



Capital Buildings Board

Date: WEDNESDAY, 18 JANUARY 2023
Time: 9.30 am
Venue: COMMITTEE ROOMS, 2ND FLOOR, WEST WING, GUILDHALL

Members:

| | |
|--|--|
| Deputy Sir Michael Snyder (Chairman) | Alderman Sir David Wootton |
| Oliver Sells KC (Deputy Chairman) | David Brooks Wilson |
| Deputy Edward Lord | Alderman Timothy Hailes (Ex-Officio Member) |
| Deputy Keith Bottomley | James Tumbridge |
| Alderman Alison Gowman | Deputy Randall Anderson |
| Deputy Christopher Hayward | Deputy Henry Colthurst |
| Alderman Ian David Luder | Martha Grekos |
| Tom Sleigh | Deputy Henry Pollard (Ex-Officio Member) |
| Deputy James Thomson (Ex- Officio Member) | Deputy Philip Woodhouse (Ex-Officio Member) |

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

Michael Cogher
Acting Town Clerk and Chief Executive

AGENDA

1. **APOLOGIES**

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

3. **MINUTES**

- a) To agree the public minutes and summary of the Capital Buildings Board meeting held on 16th November 2022. (Pages 5 - 10)

4. **DEPARTMENT OF THE CHIEF OPERATING OFFICER BUSINESS PLANS 2023/24**

Report of the Chief Operating Officer.

For Decision
(Pages 11 - 36)

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

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

7. **EXCLUSION OF THE PUBLIC**

MOTION – That under Section 100A 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 1 of Schedule 12A of the Local Government Act.

For Decision

8. **NON-PUBLIC MINUTES**

- a) To agree the non-public minutes of the Capital Buildings Board meeting held on 16th November 2022. (Pages 37 - 42)

9. **FUTURE POLICE ESTATE PORTFOLIO UPDATE**

Report of the City Surveyor.

For Decision
(Pages 43 - 48)

10. **BARKING REACH POWER STATION - SITE REMEDIATION PROJECT
AUTHORITY TO START WORK**

Report of the City Surveyor.

For Decision
(Pages 49 - 164)

11. **BARKING REACH POWER STATION - SITE REMEDIATION PROJECT
PROGRESS REPORT**

Report of the City Surveyor.

For Information
(Pages 165 - 184)

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

Report of the City Surveyor (TO FOLLOW).

For Decision

13. **SALISBURY SQUARE DEVELOPMENT - STAGE 5 UPDATE**

Report of the City Surveyor (TO FOLLOW).

For Decision

14. **MIDDLESEX STREET, CAR PARK, MIDDLESEX STREET, E1 7AD - PROGRESS
REPORT**

Report of the City Surveyor.

For Decision
(Pages 185 - 222)

15. **PROPOSED EASTERN BASE FOR CITY OF LONDON POLICE - UPDATE ON
ENGAGEMENT AND SUPPORT FOR COMMERCIAL TENANTS**

Report of the City Surveyor.

For Information
(Pages 223 - 234)

16. **REPORT OF ACTION TAKEN**

Report of the Town Clerk.

For Information
(Pages 235 - 238)

17. **NON-PUBLIC QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
18. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE COMMITTEE AGREE SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**

CAPITAL BUILDINGS BOARD

Wednesday, 16 November 2022

Minutes of the meeting of the Capital Buildings Board held at the Guildhall EC2 at 9.00 am

Present

Members:

| | |
|--|---|
| Deputy Sir Michael Snyder (Chairman) | David Brooks Wilson |
| Oliver Sells KC (Deputy Chairman) | Alderman Timothy Hailes (Ex-Officio Member) |
| Deputy Keith Bottomley | James Tumbridge |
| Alderman Alison Gowman | Deputy Randall Anderson |
| Alderman Ian David Luder | Deputy Henry Colthurst |
| Deputy James Thomson (Ex-Officio Member) | Martha Grekos |

In attendance:

Philip Woodhouse
Henry Pollard

In attendance (observing online):

