendations to the Corporate Services Committee;

- (f) keeping under review and monitoring the Protocol on Member/Officer Relations and, in relation to any revisions, making recommendations to the Corporate Services Committee;
- (g) advising and training Members and Co-opted Members on matters relating to the City of London Corporation's Code of Conduct.

Agenda Item 9

Committee(s)	Dated:
Corporate Services Committee	31 May 2023
Subject: Gender, Ethnicity and Disability Pay Gaps with Equality and Inclusion Update (March 2022 Snapshot)	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	Contribute to a flourishing society, point 3
Does this proposal require extra revenue and/or capital spending?	No
If so, how much?	n/a
What is the source of Funding?	n/a
Has this Funding Source been agreed with the Chamberlain's Department?	n/a
Report of: Emma Moore, Chief Operating Officer	For information
Report authors: Chris Fagan, Human Resources Saida Bello, Equality, Diversity and Inclusion	

Summary

The City of London Corporation is committed to promoting equality and diversity across all areas of our operations, and we believe that pay should be based on the skills, experience, and responsibilities of our employees.

The report provides the City Corporation's Gender, Ethnicity and Disability Pay Gaps for March 2022 together with an Equality and Inclusion summary. Overall, the figures remain broadly consistent with those reported in previous years, with small positive shifts in some measures from March 2021, which seem to be indicative of a longer-term positive trend in most pay gap figures. However, it is noted that the organisation has experienced significant change since this snapshot, so earlier analysis of March 2023 snapshot is recommended (Autumn 2023).

While the direction of travel is somewhat positive, it is recognised that there is always more that can be done to ensure greater equality, and we are committed to doing so through a range of measures.

- We are in the process of reviewing our pay and reward practices and will through this process ensure that they are and remain fair, transparent, and deliver our reward ambitions.
- We are also committed to promoting diversity and inclusion across our organisation, and to providing opportunities for career development and progression for all employees.

We will continue to monitor our progress and report on our results annually.

Recommendation(s)

Members are asked to note the report for information.

Main Report

Section 1: Background & Context

In accordance with the Gender Pay Gap Regulations the City of London Corporation ("City Corporation") has been required to publish and report its Gender Pay Gap (GPG) by 30 March annually since 2017. Alongside the GPG the Corporation has also voluntarily elected to publish each year both the Ethnicity Pay Gap (EPG) and Disability Pay Gap (DPG), in line with a small number of London local authorities. This is supplemented with a more detailed breakdown on Market Forces Supplements in respect of gender, ethnicity and disability.

This pay gap analysis is calculated in line with the government's standard methodology and reporting requirements for Gender Pay Gaps, which compares the median and mean hourly pay rates and bonuses of employee groups. It also examines the proportion of these groups within each quartile of our pay distribution. It is difficult to compare to our grades consistently, but as a rough guide:

- Upper quartile: Grade G and above
- Upper middle quartile: Grade E to F
- Lower middle quartile: Grade C to D
- Lower quartile: Grade A to B

Pay relates to the 'snapshot date' of 31 March 2022. The mean and median pay gap calculation is based on the total pay, so includes basic pay as well as for example responsibility allowance in schools, unsocial hours payments and other payments such as Market Forces Supplements (MFS) used for specific recruitment and retention purposes. Whereas the 'bonus gap' relates to the 12-month period which ends on the snapshot date. Bonus payments include Recognition Awards for employees at the top of Grades A-C and honoraria payments. Normally Contribution Payments are for discretionary bonuses paid to employees at the top of Grades D-J who have demonstrated a high level of performance and would also be included, however since 2020-21 it has been decided each year not to pay these.

It is noted that:

- For ease of reporting, reference made in respect of employees will include employees and casual workers unless otherwise stated.
- Pay gap data reports the difference in the average pay between groups across a whole organisation. This is entirely different to equal pay, which deals with the pay differences between different groups (i.e. men and women) who carry out the same jobs, similar jobs or work of equal value. A large pay gap does not indicate the existence of equal pay issues.
- We hold 100% data on the gender of our workforce however ethnicity and disability declaration are lower, with levels of non-disclosure of 18% and 23% respectively.
- The government gender pay gap regulations compare the pay of female and male employees and do not address how employers should make their gender pay gap calculation if they have employees who do not identify as either male or female (e.g. transgender, non-binary).

