



Policy and Resources Committee

Date: THURSDAY, 26 SEPTEMBER 2024

Time: 1.45 pm

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

Members:

Deputy Christopher Hayward (Chairman)	Deputy Shravan Joshi MBE
Deputy Keith Bottomley (Deputy Chairman)	Alderman Vincent Keaveny, CBE
Tijs Broeke (Vice-Chair)	Alderman Alastair King DL
Caroline Haines (Vice-Chair)	The Rt. Hon. The Lord Mayor Ald. Michael Mainelli (Ex-Officio Member)
Munsur Ali	Deputy Paul Martinelli
Deputy Randall Anderson (Ex-Officio Member)	Deputy Andrien Meyers
Deputy Henry Colthurst (Ex-Officio Member)	Deputy Brian Mooney BEM
Deputy Peter Dunphy (Ex-Officio Member)	Deputy Alastair Moss
Mary Durcan (Ex-Officio Member)	Benjamin Murphy
Helen Fentimen OBE JP	Alderman Sir William Russell
Steve Goodman OBE	Deputy Sir Michael Snyder
Jason Groves	Deputy James Thomson
Alderman Timothy Hailes JP	James Tumbridge
Jaspreet Hodgson	Philip Woodhouse
Deputy Ann Holmes	

Enquiries: Polly Dunn
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<https://www.youtube.com/@CityofLondonCorporation/streams>

A recording of the public meeting will be available via the above link following the end of the public meeting for up to one civic year. Please note: Online meeting recordings do not constitute the formal minutes of the meeting; minutes are written and are available on the

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

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

Ian Thomas CBE
Town Clerk and Chief Executive

AGENDA

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

Part 1 - Public Agenda

1. APOLOGIES

2. MINUTES

To consider minutes as follows:-

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

- a) To agree the public minutes of the Policy and Resources Committee meeting on 11 July 2024 (Pages 7 - 16)
- b) * To note a summary of the Competitiveness Advisory Board meeting on 29 May 2024
- c) * To note the public minutes of the Equality, Diversity & Inclusion Sub-Committee meeting on 26 June 2024
- d) * To note a summary of the Competitiveness Advisory Board meeting on 16 July 2024
- e) * To note the draft public minutes of the Member Development and Standards Sub-Committee meeting on 17 July 2024
- f) * To note the draft public minutes of the Capital Buildings Board meeting on 23 July 2024

4. UPDATE ON STAFF SURVEY RESULTS 2024

Report of the Chief People Officer and Executive Director of People and HR.

For Discussion
(Pages 17 - 56)

5. MEMBER BEHAVIOUR

For Decision

- a) Independent Review of Member Behaviour (Local Government Association) - Proposed Action Plan (Pages 57 - 88)

Report of the Town Clerk.

- b) Members' Code of Conduct (Pages 89 - 106)

Joint report of the Comptroller and City Solicitor and Town Clerk and Chief Executive.

6. **EDUCATION STRATEGY UPDATE**

Report of the Director of Community and Children's Services.

For Decision
(Pages 107 - 128)

7. **MEMBER FINANCIAL SUPPORT POLICY - UPLIFT**

Report of the Town Clerk.

For Decision
(Pages 129 - 138)

8. **SPECIAL RESPONSIBILITY ALLOWANCE**

Report of the Town Clerk.

For Decision
(Pages 139 - 148)

9. **CAPITAL FUNDING UPDATE**

Report of the Chamberlain.

For Decision
(Pages 149 - 160)

10. *** PANEL OF INDEPENDENT PERSONS - REPORT**

Report of the Town Clerk.

For Information

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

Report of the Chamberlain.

For Information

12. *** REVENUE OUTTURN - 2023/24**

Joint report of the Deputy Town Clerk, Executive Director of Innovation & Growth, Remembrancer, Executive Director of Corporate Communications & External Affairs, Executive Director Environment and Chamberlain.

For Information

13. *** DECISIONS TAKEN UNDER DELEGATED AUTHORITY OR URGENCY POWERS**

Report of the Town Clerk.

For Information

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

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

16. **EXCLUSION OF THE PUBLIC**

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

Part 2 - Non-Public Agenda

17. **NON-PUBLIC MINUTES**

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

- a) To agree the non-public minutes of the Policy and Resources Committee meeting on 11 July 2024 (Pages 161 - 166)
- b) * To note the draft non-public minutes of the Capital Buildings Board meeting on 23 July 2024

18. **CHARGING REVIEW 2024/25**

Report of the Remembrancer.

For Decision
(Pages 167 - 184)

19. *** DECISIONS TAKEN UNDER DELEGATED AUTHORITY OR URGENCY POWERS**

Report of the Town Clerk.

For Information

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

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

Part 3 - Confidential Agenda

22. **MINUTES**

- a) To agree the confidential minutes of the Policy and Resources Committee meeting on 11 July 2024
- b) To note the draft confidential minutes of the Freedom Applications Sub Committee meeting on 22 July 2024
- c) To note the draft confidential minutes of the Capital Buildings Board meeting on Tuesday 23 July 2024

23. **DECISIONS TAKEN UNDER DELEGATED AUTHORITY OR URGENCY POWERS**

Report of the Town Clerk.

For Information

POLICY AND RESOURCES COMMITTEE **Thursday, 11 July 2024**

Minutes of the meeting of the Policy and Resources Committee held at Committee Rooms, 2nd Floor, West Wing, Guildhall on Thursday, 11 July 2024 at 1.45 pm

Present

Members:

Deputy Christopher Hayward (Chairman)
Deputy Keith Bottomley (Deputy Chairman)
Caroline Haines (Vice-Chair)
Munsur Ali
Deputy Randall Anderson (Ex-Officio Member)
Deputy Peter Dunphy (Ex-Officio Member)
Mary Durcan (Ex-Officio Member)
Helen Fentimen OBE JP
Steve Goodman OBE
Jason Groves
Alderman Timothy Hailes JP
Deputy Ann Holmes
Deputy Shravan Joshi MBE
Alderman Vincent Keaveny, CBE
Deputy Brian Mooney BEM
Alderman Sir William Russell
Deputy Sir Michael Snyder
Deputy James Thomson
James Tumbridge

In attendance (Observing Online)

Deputy Andrien Meyers
Deputy Madush Gupta

Officers:

Ian Thomas, CBE	- Town Clerk and Chief Executive
Gregory More	- Deputy Town Clerk
Jennifer Beckermann	- Executive Director and Private Secretary to the Chairman of Policy and Resources Committee
Polly Dunn	- Assistant Town Clerk and Executive Director, Governance and Member Services
Benjamin Dixon	- Town Clerk's Department
Barbara Hook	- Town Clerk's Department
Chris Rumbles	- Town Clerk's Department
Kristy Sandino	- Town Clerk's Department
Emily Slatter	- Town Clerk's Department
Caroline Al-Beyerty	- Chamberlain
Zakki Ghauri	- Chamberlain's Department

Daniel Peattie	- Chamberlain's Department
Sonia Virdee	- Chamberlain's Department
Michael Cogher	- Comptroller and City Solicitor, Deputy Chief Executive
Dionne Corradine	- Chief Strategy Officer
Damian Nussbaum	- Director of Innovation and Growth
Omkar Chana	- Innovation and Growth
Daniel O'Byrne	- Innovation and Growth
Emily Tofield	- Executive Director of Corporate Communications and External Affairs
Paul Wilkinson	- City Surveyor
David Abbott	- City Surveyor's Department
Huw Evans	- City Surveyor's Department
Theresa Grant	- City Surveyor's Department
Ben Milligan	- City Surveyor's Department
Robert Murphy	- City Surveyor's Department
Paul Wright	- Remembrancer
Deborah Bell	- Community and Children's Services Department
Simon Cribbens	- Community and Children's Services Department
Rob McNicol	- Environment Department

The Chairman referred to the substantial agenda before Members today and there being significant items due for consideration during the confidential and non-public parts of the agenda. The Chairman proposed a re-ordering of the agenda to allow for consideration of the confidential and non-public items during the first part of the meeting and then moving to the public agenda for consideration during the final part of the meeting, with Members offering their agreement to this approach.

1. APOLOGIES

Apologies were received from The Rt Hon. The Lord Mayor, Tijs Broeke, Jaspreet Hodgson, Philip Woodhouse, Deputy Henry Colthurst, Deputy James Thomson, Deputy Paul Martinelli and Deputy Andrien Meyers.

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

There were none.

The Town Clerk referred to the agreement of Members to take confidential and non-public agenda items during the first part of the meeting.

19. 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.

32. **MINUTES**

- a) The confidential minutes of the Policy and Resources Committee meeting on 6 June 2024 were approved as an accurate record.
- b) The confidential minutes of the Freedom Applications Sub-Committee meeting on 5 June 2024 were noted.

33. **CITY'S WHOLESALE MARKETS CO-LOCATION PROGRAMME - DELIVERY REVIEW UPDATE**

The Committee considered a report of the Comptroller and City Solicitor, Deputy Chief Executive providing an update on a delivery review of the Markets Co-Location Programme.

34. **TRADE & INVESTMENT UPDATE**

The Committee considered a report of the Executive Director of Innovation and Growth providing a Trade & Investment update.

35. **CENTRAL CRIMINAL COURT CLEANING SERVICES**

The Committee considered a report of the City Surveyor providing an update relating to Central Criminal Court Cleaning Services.

36. **RECRUITMENT OF THE COMMISSIONER FOR THE CITY OF LONDON POLICE**

The Committee received a report of the Executive Director & Chief People Officer relating to recruitment of a Commissioner for the City of London Police.

20. **MINUTES**

- a) The non-public minutes of the Policy and Resources Committee meeting on 6 June 2024 were approved as an accurate record.
- b) The draft non-public minutes of the Resource Allocation Sub-Committee Meeting on 2 May 2024 were noted.
- c) The non-public minutes of the Capital Buildings Board meeting on 29 May 2024 were noted.

21. **PUDDLE DOCK - DEVELOPMENT OPTIONS REVIEW**

The Committee considered a report of the City Surveyor relating to Puddle Dock development options review.

22. **GENERAL ELECTION UPDATE**

The Committee received a joint report of the Executive Director of Communications and External Affairs and Remembrancer providing a general election update.

23. **DESTINATION ADVISORY BOARD - ESTABLISHMENT PROCESS**
The Committee considered a report of the Executive Director of Innovation and Growth providing an update on a Destination Advisory Board Establishment Process.
24. **REVISED SPONSORSHIP AGREEMENT BETWEEN THE CITY OF LONDON ACADEMY TRUST (COLAT) AND CITY OF LONDON CORPORATION**
The Committee considered a report of the Director of Community and Children's Services relating to a revised sponsorship agreement between the City of London Academy Trust and City of London Corporation.
25. **APPOINTMENT OF EXTERNAL MEMBER TO COMPETITIVENESS ADVISORY BOARD (CAB)**
The Committee considered a report of the Executive Director of Innovation and Growth relating to appointment of an external Member to the Competitiveness Advisory Board.
26. **UK INSURANCE EVENT**
The Committee considered a report of the Executive Director of Innovation and Growth providing an update relating to a UK Insurance Event.
27. **INNOVATION AND GROWTH QUARTERLY REPORT**
The Committee received a non-public appendix to be read in conjunction with item 16).
28. **BARKING REACH POWER STATION COMPANIES - BUSINESS PLAN UPDATE**
The Committee received a report of the City Surveyor providing a Business Plan Update relating to Barking Power Reach Station Companies.
29. **LIVERY COMMITTEE WEBSITE**
The Committee received a report of the Town Clerk providing an update on the Livery Committee website.
30. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
There were no questions.
31. **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.

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 At this point in the meeting, the Town Clerk confirmed the conclusion of the confidential and non-public sections of the agenda and sought Members' agreement to move to the public agenda and to re-admit Members of the public for its consideration, with Members agreeing to this.

For the benefit of the public viewing the meeting, the Town Clerk confirmed that the committee had already considered item 1 where apologies were received; item 2 there had been no declarations.

3. **MINUTES**

- a) The public minutes of the Policy and Resources Committee meeting on 6 June 2024 were approved as an accurate record.
- b) The draft public minutes of the Resource Allocation Sub-Committee Meeting on 2 May 2024 were noted.
- c) The draft public minutes of the Capital Buildings Board meeting on 29 May 2024 were noted.

4. **COURT OF COMMON COUNCIL AND EASTER RECESS 2025**

The Committee considered a report of the Town Clerk & Chief Executive presenting options for a variation to the 2025 Easter Recess and seeking approval of a date to host the first Court of Common Council meeting of the 2025/2026 civic year.

The Chairman proposed Members supported option F, with a Court of Common Council meeting taking place on Friday 25th April 2025.

RESOLVED: That Members: -

- Agreed to the first Court of Common Council meeting of the 2025/2026 civic year being held on Friday 25th April 2025.

5. **STANDING ORDER REVIEW 2024**

The Committee considered a report of the Town Clerk & Chief Executive seeking Members' approval of the scope of a regular review of Standing Orders, following feedback from Members and Officers and a commitment made by the Policy Chairman at the April 2024 Court of Common Council meeting.

The Committee were generally supportive of the scope of the Standing Order review as detailed within the report. An area of consideration was raised regarding question time at Court of Common Council meetings and how this was currently being used; the review should consider how Standing Orders could be applied to manage the question time process. Questions to Committee Chairs were considered important to maintain but with there being a need to manage the process. Reference was made to the moving of amendments and a need to make the process clear for Members. It was suggested that 'Standing Order 2 Suspension' and 'Standing Order 3 Amendment' should require a two thirds agreement rather than an overall majority, with this being an area for consideration. A Member referred to Standing Orders '50 Projects' and '51 Procurement and Contract Letting' as being important, with them needing to be high on the agenda and reviewed in parallel.

In conclusion, the Chairman agreed on the importance of retaining questions at Court of Common Council meetings, with the approach and behaviours of certain Members needing addressing whilst also maintaining their democratic right to ask questions. The Chairman sought Members agreement to the Standing Order review proceeding on the basis as set out in the report.

RESOLVED: That Members: -

- i) Approved the scope of the Standing Order Review, set out within the report;
- ii) authorised the Town Clerk to make any additions to the scope that may be necessitated during the course of the consultation exercises; and
- iii) noted the proposed timeline for consultation and delivery.

6. **BARBICAN AREA ADVISORY GROUP**

The Committee considered a report of the Executive Director of Community and Children's Services presenting for approval revised Terms of Reference for the Barbican Area Advisory Group in looking to achieve a joined-up approach to the Barbican Complex.

RESOLVED: That Members: -

- Noted the report;
- Approved the proposals and Terms of Reference to strengthen the Barbican Area Advisory Group.

7. **PRODUCTIVITY PLAN**

The Committee considered a joint report of the Chamberlain and Chief Strategy Officer seeking approval of the City of London Corporation's productivity plan, due for submission to the Department for Levelling Up, Housing & Communities on 19th July 2024.

RESOLVED: That Members: -

- Reviewed and approved the report as a submission to DLUHC.

8. **DIGITAL, DATA & TECHNOLOGY STRATEGY**

The Committee considered a report of the Chamberlain summarising activities undertaken to bring together the wider City Corporation including its institutions under a single strategy, and presenting a Digital, Data and Technology strategy for approval.

RESOLVED: That Members: -

- Approved the Shared Digital, Data and Technology Strategy.

9. **CAPITAL FUNDING UPDATE**

The Committee considered a report of the Chamberlain seeking Members agreement to release of funding to allow schemes to progress to the next Gateway.

A Member, also Chair of Culture, Heritage and Libraries Committee referred to there being confusion in his committee over where the budget sits for the future of the London Metropolitan Archives project, with the Chairman suggesting the Member take this offline for discussion with the Chamberlain.

RESOLVED: That Members: -

- (i) Reviewed the schemes summarised in Table 1 and, particularly in the context of the current financial climate, to confirm their continued essential priority for release of funding at this time and accordingly:
- (ii) Agreed the release of up to £3.970m for the schemes progressing to the next Gateway in Table 1 from City Fund £3.490m (including £0.893m for OSPR and £0.150m from City Fund Contingency), City Estate £0.459m and £0.021m from City Bridge Fund (CBF).
- (iii) Noted the CBF element of £0.021m having been approved by delegated authority assigned to the CBF finance director.
- (iv) Agreed release of £0.150m of City Fund contingency

10. **COMMUNITY INFRASTRUCTURE LEVY (CIL) ALLOCATION PROCESS AND POTENTIAL CIL RATES REVIEW**

The Committee considered a joint report of the Executive Director Environment Department and Chamberlain providing an update on the process for Community Infrastructure Levy Allocation and potential rates review and proposing a series of actions that would reduce allocation of CIL in the short term.

A Member raised a concern over a delay with the CIL review and an associated cost of £1.4m, with this having first been raised by the Member a year ago and it now likely to take another 18 months. The Member further highlighted potential impact on the market through any increase of CIL rates and a concern that it could discourage companies from moving to London. The Westminster City Council model was highlighted as a model the City could follow.

In response, the Executive Director, Environment confirmed the intention to begin a review of the CIL charging schedule, to understand the potential for increasing CIL rates and to consider any implications for the City's competitiveness and viability, with this review being undertaken in consultation with the market. It was further clarified that Westminster City Council had seen a reduction in planning applications. A Member added how the City was different to Westminster, as a major financial business centre and its importance to the City of London finance sector must not be overlooked.