Catherine McGuinness
Ruby Sayed

Officers:

| | |
|----------------------|--|
| Paul Murtagh | - Community and Children's Services Department |
| Tim Cutter | - City Surveyor's Department |
| Deborah Cluett | - Comptroller and City Solicitor's Department |
| Angela McClaren | - Commissioner, City of London Police |
| Alistair Cook | - Chamberlain's Department |
| Emma Moore | - Chief Operating Officer |
| Mark Lowman | - City Surveyor's Department |
| Ola Obadara | - City Surveyor's Department |
| Paul Wilkinson | - City Surveyor |
| Martin O'Regan | - City of London Police |
| Genine Whitehorn | - Chief Operating Officer's Department |
| Chris Rumbles, Clerk | - Town Clerk's Department |
| Paul Davis | - AECOM |
| Ellen Fouweather | - Town Clerk's Department |
| Paul Friend | - City Surveyor's Department |
| Peter Sebastian | - Chamberlain's Department |
| Sonia Virdee | - Chamberlain's Department |
| Alessia Ursin | - Chief Operating Officer's Department |

1. **APOLOGIES**

Apologies were received from Chris Hayward, Sir David Wootton and Edward Lord.

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

The Board noted a standing declaration of David Brooks Wilson in respect of all matters concerning Arcadis, Keltbray Group Ltd, The Wilky Group Ltd, Michael Squire and Partners, City and Provincial Properties Ltd and Enstar Capital Ltd.

3. **MINUTES**

The Board considered minutes as follows:

- a) The public minutes of the Capital Buildings Board meeting on 13th July 2022 were approved as an accurate record.
- b) A note of the inquorate Capital Buildings Board meeting on 14 September 2022 was noted.

The Comptroller and City Solicitor took the opportunity to highlight that consideration of items relating to the Museum of London and potential City of London Police use of the Middlesex Street Estate Car Park, with Capital Buildings Board acting on the 'promoter' side, required a need for separation of functions between City as 'promoter' and the City as 'local planning authority'. Any Member of Capital Buildings Board, who was also a Member of Planning and Transportation Committee, would need to be aware that any participation in the discussion today would preclude the Member from participating in consideration of the item at Planning and Transportation Committee should it come forward for approval.

4. **MIDDLESEX STREET ESTATE - AREAS OF CAR PARK AND SIX SHOP UNITS.**

The Board received a joint report of the Director of Community and Children's Services and City Surveyor relating to the appropriation of areas of the car parks and six Gravel Lane shop units (together called the MSCP) and ring fencing of a capital sum for housing purposes.

Randall Anderson and Keith Bottomley departed the meeting for consideration of this item.

The Chairman confirmed that the report needed dealing with on the conditionality that Community and Children's Services Committee declared the MSCP as surplus to their requirements.

A Member remarked on Finance Committee having yesterday granted approval of a 'a capital sum to be ringfenced by Finance Committee to the Community and Children's Services Committee for housing use' as a condition of the surplus resolution'.

The Chairman added how any decision taken would be subject to Community and Children's Services Committee declaring MCSP as surplus to their requirements, noting the removal of any qualification relating to Finance Committee within the recommendation as this had already been resolved.

RESOLVED: That Members: -

- Agree to appropriate the MSCP to police purposes upon Recommendation 2 taking effect.
- Agree that despite there being no legal nor audit reason to do so, if the Community and Children's Services Committee requires a capital sum as a condition of the surplus resolution, then a capital sum can be ring-fenced for housing use, its expenditure to be determined by the Community and Children's Services Committee.

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

There were no public questions.

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

There were no additional items of business.

7. **EXCLUSION OF THE PUBLIC**

RESOLVED: That under Section 100A 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 1 of Schedule 12A of the Local Government Act.

8. **NON-PUBLIC MINUTES**

- a) The non-public minutes of the Capital Buildings Board meeting on 13th July 2022 were approved as an accurate record of the meeting.

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

The Board considered a report of the City Surveyor updating on the Museum of London Relocation Programme.

10. **BARKING REACH POWER STATION - SITE REMEDIATION PROJECT**

The Board considered a report of the City Surveyor providing a progress report relating to the Barking Power Station – Site Remediation Project.

11. **SALISBURY SQUARE DEVELOPMENT - STAGE 4B, ENABLING WORKS PROGRESS AND PCSA UPDATE**

The Board considered a report of the City Surveyor updating on progress being made on the Salisbury Square Development.

12. **PROPOSED EASTERN BASE FOR COLP -VACANT POSSESSION STRATEGY**

The Board considered a report of the City Surveyor relating to a vacant possession strategy for the proposed Eastern Base for City of London Police.