Section 2: Analysis

1. The City Corporation's gender, ethnicity and disability pay gaps as at the snapshot date of 31 March 2022 are shown in full at Appendices 1, 3 and 4 of this report. The total headcount used for the mean and median pay gaps was 4,503 (this excludes police officers), noting that there has been a reduction from the previous report as a result of organisational change and casuals engaged at the time of the snapshot.
2. This analysis shows that as of March 2022 the pay gaps calculated are:
(Note: Bracketed figures represent the 2021 and 2020 reported figures)

Gender Pay Gap

3. Median Pay Gap is **2.7%** (2.2%; 0.0%) and Mean Pay Gap is **4.5%** (7.1%; 5.6%).
4. This means that, on average, women employees earn 2.7% less than men based on median hourly pay rates, and 4.5% less based on mean hourly pay rates.
5. This gender pay gap is relatively low – the UK Average is reported as 9.4% - and indicates that, on average, women in our organisation are paid similarly to men based on average hourly pay rates.
6. Looking at the picture across London Boroughs (Appendix 2), our median pay gap places us 14th out of 31 London Boroughs that have reported figures for March 2022, with 17 of these having a higher pay gap (towards men or women). An increasing number (9) have reported no median pay gap this year.
7. The mean bonus rate is 5.2% (5.4%; 15.7%). This continues a downwards trend, although this may be in part to reduced levels of bonus payments in recent years, when contribution pay was not operated. Bonuses were received by 9.0% (26%) of women and 11.1% (34.5%) of men.
8. The proportion of men and women are broadly within a 60/40% ratio across all quartiles. The proportion of men is slightly higher in Upper and Lower quartiles and the proportion of women being higher in the two middle quartiles. This continues the same pattern seen in previous years.

Ethnicity

9. Median Pay Gap **14.7%** (15.7%; 17.1%); Mean Pay Gap **17.4%** (16.8%; 19.1%).
10. This means that, on average, BAME employees in our corporation earn 14.7% less than White employees based on median hourly pay rates, and 17.38% less than White employees based on mean hourly pay rates.
11. Ethnicity Pay Gap reporting continues to be voluntary for employers. As such there is no statutory instrument, or national database for benchmarking. This reflects the complexity of analysing a multi-faceted category such as ethnicity, and/or the issue of representing these fairly using a binary measure.
12. In terms of comparison, only a small number of Councils report their gaps publicly. Camden for example have reported their Ethnicity pay gap since 2015/16. They currently report a gap of median 10.9% and mean 13.0%. their Gender pay gap figures are 0.7% and 0.6% respectively.
13. Looking at both Camden and our own quartile analysis, the pay gaps appear to possibly stem from the proportions of BAME employees within each quartile. For

the Corporation there are approximately 20% in the two lower quartiles, (LQ 21.8%; LMQ 19.7%) dropping to 14.6% in the upper middle quartile and then to 8.2% in the upper quartile. Camden have a higher base with more than 50% in the bottom quartiles (LQ 57%; LMQ 55%), dropping to 46% in the UMQ and 30% in the upper quartile. Camden figures exclude non-disclosed from their analysis.

14. As highlighted in previous years, the levels of non-disclosure on ethnicity continue to remain relatively high, with 18% not disclosing. Activity to improve levels of disclosure continues, especially among our institutions and capturing this for casual workers. It is hoped this will support stronger analysis in the future.
15. The City Corporation's average ethnicity bonus pay gap was 24.4% (22.2%; 23.1%) this measures the difference between BAME employees' bonus pay and White employees bonus pay as a percentage of White employees' pay. Bonuses were received by 12.6% of all BAME employees and 10.8% of all White employees.
16. In April 2023, the Government published guidance for those employers who want to report voluntarily. The aim is to develop a consistent, methodological approach to ethnicity pay reporting. This new guidance will inform our methodology as part of March 2023 reporting. A key suggestion is not to aggregate ethnicity categories together where possible.

Disability

17. Median Pay Gap is **2.4%** (7.1%; 8.9%); Mean Pay Gap is **8.8%** (8.9%; 10.3%).
18. This means that, on average, Disabled employees in our corporation earn 2.4% less than Not Disabled employees based on median hourly pay rates, and 8.8% less than Not Disabled employees based on mean hourly pay rates.
19. As with Ethnicity, Disability Pay Gap reporting is voluntary for employers. There is no statutory instrument, or national database. Robust analysis of disability pay data by is also hindered by the low number of employees with a declared a disability (only 4.1%), and the high levels of non-disclosed (22.7%).
20. However, the latest median and mean pay gap figures continue a general trend of a reduction in the pay gap over recent years.
21. However, the mean bonus pay gap has extended significantly from -4.3% in March 2022, to -31.5% in March 2023. This is likely due to the impact of much smaller numbers of bonus payments being made in 2023 due to the deferral of contribution pay. Numbers are so small that a few cases could impact average reporting significantly. The proportion of Disabled and Non-Disabled staff receiving bonuses remained relatively equal (9.2% and 11.1% respectively).