The Executive Director Environment explained that timing of the review was partly down to a change in Government, with there having previously been potential changes to how CIL operated under the Levelling Up Act. A change in Government had seen this threat move away so it was now considered a good time to review rates. Members noted that the review would need to follow a

process with public consultation included, but with it being done as quickly as possible.

The Chairman stressed that the review would need to look globally given the City was competing with the rest of the world.

RESOLVED: That Members: -

- Agreed to temporarily limit the quarterly allocation of CIL to those projects that are 'critical' for supporting the City's development needs
- Agreed to refresh the City Corporation's Infrastructure Delivery Plan
- Agreed to bring in more specific assessments to inform prioritising infrastructure projects funded by CIL
- Agreed to more widely publicise how CIL and other developer contributions are being used for public benefit
- Agreed to undertake a review of CIL rates and the Planning Obligations SPD
- Agreed to put in place robust mechanisms for collecting and spending developer contributions related to biodiversity net gain and cultural infrastructure

11. COMMUNITY INFRASTRUCTURE LEVY AND ON STREET PARKING RESERVES CAPITAL BIDS QUARTER 1 2024/25

The Committee considered a joint report of the Executive Director Environment Department and Chamberlain presenting bids for allocation from the City's Community Infrastructure Levy (CIL) and On-Street Parking Reserves (OSPR).

A Member raised an issue relating to the cost of street parking and taking into account options for residents, with the Chairman responding and confirming this would need taking up with the relevant committee to consider e.g. Streets and Walkways Sub-Committee.

RESOLVED: That Members: -

- Agreed to allocate £14.41m of CIL to transforming Fleet Street, Golden Lane Leisure Centre podium damage repairs and Museum of London Highways Strengthening works on Charterhouse Street projects and £2.58m of OSPR to Vision Zero Safer Streets and Riverside Lighting Upgrade projects.
- Noted that a CIL bid for the City of London School was received, which does not meet the criteria for allocating CIL.
- Noted that the Museum bid of £2.4m has approval by Policy and Resources (22 Feb 2024); Finance Committee (under urgency) and Court of Common Council (7 March 2024).

12. TRANSITIONING FROM 1-YEAR TO 5-YEAR BUSINESS PLANNING.

The Committee received a report of the Chief Strategy Officer summarising the current single-year High Level Business Plan process and signalling the intention

to transition towards all Departments and Institutions producing five-year business plans to be reviewed annually.

RESOLVED: That Members: -

- Received the report and noted its content.

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

The Committee received a report of the Chamberlain providing a schedule of projects and activities which have received funding from the Policy Initiatives Fund and the Policy and Resources Committee's Contingency Fund for 2024/25 and future years with details of expenditure in 2024/25.

RESOLVED: That Members: -

- Received the report and noted its content.

14. **LONDON CAREERS FESTIVAL 2024 EVALUATION**

The Committee received a report of the Executive Director of Community and Children's Services providing an update on outcomes from the London Careers Festival 2024.

RESOLVED: That Members: -

- Received the report and noted its content.

15. **MIPIM PROPERTY CONFERENCE 2024**

The Committee received a joint report of the Executive Director, Environment and City Surveyor providing an update on the City of London Corporation's activities at the MIPIM property exhibition in March 2024.

RESOLVED: That Members: -

- Received the report and noted its content.

16. **INNOVATION AND GROWTH QUARTERLY REPORT**

The Committee received a report of the Executive Director of Innovation and Growth presenting the impact of the City of London Corporation's work in support of UK Financial and Professional Services between April and June 2024.

RESOLVED: That Members: -

- Received the report and noted its content.

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

There were no questions.

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

There were no additional items of business.

The meeting ended at 3.20pm

Chairman

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

Agenda Item 4

Committee(s): Policy and Resource Committee	Dated: 26 th September 2024
Subject: Update on Staff survey results 2024	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	1,2,3,8,9,10
Does this proposal require extra revenue and/or capital spending?	No
If so, how much?	
What is the source of Funding?	
Has this Funding Source been agreed with the Chamberlain's Department?	N/A
Report of: Alison Littlewood, Chief People Officer & Executive Director of People and HR	For Discussion
Report author: Kaye Saxton-Lea, Acting Assistant Director of Learning and Organisational Development, People and HR	

Summary

The purpose of this report is to present the findings from the recent staff survey conducted to assess employee satisfaction, engagement, and areas for improvement within our organisation. The survey, conducted by People Insight over a five-week period, garnered responses from 74% of our workforce (52% in 2022), and 63% engagement score (52% in 2022) providing a comprehensive overview of staff sentiments.

The analysis of the data from the survey reveals that the initial findings clearly align with the five themes within the People Strategy (2024-29).

Recommendations from People Insights outlines that to continue to build on the engagement score across the City Corporation work to progress the key drivers outlined below will support further engagement.

- My Contribution, My Reward - Recognition
- Trustworthy Leadership – Leadership
- My Talent and Development – Development

The 2024 survey findings reveal considerable progress since the last survey in 2022 and indicate positive progress.

Recommendation(s)

Members are asked to note that: -

Following the publication of the recent survey results, action planning commenced in July 2024. The proposed department actions will align with the strategic action plan and the broader themes of the People Strategy. To ensure transparency and accountability, departments will be required to provide regular updates on their progress.

High level updates will be given to Corporate Services committee (CSC) members on a bi-annual basis, these will include progress on the strategic and local action plans and will align to the twice-yearly People Strategy progress reports.

Regular communications will be maintained in a transparent and timely manner to foster trust and engagement amongst staff, communications and updates will be shared in the regular Town Clerk briefings messages to demonstrate our ongoing commitment to foster a positive and engaging workplace culture.

Main Report

1. Background

The 2024 staff engagement survey was conducted to gather valuable insights and feedback from our employees and casual workers (respondents). It aligned with the themes of the People Strategy and incorporated questions on the proposed upcoming changes to the workplace attendance policy. The survey was available from 15th April to the 17th of May 2024.

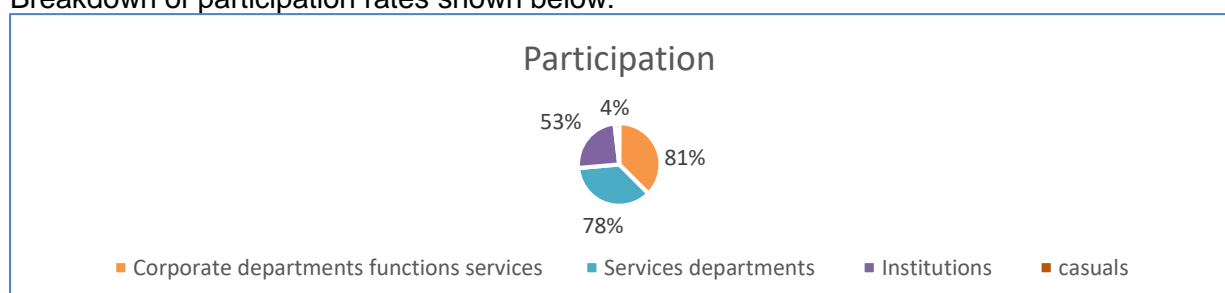
To support teams who were not desk-bound, colleagues from Town Clerk's SLT and People and HR visited various sites to assist employees and the casual workforce in completing the survey. This initiative-taking approach ensured that everyone, regardless of their work environment, had the opportunity to participate and share their feedback. The on-site visits facilitated discussion, engagement and helped address any technical or accessibility issues and enabled more representative data.

For the first time, protected characteristic and socioeconomic questions were added to the end of the staff survey.

To further drive engagement, a series of "you said, we did" stories were shared based on feedback from the previous 2022 survey. These stories highlighted the tangible actions taken and outlined the organisation's ongoing commitment to improving the workplace.

Additionally, a video featuring the Town Clerk emphasised the survey's importance, reinforcing the value placed on employees and casual's feedback. As a result of the engagement initiatives, the like-for-like participation score increased significantly from 52% to 74%. Moreover, the overall engagement score rose from 52% to 63%, indicating a substantial improvement in respondent involvement and satisfaction. Conversely, only 27% of respondents believe that actions will be taken because of this survey. In contrast, 36% responded negatively, while another 36% had a neutral or ambivalent stance. These findings indicate that the need to build trust needs to continue.

Breakdown of participation rates shown below:



2. Current Position

Benchmarking Insights:

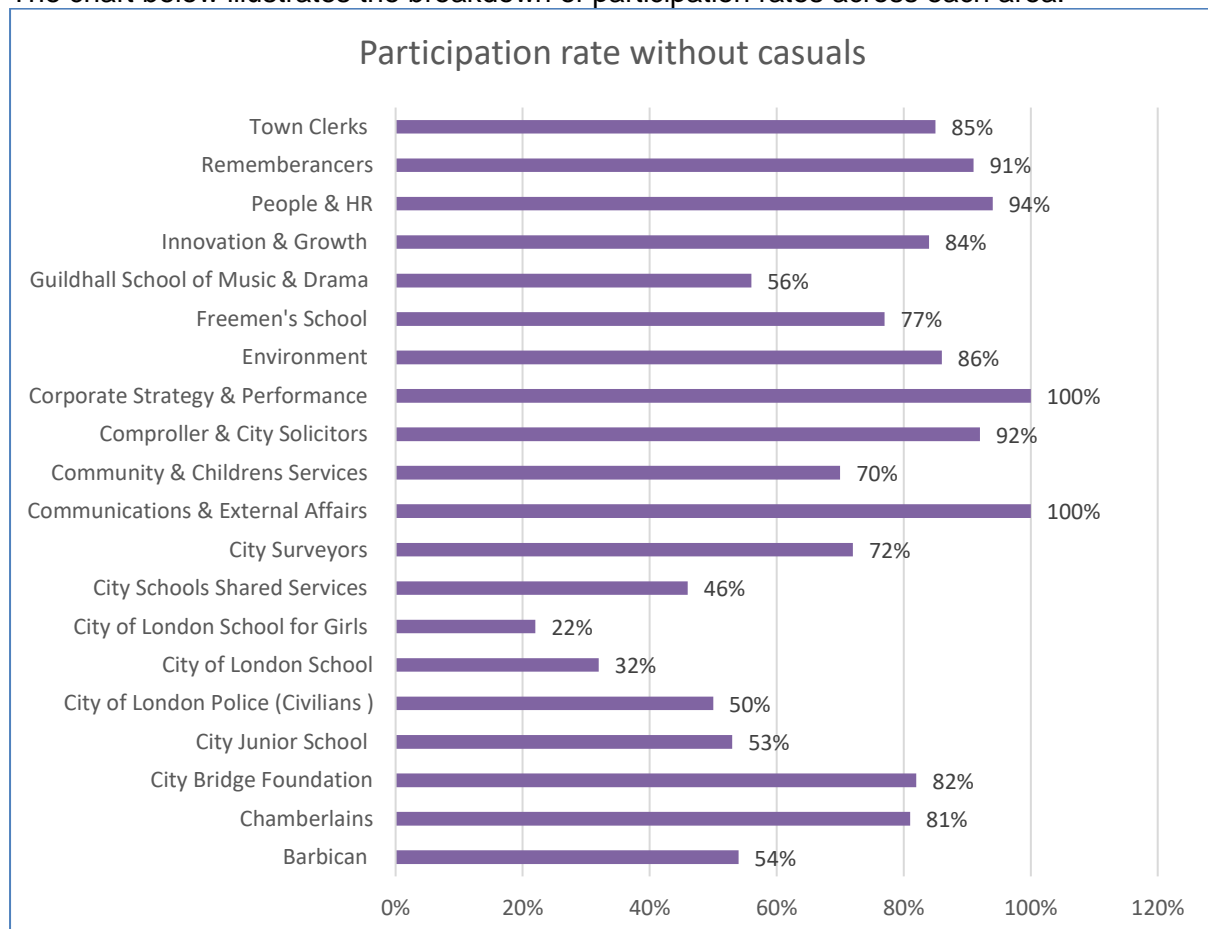
Current benchmarking is against the public sector, which provides some useful comparisons. However, there is no single area that we can benchmark the City Corporation against comprehensively. This highlights the unique nature of our organisation and underscores the need for tailored strategies and actions that specifically address our distinct workforce and operational environment.

Despite the inherent challenges associated with benchmarking, the recent comparison to the 2022 survey reveals significant improvements in several critical areas. Notably, there has been a substantial increase in positive responses regarding manager support and the visibility and engagement of senior leadership. Additionally, there is a marked improvement in respondents understanding of team performance relative to our objectives.

3. Composite overview

The composite overview is made up of all departments and institutions except any casual workers.

The chart below illustrates the breakdown of participation rates across each area.



The recent survey findings reveal considerable progress since the 2022 survey, indicating positive organisational progress. Noteworthy highlights include:

- 76% of respondents agree with the statement, "If asked, I would say to friends and family this is a good place to work," marking a 15% increase from the 2022 survey.
- 74% of respondents express pride in working here, which is a 9% improvement over the previous survey.
- There is a notable 20% increase in positive responses regarding our culture of openness and transparency compared to 2022.

These results underscore the positive developments in our workplace environment and the strides we have made in enhancing employee satisfaction and engagement.

The statement "My line manager treats me fairly and with respect" received the highest positive score in the survey, with 84% of respondents expressing agreement. This reflects a keen sense of fairness and respect within managerial conduct across the organisation.

The most improved score compared to the 2022 survey was for the statement "*I know how well my team is doing against our objectives,*" which saw a significant increase of +38%. This improvement indicates enhanced communication and clarity regarding team performance and objectives.

The least improved score was for the statement "*My role allows me to attain the right balance between my work and personal life,*" which showed a decrease of 4% compared to the previous survey. The current survey results for this statement include 59% positive responses, 22% negative responses, and 19% neutral responses. This indicates that there is further work needed around the themes of wellbeing and belonging within the people strategy. Additionally, trustworthy leadership must be emphasised to better support teams in achieving a healthy work-life balance

In the survey, 9 questions allowed respondents to provide their views in open text. A staggering 14,585 comments were entered, reflecting a high level of engagement and willingness to share detailed feedback.

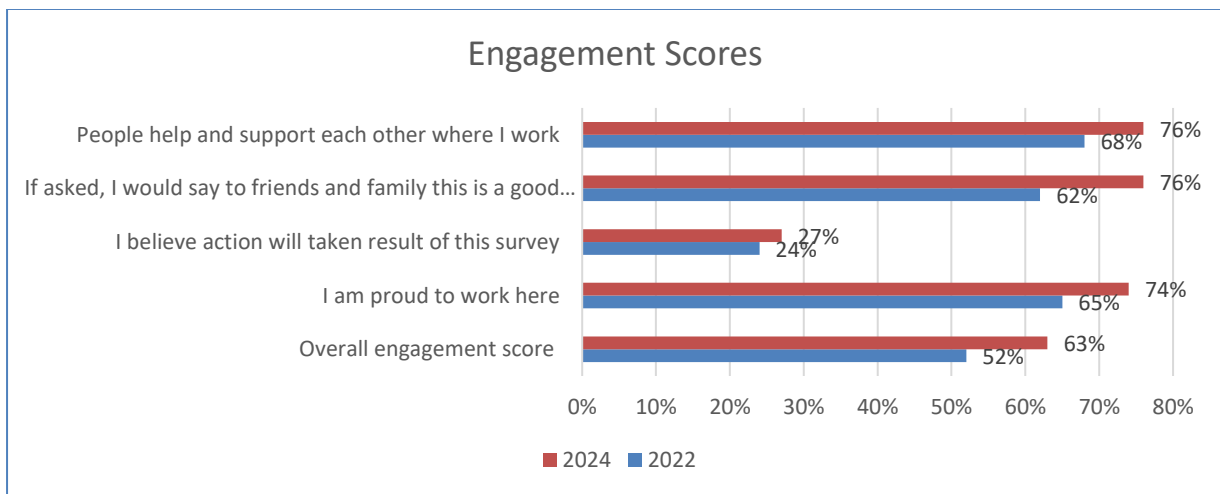
Positive comments

- *"The uniqueness of the City of London; ability to participate in activities outside of my work tasks e.g. networks. Always something to learn if you want to. Location - interesting and fascinating places of history to visit during my lunch break (or after work)."*
- *"Diversity of the departments, the history and traditions of the organisation, the people, the variety of the work i am involved in."*
- "Managers are very helpful if I need anything. Colleagues are very friendly. The work environment is enjoyable."