13. **MIDDLESEX STREET, CAR PARK, MIDDLESEX STREET, E1 7AD**
The Board received a progress report of the City Surveyor relating to Middlesex Street Car Park.
14. **MIDDLESEX STREET ESTATE - AREAS OF CAR PARK AND SIX SHOP UNITS.**
The Board received a non-public appendix to be read in conjunction with item 4.
15. **FUTURE POLICE ESTATE PORTFOLIO UPDATE**
The Board received a joint report of the City Surveyor and Commissioner providing an overview of the Future Police Estate Portfolio.
16. **REPORT OF ACTION TAKEN**
The Board received a report of the Town Clerk providing details of recent decisions taken by the Town Clerk, in consultation with the Chairman and Deputy Chairman in accordance with Standing Orders 41 (a) and 41 (b).
17. **NON-PUBLIC QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**

Frequency of Meetings – A Member questioned whether there was a need for Capital Buildings Board to meet more frequently given the major projects within its remit. The Chairman acknowledged there may be a need to meet more frequently in future and confirmed he would give further consideration to this.
18. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE COMMITTEE AGREE SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**

There were no additional items of business.
19. **MINUTES**

a) The confidential minutes of the Capital Buildings Board meeting on 13th July 2022 were approved as an accurate record.

The meeting closed at 10.20am

Chairman

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

Summary

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

Recommendation(s)

Members are asked to:

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

Main Report

Department of the COO Business Plan

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

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

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

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

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

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

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

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

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

Divisional Business Plans

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

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

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

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

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

Corporate & Strategic Implications

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

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

Proposals

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

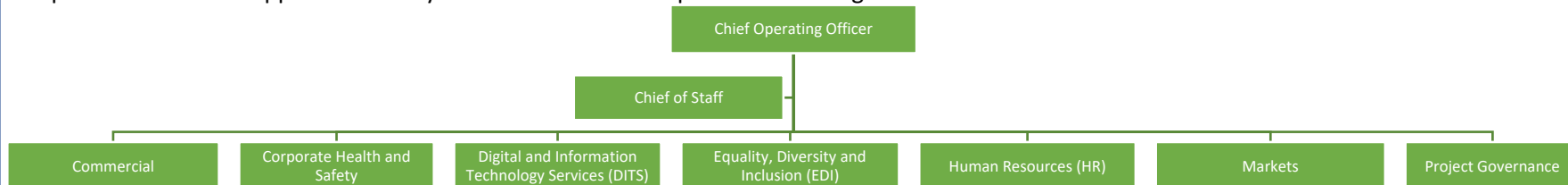
Appendices

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

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Department of the Chief Operating Officer

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



Our aims and objectives

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

Transparency

- Our clients (all users of our services and ultimately those of the Corporation) are clear on the core services we do and don't provide, with robust and visible operating level agreements and KPIs to show how we are delivering
- The process to access our services and contact points are easy to follow and user-friendly
- We provide clear and transparent templates and costings for non-core requests and project resource

Credibility

- Our clients understand our capabilities, where we can add value through strategic insight and market knowledge, and trust our expertise
- Our team are skilled, capable, and operate respected processes and procedures
- We work efficiently, are financially disciplined with forecast accuracy, strive for best value and are right-sized to match the needs of the organisation

Partnership

- It is our job to understand the complex and diverse priorities and objectives of our clients, working collaboratively and seamlessly with our partners, and using our expert knowledge to meet their needs and shape the future of the organisation
- We are proactive in supporting, advising and protecting the organisation, in offering our expertise to drive continual improvements, and have a defined process for issue resolution and responding to feedback
- We have a shared sense of purpose with our clients: their success is our success

Enablement

- We ensure that people across the organisation are empowered and trained to use the resources they need to do their jobs, so that they know when to use our services and expertise and when they can support themselves
- We use technology to automate processes where possible and are open to improving our ways of working, so we can truly add value over and above transactional support
- We empower colleagues to navigate corporate processes and governance to facilitate their work, applying flexibility or bespoke solutions where needed

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

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

Key Performance Indicators

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



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

Department of the COO Transformation

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

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

What's changed since last year

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

Our strategic commitments

We feed into the following Corporation-wide programmes:

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

Maturity index update

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

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

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

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

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

Our Team

Our People

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

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

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

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

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

Equality, Diversity and Inclusion

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

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

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

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

Key Risks

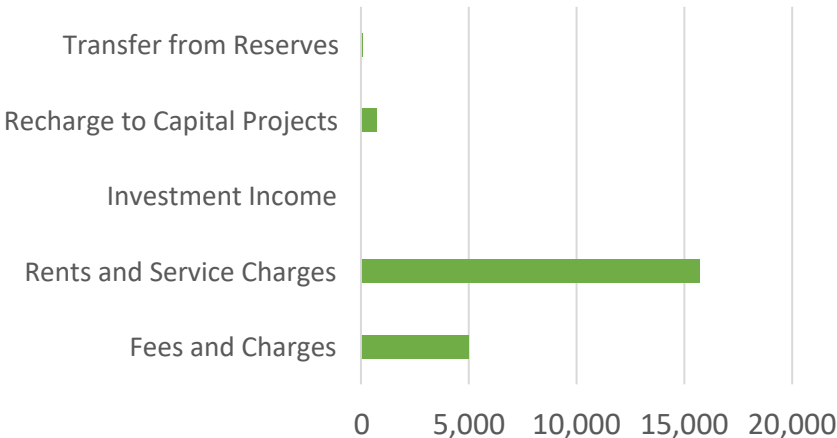
The table below shows the top scoring residual risks across the Department of the COO:

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

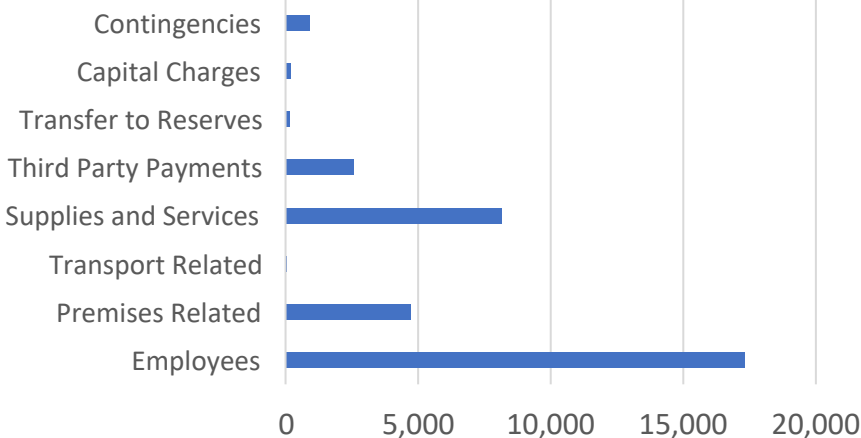
| | | | | | |
|------------|--------|---------|-------|---------|----------|
| | Minor | Serious | Major | Extreme | |
| Likelihood | 0 | 0 | 2 | 0 | Likely |
| | 0 | 0 | 4 | 1 | Possible |
| | 0 | 0 | 0 | 1 | Unlikely |
| | 0 | 0 | 0 | 0 | Rare |
| | Impact | | | | |

Our Finances (P6 2022/23)

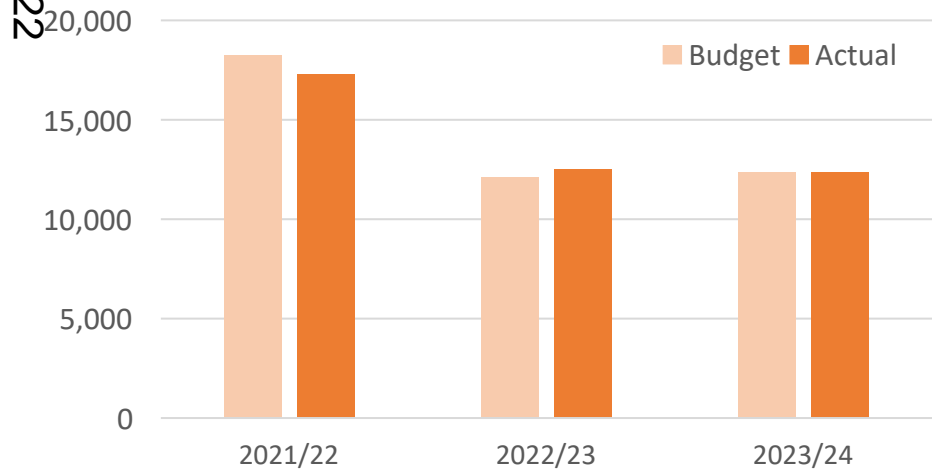
Where our money comes from (£'000)