Section 3: Equality Diversity and Inclusion Update

22. We are committed to creating an inclusive working environment where everyone feels a true sense of belonging. To this end, we are currently consulting on our Equality Objectives 2023 to 2027 which sets out our overall ambitions.
23. In September 2022, we strengthened our Equality, Diversity and Inclusion (EDI) governance structure through the introduction of a newly created EDI Sub-Committee. The EDI Sub-Committee reports into the Policy and Resources grand committee. Furthermore, a new EDI directorate was initiated in September 2022. The EDI directorate is led by the Director of EDI/ Head of Profession for across the Corporation. We have successfully recruited one EDI officer and an admin officer (0.5 FTE) and we are currently recruiting a second EDI officer and an apprentice.
24. A new EDI governance structure was agreed with the Executive Leadership Board and the EDI Sub-Committee in December 2022. The EDI governance structure will enable better joined-up working on EDI across the City Corporation's departments and institutions.
25. The City Corporation signed up to the Women in Finance Charter in 2019. We set a target to increase the representation of women in senior grades (above grade G) to 45% by 2025. When we signed up to the Women in Finance Charter in 2019, 33% of senior level staff (Grade G and above) were female. By 2021 this increased to 37% and by 2022, this increased to 43%. We believe that we are on course to meet our target of 45% by March 2025.
26. One of the practical steps we will take to minimise unconscious bias during the recruitment process is the use of anonymised recruitment. We plan to roll this out once our HR systems have been upgraded in the next 12 months.
27. The City Corporation has 7 Staff networks that play a huge part in enhancing our inclusive workplace culture, with additional networks in some of our Institutions. Our staff networks drive forward our EDI agenda by attending our bi-monthly EDI board meetings and supporting their members.
28. To ensure that we continue to make measurable and meaningful progress on EDI, we will set targets for EDI in 2023 which we will measure over the next two years. These targets will include increased representation in senior level roles for gender, disability and ethnicity. As disclosure rates remain low for some protected characteristics, we will set targets to increase our disclosure rates for ethnicity, disability and socio-economic background. We will increase our disclosure rates by stepping up our disclosure campaigns and by increasing trust through demonstrating that we have taken action on staff survey and pulse survey feedback.
29. To narrow our pay gaps, we will ensure that the EDI targets we set are monitored quarterly alongside our overall EDI action plan, departmental plans, institution plans and our annual workforce data.
30. Additionally, the City Corporation's first People Strategy is being developed. The intention is that EDI will be considered as an individual theme to encourage explicit and prioritised actions to be developed as well as a 'golden thread' to underpin all employee activity and initiatives.

Section 4: Corporate and Strategic Implications

Strategic Implications: Ensuring that our employment practices and procedures are fair and free from bias will support the City Corporation to recruit, retain and most importantly engage a high calibre and diverse workforce, capable of high performance and delivering the organisations strategic ambitions.

Financial Implications: No direct financial implications.

Resource Implications: None related explicitly to this report.

Legal Implications: None

Risk Implications: None

Equalities Implications: This report forms part of our package of work to continuously review our performance on specific metrics to help inform the wider EDI activity.

Climate Implications: None

Security Implications: None

Section 5: Conclusions and Next Steps

31. Overall, the pay gap figures reported remain broadly consistent with those from previous years, with some positive shifts compared to March 2021. These shifts seem to be indicative of a longer-term positive trend in all pay gap figures. However, due to the nature of the calculation method there will be a natural mathematical variation in the workforce numbers included within the snapshot and therefore some deviation due to these measures used that are unrelated to pay practice.
32. It is noted that the figures reflect the position as of March 2022. Since this snapshot the City Corporation has gone (and is continuing to go) through a period of significant change to its structures and employee composition. Although it is important to report and note the position at this snapshot, it would be prudent to bring forward the March 2023 analysis, to identify how these changes have impacted the pay gap position and ensure that future actions identified are based on a more up-to-date picture.
33. The high levels of non-disclosure observed in the ethnicity and disability data highlight the need to continue to improve our data and especially our levels of disclosure on protected characteristics across employees and casuals, to allow stronger analysis and greater insight. As part of our HR Strategy, we will be addressing HR data and improving levels of disclosure.
34. The City Corporation is committed to equal opportunities and equal treatment for all employees. Although many of the pay gap measures are already relatively small or larger but moving in a positive direction, there will always be more that we can do to improve our culture, policy, process and practices to ensure a truly bias free work environment for all employees, in which people irrespective of their background can expect to develop, progress, flourish and perform and be remunerated fairly for the work that they do. We will carry out further analysis on the reasons for disparity in order to support our EDI commitments, reduce any perceived barriers to engagement and progression and work towards greater pay equity. This will include:
 - Guarantee the robustness of our job evaluation scheme and policy, to ensure that we have equal pay for work of equal value, which provides protection against claims of equal pay. This will be part of the Reward Review
 - Review our pay structure and reward practices to ensure that these support fair and equal remuneration, and that any additional payments are minimised and where they remain necessary, actively monitored and moderated.
 - Ensure our work and engagement practices, do not preclude or discourage suitable individuals, from applying to, be appointed and progressing within the organisation (e.g. recruitment activities; where we advertise; the benefits we offer; our support for flexible working;

Departments and Institutions are tasked with concentrating efforts to address pay gaps through recruitment practice and other initiatives as outlined in their E&I Action Plans. This work will take sustained efforts over time and requires robust data to inform prioritisation and decision-making.

Appendices

1. Gender Pay Gap (“snapshot” date of 31 March 2022)
2. London Boroughs Gender Pay Gap (“snapshot” date of 31 March 2022)
3. Ethnicity Pay Gap (“snapshot” date of 31 March 2022)
4. Disability Pay Gap (“snapshot” date of 31 March 2022)
5. Market Forces Supplements by Gender, Ethnicity and Disability (“snapshot” date of 31 March 2022)

Background Papers

None

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Appendix 1: Gender Pay Gap (“snapshot” date of 31 March 2022)

*Bracketed figures represent the 2021 and 2020 reported figures.