- “The history and opportunity to be involved in historical events and ceremonies. The pomp and ceremony (within reason) Good pension benefits, Great team relationships Feeling I add value to my department, and this being recognise

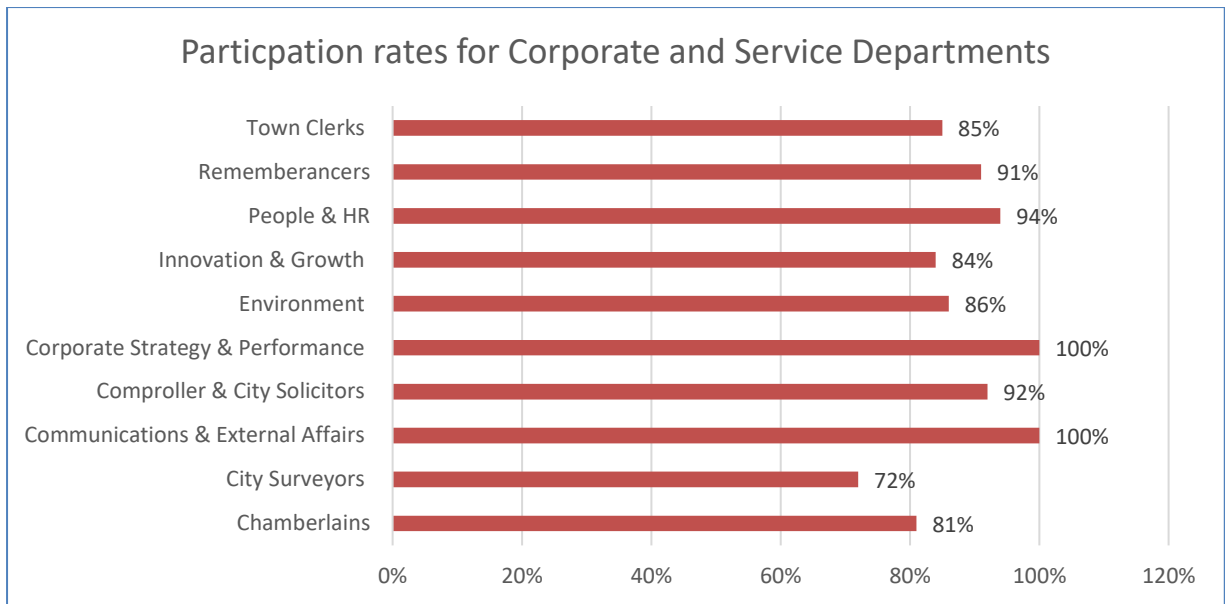
Negative comments

- *"More frequent opportunities for the different departments to meet, collaborate, and share ideas. Feels a bit siloed."*
- *"The pace in which decisions are made."*
- *"There is constant change which is unsettling and damages morale. The messages for doing so are mixed - save money, streamline process, governance reviews - but it seems piecemeal and only leads to more change in the future. The organisation is still far too bureaucratic, and processes slow down decision making."*
- *"Sometimes poor performance isn't dealt with strongly enough which can create resentment and an imbalance within the team". • "Less reactive working, proper prioritisation and development of a healthy accountability culture rather than blame"*



4. Corporate and Service Departments

Participation for this group was 80% with an engagement score of 63%. Response trends show a sizeable number of respondents selected neutral responses, indicating neither positive or negative feelings towards their engagement and satisfaction levels.



The data reveals that while there has been substantial improvement in participation and engagement scores, the high frequency of neutral responses suggests that there is still work to be done to enhance employee satisfaction and encourage further engagement. The neutral stance of respondents highlights areas where employees may feel indifferent or uncertain, which could be pivotal in directing future efforts and initiatives. Targeted improvements to convert neutrality into positive engagement. Continued efforts and strategic interventions will be essential to build on the progress made and to foster a more actively engaged and satisfied workforce.

The highest overall positive score matches the composite score for the statement: "My line manager treats me with respect."

The least favourable score was regarding workplace attendance, with 78% of respondents indicating they would not be in favour of a potential move to a four-day work week in the office.

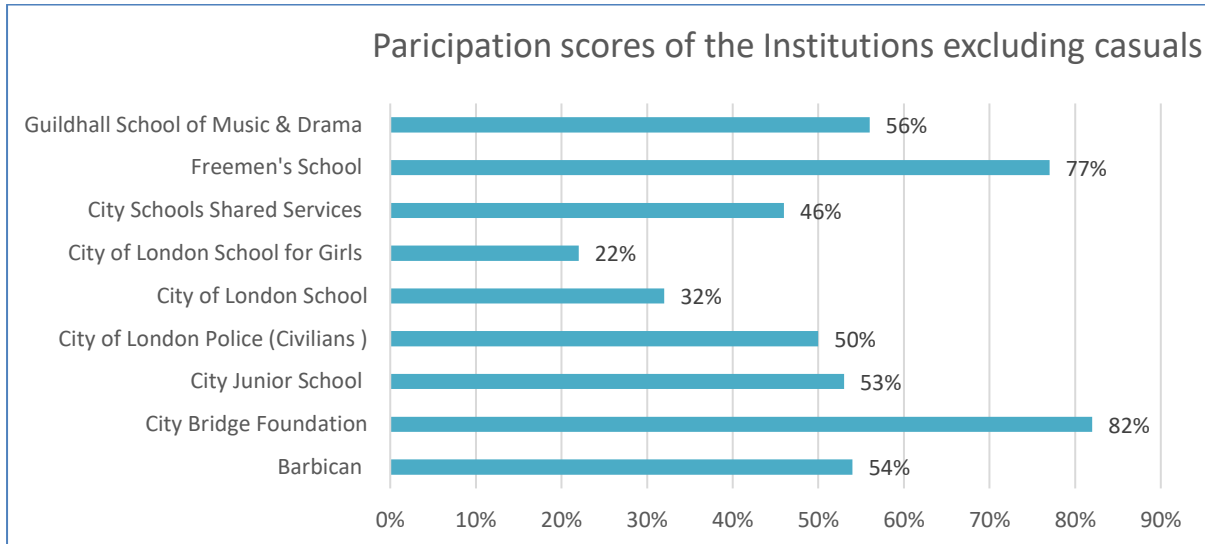
The strong positive feedback regarding respect from line managers is encouraging and should be leveraged to further enhance employee relationships and satisfaction. Conversely, the significant opposition to increase in-office attendance should be carefully considered in future workplace policies to ensure they align with employee preferences and promote overall engagement and productivity.

Open question responses

- *"Working in nature, making a positive difference to national and local biodiversity. Relaxed work atmosphere where I am trusted by managers."*
- *"Change some of the antiquated practices in the city, which if changed would bring the city into the 21st century, which would make us more efficient and save the city money!"*

5. Institutions

Overall, the Institutions (excluding Casuals) reported a lower engagement score of 53%, which is below the average across other departments within the City Corporation. Like other departments, the Institutions exhibited a high number of neutral responses, indicating ambivalence or uncertainty among respondents.



Despite the mixed results as seen above, it is evident with the right leadership and engagement achieving positive responses and participation is possible across the institutions.

Freeman's School, and City Bridge Foundation, demonstrated higher results in the survey. Freeman's School achieved a notable participation rate of 73% and an engagement score of 69%, which is 6% above the corporation's overall score. Additionally, four key drivers at Freeman's School received higher ratings than the organisational benchmarks, with the highest being a positive response rate of 84% for respecting individual differences, such as cultures, working styles, and backgrounds.

City Bridge Foundation also demonstrated strong performance, with an 82% participation rate and a 63% engagement score. Notably, the statement "The senior leaders in my department/team provide a clear vision of the overall direction" received a 64% positive response rate, which is 10% above the organisational benchmark. These results contributed to the overall positive outcomes.

The survey results further highlighted a significant gap in understanding the Corporate Plan and People Strategy, with these respondents being 14% less likely to comprehend how their work contributes to the organisation's goals compared to the rest of the organisation. This underscores a need for improved communication and alignment efforts to ensure that employees within the Institutions are better informed and more connected to the overarching objectives of the City Corporation.

Three of the five key drivers for the Institutions are linked to Trustworthy Leadership, focusing on:

- **Culture:** Creating a positive and inclusive workplace culture.
- **Communication:** Ensuring clear and effective communication across all levels.
- **Support During Change:** Providing adequate support and resources during periods of change.

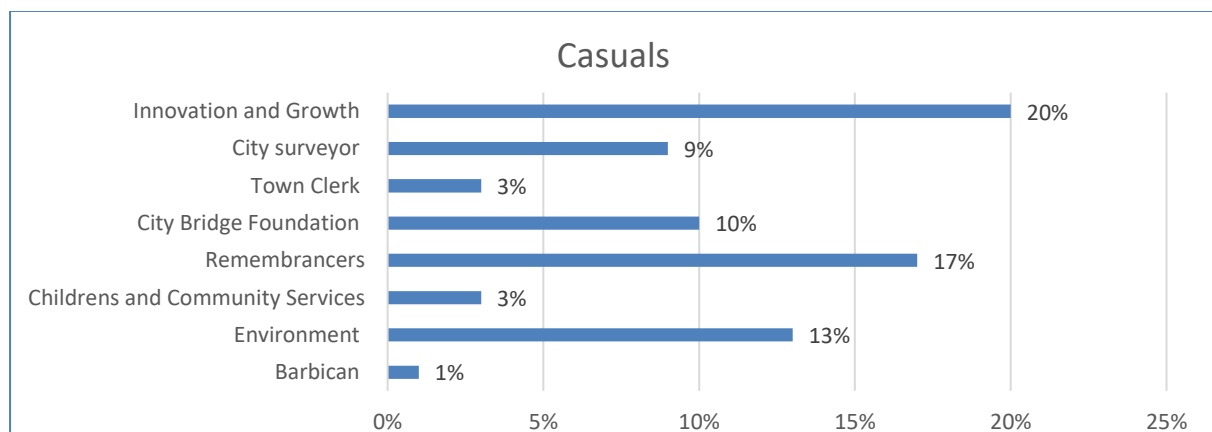
The response from the institutions demonstrates a gap in understanding of the corporate goals. Providing support to enable the institution leads to share and disseminate the detail on the corporate goals, taking into account their strategic landscape will begin to address these concerns.

Open questions comments

- *“Working with many talented young people, and staff. Of many nationalities, backgrounds, etc, opportunities for cheaper tickets to concerts and dramas”*
- *“The City of London making decisions that equally apply to all institutions, without understanding its institutions' needs and logistics are different. Communication is a weak point and needs improving. People tend to show resistance to change. Lack of rewarding system that makes motivation drop over time.”*

6. Casuals

Participation among Casual staff across the organisation was notably low, with only 71 out of the 1914 invited individuals responding, resulting in a 4% response rate. This low participation rate suggest that future comprehensive surveys will exclude casual staff to focus resources more effectively. Instead, more relevant local, targeted pulse surveys should be designed to engage casual staff and address their specific needs and concerns.



Despite the low participation, 70% of those who completed the survey responded positively to feeling valued and recognised for the work they do. This indicates a keen sense of appreciation among the engaged casual workers.

The least favourable result showed that 11% of respondents believed the Town Clerks Executive Leadership Board (ELB) is visible and listens. This highlights the need for improvement in leadership visibility and communications with casual workers.

Open questions comments

“Access to nature, good working hours, exercise”

- *“As casual worker I would like to feel more included in the corporation and have the opportunity to be asked or be aware of other work opportunities that arise and maybe even see them first.”*

7. Members

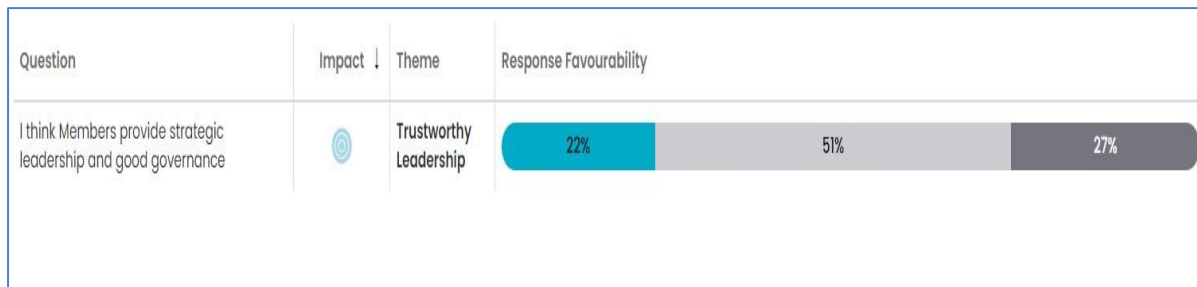
The recent staff engagement survey included two key questions regarding the behaviour and performance of elected members.

The questions were:

- I think Members provide strategic leadership and good governance.
- Members demonstrate our values and behaviours including Equity, Equality, Diversity, and inclusion.

The results highlight concerns among staff about the strategic leadership, governance, and adherence to organisational values by elected members.



- 22% of respondents felt that elected members provide strategic leadership and good governance.
- 27% rated Members performance negatively.
- 51% of respondents were neutral, indicating a portion of staff are undecided or indifferent about the members' effectiveness in these areas.



Regarding whether members demonstrate values and behaviours such as leading for equity, equality, diversity, and inclusion, the results were similarly divided.

- 27% positive
- 26% negative
- 46% neutral responses

These responses demonstrate a level of uncertainty and concern about members' commitment to these critical values.

Question	Impact ↓	Theme	Response Favourability
Members demonstrate our values and behaviours including leading for Equity, Equality, Diversity and Inclusion		Trustworthy Leadership	

Open Comments Analysis

Of the 14,585 open comments, those raising concerns around members conduct, behaviour and views were significant and demonstrate the level of feeling that has previously been informally raised by the workforce. These comments provide qualitative insights that support the quantitative data:

Comments highlighted were.

- *“I was horrified watching the committee meeting where it was ‘voted’ in. Members were rude and aggressive. They are out of touch with staff. They don’t care how this will impact people’s lives. They are prepared to watch good staff walk out the door”.*
- *“Culture amongst officers quite good. Elected Members much less so. Lack of respect shown towards staff and towards diversity.”*
- *“Hold members accountable for their attitudes towards staff, especially in recorded meetings and email communications.”*
- *Member behaviour needs to be sorted once and for all by Members themselves. How many surveys will it take?*
- *“Members to be a bit more human”*
- *More ability to address rude/discriminatory behaviour from Members, Better work environment (i.e. office space) Greater flexible working arrangements.*
- *“Have less bureaucracy, be more joined up, make decisions more quickly, be forward thinking, give people more autonomy for their work; it means they would take more responsibility and care, Give Members less autonomy.”*
- *“Committee Members should adhere to their code of conduct.”*
- *“Foster collegiate and collaborative leadership, provide a clear vision, zero-tolerance policy to toxic and rude Members and senior leaders.”*
- *“Elected Members views and opinions are outdated - there need to be fewer of them and more ceremonial role. The officers are the competent executives who run the organisation despite the Members!”*

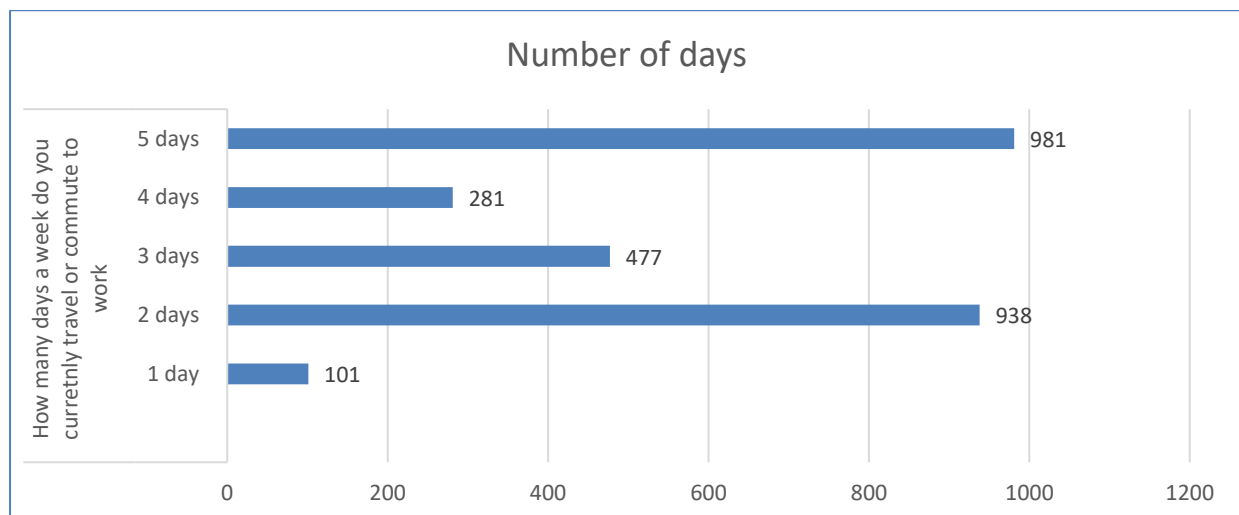
These comments highlight the extent of the feeling from staff towards members behaviour. To ensure this does not impact on staff morale and builds on the commitment made in the people strategy around developing trustworthy leadership this needs to be addressed as a priority.

8. Workplace Attendance (WPA)

The survey revealed that 65% of respondents eligible to complete the workplace attendance questions responded negatively to the prospect of returning to the office for more than three days a week.

Over 4,500 open responses highlighted concerns about workplace attendance and demonstrated anxiety at the perceived lack of trust in employees' productivity and commitment when working from home, particularly by Members.

The chart below provides an overview of the current number of days respondents travel to the workplace. This shows that over 61% of the respondents currently travel to the workplace 3 or more days a week.



The questions asked in the survey regarding WPA were:

The move for workplace attendance from the current 2 days to 3 days a week in September, will encourage me to reconsider my role and future place of work?

- 47% of respondents who responded to this question agreed or strongly agreed that this change would make them reconsider their role and future place of work.
- 29% neither agreed nor disagreed.
- 23% disagreed.

I would support a potential move to 4 days a week for workplace attendance in the future.

- 8% of respondents were in favour.
- 77% responded negatively.
- 15% were neutral.