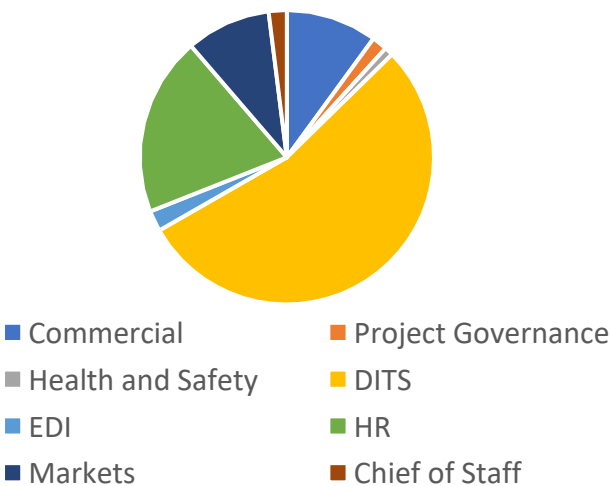
Where our money is spent (£'000)



Budget vs Actual (£'000)



2023/24 Local Risk Budget



Appendices

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

Appendix 1: Commercial Service Business Plan 2023/24

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

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

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

Appendix 5: Human Resources Business Plan 2023/24

Appendix 6: Markets Business Plan 2023/24

Appendix 7: Project Governance Business Plan 2023/24

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Commercial Service vision

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

| Aims & objectives: | What's changed since last year | Our strategic commitments |
|--|--|--|
| <ul style="list-style-type: none"> • Our key people across the organisation are upskilled in commercialism, contract management and procurement. • We mitigate increasing costs and ensure our contracts are financially sustainable • Opportunities to leverage responsible outcomes are maximised. • Our services provide what is needed and are easy to use • The Corporation has the capabilities to maximise commercial relationships to deliver new and/or increased revenue | <ul style="list-style-type: none"> • New service model launched 01 April 2022 introducing a consolidated procurement and contract management business partner function. • Publication of the new Responsible Procurement (RP) Policy and introduction of a min. 15% evaluation weighting for RP in tenders • Updated Procurement Code removing bureaucracy and empowering Chief Officers to make procurement-related decisions • Publication of a climate action procurement strategy (to be approved later in 22/23) • Establishment of the new OPP sub-Committee • Procurement of a new Integrated Facilities Management framework | <ul style="list-style-type: none"> • Climate Action Strategy - We are responsible for delivering the actions related to Scope 3 emissions. • Review of interventions and opportunities to further diversify our supply chain as part of our commitment to SME strategy and EDI. <div data-bbox="1282 686 1903 782"> <h3>Corporate Plan outcomes</h3> </div> <ul style="list-style-type: none"> • <i>Indirect impact on all corporate outcomes</i> • <i>Direct impact through RP outcomes:</i> <ul style="list-style-type: none"> • People have equal opportunities to enrich their lives and reach their full potential. • Communities are cohesive and have the facilities they need • Businesses are trusted and socially and environmentally responsible. • We have clean air, land and water and a thriving and sustainable natural environment. • Commercial outcomes: <ul style="list-style-type: none"> • We inspire enterprise, excellence, creativity and collaboration |

Commercial transformation and future direction of travel

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



Our long-term ambition

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

Page 26

How?