Average Pay Rates by Gender

Average Pay Rates	Gender pay gap the difference between women's pay and men's pay as a percentage of men's pay
Mean hourly rate	4.5% (7.1%; 5.6%)
Median hourly rate	2.7% (2.2%; 0.0%)

Pay Quartiles by Gender

Pay Quartiles	Women	Men	Total
Proportion in the upper quartile (paid above the 75th percentile)	43.8% (43.9%) (43.9%)	56.2% (56.1%) (56.1%)	(100%)
Proportion in the upper middle quartile (paid above the median and at or at/below the 75th percentile)	53.3% (50.5%) (53.2%)	46.7% (49.5%) (46.8%)	(100%)
Proportion in the lower middle quartile (paid above the 25th percentile and at/below the median)	53.4% (50.9%) (52.2%)	46.6% (49.1%) (47.8%)	(100%)
Proportion in the lower quartile (paid below the 25th percentile)	44.0% (49.4%) (45.7%)	56.0% (50.6%) (54.3%)	(100%)

Bonus Pay by Gender

Bonus Pay	Bonus Gender Pay Gap Difference women's bonus and men's bonus as a % of men's bonus
Mean bonus	5.2% (5.4%; 15.7%)
Median bonus	-50.0% (-14%; 0.5%) i.e. male employees have lower bonuses than female employees

Bonus Pay	Women	Men
Who received bonus pay	9.0% (26.0%; 13.1%)	11.1% (34.5%; 14.1%)

Appendix 2: London Boroughs Gender Pay Gap (“snapshot” 31 March 2022)

	London Borough	Median Hourly Pay Gap
1.	CROYDON COUNCIL	No gender pay gap
2.	ENFIELD COUNCIL	No gender pay gap
3.	LONDON BOROUGH OF HACKNEY	No gender pay gap
4.	HARINGEY COUNCIL	No gender pay gap
5.	LONDON BOROUGH OF HILLINGDON	No gender pay gap
6.	LONDON BOROUGH OF HOUNSLOW	No gender pay gap
7.	LAMBETH COUNCIL	No gender pay gap
8.	LONDON BOROUGH OF REDBRIDGE COUNCIL	No gender pay gap
9.	LONDON BOROUGH OF TOWER HAMLETS	No gender pay gap
10.	LONDON BOROUGH OF BARKING AND DAGENHAM	1% in favour of men
11.	LONDON BOROUGH OF BEXLEY	1.5% in favour of men
12.	THE LONDON BOROUGH HAVERING	1.6% in favour of men
13.	LONDON BOROUGH OF CAMDEN	2.5% in favour of women
14.	CITY OF LONDON CORPORATION	2.7% in favour of men
15.	ROYAL BOROUGH OF GREENWICH	2.9% in favour of women
16.	LONDON BOROUGH HARROW COUNCIL	3% in favour of women
17.	WANDSWORTH BOROUGH COUNCIL	3.4% in favour of men
18.	LONDON BOROUGH OF RICHMOND UPON THAMES	3.4% in favour of men
19.	EALING COUNCIL	3.4% in favour of men
20.	LONDON BOROUGH OF MERTON	4.5% in favour of men
21.	LONDON BOROUGH OF HAMMERSMITH & FULHAM	5.3% in favour of men
22.	ROYAL BOROUGH OF KENSINGTON & CHELSEA	5.8% in favour of men
23.	BRENT COUNCIL	6.8% in favour of men
24.	LONDON BOROUGH OF SOUTHWARK	7.8% in favour of women
25.	WALTHAM FOREST COUNCIL	9.3% in favour of men
26.	LONDON BOROUGH OF BROMLEY COUNCIL	9.3% in favour of men
27.	WESTMINSTER CITY COUNCIL	10% in favour of men
28.	ROYAL BOROUGH OF KINGSTON-UPON-THAMES	11.8% in favour of men
29.	LONDON BOROUGH OF SUTTON	12% in favour of men
30.	BARNET COUNCIL	17.9% in favour of women
31.	NEWHAM COUNCIL	23.3% in favour of women

Note: No data was available for: Islington; and Lewisham.

Source: Gender Pay Gap Service

(via BBC website: [What is the gender pay gap where you work? - BBC News](#))

Appendix 3: Ethnicity Pay Gap (“snapshot” date of 31 March 2022)

*Bracketed figures represent the 2021 and 2020 reported figures.