These findings indicate that changes to the workplace attendance policy is a significant concern for our workforce and careful consideration needs to be given to future planning. However, recent research by Ipsos, Karian and Box¹ reports that three days in the office per week is optimal for key aspects of employee engagement and workplace culture. The report shows that 67% of full-time office workers spend three or more days at their employer's location, suggesting that the changes to workplace attendance in September 2024 align with prevailing opinions.

The Chief Executive of Ipsos Karian and Box stated "In response to the recent survey, three days in the office came out as an optimal solution. It strikes the right balance that realises the benefits of office working for both employer and employee, while also giving individuals the ability to think, work and manage their home lives in a flexible way".

9. Equity, Equality, Diversity, and Inclusion (EEDI)

Results from a selection of the EEDI questions show the following results.

- 66% of respondents agreed with the statement, "My leadership team is committed to creating a diverse and inclusive workplace".
- 63% of respondents gave a favourable response to the statement, "Leaders here understand that Equity, Equality, Diversity, and Inclusion is central to our future success."
- The statement, "Members demonstrate our values and behaviours, including leading for Equity, Equality, Diversity, and Inclusion," received less favourable responses, with 27% agreeing, 26% disagreeing, and 46% neither agreeing nor disagreeing.

Respondents were also asked to provide additional information regarding their sensitive and socioeconomic data. This effort aims to build a more detailed workforce profile, allowing us to better understand and address the diverse needs and circumstances of our employees.

The survey results have been analysed from various perspectives, including departmental, gender, age, length of service, ethnicity, disability, and sexual orientation. This data serves as an invaluable benchmark for future surveys, helping us track the impact of our initiatives and identify areas needing further attention.

Key Findings

Gender

- The survey results indicate a high level of gender equality within our organisation. Responses across various themes are deemed to be consistent between male and female respondents.

Age

- Staff aged 30-39 are least positive about My Contribution My Reward relative to their cohort.

¹ Making the case for the office, Ipsos, Karian and Box, September 2023

- Whilst still in the minority, those between ages of 50-69 are notably more likely to respond favourably to the Workplace Attendance questions, relative to their cohort.

Length of Service

- Staff who have been with the City Corporation for less than 12 months generally reported the most positive responses across all themes.
- A gradual decline in positivity is noted over time, with those having more than 11 years of service responding less favourably.

Ethnicity

- Those who selected "prefer not to say" consistently scored less favourably across all themes compared to other cohorts.
- Black, Black British, or Caribbean background and Chinese* staff were notably less likely to respond favourably to My Wellbeing and Belonging and Building Brilliant Basics

Disability

- The difference of employee experience between those with a disability and those without is evident, indicating a need for targeted support and inclusive practices to encourage ongoing engagement.

Sexual Orientation

- Staff who selected "Prefer not to say" reported the least favourable responses across all themes.
- Employees who identify as bisexual, lesbian, pansexual, or queer tend to respond less favourably to themes related to "My Talent, My Development,"

In relation to the questions posed for EEDI the responses highlight areas where we need to focus on improving support and development opportunities.

The insights gained from this survey are critical for understanding the current views of our workforce and guiding future improvements. The consistency in gender responses is encouraging, suggesting effective gender equality measures. The positive responses from the youngest and oldest staff members highlight potential areas of engagement strategies for different age groups. The decline in positivity with longer service underscores the need for ongoing engagement and support for long-service staff.

Additionally, the less favourable responses from those who prefer not to disclose their ethnicity or sexual orientation, as well as from employees with disabilities and those identifying as bisexual, lesbian, pansexual, or queer, highlighting the importance of fostering an inclusive and supportive work environment. These findings will inform our ongoing efforts to enhance the employee experience and support the goals of our people strategy.

The mixed responses regarding commitment to and understanding of EEDI highlight areas where further communication and action are needed.

10. Next Steps

To address the findings of the survey and align with the strategic priorities, the following actions are recommended.

Strategic Action Plan:

- **Workforce Development:** An initiative-taking strategic action plan which aligns to the key drivers and themes of the People Strategy will be developed as a priority and progressed.

This will include the following actions.

- The new look **senior leadership forum** launched in July, to further develop the work around the Trustworthy Leadership and My Talent and Development themes of the People Strategy.
- To establish an **Employee Voice** task and finish working group hold the organisation to account for delivery of the actions as agreed from the 2024 staff survey.
- A plan to be agreed by the Court of the Common Council to help Members address their feedback and improve their reputation.
- Agreement by ELB on the on the organisation wide strategic response and action plan.

By following these steps, this strategic approach will ensure that policies and actions are in line with the needs and expectations of our workforce, fostering a more positive and productive work environment whilst meeting our corporate aims and objectives.

Chief Officers' Action Plans:

- **Dedicated Administrator:** Areas have a nominated person who will have access to their departmental dashboard to support their action planning.
- **Targeted Actions:** These plans will be tailored to address specific concerns and improvement areas identified within their teams.

Collation and Communication:

- **Action Plan Compilation:** The People and HR teams will compile feedback from Chief Officers in response to their action planning to enable regular reporting on progress.
- **"You Said, We Did":** this initiative will be implemented to communicate the actions taken in response to respondent feedback. This will support further engagement and demonstrate that their input is being taken seriously and to show action is being taken.

Corporate & Strategic Implications

Strategic implications – This proposal will support our priorities of the themes of the people strategy more effectively, improve retention and employee engagement.

Financial implications - Currently there is no allocated budget to cover the cost of commissioning the Annual Survey. The costs will therefore need to be met from the People & HR Corporate Training Budget for 2024/25.

Resource implications – staff resources will be required to manage, prioritising and implementation of changes based on the survey results and action plans which may include training programmes and process improvements and clear communication on actions undertaken.

Legal implications – None

Risk implications. The recommendations are minimal risk.

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

Climate implications - None

Security implications – None

Conclusion

The outlined recommendations provide a clear framework for translating the 2024 staff survey results into actionable plans. With structured timelines, regular updates, and a focus on alignment with strategic objectives, the organisation will be well-positioned to enhance staff engagement and overall organisational performance.

Appendices

Appendix 1 – People Insight City of London staff engagement survey results presentation

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City of London Corporation

Employee Survey

Executive Insights

Page 33

July 2024



Agenda

1. Survey themes overview
2. Employee engagement score
3. Key drivers
4. Highlights and lowlights
5. Focus and next steps

Page 34

Survey response rate

67% 2779 / 4157 responses

Belief in Action

27% +3pp vs. 2022

(2022) Like for Like response rate

74% 2225 / 2990 responses

Celebrating and reinforcing the good

Celebrate great results:

- Its easy to focus on the reds. Don't forget the greens! You can get a lot more often by focusing on strengths.
- Overall engagement levels have improved since 2022
- A much higher response rate, highlighting stronger psychological safety
- There is a strong sense of pride and work satisfaction among staff
- Positive relationships among colleagues creating an enjoyable environment for staff



Page 35

Any existing strengths that were surprises should be explored. Identify what is contributing to the positive responses. Build on them and replicate them across the organisation.

Survey Themes



Notable improvements seen across most themes

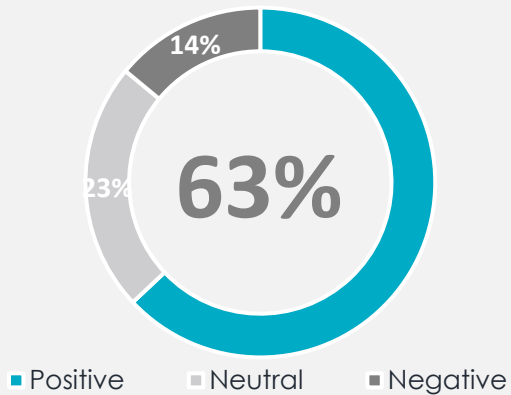
- ▶ Levels of engagement are high and have improved since 2022
- ▶ Staff are most positive about My Wellbeing and Belonging and Building Brilliant Basics
- ▶ In contrast, My Contribution My Reward and Workplace Attendance received the least favourable responses and tend to attract higher levels of negativity

Page 36

Theme	Response breakdown (■ favourable ■ neutral ■ unfavourable)			VS PS Norm	VS 2022
My Wellbeing and Belonging	70%	18%	12%	-7	-3
Building Brilliant Basics	65%	22%	14%	-2	+14
Engagement	63%	23%	14%	-3	+9
My Talent and Development	61%	23%	16%	-3	+3
Trustworthy Leadership	50%	31%	18%	+2	+15
My Contribution My Reward	50%	26%	24%	-16	-10
Workplace Attendance	16%	22%	62%	n/a	n/a

Engagement levels have improved since 2022

Page 37



-3
Vs. PS Benchmark

+9
Vs. 2022

Question	Response breakdown (■ favourable ■ neutral ■ unfavourable)	VS PS Norm	VS 2022
If asked, I would say to friends and family that this is a good place to work	76% favourable, 18% neutral, 6% unfavourable	+8	+15
People help and support each other where I work	76% favourable, 18% neutral, 7% unfavourable	+2	+8
I am proud to say I work here	73% favourable, 20% neutral, 7% unfavourable	-4	+8
I believe action will be taken as a result of this survey	27% favourable, 36% neutral, 36% unfavourable	-17	+3

Key Drivers



Page 38

Question	Response breakdown (■ favourable ■ neutral ■ unfavourable)	VS PS Norm	VS 2022
I feel valued and recognised for the work that I do		-9	-3
There is a culture of openness and transparency where I work		n/a	+20
Senior leaders manage change well and communicate this to staff		n/a	+11
I feel appropriately supported through change		+7	+14
My leadership team is committed to creating a diverse and inclusive workplace		n/a	n/a

Engagement

Highlights



Highest scoring

Page 39



Most above the Public Sector Norm

Question	Response breakdown (■ favourable ■ neutral ■ unfavourable)	Vs PS Norm	VS 2022
My line manager treats me fairly and with respect	84% favourable, 11% neutral, 5% unfavourable	0	-1
If I were to make a mistake, my line manager would be supportive in helping me learn from it	80% favourable, 13% neutral, 7% unfavourable	-3	-2
I am treated with respect by the people I work with	79% favourable, 15% neutral, 6% unfavourable	n/a	n/a
I have the freedom I need to get on with my job	78% favourable, 13% neutral, 9% unfavourable	0	+4
My manager is considerate of my life outside of work	78% favourable, 15% neutral, 7% unfavourable	n/a	n/a

Question	Response breakdown (■ favourable ■ neutral ■ unfavourable)	Vs PS Norm	VS 2022
The senior leaders in my department/team are visible and make the effort to listen to staff	61% favourable, 21% neutral, 18% unfavourable	+9	+21
If asked, I would say to friends and family that this is a good place to work	76% favourable, 18% neutral, 6% unfavourable	+8	+15
I feel appropriately supported through change	47% favourable, 32% neutral, 21% unfavourable	+7	+14
Learning and development activities I have completed while working here are helping me to develop my career	53% favourable, 31% neutral, 16% unfavourable	+6	n/a
The senior leaders in my department/team provide a clear vision of the overall direction	54% favourable, 26% neutral, 20% unfavourable	+3	+16

Highlights



Most Improved
Page 40

Question	Response breakdown (■ favourable ■ neutral ■ unfavourable)	Vs PS Norm	VS 2022
I know how well my team is doing against our objectives	62% favourable, 26% neutral, 12% unfavourable	+3	+39
The senior leaders in my department/team are visible and make the effort to listen to staff	61% favourable, 21% neutral, 18% unfavourable	+9	+21
There is a culture of openness and transparency where I work	46% favourable, 31% neutral, 23% unfavourable	n/a	+20
The senior leaders in my department/team provide a clear vision of the overall direction	54% favourable, 26% neutral, 20% unfavourable	+3	+16
If asked, I would say to friends and family that this is a good place to work	76% favourable, 18% neutral, 6% unfavourable	+8	+15

Some things I enjoy about working here are?

Key themes

- ▶ People and teamwork
- ▶ Work satisfaction
- ▶ Values and Culture
- ▶ Flexible and hybrid working

Page 41

“**Most of my colleagues feel more like friends.** I enjoy **working together** with them and finding solutions as a team.”

“**Meeting different people** on a daily basis and **supporting vulnerable people** by putting smile on their faces even when it is tough to so.”

“**I enjoy and feel pride in the work I do** for myself, my team, colleagues and employer. **I can see that improvements are possible and there is effort to bring this about.** It is becoming less restrictive, traditional, conservative, and more relaxed, compassionate and reflective of modern ways of thinking. The **location/local area feels safe, pleasant and inclusive**, with green areas. Colleagues on the whole are **open minded** and good to work with.”

“currently **the flexibility and the ability to work from home** due to caring responsibilities.”

“**Colleagues are open to help each other.** There isn't any micro management in my team which **allows me to explore my own ways of working to get tasks done.** This also reduces any pressure or stress. **Everyone is very friendly and easy going.**”

“**Interesting, friendly colleagues and pupils.** You never know what challenges you will be faced with from day to day.”

“**Dynamic and fast paced- opportunities** to take the lead and think on my feet. My team has a '**no blame' culture**- everyone chips in to fix any problems and then we work to stop it happening again.”

“**Flexibility** i.e. a mixture of working from home and in the office. **The Corporation gives the impression that it wants to be a modern, open minded, forward thinking organisation.**”

Lowlights



Lowest scoring

Page 42



Most below the Public Sector Norm

Question	Response breakdown (■ favourable ■ neutral ■ unfavourable)	Vs PS Norm	VS 2022
I would support a potential move to 4 days a week for workplace attendance in the future	8% favourable, 15% neutral, 77% unfavourable	n/a	n/a
I think Members provide strategic leadership and good governance	22% favourable, 51% neutral, 27% unfavourable	n/a	n/a
The move for workplace attendance from the current 2 days to 3 days a week in September, will encourage.....	23% favourable, 29% neutral, 47% unfavourable	n/a	n/a
Members demonstrate our values and behaviours including leading for Equity, Equality, Diversity and Inclusion	27% favourable, 46% neutral, 27% unfavourable	n/a	n/a
I believe action will be taken as a result of this survey	27% favourable, 36% neutral, 36% unfavourable	-17	+3

Question	Response breakdown (■ favourable ■ neutral ■ unfavourable)	Vs PS Norm	VS 2022
I know how the work I do helps to achieve these aims	56% favourable, 31% neutral, 14% unfavourable	-29	n/a
I understand the aims of the People Strategy and Corporate Plan (2024- 2029)	51% favourable, 31% neutral, 18% unfavourable	-28	n/a
I feel the current appraisal framework adequately captures my performance	33% favourable, 33% neutral, 34% unfavourable	-26	0
I believe action will be taken as a result of this survey	27% favourable, 37% neutral, 36% unfavourable	-17	+3
I am consulted on changes that affect me and my work	48% favourable, 25% neutral, 26% unfavourable	-10	n/a

Lowlight



Least improved

Page 43

Question	Response breakdown (■ favourable ■ neutral ■ unfavourable)	Vs PS Norm	VS 2022
My role allows me to attain the right balance between my work and personal life		-7	-4
In my team we are able to have discussions about things that are uncomfortable or difficult		n/a	-3
I feel valued and recognised for the work that I do		-9	-3
If I were to make a mistake, my line manager would be supportive in helping me learn from it		-3	-2
My line manager treats me fairly and with respect		0	-1

Some things I would change about working here are?

Key themes

- ▶ Pay and benefits
- ▶ Flexible and hybrid working
- ▶ Workspace and facilities
- ▶ Senior management and leadership

Page 44

“**Improved focus on salary and benefits** that make us feel valued.”

“**Not having to return to the Office for 3 days per week** which commences in Sept24. I would rather the current 2 days as things within the City are now expensive.”

“**Office conditions could be improved** in regards to the actual **physical space being too small, technology/equipment limitations and issues with temperature**, to name a few.”

“**Rigid, top down management approach style.** Junior managers are too scared to think 'outside the box'. 'Sucking up' culture. He/She who shout the loudest gets all the attention.”

“**Leadership doesn't seem to understand issues from employees.** They are more focused on making the Members happy.”

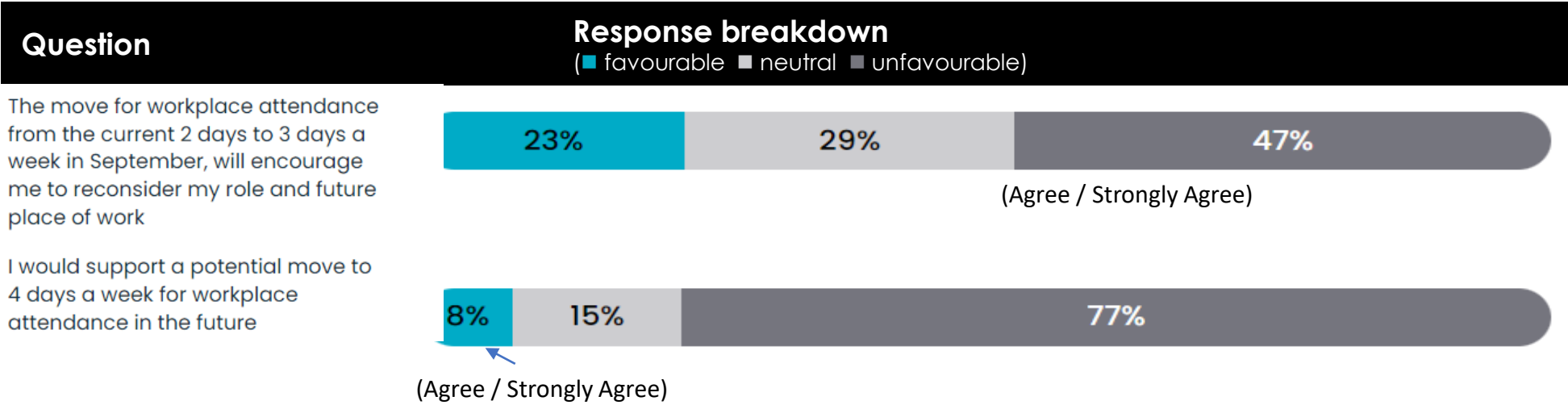
“**Better reward for working hard/ performance related pay.** Offices need to be modernised to reflect new ways of working. **Better health benefits** for staff.”