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

Our priorities and major workstreams for 23/24

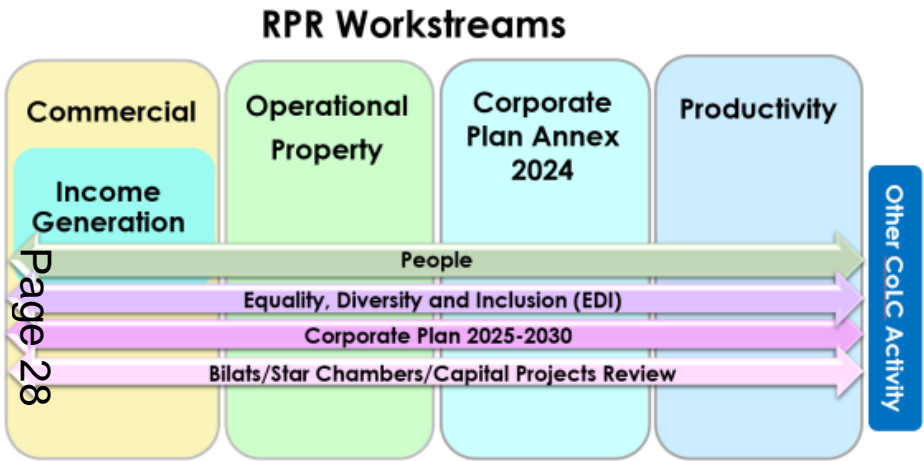
| COO priority | Deliverable | Due |
|---|--|------------------------|
| Develop a customer focused service model that supports the team to become the Commercial service of ‘choice’ | | |
| Transparency/ enablement | • Redesign Commercial intranet around the customer | Q2 23/24 |
| | • Undertake business process improvement to better exploit existing technologies and further integrate back office functions | Q2 23/24 |
| | • Develop a new commercial assurance framework to support new operating model | Q2 23/24 |
| | • Establish customer feedback reporting | Q1 23/24 |
| Exploit datasets to develop intelligence-led commercial strategies | | |
| Partnership/ credibility | • Develop category strategies and dashboards to help manage procurement activity and commercial risks | (Q1 23/24) |
| | • Undertake review of contract portfolio to identify key risks, | (Reporting to |
| | • Develop reporting format that allows assessment of contract and market risks across key categories including responsible procurement metrics | Committee by) Q2 23/24 |
| Develop a low-value spend strategy that delivers best value for COL | | |
| Credibility/ Enablement | • Implement new strategy (includes tactical buying framework, spend analytics, P-card policy refresh) to deliver cost savings (c. 10% reduction in in-scope tail end spend), reduce supply base (target tbc) and, deliver process efficiencies | Q3 23/24 |
| Leverage COL spending power to further diversify our supply chains | | |
| Partnership | • Establish supplier focused communications on COL website | Q1 23/24 |
| | • Deliver twice-yearly Meet the Buyer events | Q4 23/24 |
| | • Successfully appoint at least three EMB suppliers through our tender processes | |
| Develop COL commercial capabilities to support increased innovation and enterprise | | |
| Credibility/ Enablement | • Embed head of profession function and relationship with commercial networks across COL | Q1 23/24 |
| | • Deliver pilot business development (proof of concept) projects in Environment department and develop business case for sustainable funding model | Q2 23/24 |
| | • Define core commercial capabilities and develop Commercial Academy business case | Q3 23/24 |
| Procurement Act implementation | | |
| All | • Monitor progress of Bill through Parliament working with London Councils to develop collaborative sector response • Develop prioritised implementation and engagement plan (Q4 23/24) | Q2 23/24 |