Pay Rates by Ethnicity

Pay Rates	Ethnicity pay gap Difference between BAME and White employees pay as a percentage of White employees' pay	Ethnicity pay gap - BAME employees' pay as a percentage of White employees' pay	Hourly Pay Rate (BAME)	Hourly Pay Rate (White)	Difference £
Mean hourly rate	17.4% (16.8%) (19.1%)	79.5% (83.3%) (80.9%)	£22.96 (£22.13) (£20.62)	£27.32 (£26.58) (£25.49)	£4.38 (£4.45) (£4.87)
Median hourly rate	14.7% (15.7%) (17.1%)	79.0% (84.3%) (82.9%)	£22.21 (£19.69) (£18.02)	£23.42 (£23.37) (£21.73)	£3.21 (£3.68) (£3.71)

Pay Quartiles by Ethnicity

Pay Quartiles	BAME	White	Total
Proportion in the upper quartile (paid above the 75th percentile)	8.2% (8.2%) (6.8%)	72.4% (75.0%) (74.0%)	80.6% (83.2%) (80.8%)
Proportion in the upper middle quartile (paid above the median and at or at/below the 75th percentile)	14.6% (14.9%) (14.4%)	69.6% (71.4%) (72.9%)	84.2% (86.3%) (87.3%)
Proportion in the lower middle quartile (paid above the 25th percentile and at/below the median)	19.7% (20.9%) (21.4%)	62.1% (62.7%) (63.3%)	81.8% (83.6%) (84.7%)
Proportion in the lower quartile (paid below the 25th percentile)	21.8% (16.9%) (18.2%)	59.6% (54.7%) (55.7%)	81.4% (71.6%) (73.9%)

Workforce Composition by Ethnicity

Workforce Composition	BAME headcount	White headcount	Non-disclosed headcount	Total headcount
Proportion in the upper quartile (paid above the 75th percentile)	92 (104) (85)	814 (957) (930)	219 (215) (242)	1125 (1276) (1257)
Proportion in the upper middle quartile (paid above the median and at or at/below the 75th percentile)	164 (190) (181)	784 (911) (917)	178 (175) (160)	1126 (1276) (1258)
Proportion in the lower middle quartile (paid above the 25th percentile and at/below the median)	222 (266) (269)	699 (800) (796)	205 (210) (193)	1126 (1276) (1258)
Proportion in the lower quartile (paid below the 25th percentile)	246 (217) (229)	671 (699) (700)	209 (361) (328)	1126 (1277) (1258)

Bonus Pay by Ethnicity

Bonus Pay	Ethnicity Bonus Gap Difference between BAME and White employees' bonus as a % of White employees' bonus	Ethnicity Bonus Gap BAME employees' bonus as a % of White employees' bonus	Bonus pay of BAME employees	Bonus pay of White employees	Difference £
Mean bonus	24.4% (22.2%) (23.1%)	78.2% (78.0%) (76.9%)	£841.36 (£853.80) (£1,081.26)	£1,075.42 (£1,097.50) (£1,406.85)	£234.06 (£243.70) (£325.59)
Median bonus	40.0% (49.9%) (31.9%)	60.0% (50.0%) (68.1%)	£300.00 (£500.00) (£652.80)	£500.00 (£998.70) (£958.40)	£200.00 (£498.70) (£305.60)

Who received bonus pay:

- BAME paid bonus as % of all BAME: 12.6% (30.9%; 9.9%)
- White paid bonus as % of all White staff: 10.81% (35.4%; 16.9%)

Note

- Black, Asian and Minority Ethnic (BAME) includes employees recorded in the following categories (categories taken from the 2001 Census): Asian / Asian British (including Chinese), Black / Black British, Mixed / Multiple Heritage and Other Ethnic Group (i.e. all other categories than that of White British and White Other). The calculations exclude any employees whose ethnicity is not known.
- A significant proportion of employees in the lower quartile are casual employees and are therefore less likely to enter their ethnicity information on City People.

Appendix 4: Disability Pay Gap (“snapshot” date of 31 March 2022)

*Bracketed figures represent the 2021 and 2020 reported figures.

Pay Rates by Disability

Pay Rates	Disability Pay Gap Difference between the pay of those who have declared a disability those who have declared no disability as a % of the pay of employees who have declared no disability	Disability Pay Gap The pay of employees who have declared a disability as a percentage of the pay of employees who have declared they have no disability	Hourly Pay Rate (Disability Declared)	Hourly Pay Rate (No Disability Declared)	Difference £
Mean hourly rate	8.8% (8.9%) (10.3%)	94.9% (93.0%) (89.7%)	£23.99 (£23.86) (£22.06)	£26.21 (£25.64) (£24.59)	£2.92 (£1.78) (£2.53)
Median hourly rate	2.4% (7.1%) (9.4%)	94.5% (93.0%) (90.6%)	£21.78 (£20.73) (£19.68)	£22.31 (£22.31) (£21.73)	£0.53 (£1.58) (£2.05)

Pay Quartiles by Disability

Pay Quartiles	Disabled	Not disabled	Total
Proportion in the upper quartile (paid above the 75th percentile)	2.8% (2.1%) (2.0%)	71.8% (74.8%) (73.4%)	74.6% (76.9%) (75.3%)
Proportion in the upper middle quartile (paid above the median and at or at/below the 75th percentile)	3.9% (3.9%) (3.5%)	75.3% (77.6%) (78.5%)	79.2% (81.5%) (82.0%)
Proportion in the lower middle quartile (paid above the 25th percentile and at/below the median)	4.5% (4.6%) (4.0%)	72.0% (73.8%) (75.7%)	76.6% (78.4%) (79.7%)
Proportion in the lower quartile (paid below the 25th percentile)	5.2% (3.8%) (4.0%)	73.5% (66.9%) (68.6%)	78.7% (70.7%) (72.6%)