“**Greater flexibility regarding working on site** - proposed 3 days is unreasonable when peers in my role work often 2 or 1 day a week on site. **More office space.**”

“**Not having such an open plan office** or the **noise** that can build up when everyone is in the office.”

“**The SLT Team, their decision making and attitude towards Employees,** decision making should be based on facts and not favouritism. Policies should apply to all employees' and not to a selective few.”

Workplace attendance



Results revealed staff greatly value having more flexibility in their workplace attendance

- ▶ Almost half reported that the move for workplace attendance from the current 2 days to 3 days a week will encourage them to reconsider their role and future place of work
- ▶ 3 in 4 disagree that they would support a potential move to 4 days a week for workplace attendance in the future

Variations

Page 46



Variations across CoL

Page 47

	Filter	INSTITUTIONS [200]	SERVICES [300]	CORPORATE DEPARTMENT FUNCTIONS [100]
No. of Responses	2779	1035	894	849
Engagement	63%	63%	62%	64%
My Contribution My Reward	50%	45%	51%	54%
My Wellbeing and Belonging	70%	71%	69%	69%
Trustworthy Leadership	50%	49%	49%	53%
My Talent and Development	61%	59%	61%	62%
Building Brilliant Basics	65%	63%	65%	66%
Workplace Attendance	16%	14%	17%	17%

Institutions

- ▶ Institutions experiencing a more supportive and helpful culture
- ▶ Feel more respected, recognised and valued
- ▶ Stronger feeling that leaders are committed to a diverse and inclusive environment
- ▶ Less clear on the aims of the People Strategy and Corporate plan, and how their work connects to it
- ▶ Less respondents feel the ELB is visible and makes an effort to listen to staff

Services

- ▶ Learning and development activities supporting one's career being experienced more favourably by Services
- ▶ This group is also more satisfied with the tools and equipment they have
- ▶ Less respondents feel that leaders are committed to a diverse and inclusive environment

Corporate Department

- ▶ Far more favourable than the other groups with the visibility and vision provided by the ELB
- ▶ More favourable perspective on the Corporation's culture
- ▶ The purpose of the role felt to be less strong for those in the Corporate Department

Variations across Institutions



CITY OF LONDON POLICE (CIVILIANS) [255] BARBICAN CENTRE [205] GUILDHALL SCHOOL OF MUSIC & DRAMA [219] FREEMEN'S SCHOOL [265] CITY BRIDGE FOUNDATION [275] CITY OF LONDON SCHOOL [261] CITY OF LONDON SCHOOL GIRLS [263] CITY SCHOOLS SHARED SERVICE [262] CITY JUNIOR SCHOOL [264]

		CITY OF LONDON POLICE (CIVILIANS) [255]	BARBICAN CENTRE [205]	GUILDHALL SCHOOL OF MUSIC & DRAMA [219]	FREEMEN'S SCHOOL [265]	CITY BRIDGE FOUNDATION [275]	CITY OF LONDON SCHOOL [261]	CITY OF LONDON SCHOOL GIRLS [263]	CITY SCHOOLS SHARED SERVICE [262]	CITY JUNIOR SCHOOL [264]
No. of Responses	1045	277	191	170	144	130	57	33	25	18
Engagement	63%	60%	61%	65%	69%	63%	65%	60%	60%	82%
My Contribution My Reward	45%	45%	40%	48%	48%	51%	39%	36%	41%	50%
My Wellbeing and Belonging	71%	71%	70%	75%	76%	66%	71%	67%	63%	84%
Trustworthy Leadership	50%	45%	46%	51%	56%	52%	50%	53%	54%	63%
My Talent and Development	59%	57%	52%	60%	69%	59%	62%	58%	58%	66%
Building Brilliant Basics	64%	59%	58%	64%	76%	65%	65%	64%	65%	73%
Workplace Attendance	14%	8%	18%	19%	21%	10%	25%	18%	25%	n/a

Institutions

- ▶ City of London Police and Barbican Centre responding least favourably compared to other Institutions.
- ▶ GSMD, Freeman's School, and City Junior School responding most favourably.

Other notable hotspots



“I think that my employer respects individual differences e.g. cultures, working styles, backgrounds, ideas, interests etc”

Response breakdown
(■ favourable ■ neutral ■ unfavourable)



Page 49

- ▶ Overall scores between **male** and **female** respondents mostly **aligned**
- ▶ Scores **notably lower** for those who have been in the Corporation for **over 11 years**
- ▶ Amongst Ethnic Minority group **African; Bangladeshi; Indian; Asian** and **White** responded mostly more favourably than the overall score. **Another Black, Black British or Caribbean** background responded mostly less favourably
- ▶ Those with a **disability** responded notably less favourably in nearly all themes

“I have not experienced discrimination in respect of accessing development opportunities”

Response breakdown
(■ favourable ■ neutral ■ unfavourable)



Overall, it is good to see that most staff at CoL have not experienced discrimination in respect of accessing development opportunities. However, it is worth noting that:

- ▶ **Disability:** Staff with a disability are much less likely to respond favourably (62%) compared to those without (76%)
- ▶ **Length of service:** Those who have been with CoL the longest (6-10 years=67%; over 11 years=65%) were much less likely to respond positively
- ▶ **Ethnicity:** Another Black, Black British or Caribbean background (50%) and Another Mixed or multiple ethnic background (51%) were least likely to respond favourably. However, other Ethnic Minority groups responded more favourably to this.

Highlights for Casuals



Page 51

	Overall	No	Yes
No. of Responses	2850	2779	71
Engagement	63%	63%	66%
My Contribution My Reward	50%	50%	50%
My Wellbeing and Belonging	70%	70%	75%
Trustworthy Leadership	50%	50%	45%
My Talent and Development	60%	61%	48%
Building Brilliant Basics	64%	65%	62%

Higher scoring for Casuals:

- ▶ More positive about worklife balance
- ▶ Feel more respected, recognised and valued
- ▶ Strong feeling that their emotional safety is taken seriously
- ▶ More satisfied with their terms and conditions, and rewards

Lower scoring for Casuals:

- ▶ Less clear on how the team is doing against its objectives
- ▶ Perception that Leaders (ELB) are less visible and do not make an effort to listen to them
- ▶ Less access to development opportunities
- ▶ Less comfortable to ask a manager for help and guidance, and feel they receive less feedback on how they are doing

Focus areas and Next steps

Page 52



Next steps and recommendations



Number one focus:

- Focus on strengths that have contributed to a more positive employee experience
- Leverage them to further improve employee engagement
- Take them from strength to strength

Page 53



Contribution My Reward

- ▶ Create a clear link between contribution and feelings of **recognition**.
- ▶ Help staff **understand the aims of CoL** and **how they contribute to the aims** to improve motivation and engagement
- ▶ Review effectiveness and helpfulness of current **appraisal framework**, ensuring it objectively captures performance and provides **constructive feedback**.
- ▶ Create a culture of **ownership** and **accountability** when it comes to **careers** and **development**.



Leadership and change

- ▶ Strengthening the connection between **Members** and **Staff** through engagement and dialogue.
- ▶ Continue to focus on leadership **visibility and transparency** and involve people in change.
- ▶ **Be proactive in taking action** to demonstrate that leaders are committed to improving the staff experience

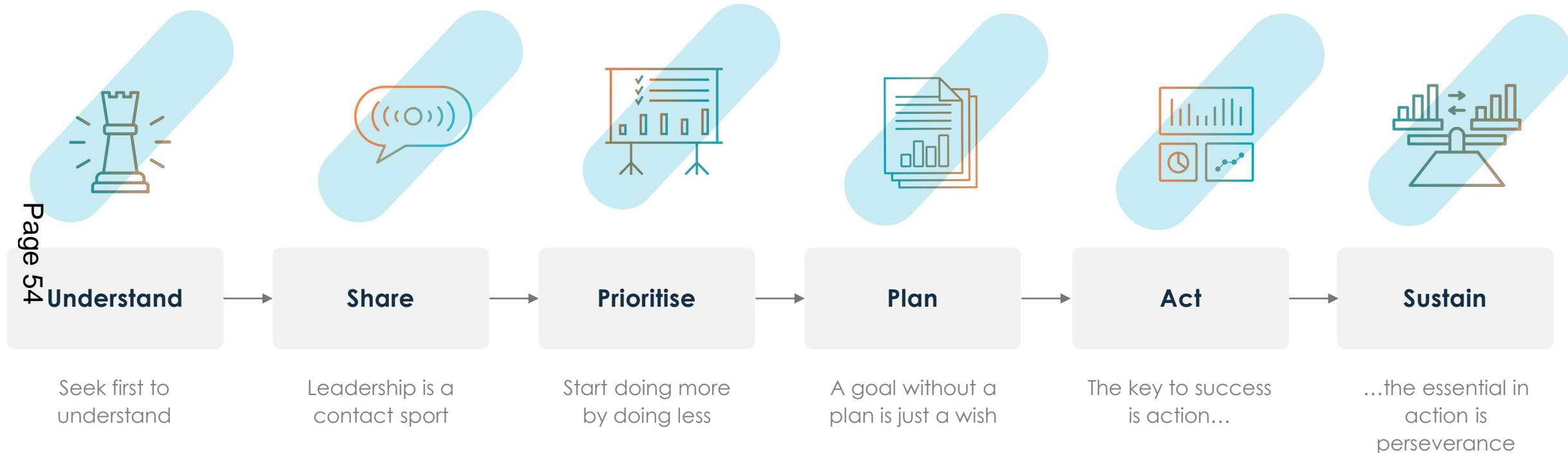


Get granular

- ▶ Its clear actions are going to vary by group and demographic.
- ▶ Ownership and accountability must exist to help ensure action (even at least one) is taken on a granular level.
- ▶ Keep it clear. Focused. And tangible.
- ▶ Agree the plan ahead of upcoming dashboard sessions

6 steps to success

Page 54



Observations and Questions



Page 55



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Committee(s): Member Development and Standards Sub-Committee Policy and Resources Committee	Date: 17/07/2024 26/09/2024
Subject: Independent Review of Member Behaviour (Local Government Association) – Proposed Action Plan	Public
Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?	All
Does this proposal require extra revenue and/or capital spending?	N
If so how much?	N/A
What is the source of funding?	N/A
Has this Funding Source been agreed with the Chamberlain’s Department	N/A
Report of: Town Clerk	For Decision
Report author(s): Gemma Stokley	

Summary

Good administration and effective decision-making is dependent upon successful Member/Member and indeed Member/Officer working relationships. In this vein, and mindful of the need to encourage constructive and positive behaviours, the Town Clerk (with the support of the then Chief Commoner and the Policy Chair) made an approach to the Local Government Association (LGA), in order to commission an independent review of Member behaviour and inform actions that might be taken to support a commitment to learning and improvement within the organisation, in the context of a strong desire to ensure that the City Corporation is an inclusive and respectful place for people to undertake their work and other duties.

Your Member Development and Standards Sub-Committee (MDSSC) were involved from the outset and were provided with an overview of the intended independent review proposed and, following some suggestions around timescale and scope, approved its progression.

Once complete the Review and the report presenting the draft findings in full was shared with the full Court membership. Your Sub-Committee first considered the recommendations therein, posed their own further questions to add to these, and directed that the views of all Members then be sought informally. A brief covering report drawing out some key questions upon which the Sub-Committee wanted all Members to reflect was submitted to the February Informal Court of Common Council meeting and the meeting itself afforded all the opportunity to discuss the proposals in greater detail, ahead of this being fed back formally to your Sub-Committee.

This report now brings together all comments received on suggested areas for reflection highlighted within the Review Report and also sets out an Action Plan for delivery which your Policy and Resources Committee and, ultimately, the Court of

Common Council, are now asked to approve for adoption. The timing of this report is intended to dovetail with and reflect upon points also raised under the Members Code of Conduct Review given that there are, by definition, clear links between the two pieces of work and an opportunity to capture any relevant learning between these.

Recommendations

Members are asked to note the points raised by Members (both at the Informal Court meeting in February, at your Member Development and Standards Sub-Committee and by direct response to the Town Clerk thereafter) in relation to the specific questions posed by the Reviewer and approve the Action Plan setting out the proposed next steps to help best address these.

Main Report

Background

1. The City of London Corporation has 125 elected Members (100 Common Councilmen and 25 Aldermen). Under the Localism Act 2011, the City Corporation must promote and maintain high standards of conduct by Members and co-opted Members and must adopt a Code of Conduct that is consistent with the Seven Principles of Public Life. The City Corporation has also adopted a Member/Officer Charter that is designed to ensure positive and appropriate working relationships.
2. Notwithstanding the arrangements in place, it has been observed that improvements could be made to the way in which elected Members engage with their peers, as well as with officers and with partner agencies.
3. In an attempt to enhance this area, to promote an inclusive and respectful working environment and support ongoing improvements to Member culture, the LGA was approached to conduct an independent review to assess Member/Member and Member/Officer relationships and behaviours within the City of London Corporation. The LGA responded with a proposal and a timetable for its delivery which was considered and formally endorsed by the Member Development and Standards Sub-Committee.
4. The review took place throughout October 2023. The reviewer's approach was to conduct a number of structured interviews as well as a total of seven focus group meetings to which all elected Members were invited (two in-person and five virtually). Where Members responded to indicate that they would prefer not to raise issues within a group setting, they were encouraged to submit any observations to the reviewer in writing and a number opted to do so.
5. The reviewer also conducted desk research of relevant policies (e.g., the Member Code of Conduct, Member/Officer Charter), the Member Development Programme with attendance stats, webcasts of public meetings, staff survey results, external media articles relating to City of London Corporation culture, communications regarding wellbeing/culture/ staff engagement, grievance/whistle-blowing statistics, and other relevant documentation, to assist in the conclusions reached.

Current Position

6. The review has now concluded. Your Member Development and Standards Sub-Committee had the opportunity to review the findings in the first instance at their December 2023 meeting and, whilst reflecting on the questions posed therein, offered their own thoughts/additional points that they felt would benefit from wider input. Thereafter, the Town Clerk was instructed to share the outcomes with all elected Members, asking that they reflect specifically on the questions set out so as to direct Officers as to any potential next steps that they may feel necessary to help address them.
7. The report was consequently circulated to all Members and time was set aside within the agenda for the February 2024 Informal Court of Common Council meeting to allow for constructive discussion and debate about its findings and suggestions for moving forward. The March 2024 meeting of your Member Development and Standards Sub-Committee provided a final opportunity for Members to draw all views together and to re-visit the questions posed through the Review holistically with these in mind.
8. Alongside this, a consultation concerning a review of the City Corporation's existing Member Code of Conduct document has been underway and Officers were keen to present both pieces at the same time given that, by definition, the two are inter-related and a linked timetable for implementation provides the opportunity to reflect on any relevant learning/commentary across both. A review of the existing Member/Officer Charter is also now proposed for the Autumn which will also respond to various points of the proposed action plan here.

Summary Feedback

9. For ease of reference, the feedback received on each question posed both at the February Informal Court meeting, the March MDSSC meeting and also those made separately to the Town Clerk thereafter are summarised below:-
 - a. **What does "good" look like, could this benefit from the creation of a behavioural framework with worked examples? Who would be best placed to feed into such a document?**
 - *Many were against the introduction of a framework defining 'good' and felt that more of a cultural shift/common sense approach was needed versus further formal documentation;*
 - *The idea of a City Corporation 'Mission Statement' was put forward, clarifying the organisation's underlying values;*
 - *Words in existing policies and procedures should be put into practice by all in terms of working to create a truly inclusive environment and demonstrating good behaviours;*
 - *It was felt that training for all on cultural competency and non-apparent differences would be helpful e.g. – class/social standing, neurodivergence, mental health – important to expand Members' education beyond the visible;*
 - *It was suggested it may be helpful to define 'bad' as opposed to 'good' behaviours to clearly set out those behaviours that were to be discouraged and called out.*

b. How can the existing messaging around expectations and standards of behaviours be reinforced within the induction process?

No substantive comments.

c. Should the introduction of a “buddying” system for new Members be considered – would Ward Deputies (not necessarily your own Ward Deputy) be best placed to offer this?

- *Many were in favour of a buddying system;*
- *Many felt that this did not necessarily have to fall to Ward Deputies and that this role should be considered entirely separate to any sort of buddying system;*
- *It was noted that some Ward Deputies themselves were newly elected Members that would therefore require their own tailored support/mentoring;*
- *Whilst Ward Deputies were often well placed to advise on generalities, it was noted that Committee specific training/mentoring would be of most value to new Members;*
- *It was felt that a skills audit should be undertaken when onboarding new Members to any Committees;*
- *It was felt that any buddying system should not be overly formalised.*
- *All Members intending to return to office post March 2025 should be approached in good time to seek expressions of interest/supporting statements for those willing to act as buddies to any newly elected Members. A certain number of Members would then be selected to form a ‘pool’ of people to whom newer Members may reach out as they navigate the complexities of the organisation.*

d. Should the introduction of mandatory training for Committee Chairs be introduced – how best could compliance with this be encouraged/enforced, through the Code of Conduct/Standing Orders for example?