Other priorities

Resources and Priorities refresh

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

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



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

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

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

Key Risks

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

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

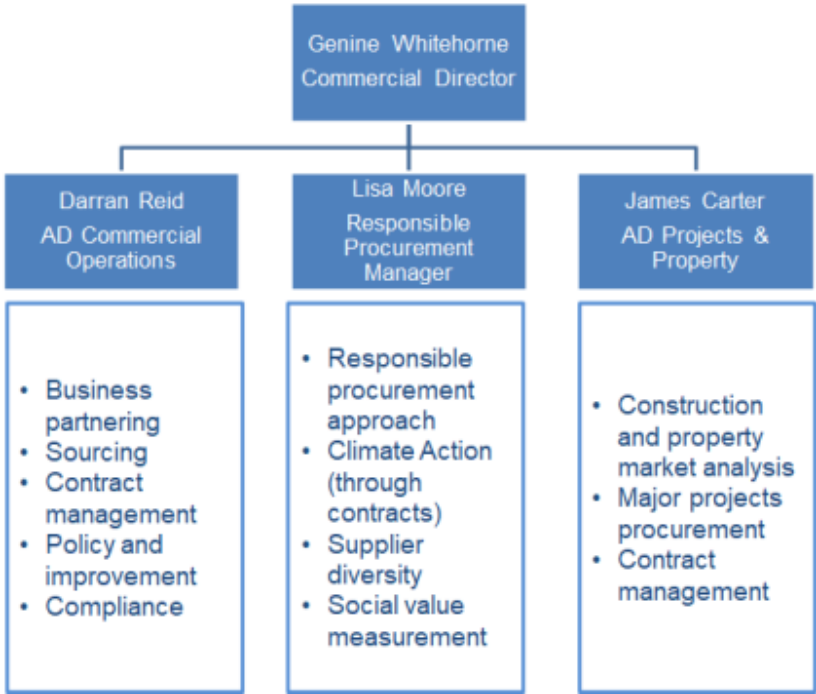
Our People

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

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

Commercial Service – 29 staff members

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Our plans to progress EDI

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

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

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

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

Measuring our success

Key Performance Indicators

| # | KPI | Current Performance | Direction of Travel/Target |
|---|---|----------------------------|----------------------------|
| 1 | % of off contract spend | New measure | |
| 2 | No. of procurement breach waivers | n/a | |
| 3 | % of spend with: <ul style="list-style-type: none"> Local suppliers SMEs Not-for-profit | Baseline to be established | |
| 4 | Savings delivered through procurement | £1.658,527 | |
| 5 | Customer satisfaction | New measure | |
| 6 | No. of EMBs in COL supply chain | Baseline to be established | |
| 7 | Sustainability measures: <ul style="list-style-type: none"> 10 measured carbon emissions reduction events per annum across all categories 75% of new contracts and 40% of overall contracts through Commercial Services with a carbon metric integrated 'Actual' carbon emissions data for Purchased Goods and Services Top 25 by end of FY 23/24 ISO 20400 (Sustainable Procurement) | New measures | |

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

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

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

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

Project Governance vision

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

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

Project Governance transformation and future direction of travel

Where are we now?

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

PMO Maturity Self Assessment Tool

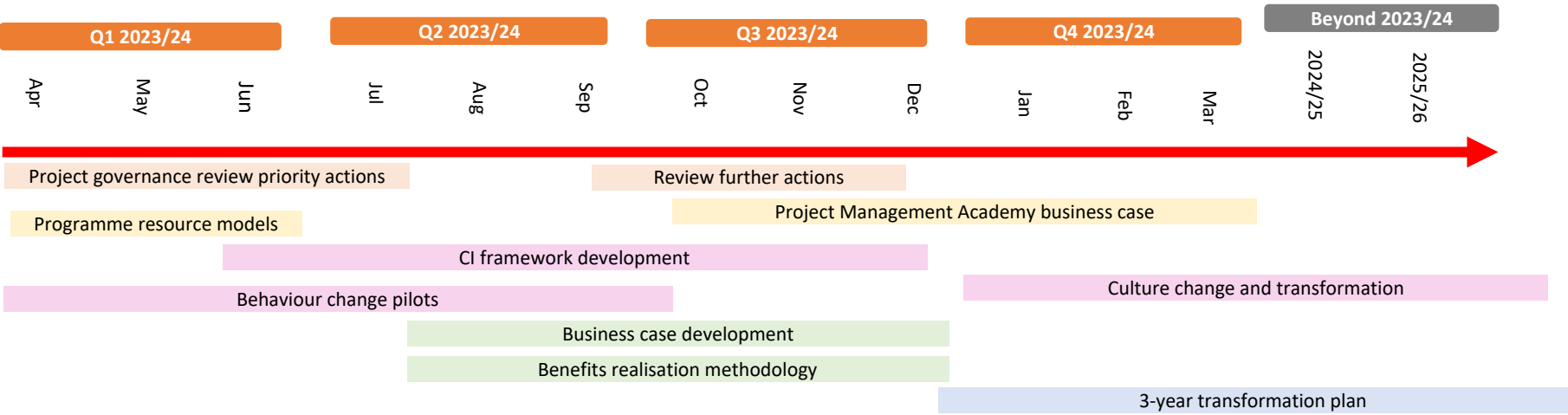
| | 1 Basic | 2 Repeatable | 3 Well-Managed | 4 Optimized | 5 Strategic | |
|------------|------------------------------------|--|---|--|--|-----|
| Process | No formal methodology | Basic PMLC standard in place | Consistently executed PMLC | Fit for purpose process, right-sized by investment | Agile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