Workforce Composition by Disability

Workforce Composition	Disabled headcount	Not disabled headcount	Non-disclosed headcount	Total headcount
Proportion in the upper quartile (paid above the 75th percentile)	31 (27) (22)	808 (954) (922)	286 (295) (310)	1125 (1276) (1257)
Proportion in the upper middle quartile (paid above the median and at or at/below the 75th percentile)	44 (50) (44)	848 (990) (987)	234 (236) (227)	1126 (1276) (1258)
Proportion in the lower middle quartile (paid above the 25th percentile and at/below the median)	51 (58) (50)	811 (942) (952)	264 (276) (256)	1126 (1276) (1258)
Proportion in the lower quartile (paid below the 25th percentile)	59 (49) (50)	827 (854) (862)	240 (374) (345)	1126 (1277) (1258)

Bonus Pay by Disability

Bonus Pay	Disability Bonus Gap Difference between the bonus paid to employees who declared a disability and employees who have declared no disability as a % of employees who have declared no disability.	Disability Bonus Gap Pay of employees who have declared a disability as a % of pay of employees who have declared no disability	Bonus pay employees who have declared they have a disability	Bonus pay employees who have declared no disability	Difference £
Mean bonus	-31.4% (-4.3%) (-14.8%)	137.2% (104.3%) (114.8%)	£1,436.76 (£1,106.73) (£1,611.31)	£1,047.33 (£1,060.98) (£1,403.97)	£389.43 (£45.75) (£207.34)
Median bonus	-35.29% (16.8%) (3.9%)	142.9% (83.0%) (96.1%)	£500.00 (£830.99) (£920.88)	£350.00 (£998.70) (£958.40)	£150.00 (£176.71) (£37.52)

Who received bonus pay:

- Disabled paid bonus as % of all Disabled: 9.18% (27.2%; 11.8%)
- Non-disabled paid bonus as % of all Non-disabled staff: 11.13% (34.9%; 15.8%)

Note:

For the calculations exclude any employees for whom disabled / not disabled is not known.

Appendix 5: Market Forces Supplements by Gender, Ethnicity and Disability ("snapshot" date of 31 March 2022)

*Bracketed figures represent the 2021 and 2020 reported figures.

Market Forces Supplement by Gender

Category	Head count	% of Cat	% of MFS	Total MFS	Average MFS	Diff to Male	%Male MFS
Women	104 (104) (99)	4.7%	38.4% (37.5%) (37.4%)	£778,946 (£812,752) (£687,093)	£7,489 (£7,667) (£6,940)	£2,746	26.8%
Men	167 (174) (165)	7.2%	61.6% (62.5%) (62.6%)	£1,709,186 (£1,752,300) (£1,492,120)	£10,235 (£10,013) (£9,043)	N/A	N/A

Market Forces Supplement by Ethnicity

Category	Head count	% of Cat	% of MFS	Total MFS	Average MFS	Diff to White	%White MFS
BAME	51 (49) (46)	7.0%	18.8% (17.6%) (17.4%)	£414,079 (£429,424) (£348,746)	£8,119 (£8,588) (£7,581)	£1,797	18.1%
Not stated/ known	38 (34) (30)	6.1%	14.0% (12.2%) (11.4%)	£269,305 (£252,322) (£188,291)	£7,086 (£7,421) (£6,276)	£2,830	28.5%
White	182 (195) (188)	4.7%	67.2% (70.2%) (71.2%)	£1,804,747 (£1,833,306) (£1,642,177)	£9,916 (£9,560) (£8,735)	N/A	N/A

Market Forces Supplement by Disability

Category	Head count	% of Cat	% of MFS	Total MFS	Average MFS	Diff to NoDis	%NoDis MFS
Disabled	10 (8) (8)	5.4%	3.7% (2.9%) (3.0%)	£131,298 (£67,442) (£69,448)	£13,130 (£8,430) (£8,681)	£3,687	-39.0%
Not stated/ known	48 (43) (40)	4.7%	17.7% (15.5%) (15.2%)	£345,475 (£322,656) (£248,055)	£7,197 (£7,504) (£6,201)	£2,246	23.8%
Not Disabled	213 (227) (216)	6.5%	78.6% (81.6%) (81.8%)	£2,011,359 (£2,174,954) (£1,861,711)	£9,443 (£9,456) (£8,619)	N/A	N/A

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Committee(s): Bridge House Estates Board – For decision Finance Committee – For decision Digital Services Committee – For decision City of London Police Authority Board – For decision Corporate Services Committee – For decision Operational Property and Projects Sub Committee– For decision	Dated: 15/05/2023 16/05/2023 24/05/2023 24/05/2023 31/05/2023 05/06/2023
Subject: Member Governance Enterprise Resource Planning (ERP) Delivery	Public
Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?	7 & 9
Does this proposal require extra revenue and/or capital spending?	N
If so, how much?	N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain’s Department?	N/A
Report of: Chamberlain	For Decision
Report author: Sonia Virdee, Financial Services Director	

Summary

The Corporation is in the process of procuring an Enterprise Resource Planning (ERP) solution replacing back-office systems for Finance, HR, Payroll and Procurement. A significant programme which seeks to not just replace the IT systems but support the corporate and cultural transformation priorities to drive outcomes under the new Target Operating Model.