- *City specific training for Chairs should be offered on a regular basis but not made mandatory, ever mindful of the time demands already placed on Members;*
- *Some queried what the sanction might be for those not undertaking such training were it to be mandated;*
- *It was noted that Chairs were elected annually and that, ultimately, if Members were unhappy with their performance, they could cast their votes accordingly at this juncture;*
- *It was noted that the natural journey of a Chair was to serve as a Member of a certain Committee first, then as Deputy Chair and finally Chair – this was felt to be the ideal ‘training ground’ for the position;*
- *The idea of an annual appraisal or other suitable process by which formal feedback could be received by Chairs from their Committee membership was put forward – this should be a confidential exercise;*

- *The suggestion of a ‘carousel session’ hosted by different Chairs, setting out their approach to managing meetings with an opportunity for Q&As was made;*
- *It was highlighted that further clarity around the roles of various Chairs was required.*

e. How might we identify measures of success around the role of the Chief Commoner in supporting informal resolutions to potential complaints? Does the recent change to the Complaints Process and the introduction of a Pre-Complaint Protocol for all Member-on-Member matters requiring consultation with the Chief/a past Chief still on the Court or the Aldermanic Chairs go far enough?

- *It was felt that poor behaviours reported outside of any formal process was an important means by which the organisation could and should build up a picture of the issues emerging and individuals involved;*
- *It was underlined that cultural changes could not be achieved by simply implementing procedures. Communication and common sense/courtesy was key;*
- *It was noted that there would be certain incidents, those involving discrimination around protected characteristics for example, that would simply require a laid down process;*
- *Some warned against the weaponisation of the formal process;*
- *The introduction of the Pre-Complaint process for Member/Member complaints was welcomed;*
- *A Member queried whether a similar informal process could be championed for Member/Officer complaints;*
- *It was noted that the Chief Commoner could not be held accountable where Members indicated that they were not open to using the Pre-Complaint process.*

f. How do we encourage “allyship” in calling out bad behaviour? How and where best might “allyship” be defined?

- *Many felt that this was about common sense and creating environments where all felt confident in calling out bad behaviours, in Committee meetings for example, where it could often be helpful to pause and re-set the tone of certain debates;*
- *It was important to underline that ‘allyship’ was not about ‘ganging up’ or singling out. Behaviours could be corrected without personalising matters – it was about both behaviours and impacts (albeit sometimes unintended) and emotional intelligence;*
- *It was noted that the Police Authority Board had recently been offered training which may be of relevance/use to the wider Court in this respect;*
- *Speaking out was key - important not to be an active bystander;*

- *Some felt that those on the EDI Sub-Committee could be acting as 'champions' in this respect and had a duty to remind all of behavioural expectations.*

Proposed Next Steps

10. In order to address the views expressed and actions supported by Members under each question posed by the Independent Reviewer, Officers have drawn up a proposed Action Plan (**attached at Appendix 2**). Members are asked to approve its adoption and the next steps set out therein.
11. It is proposed that progress against the Action Plan will be regularly reported upon and monitored by your Member Development and Standards Sub-Committee.
12. The target dates for much of the action plan centre around the new Member Induction in April-May 2025. In terms of measuring success, there is little quantitative data to provide a strict numerical comparison. Initially, we would be relying on anecdotal evidence of improved culture. That being said, it may be possible to support the Chief Commoner in monitoring the number of behavioural matters raised with them informally. These could be used alongside data on the use of the pre-complaints protocol and, of course, the full complaints procedure. Over time, we would be able to report on any increase or decrease in the level of concerns over Member behaviour.

Corporate and Strategic Implications

8. The main objective is to foster an environment of professionalism with an expectation that all Members and Officers will be treated courteously and with dignity. The now completed LGA Review and any next steps in terms of addressing the findings here would demonstrate the drive of the Corporation to ensure high standards of conduct and to embrace best practice. This will, in principle, allow for better delivery against all objectives within the Corporate Plan 2024-29.

Financial Implications

9. Any ongoing financial implications will be dependent upon next steps determined by Members in responding to recommendations coming forward. This may, therefore, require subsequent bids to be made in due course; however, there are no additional funding implications at this stage.

Resource Implications

10. Additional resources may be required to deliver any subsequent learning and development events arising from the points highlighted within the review and directed by Members. Subsequent reports may be required to set these out in greater detail

Legal Implications

11. The legal implications of the proposal are contained within the body of this report. Members are asked to specifically note the City Corporation's duty,

under the Localism Act 2011, to promote and maintain high standards of conduct by Members and co-opted Members.

Risk Implications

12. Member conduct represents a potential reputational risk to the organisation, together with a practical risk associated with a failure to attract and retain high quality Members and Officers should there be a negative working environment. It is, therefore, in the interests of the Corporation to take such steps as are required to foster a positive and inclusive working environment for its Members and Officers.

Equalities Implications

13. Public bodies have a duty under the Equality Act to have due regard to the need to eliminate unlawful discrimination, harassment, victimisation and any other conduct prohibited by the Act; advance equality of opportunity between people who share a protected characteristic and people who do not share it; and foster good relations between people who share a protected characteristic and those who do not. The proposals contained in this report do not have any potential negative impact on a particular group of people based on their protected characteristics, rather they seek to actively foster good relations between all.

Climate Implications:

14. There are no climate implications arising from this report.

Security Implications:

15. There are no security implications arising from this report.

Conclusion

16. The independent review of Member behaviour conducted by the LGA has concluded and is part of a wider commitment to learning and improvement within the organisation, in the context of a strong desire to ensure that the City of London Corporation is an inclusive and respectful place for people to undertake their work and other duties.
17. The review clearly highlights that there is much for the Corporation to be proud of but it is obvious too that some challenges still persist. All Members have now had the opportunity to consider these initial findings.
18. It is clear that, for the steps proposed to be taken in response to the Review to be a success and deliver real change, it will be essential to seek to build consensus, with the primary objective being that the organisation is able to articulate and demonstrate the standards of behaviour that are expected of its elected Members clearly and consistently. It is in this vein that we therefore now ask that your Committee approve the proposed Action Plan to address the points highlighted and agreed by Members as requiring further improvement.

Appendices

- Appendix 1 – LGA Final Report - An independent review into Member behaviour within the City of London Corporation
- Appendix 2 - Independent Review of Member Behaviour (Local Government Association) – Proposed Action Plan

Gemma Stokley

Principal Governance and Member Services Manager

An independent review into Member behaviour within the City of London Corporation

November 2023

Introduction

The LGA was pleased to be invited into the City of London Corporation to undertake a review to assess Member/Member and Member/officer relationships and behaviours within the organisation. The review was not an inspection but rather part of a commitment to learning and improvement within the organisation in the context of its strong desire to ensure that the City of London Corporation is an inclusive and respectful place for people to undertake their work and other duties.

The review was independent of the Corporation to provide an objective assessment of the current situation and sought to identify things that are positive as well as provide suggestions of things that the Corporation might want to do to address any identified issues. I appreciated the honesty, professionalism and enthusiasm with which people engaged in the process and the support provided in the lead up to and

during the review.

The review was undertaken by Sarah Messenger, Local Government Association Consultant (Workforce) and previously Head of Workforce for the LGA.

Methodology

The review was largely conducted through conversations either in one to one interviews or focus groups held over several days in October 2023. Most of these were conducted remotely via Teams but I also visited Guildhall to conduct two focus groups in person. I spoke to senior managers, the Chief Commoner and twenty one other Members which enabled me to consider a range of views and perspectives.

In addition, Members were given an opportunity to email me confidentially to share their thoughts, experiences and suggestions relevant to the review and a small number chose to do that. I also conducted desk research of relevant policies and procedures including the Member Code of Conduct, the Member/Officer Charter and Member induction including the range of training offered to all Members.

The emphasis in my meetings was on having a structured, confidential and relaxed conversation where interviewees/focus group members could reflect and share their honest views about the issues under consideration as well as make suggestions for the way things might be done differently moving forward.

A review such as this can only reflect the views of those spoken to, but the findings are based on patterns that recurred throughout my conversations. They capture the points I heard repeatedly, giving confidence that they are a fair reflection of the feedback I heard. However, I am conscious that I only spoke to around 20% of Members so care needs to be taken in drawing any firm conclusions. It was unfortunate that some of the focus groups had a very small number of attendees, and some were cancelled because no-one had indicated they were able or would like to attend. Of course, Members are busy people and several have day jobs beyond their Corporation responsibilities so this is not intended as a criticism but I want to acknowledge that no firm assumptions can be made about a majority Member view when I spoke to only a small proportion of the elected representatives. However, I had rich conversations with those people I was fortunate to talk to and they provided me with sufficient perspective, insight, experience and suggestions to validate the conclusions I have drawn.

I am aware that there have been some formal complaints about Member behaviour over recent years. This review was not intended to re-examine these in detail although they have been helpful as examples of the behaviours I was asked to consider.

Context

The City of London Corporation has 125 elected members (100 Common Councillors and 25 Aldermen). The electorate is made up of a small number of residents and

workers of local businesses and, uniquely, for a local government organisation in the UK it is non-party political and therefore does not have the systems of whip and party discipline that are present in all other Local Authorities. The Corporation is a historic, traditional and hugely important institution not just within London but the UK economy as a whole. It is unlike any other public body in the UK with a sphere of activity and influence that transcends its geographical borders. Several Members have held very senior roles in a variety of professions including financial services and the law and have high levels of expertise in the matters they are responsible for. This context is important in understanding why things are done as they are in the Corporation and why the culture, and behaviours that underpin it, have evolved as they have.

As part of the review, I looked at the Member Code of Conduct, the Member/Officer Charter, induction for new Members and the role of the Chief Commoner in resolving differences between Members. All of these were considered through the lens of the Nolan Principles which make clear the standards expected of all of us who undertake public roles. The Member Code of Conduct and Member/Officer Charter are both clear, well-written documents that are consistent with what you would expect to find in any good Local Authority. The challenge is to ensure that they become more than simply words on a piece of paper and set standards and a tone that everyone understands and buys into. My sense from the conversations I had is that these documents are known about and are shared through the induction process but that there is insufficient discussion about what they mean in practice. Consequently, I feel there is more the Corporation could do to be explicit about what good looks like in terms of how Members interact with each other and with officers. I will return to this later in the report.

The Chief Commoner is a role elected by all Members once a year and is often held by a longer serving, respected Member of the Court. The incumbent has an important outward facing role, supporting the Lord Mayor and two Sheriffs but also has an inward facing role described to me as a mixture of Leader of the House, Chief Whip and Shop Steward. This seemed to me to be a good way of trying to capture the importance of the Chief Commoner role in encouraging positive relationships and behaviours, intervening appropriately when issues arise and seeking to resolve differences. How this is done and how well it is done is largely decided by the skills and appetite of the incumbent and there is an opportunity to continue to review the role of the Chief Commoner to clarify responsibilities in terms of behaviours and relationship management so there is an expectation on the role holder to drive excellent organisational standards and help to minimise recourse to formal routes for dealing with disagreements and complaints. The Corporation has already taken steps in this direction which is welcome.

What are the positives?

The main positives I heard are described below:

- Almost all the Members I spoke to describe the Corporation as friendly, welcoming and polite. Some Members said they had never experienced poor behaviour from other Members and even those that had, emphasised that generally people are helpful, respectful, and courteous in their dealings with each other. The Corporation has had a significant intake of new Members since 2017 and some of the newer Members that I spoke to were keen to highlight how friendly people had been since they were elected. Linked to this

is a feeling that some shared with me that the Court is now a more open and vibrant place both personally and professionally. There have been a number of changes to formal and informal governance arrangements over recent years and I was told this has enabled greater levels of engagement and a reduced ability of specific groups to unduly influence and control the work of the Corporation. My focus was not particularly on the intricacies of the Corporation's governance arrangements but it's important to acknowledge that a number of longer standing Members feel that things have improved.

- It was acknowledged that there had been significant improvements to the induction process over recent years. This includes the range of training available to Members alongside the structured induction sessions provided for all new Members. Some of the older traditions such as new Members not speaking at Court for their first year have fallen by the wayside and through the induction process and support from longer standing Members, most new Members I spoke to felt able to contribute immediately. Some felt that most of their support had come from other Members within their wards rather than the formal induction process but whatever the route, the general sense was of an organisation better able to welcome and integrate new people.
- One of the effects of the intake of new Members is the increased diversity within the organisation, particularly in terms of gender, age and ethnicity. This is a welcome development in terms of the benefits of diversity of thought, perspective and experience that difference brings. Nobody talked to me about serious issues with racism, sexism, bullying or harassment which was reassuring. However, I did hear of some comments made during exchanges

between Members that suggest outdated and potentially discriminatory attitudes especially with regards to gender, may linger amongst a few.

- It was clear from the people I spoke to that senior officers are held in high regard and recognised as assets for the organisation. Somebody described the Town Clerk/Chief Executive as ‘a remarkable human being’ and others talked of the respect they had for the knowledge, skills and experience that senior officers had. Others were equally complimentary about the wider workforce although I did hear of issues with the way some officers have been treated by Members that I will return to later.

What are the areas of concern?

A review such as this is usually most valuable for the insight and feedback provided on things that are concerning or that people would like to change. Whilst I heard of positive experiences from most of the people I spoke to, this was not universal and concerns or suggestions for improvements were articulated by those spoken to.

These are captured below:

- Whilst no-one suggested that there is a systemic problem with poor behaviour within the organisation, several people I spoke to said that there is a minority of Members who behave badly or unacceptably sometimes. The examples of poor behaviour included disparaging remarks, personal attacks, raised voices, eye rolling, whispering behind hands when others are speaking. In isolation, these examples can seem petty and puerile but cumulatively they are pervasive and can create an environment where both Members and officers

are concerned about speaking and feel uncomfortable. It strikes me that in a context where, as one interviewee put it, 'most Members are achingly nice' these instances of poor behaviour become magnified. There were mixed views about whether behaviour generally had worsened or improved over recent times but it is clear from my conversations that a problem persists with the behaviour of some Members. Most examples I heard related to Member to Member behaviour but some did tell me of times when Members behaved badly towards officers.

The impact of this is to stifle debate, inhibit robust and transparent decision making and to undermine the ability of all to contribute to the best of their ability. Some told me of the reluctance to speak in meetings and felt that the issues with poor behaviour were impacting negatively on the effectiveness of some meetings and the ability of the Corporation to carry out its business.

- The situation with poor behaviour is exacerbated by the unwillingness of some Members to challenge those who are behaving badly or unacceptably. Whilst some instances have been challenged, most Members acknowledged that individually and collectively they did not always challenge poor behaviour and when someone is brave enough to speak up, others don't always back them. This links to the point above about the fear of the repercussions of speaking out. A few felt that the Chairs of Committees have the primary responsibility to hold Members to account when they behave badly in meetings and this does not always happen. I am aware of activity on social media and on blogs and websites that is highly critical of the Corporation and some of the people that operate within it which can also be an inhibitor to 'putting your head above the parapet'.

- A number of interviewees highlighted the absence of a clearly defined, understood and collectively owned organisational culture. There is an absence of debate about what the culture is or should be and one person suggested the organisation lacked 'cultural competency'. Any successful organisation will have clear responsibilities, ambitions and achievements supported by a shared understanding of what 'good' looks like. This extends beyond just what the organisation does to how it does it. Some felt that there is a sense of 'them and us' either between Members or between some Members and officers which undermines the principle of shared, collaborative ownership of the institution, its responsibilities and relationships. In the absence of a defined and collectively owned organisational culture, people make their own decisions about what is and isn't acceptable re behaviour etc which leads to inconsistency and confusion. One person told me that it feels as if some Members do 'exactly as they please' and others suggested some Members behave as if the rules don't apply to them. I want to reemphasise that everyone I spoke to was clear that we are only talking about a small minority of Members when it comes to poor behaviour but enough for the impact of what they do to pervade the whole organisation.

The agreed organisational culture and standards of behaviour should extend to all activity undertaken on behalf of the Corporation including evening events such as banquets etc.

- A few people told me they felt the Members Code of Conduct had become 'weaponised' by some meaning that matters that could and should have been resolved informally end up in formal procedures. I did not explore this in more

detail in terms of specifics but I was struck by the eagerness to raise matters formally in some cases rather than seeking to talk through the problem and for apologies to be given where necessary.

- The issue of training for Members came up in several conversations. I am aware that there is a wide programme of training available to members and several people acknowledged this. However, it is not mandatory and take up can be patchy. Whilst it's not necessary for all training to be mandatory, if the organisation is serious about creating a shared organisational culture and standards of behaviour for all then it has a responsibility to ensure everyone understands what the organisation expects of them and what they can expect of the organisation. Training and induction are the best way of achieving this. One Member described joining a committee and not being greeted or welcomed by the Chair. This may have been an isolated incident but it's an example of the sort of behaviour that can create a sense that you don't belong or you don't matter. Most of the examples of poor behaviour I heard are happening in Committee meetings or in meetings of the Court and several people felt that the Chair of those meetings could and should have taken action to challenge the behaviour. This did not always happen and suggests a lack of clarity and/or accountability about the role and responsibilities of the Chair in such circumstances.
- There is a sense amongst some that the organisation should consider new ways of ensuring Members get to know each other better and have opportunities to engage with each other beyond formal meetings. The fact that more Members now have jobs alongside their Corporation responsibilities mean that not all are able to attend the lunches that accompany formal meetings or to join visits to different sites. Some longer standing Members felt

these opportunities to interact informally with each other had been a valuable ingredient in relationship building and that the organisation would benefit from implementing new initiatives to spend time together, taking into account the work lives and other responsibilities of Members.