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

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

Our priorities and major workstreams for 23/24

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

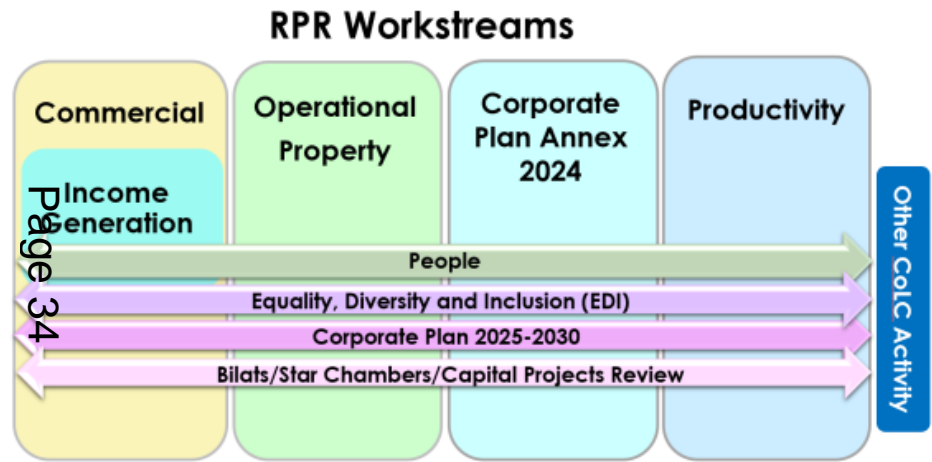


Other priorities and performance

Resources and Priorities refresh

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

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



Key Risks

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

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

Key Performance Indicators

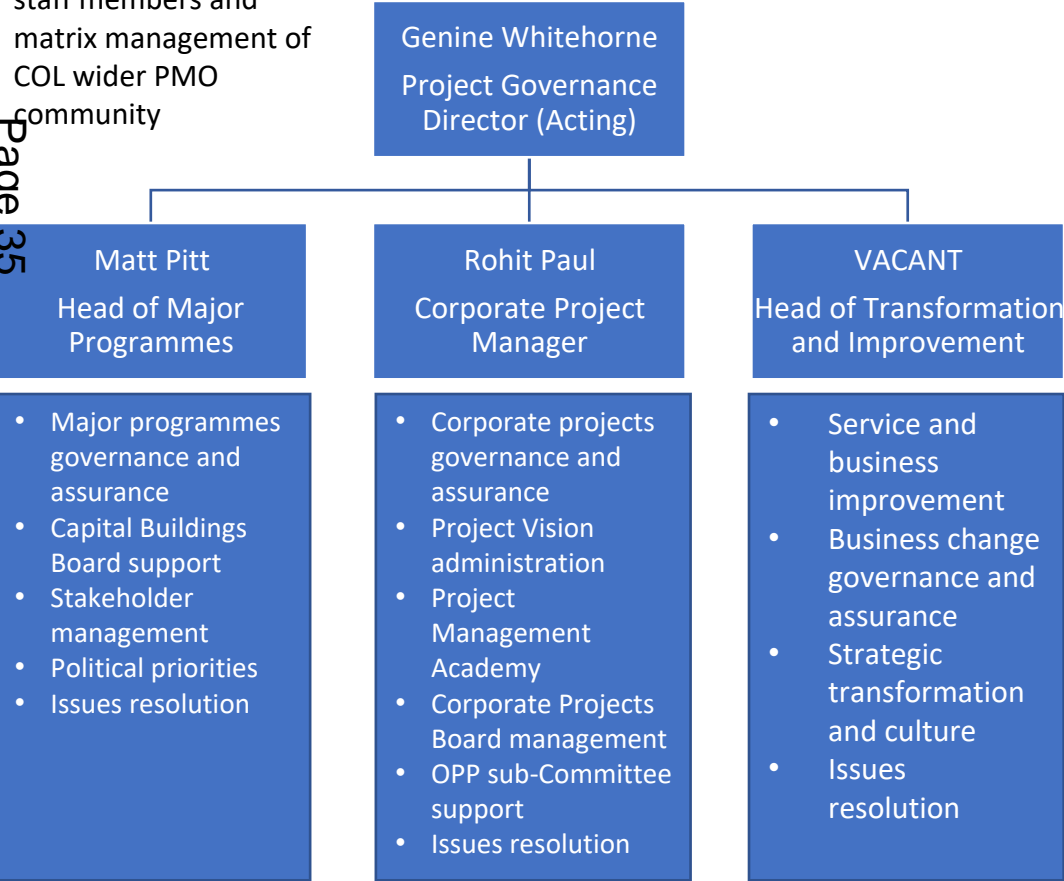
| # | KPI | Current Performance | Direction of Travel/Target |
|---|---|---------------------|----------------------------|
| 1 | Programme health check carried out on all major projects | New measure | 100% |
| 2 | Named SRO on all major projects and high value corporate projects | New measure | 100%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

Our People

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

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

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



Our plans to progress EDI

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

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

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

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

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