This ERP programme is cross cutting and sits across 6 Committees/Boards and under the current governance process approval will be required at each gateway from all 6 Committees/Boards. To maintain speed and momentum on the ERP programme, plus avoid any delays from the current process, this paper sets out the recommendations to appoint a lead committee, and to continue with the Member Steering Group.

Recommendation(s)

- Members are asked to endorse and approve Digital Services Committee as the lead committee for the Enterprise Resource Planning (ERP) solution.
- Members are asked to endorse the continuation of the ERP Member Steering Group, comprising of members from each Committee/Board for strategic oversight of the responsibilities undertaken by the ERP Project Board.
- Members of the Bridge House Estates Board are asked to endorse and approve - approvals in respect of the project are delegated to the Managing Director of Bridge House Estates (BHE), in consultation with the Chair and Deputy Chair of that Board, who will take account of the decisions taken by the lead decision-making committee and representations from the Member Steering Group.

Main Report

Background

1. In the summer of 2021, Members agreed to appoint a Member Steering Group to provide a strategic steer and oversight of the ERP Project Board. This informal Board was comprised of Members of those Committees identified as 'service committees' in the context of the City of London Corporation's projects procedure. This included the Finance Committee, Establishment Committee (now Corporate Services), Projects Sub-Committee (now Operational Property and Projects Sub-Committee), Digital Services Sub-Committee (now a Grand Committee) and the City of London Police Authority Board. Following the formation of the Bridge House Estates Board, it was further recommended a member from BHE Board also formed part of the Member Steering Group.
2. In April 2023, the Enterprise Resource Planning (ERP) solution Gateway 3 paper was presented to the Finance Committee and Operational Property and Project Sub Committee (OPPSC), it was highlighted by the Town Clerk's Department that this level of delegation to a Working Party was not valid, and decisions would need to be sought from each Committee/Board.
3. Upon consideration of the Gateway 3 paper, the Finance Committee and OPPSC did not think it prudent for the ERP programme's decisions to be reported to all six committees and supported a proposal that a report be brought forward outlining options to streamline the governance. One of the options briefly discussed at the meeting was identifying a lead committee that would be responsible for acting as the 'service committee', in the process of decision making in line with the current Projects Procedure.

Current Position

4. The City of London [Projects Procedure](#) dictates how the City Corporation's projects are managed and have their own specific governance framework (as referred to within the Court of Common Council's Standing Orders 50(2))
5. Amongst other things, the Procedure sets out the role of OPPSC and the role of the 'service committee' in relation to various committee level project approvals. Whilst this is not currently definition of a 'service committee', in practice they are those committees who are responsible, under their terms of reference, for defining the operational requirement of the project and/or are responsible for the budget(s).
6. In the case of the ERP, there are five committees, in addition to OPPSC, which are feeding into the project scope and/or are responsible for funding the work. These are:
 - Finance Committee
 - Digital Services Committee
 - City of London Police Authority Board
 - Corporate Services Committee