- My conversations elicited a mixed picture regarding relationships between Members and officers. The vast majority of Members were very positive and complimentary about officers although some did acknowledge that they had occasionally seen officers treated badly by Members. For example, some felt that a small number of Members treated more junior officers as if they were 'servants' and they were aware that staff were afraid to raise their concerns for fear of the repercussions. On the other hand, a couple of Members felt that officers, particularly more senior ones, focused too much on meeting the needs of senior Members and could do more to build relationships across all Members.

Officers felt that most Members treated them well and were friendly, respectful and professional in their dealings with them. However, some have felt they have been treated badly by some Members creating at best an unpleasant environment to work in and at worst, a belief they have been bullied. The 'them and us' perceptions that I referred to earlier also extends to Member/officer relationships. I am aware that the 2021 Governance Review said that 'the Corporation has no sense of common endeavour' and some officers would like a stronger sense of the Corporation belonging to and being the responsibility of both Members and officers. The organisation is fortunate to have access to significant levels of officer and Member knowledge, skills and experience; the challenge is how to harness that in a shared endeavour to make the best decisions in the interests of residents, businesses and the

UK economy.

- Earlier, I described improvements in governance and ways of working that some feel have contributed to a much improved working environment both professionally and personally. However, some issues persist and these emerged in my conversations with Members. One theme raised by a number of Members was the number of individuals belonging to the Masonic lodge. Numbers had declined in recent years but appear to be on the rise again and some expressed concerns about the lack of transparency about which Members participate in the lodge, the proportion of lodge members who sit on key committees and the fact that women Members and members of staff are not represented within the lodge. I did not explore this further nor am I suggesting that membership of the lodge is, in itself, a problem but its existence and influence within the Corporation is a cause for concern for some Members and is therefore something that needs further discussion. The other issue that was raised more than once with me is the tendency for some questions/issues to be raised for the first time within Court rather than being properly addressed first through the Committee system. Some of this is seen as 'grandstanding' by those Members who do it and it can undermine the effective decision-making processes of both the Committees and the Court. Again, this needs to be explored further to draw any firm conclusions but certainly warrants debate within the Corporation.

Moving forward

I have acknowledged already that the majority of Members did not contribute to this review so care needs to be taken with drawing any firm conclusions at this stage.

However, there were patterns in what I heard from those who did contribute and they have been captured in the sections above. Perhaps the most useful contribution this report can make is to stimulate discussion and debate between Members and Members/officers about the feedback I have shared and options for addressing the concerns I have described. With that in mind, I offer the following suggestions of things the Corporation may wish to consider doing as part of an organisational responsibility to maintain and build on its many strengths but also to learn and improve moving forward.

1. The paper should be shared with all Members and senior officers with time set aside for constructive discussion and debate about its findings and suggestions for moving forward. It would be helpful for some of this discussion to take place with Members and officers together. The challenge is to agree what tone you want the organisation to set and how you want everyone to feel when they are undertaking their roles and responsibilities on behalf of the Corporation. I use the word 'feel' to represent the environment that the Corporation creates; do people feel respected, valued, integrated, inspired etc and therefore able to give their best?
2. I would strongly encourage the Corporation to consider what 'good' looks like in terms of behaviours, relationships and ways of working. In effect, I am suggesting the Code of Conduct and Member/Officer Charter are brought to life with examples of what they mean in practice. Some will feel this is patently obvious and therefore an exercise that has no value but I take a different view. In any organisation, the absence of a shared understanding of and commitment to a defined organisational culture and standards of behaviour

leaves individuals to make their own decisions about what is and isn't acceptable. Members and officers alike have a shared responsibility for both the effective working of the organisation and its reputation. To do that properly, there needs to be agreement about what that looks like in practice.

3. The Corporation should consider how it can reinforce its messaging about standards of behaviour and organisational culture in the induction process. This is the first and most important opportunity to inform Members about the environment they are entering, how they will be supported and respected in carrying out their role and responsibilities and what is expected of them in carrying out their democratic role. It should go beyond simply sharing relevant documentation and include clear messaging and discussion about what being a Member within the City of London Corporation means in terms of how you behave and conduct yourself.

4. It may be helpful to introduce a system of 'buddying' for new Members so that everyone has one on one access to someone who can help them settle in, answer questions and support them in navigating the complexities of the organisation. I am aware that this often happens informally and some people described the great support they'd had from other Members within their ward, but making such support available to all may be helpful.

5. I think the Corporation would benefit hugely from requiring all Chairs of Committees to undertake mandatory training in the roles and responsibilities of being a Chair. This would include all the elements of successful chairing of meetings and would include the responsibility to ensure that the business of

the Committee is conducted respectfully and professionally, with poor behaviour challenged and stopped. There should be mandatory refresher training for all Chairs every two years.

6. Steps have been taken in recent times to reinforce the role of the Chief Commoner in managing Member behaviour and relationships and this is welcome. It is early days but some people told me it was a good step in the right direction and will help in managing and reducing some of the issues that have arisen previously. It would be helpful for the Corporation to be clear about the measures of success for this revised role so that it can be confident that it is making the difference that was intended. For example, one would hope that there would be a reduction in formal complaints. Of course, the success of the Chief Commoner role will always rely to some extent on the skills, influence and reputation of the incumbent but monitoring of impact will provide organisational oversight of how well the role is being carried out.

7. It would be helpful to encourage a culture of 'allyship' when it comes to challenging instances of poor or unacceptable behaviour from some Members. This will be easier to do in a context where there has already been discussion and agreement about what 'good' looks like regarding organisational culture and behaviours. Allyship does not mean 'ganging up' on people but rather is a way of all Members demonstrating they understand their responsibility to challenge unacceptable behaviour and minimises the potential for such challenge to be left to a 'brave' few. Poor behaviour should always be judged by the effect on the recipient rather than the motivations or intentions of the person behaving badly. People will have different tolerance

levels for behaviour they may be on the receiving end of but all Members should feel a responsibility to step in when someone is clearly unhappy or upset by someone's behaviour or when they witness behaviour that they consider to be inappropriate or unacceptable.

Conclusion

I enjoyed meeting Members and officers within the Corporation and was impressed by the insightful contributions I heard or received via email. It is clear the organisation has undergone significant change over recent times which has largely been perceived to have brought benefits and improvements to the organisation. There is much for the Corporation to be proud of but challenges persist that this report has sought to highlight. I hope that the report is a stimulus to honest, respectful and collaborative debate that allows the Corporation to decide for itself what it would like to change and to agree on the reasons for doing so.

Independent Review of Member Behaviour (Local Government Association) – Proposed Action Plan

<u>Suggested Areas of Improvement/Reflection</u>	<u>Actions Proposed to Support</u>	<u>Proposed Delivery</u>	<u>Owner</u>	<u>Goal Date</u>
1) Defining what good looks like	a) Development of a clear ‘Mission Statement’ or set of statements for the organisation in terms of Member Behaviour with worked examples of acceptable and unacceptable behaviour	With the recent launch of a new Corporate Plan and People Strategy, your Member Development and Standards Sub-Committee will be asked to consider the development of a mission statement with regard to Member Behaviour that is well-aligned with the ambitions set out here and is one which can be adopted and actively promoted by all elected Members.	<u>Assistant Town Clerk</u>	<u>To be prepared by April 2025, for the new Court.</u>
	b) Review of Code of Conduct in line with the Model Code of Conduct – to include/append more worked examples of acceptable/unacceptable behaviours	A review of existing City Corporation COC is already underway following publication of the Local Government Association (LGA) Model Councillor Code of Conduct. Your Civic Affairs Sub-Committee (CASC) and subsequently your MDSSC have expressed a preference to adopt a new hybrid Code combining the more modern drafting of the LGA Code with some of the City specific elements from the Corporation’s current Code.	<u>Comptroller and City Solicitor / Assistant Town Clerk</u>	<u>To be delivered by October 2024.</u>

		<p>One proposed amendment to the Code, if adopted, will have the effect of making all Code of Conduct training mandatory as of March 2025. Frequent training and refresher sessions on the Code will therefore be factored into both the Induction and ongoing Member Learning and Development Programme. Given comments also raised as part of the consultation on this Member Behaviour Review, future Code of Conduct training will also have a specific focus on EEDI.</p> <p><u>Revised Code to be presented to the Policy and Resources Committee and subsequently the Court of Common Council for formal adoption in Autumn 2024.</u></p>		
	c) Review of Member/Officer Charter – to include/append worked examples of acceptable/unacceptable behaviours	Review of Member/Officer Charter proposed to dovetail with the forthcoming review of the Members' CoC.	<u>Executive Director of HR & Chief People Officer/Comptroller and City Solicitor</u>	<u>Await response to the Staff Survey and take forward once Code of Conduct review has been delivered.</u>
	d) Member Training and Development on the Code of Conduct	As detailed above, training on the Code of Conduct to feature prominently in all future Member Induction Plans and to also be scheduled regularly within the wider Member Learning and Development	<u>Comptroller and City Solicitor / Assistant Town Clerk</u>	<u>A minimum of four sessions a year to be scheduled from April 2025. Training should</u>

		<p>Programme thereafter given that the effect of adopting the proposed new Code of Conduct will be that such training will be mandatory for all elected Members with effect from March 2025.</p> <p>This will also include a specific focus on EEDI.</p>		<p><u>also be provided to 'External' Members who are held to account against the same Code.</u></p>
	<p>e) Member Training and Development on protected characteristics but also on 'cultural competency' and non-apparent diversity</p>	<p>E-learning modules (available to all elected Members) are already available but there will be a renewed focus on and active promotion of these via the Members Portal pages. The Chief Commoner's newsletter could also helpfully flag these offerings on a regular basis.</p> <p>Governance and Member Services Team to investigate additional relevant training opportunities/providers both in-house and externally and ensure that such training is made widely and regularly available to all via the Members' Learning and Development Programme overseen by your MDSSC.</p> <p>EEDI Training will form a key part of future Code of Conduct training and will also be an integral part of any Induction programme.</p>	<p><u>Assistant Town Clerk</u></p>	<p><u>Aim to have a 100% completion of relevant e-learning modules by the new 2025 Membership by September 2025.</u></p> <p><u>A report to come forward in due course setting out options and costs of such opportunities.</u></p> <p><u>To be implemented by April 2025.</u></p>

<p>2) Introduction of a buddying system for new Members</p>	<p>a) All Members to be approached and asked if they wish to form part of a 'pool' which new Members may reach out to if wishing to seek a buddy. Each Member volunteering to be asked to submit a short supporting statement as to their suitability for the role.</p>	<p>Members emphasised their desire not to over formalise these arrangements and it was noted that this often already happened organically.</p> <p>As part of the revised Member Induction programme already approved by your Member Development and Standards Sub-Committee, the Governance and Member Services Team will contact all Members seeking to return to office in March 2025 and seek expressions of interest/supporting statements for those willing to act as buddies. Such expressions of interest will then be considered by your MDSSC. Those Members selected to form the 'pool' of buddies will have their contact details made available to all newly elected Members as of March 2025 with helpful briefing notes provided to all to set out the broad expectations of the role.</p>	<p><u>Assistant Town Clerk</u></p>	<p><u>To be actioned as part of the 2025 Member Induction offer.</u></p>
	<p>b) Improvement and standardisation of Committee on-boarding process</p>	<p>Governance and Member Services Officers to seek to standardise the onboarding process for new Committee members in so far as possible and to discuss/re-iterate expectations around new Member, Committee-specific, induction with relevant Chairs/Chief Officers ahead of the March 2025 all-out elections</p>	<p><u>Assistant Town Clerk</u></p>	<p><u>To be actioned as part of the 2025 Member Induction offer.</u></p>

	c) Additional support for new Ward Deputies and revised Ward Deputy Role Descriptions	<p>Governance and Member Services Team to revise the existing Ward Deputy Job Description and ensure that this is readily available to all via the Members Portal and that it also features within any future Induction Pack/suite of wider reading material.</p> <p>Existing training offered to Ward Deputies, clearly setting out expectations around the role in an attempt to ensure a degree of consistency across the board, to be offered more frequently and to be more pro-actively promoted as part of future Learning and Development programmes.</p>	<u>Assistant Town Clerk</u>	<u>A report to come forward in time for implementation in April 2025.</u>
3) Training for Committee Chairs	a) City specific training for Chairs to be offered on a regular basis	This has already formed a part of the Member Learning and Development Programme. This will continue to be regularly delivered in-house as part of the wider programme.	<u>Assistant Town Clerk</u>	<u>To be provided from April 2025.</u>
	b) Introduction of anonymised annual appraisals or other suitable process by which formal, confidential feedback could be received by Chairs from their Committee membership	Governance and Member Services Team to draft a proposed set of questions to be considered and approved by your MDSSC. Once approved, questions to be issued by relevant Committee Clerks at an agreed point each civic year. Chair to receive anonymised feedback annually.	<u>Assistant Town Clerk</u>	<u>A report to come forward in time for implementation for the 2025/26 civic year.</u>

	c) 'Carousel sessions' held by Committee Chairs with opportunities for Q&A from other Members	To be factored into future Member Learning and Development Programmes with Chairs approached and offered session slots on rotation. Format of such sessions to be agreed with your MDSSC.	<u>Assistant Town Clerk</u>	To be provided following the <u>new Member Induction (i.e. from September 2025).</u>
	d) Review of Chair Role Descriptions	Governance and Member Services Team to review and update existing Role Descriptions for Chairs in consultation with relevant Chief Officers and to make these readily available on the public webpages/Members Portal thereafter	<u>Assistant Town Clerk</u>	A report to come forward in time for <u>implementation in April 2025.</u>
4) Role of the Chief Commoner in supporting informal resolutions to potential complaints and in Member behaviour/relationships more generally	a) Review of Role Description of Chief Commoner to ensure that it aligns with and reinforces the new responsibilities articulated within the Code of Conduct Complaints Procedure regarding Informal resolution of Member/Member Complaints and ensure all other relevant updates	Governance and Member Services Team to review and update existing Chief Commoner Role Description ensuring alignment with all other relevant Corporate Governance documents such as the Complaints Procedure for Complaints under the Member Code of Conduct.	<u>Assistant Town Clerk</u>	A report to come forward in time for <u>implementation in April 2025.</u>
	b) Exploration of similar Informal Resolution mechanisms for Officer/Member complaints	Provision of this to be explored within the forthcoming Member/Officer Charter Review.	<u>Comptroller and City Solicitor / Assistant Town Clerk</u>	Take forward <u>once Code of Conduct review has been delivered.</u>

5) Encouraging “Allyship”	a) Increased and Improved Member Training in this respect	<p>Governance and Member Services Team to investigate relevant training opportunities both in-house and externally and ensure that such training is made widely and regularly available to all via the Members’ Learning and Development Programme overseen by your MDSSC.</p> <p>Liaison with City of London Police colleagues who have recently offered such training with positive feedback.</p>	<u>Assistant Town Clerk</u>	To be provided following the <u>new Member Induction (i.e. from September 2025).</u>
	b) Renewed focus on Chairs in calling out poor behaviours in a Committee setting	<p>The additional responsibilities and expectations of Chairs in this respect to be drawn out within future Code of Conduct training, within the revision of Chair Role Descriptions and also within any forthcoming review of Standing Orders pertaining to conduct at meetings.</p> <p>The ability and willingness of Chairs to call out such behaviours may well be something that Members are asked to reflect upon specifically in the proposed annual appraisals.</p>	<u>Comptroller and City Solicitor/Assistant Town Clerk</u>	<p><u>Review of the SOs is to be delivered before April 2025.</u></p> <p><u>Work on Chairs job descriptions to be prepared for April 2025.</u></p> <p><u>Appraisal process to be introduced for 2025/26</u></p>
	c) EDI Sub-Committee members as ‘champions’ of allyship	The EDI Sub-Committee to consider this suggestion further and ways in which they might best take on and promote themselves in this way.	<u>Assistant Town Clerk</u>	Report to go to <u>EDI Sub-Committee ahead of the 2025 Elections.</u>

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Committee(s) Policy and Resources Committee Court of Common Council	Date: 26 September 2024 10 October 2024
Subject: Members' Code of Conduct	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	
Does this proposal require extra revenue and/or capital spending?	No
Report of: Comptroller and City Solicitor and Town Clerk and Chief Executive	For Decision
Report author: Edward Wood, Assistant City Solicitor	

Summary

The Civic Affairs Sub-Committee first reviewed the Corporation's current Members' Code of Conduct against the Local Government Association ("LGA") Model Councillor Code of Conduct in October 2022. Members expressed a preference to adopt a new hybrid Code combining the more modern drafting of the LGA Code with some of the City specific elements from the Corporation's current Code. A draft document was then considered at further meetings of the Civic Affairs Sub-Committee and the Member Development and Standards Sub-Committee. All Members, Co-opted Members and Independent Persons were consulted on the draft Code earlier this year. Some key issues that were considered following the consultation include the retention of a specific definition of Antisemitism, the registration of individual Masonic lodges and the requirement for Members to co-operate with the complaints process. The latest version of the draft Code is appended for approval. Once your Committee is content with the text it will need to go to the Court of Common Council for formal adoption. It is anticipated that this will be in October 2024, with the new Members' Code of Conduct coming into force at the start of the next municipal year. This is to tie in with the new arrangements for mandatory training on the Code of Conduct, which are also included in the draft Code, and which it is planned to introduce following the 'all out' elections in March 2025.