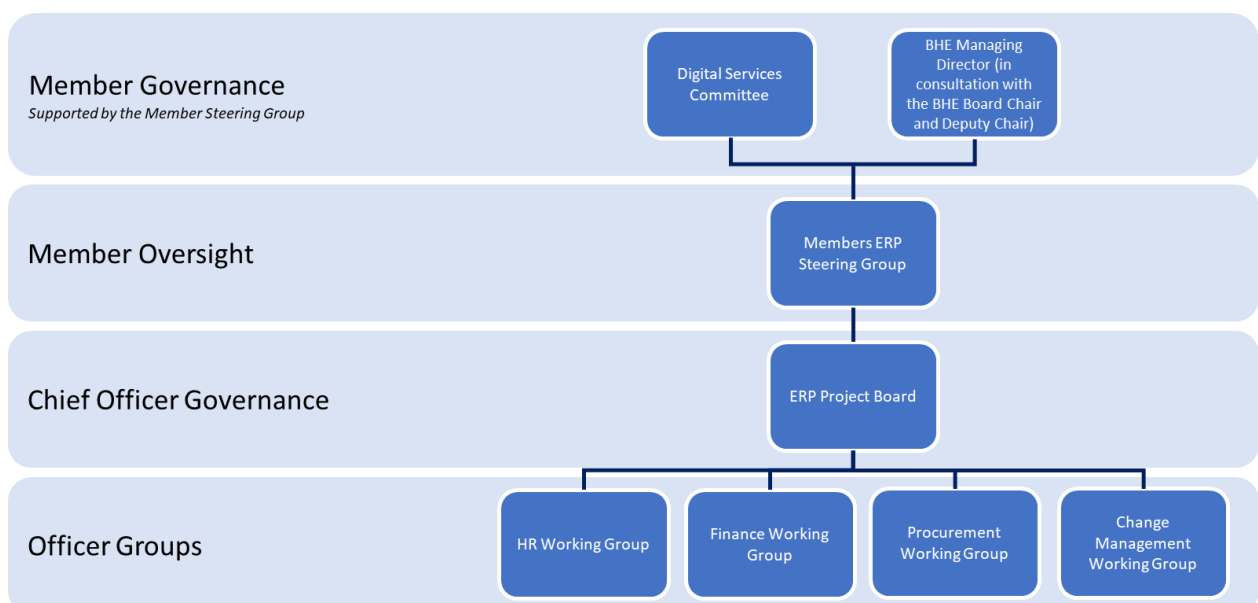
- Bridge House Estates Board
7. This means that all five 'service' committees need to formally consider and approve the Gateway Reports.
 8. In context, the Enterprise Resource Planning (ERP) solution Gateway 3 paper was approved by the Operational Property and Project Sub-Committee and Finance Committee in April 2023. The Gateway 3 paper now also needs to be considered by Bridge House Estates Board on 15 May 2023 together with remaining committees (Corporate Services Committee, Police Authority Board and Digital Services Committee) for which decisions under urgency procedure are being pursued with the Town Clerk in consultation with the various Chairs and Deputy Chairs.
 9. This position is clearly undesirable. It can add several months to decision making processes and causes confusion over the role of each committee, particularly if there is disagreement between them. In the interest of good governance and cost savings it was agreed at Finance Committee and OPPSC that a full report outlining options for a more streamlined, agile approach for ERP Governance be brought back to all relevant committees for final consideration and, if required, to the Court of Common Council.

Proposal

10. As the ERP solution cuts across a number of committees, it is proposed that the Digital Services Committee is empowered as the lead decision-making committee for the delivery of the Enterprise Resource Planning (ERP) solution. The Digital Services Committee will receive regular project updates throughout the ERP project.
11. Noting that the Bridge House Estates Board is responsible for discharging all the functions of the City of London Corporation as the charity Trustee, except where they have been expressly reserved to the Court of Common Council, that Board is separately asked to consider an appropriate provision for progressing approvals on behalf of BHE. With BHE funding representing a contribution of around 5% of the total project costs, it is proposed that future BHE Board approvals in respect of the project are delegated to the Managing Director of BHE, in consultation with the Chair and Deputy Chair of that Board, who will take account of the decisions taken by the lead decision-making committee and representations from the Member Steering Group, with appropriate reporting to the BHE Board on the exercise of this delegated authority.
12. In addition, it is proposed a Member Steering group is continued with appropriate representation from the following stakeholder committees:
 - Bridge House Estates Board
 - City of London Police Authority Board
 - Corporate Services Committee
 - Digital Services Committee
 - Finance Committee
 - Operational Property and Projects Sub Committee

13. The Member Steering Group, will provide the Officer Project Board to draw upon Member guidance and knowledge throughout the delivery of the ERP solution. The Member Steering Group will focus on the business transformation deliverable of the ERP solution. The Member Steering Group will provide a less formal setting to question, challenge and highlight potential risks, challenges or opportunities for the project.
14. Recommendations from the Member Steering Group will be presented to the Digital Services Committee and Managing Director of BHE to take formal decisions (where required) on behalf of all the other Committees/Boards and receive regular project updates. This approach is proposed to ensure sufficient Member oversight on the delivery of the programme, management of the budget envelope and receiving the appropriate scrutiny not only in terms of business transformation but also an IT solution.
15. With this recommendation, Gateway Papers for approval under the project procedures will only be presented to:
- The Digital Services Committee as the lead committee
 - The Managing Director of BHE, in consultation with the Chair and Deputy Chair of that Board; and
 - OPPSC.
16. Note that the City Corporation's Procurement code will apply, (with any procurement contracts above £2m requiring approval from OPPSC and Finance Committee as appropriate).

Chart 1: Proposed decision-making structure



Conclusion

17. To conclude, it is proposed that the Digital Services Committee, is appointed as a grand committee, and lead decision-making body to provide additional scrutiny and challenge to ensure the effective delivery of a new ERP solution.
18. Where BHE Board is responsible for discharging all the functions of the City of London Corporation as the charity Trustee (except where they have been expressly reserved to the Court of Common Council), to delegate authority to the Managing Director of BHE in consultation with the Chair and Deputy Chair of BHE Board on decisions in respect of this project.
19. The continuation of the ERP Member Steering Group continues to provide strategic oversight of responsibilities undertaken by the ERP Project Board and make recommendations to the Digital Services Committee.

Appendices

- None

Background Papers

Member Governance of the ERP Project Delivery – June 2021

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