Recommendation(s)

Members are asked:

- To approve the draft Code of Conduct at Appendix 1, with any further amendments, for onward submission to the Court of Common Council; or
- Delegate authority to the Town Clerk, in consultation with the Comptroller and City Solicitor and the Chair and Deputy Chair, to make any further changes prior to onward submission.

Main Report

Background

1. Under section 27 of the Localism Act 2011 the City Corporation is under a statutory duty to promote and maintain high standards of conduct by Members and Co-opted Members. It must in particular adopt a code dealing with the conduct expected of Members and Co-opted Members when they are acting in that capacity. Under section 28 of the Localism Act 2011 the Code of Conduct must be consistent with the Seven Principles of Public Life. It must also include the provision that the City Corporation considers appropriate in respect of the registration and disclosure of interests, in addition to the statutory requirements in relation to disclosable pecuniary interests.
2. The City Corporation's current Code of Conduct was adopted by the Court of Common Council on 16 July 2020. The terms of reference of your Committee include "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".
3. The Civic Affairs Sub-Committee reviewed the Corporation's current Members' Code of Conduct and the LGA Model Councillor Code of Conduct in October 2022. Members expressed a preference to adopt a new hybrid Code combining the more modern and illustrative drafting of the LGA Code with some of the City specific elements from the Corporation's current Code. A draft of a potential Code was then considered at further meetings of the Civic Affairs Sub-Committee in December 2022 and March 2023, and by the Member Development and Standards Sub-Committee in December 2023. The detailed discussions are not reproduced here but can be accessed via the background papers.
4. Following this iterative process the draft Code was circulated to all Members, Co-opted Members and Independent Persons for comment. The consultation ran from 15 January 2024 to 19 February 2024. Eight individual responses were received during this period and the proposals were also discussed at the informal Court of Common Council meeting on 15 February 2024. A short verbal update on the outcome of the consultation was provided to the Member Development and Standards Sub-Committee on 8 March 2024. Subsequently a further Member request to amend the Code of Conduct was received. All of the representations were considered together by the Member Development and Standards Sub-Committee on 17 July and the main issues discussed are set out below.

Matters arising from the consultation process

Definition of Antisemitism – paragraph 23 and Appendix C

5. The issue that was raised most frequently during the consultation relates to the inclusion of a specific definition of Antisemitism. This definition, provided by the International Holocaust Remembrance Alliance, appears within an appendix to the current Code. Its inclusion was first approved by the Court of Common Council in December 2019, having been commended for adoption by the UK Government and London Councils. However, several respondents felt that this could be perceived as a greater emphasis on Antisemitism compared to other forms of discrimination. They either wanted more

examples of other types of discrimination to be included in the Code, or else to remove this section entirely and just rely on the general equality provisions. Others at the informal Court meeting felt that it should be retained, given that it had already featured in the existing Code for several years, and that any decision to remove it could be misinterpreted. The Member Development and Standards Sub-Committee voted by a majority of four to one for its retention.

Registration of individual Masonic lodges – Appendix B Table 2

6. The Corporation's current Code, and the draft Code, cite membership of any Fraternal or Sororal Society as a non-pecuniary interest that must be registered. The Corporation's current Guidance on the Code of Conduct confirms that this includes Freemasonry. This is already more prescriptive than the LGA Code. The Member Development and Standards Sub-Committee were concerned that it would be disproportionate to additionally require membership of individual Masonic lodges to be registered, as per the representation received. The one exception to this was membership of Guildhall Lodge, which they considered should be separately registered as a Club or Society active in the City of London. Rather than amend the draft Code itself, their preferred option was to clarify this in the Guidance, when it was next updated.

Requirement to co-operate with any investigation or determination – C8.2

7. Two respondents objected to the requirement in the draft Code to co-operate with any Code of Conduct investigation and/or determination. The Member Development and Standards Sub-Committee acknowledged that some Members had historically chosen not to participate due to their concerns over the process. There were also reservations about a Member being subject to a further complaint for failing to co-operate. However, on balance, this was felt to be a reasonable requirement, given the Corporation's duty to promote and maintain high standards of conduct, and the individual responsibility of Members to comply with the Nolan Principles.

Nolan Principles – paragraph 6 and Appendix A

8. In response to a representation regarding the Seven Principles of Public Life (the Nolan Principles) the Member Development and Standards Sub-Committee opted to include a hyperlink to the relevant Government webpage and to cross-reference Appendix A in the body of the draft Code. They also agreed to insert the requirement to treat others with respect in the section on Leadership in Appendix A that had been omitted from the LGA Code.

Gifts and hospitality – C10.2

9. The Member Development and Standards Sub-Committee also discussed the suggestion to reduce the value of gifts and hospitality that must be registered from £100 to £50, as per the LGA Code. However, it was agreed that this figure should be kept at the same level as in the Corporation's current Code of Conduct, which was more appropriate for local circumstances. It was noted that Members had looked at this issue a number of times over recent years. It was also noted that the Corporation's existing and proposed arrangements also included the registration of gifts and hospitality with a cumulative value of £200, when received from a single donor within a rolling twelve-

month period, which would capture smaller amounts if they formed part of a larger or more significant pattern.

Next steps

10. The draft Code has been updated with the changes relating to the Nolan Principles and the latest version is attached at Appendix 1 for approval. Once your Committee is content with the text of the draft Code it can be presented to the Court of Common Council for formal adoption. It is currently anticipated that this will be at the next meeting in October 2024. However, it is proposed that the new Code of Conduct should not come into force until the start of the next municipal year. This is to tie in with the new arrangements for mandatory training on the Code of Conduct, which it is planned to introduce following the 'all out' elections in March 2025.

Conclusion

11. A new draft Code of Conduct, combining the LGA Code with some elements of the Corporation's current Code, has been considered by the Civic Affairs Sub-Committee and the Member Development and Standards Sub-Committee on a number of occasions. It has also now been the subject of a wider consultation. This report summarises the main matters arising from that consultation and presents the latest version of the draft Code for approval. Once your Committee is content with the text it will need to be considered by the Court of Common Council before it can be formally adopted.

Contact:

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Appendices

Appendix 1 – Draft Code of Conduct

Background papers

Report to the Civic Affairs Sub-Committee 11 October 2022
Report to the Civic Affairs Sub-Committee 6 December 2022
Report to the Civic Affairs Sub-Committee 31 March 2023
Report to the Member Development and Standards Sub-Committee 15 December 2023
Report to the Member Development and Standards Sub-Committee 17 July 2024

Adopted by the Court of Common Council on xxx.



CODE OF CONDUCT FOR MEMBERS

Introduction

1. The Localism Act 2011 requires a relevant authority to promote and maintain high standards of conduct by its members and co-opted members and to adopt a Code dealing with the conduct that is expected of them when they are acting in that capacity.
2. The legislation only applies to the City of London Corporation (“the Corporation”) in its capacity as a local authority or police authority. The Corporation has, however, chosen to apply this Code to all of its functions.
3. The statutory provisions only apply to elected members and co-opted members with voting rights. However, this Code is applied to any member of the Corporation and any member of a committee or sub-committee of the Corporation (collectively referred to as a “Member”).
4. This Code is largely based on the Model Councillor Code of Conduct developed by the Local Government Association, with some local differences. It should be read in conjunction with any published guidance on the Code and the Corporation’s other relevant policies, protocols, and procedures, including the Member/Officer Charter, the Planning Protocol, the Protocol for Members serving on Outside Bodies, and policies on the use of the Corporation’s resources.

Purpose of the Code of Conduct

5. The purpose of this Code of Conduct is to assist you, as a Member, in modelling the behaviour that is expected of you, to provide a personal check and balance, and to set out the type of conduct that could lead to action being taken against you. It is also to protect you, the public, fellow Members, officers and the reputation of the Corporation. It sets out general principles of conduct expected of all Members and your specific obligations in relation to standards of conduct. The Corporation encourages the use of support, training and mediation prior to action being taken using the Code. The fundamental aim of the Code is to create and maintain public confidence in the role of Member and the Corporation.

General principles of Member conduct

6. Everyone in public office at all levels; all who serve the public or deliver public services, including ministers, civil servants, councillors and local authority officers; should uphold the [Seven Principles of Public Life](#), also known as the Nolan Principles (see Appendix A).

7. Building on these principles, the following general principles have been developed specifically for the role of Member.
8. In accordance with the public trust placed in me, on all occasions:
 - I act with integrity and honesty
 - I act lawfully
 - I treat all persons fairly and with respect; and
 - I lead by example and act in a way that secures public confidence in the role of Member.
9. In undertaking my role:
 - I impartially exercise my responsibilities in the interests of the local community
 - I do not improperly seek to confer an advantage, or disadvantage, on any person
 - I avoid conflicts of interest
 - I exercise reasonable care and diligence; and
 - I ensure that public resources are used prudently in accordance with the Corporation's requirements and in the public interest.

Application of the Code of Conduct

10. This Code of Conduct applies to you as soon as you make your declaration of office or attend your first meeting (as a co-opted member) and continues to apply to you until you cease to be a Member.
11. This Code of Conduct applies to you when:
 - you are acting in your capacity as a Member and/or as a representative of the Corporation
 - you are claiming to act as a Member and/or as a representative of the Corporation
 - you are giving the impression that you are acting as a Member and/or as a representative of the Corporation
 - you refer publicly to your role as a Member or use knowledge you could only obtain in your role as a Member.
12. The Code applies to all forms of communication and interaction, including:
 - at face-to-face meetings
 - at online or telephone meetings
 - in written communication
 - in verbal communication
 - in non-verbal communication
 - in electronic and social media communication, posts, statements and comments.
13. You are also expected to uphold high standards of conduct and show leadership at all times.
14. You are encouraged to seek advice from the Monitoring Officer or the Town Clerk on any matters that may relate to the Code of Conduct.

Standards of Member conduct

15. This section sets out your obligations, which are the minimum standards of conduct required of you as a Member. Should your conduct fall short of these standards, a complaint may be made against you, which may result in action being taken.
16. Guidance is included to help explain the reasons for the obligations and how they should be followed.

General Conduct

C1. Respect

As a Member:

C1.1 I treat other Members and members of the public with respect.

C1.2 I treat Corporation employees, employees and representatives of partner organisations and those volunteering for the Corporation with respect and respect the role they play.

17. Respect means politeness and courtesy in behaviour, speech, and in the written word. Debate and having different views are all part of a healthy democracy. As a Member, you can express, challenge, criticise and disagree with views, ideas, opinions and policies in a robust but civil manner. You should not, however, subject individuals, groups of people or organisations to personal attack.
18. In your contact with the public, you should treat them politely and courteously. Rude and offensive behaviour lowers the public's expectations and confidence in Members.
19. In return, you have a right to expect respectful behaviour from the public. If members of the public are being abusive, intimidating or threatening you are entitled to stop any conversation or interaction in person or online and report them to the Corporation, the relevant social media provider or the police. This also applies to fellow Members, where action could then be taken under the Member Code of Conduct, and Corporation employees, where concerns should be raised in line with the Corporation's Member / Officer Charter.

C2. Bullying, harassment and discrimination

As a Member:

C2.1 I do not bully any person.

C2.2 I do not harass any person.

C2.3 I promote equalities and do not discriminate unlawfully against any person.

20. The Advisory, Conciliation and Arbitration Service (ACAS) characterises bullying as offensive, intimidating, malicious or insulting behaviour, an abuse or misuse of power through means that undermine, humiliate, denigrate or injure the recipient. Bullying

might be a regular pattern of behaviour or a one-off incident, happen face-to-face, on social media, in emails or phone calls, happen in the workplace or at work social events and may not always be obvious or noticed by others.

21. The Protection from Harassment Act 1997 defines harassment as conduct that causes alarm or distress or puts people in fear of violence and must involve such conduct on at least two occasions. It can include repeated attempts to impose unwanted communications and contact upon a person in a manner that could be expected to cause distress or fear in any reasonable person.
22. Unlawful discrimination is where someone is treated unfairly because of a protected characteristic. Protected characteristics are specific aspects of a person's identity defined by the Equality Act 2010. They are age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation.
23. The Equality Act 2010 places specific duties on the Corporation. Members have a central role to play in ensuring that equality issues are integral to the Corporation's performance and strategic aims, and that there is a strong vision and public commitment to equality across public services. The Corporation has adopted the International Holocaust Remembrance Alliance definition of antisemitism (see Appendix C).

C3. Impartiality of officers of the Corporation

As a Member:

C3.1 I do not compromise, or attempt to compromise, the impartiality of anyone who works for, or on behalf of, the Corporation.

24. Officers work for the Corporation as a whole and must be politically neutral. They should not be coerced or persuaded to act in a way that would undermine their neutrality. You can question officers in order to understand, for example, their reasons for proposing to act in a particular way, or the content of a report that they have written. However, you must not try and force them to act differently, change their advice, or alter the content of that report, if doing so would prejudice their professional integrity.

C4. Confidentiality and access to information

As a Member:

- C4.1 I do not disclose information:**
- a. given to me in confidence by anyone
 - b. acquired by me which I believe, or ought reasonably to be aware, is of a confidential nature, unless
 - i. I have received the consent of a person authorised to give it;
 - ii. I am required by law to do so;
 - iii. the disclosure is made to a third party for the purpose of obtaining professional legal advice provided that the third party agrees not to disclose the information to any other person; or
 - iv. the disclosure is:
 1. reasonable and in the public interest; and

2. made in good faith and in compliance with the reasonable requirements of the local authority; and
3. I have consulted the Monitoring Officer prior to its release.

C4.2 I do not improperly use knowledge gained solely as a result of my role as a Member for the advancement of myself, my friends, my family members, my employer or my business interests.

C4.3 I do not prevent anyone from getting information that they are entitled to by law.

25. Local authorities must work openly and transparently, and their proceedings and printed materials are open to the public, except in certain legally defined circumstances. You should work on this basis, but there will be times when it is required by law that discussions, documents and other information relating to or held by the Corporation must be treated in a confidential manner. Examples include personal data relating to individuals or information relating to ongoing negotiations.

C5. Disrepute

As a Member:

C5.1 I do not bring my role or the Corporation into disrepute.

26. As a Member, you are trusted to make decisions on behalf of your community and your actions and behaviour are subject to greater scrutiny than that of ordinary members of the public. You should be aware that your actions might have an adverse impact on you, other Members and/or the Corporation and may lower the public's confidence in your or the Corporation's ability to discharge your/its functions. For example, behaviour that is considered dishonest and/or deceitful can bring the Corporation into disrepute.

27. You are able to hold the Corporation and fellow Members to account and are able to constructively challenge and express concern about decisions and processes undertaken by the Corporation whilst continuing to adhere to other aspects of this Code of Conduct.

C6. Use of position

As a Member:

C6.1 I do not use, or attempt to use, my position improperly to the advantage or disadvantage of myself or anyone else.

C6.2 Where taking decisions on behalf of a charity I act in the best interests of that charity and manage any conflicts of interest or loyalty.

C6.3 Where taking decisions on behalf of a company I act in the best interests of that company and manage any conflicts of interest or loyalty.

28. Your position as a Member of the Corporation provides you with certain opportunities, responsibilities and privileges, and you make choices all the time that will impact others.

However, you should not take advantage of these opportunities to further your own or others' private interests or to disadvantage anyone unfairly.

29. When acting on behalf of a charity for which the Corporation is the corporate trustee you are also required to comply with any conflicts of interest policy that has been adopted.

C7. Use of Corporation resources and facilities

As a Member:

C7.1 I do not misuse Corporation resources.

C7.2 I will, when using the resources of the Corporation or authorising their use by others:

- a. act in accordance with the Corporation's requirements; and
- b. ensure that such resources are not used for political purposes unless that use could reasonably be regarded as likely to facilitate, or be conducive to, the discharge of the functions of the Corporation or of the office to which I have been elected or appointed.

30. You may be provided with resources and facilities by the Corporation to assist you in carrying out your duties as a Member.

31. Examples include:

- office support
- stationery
- equipment such as phones, and computers
- transport
- access and use of Corporation buildings and rooms.

32. These are given to you to help you carry out your role as a Member more effectively and are not to be used for business or personal gain. They should be used in accordance with the purpose for which they have been provided and the Corporation's own policies regarding their use.

C8. Complying with the Code of Conduct

As a Member:

C8.1 I undertake Code of Conduct training provided by the Corporation.

C8.2 I cooperate with any Code of Conduct investigation and/or determination.

C8.3 I do not intimidate or attempt to intimidate any person who is likely to be involved with the administration of any investigation or proceedings.

C8.4 I comply with any sanction imposed on me following a finding that I have breached the Code of Conduct.

33. It is extremely important for you as a Member to demonstrate high standards, for you to have your actions open to scrutiny and for you not to undermine public trust in the Corporation or its governance. If you do not understand or are concerned about the Corporation's processes in handling a complaint you should raise this with the Monitoring Officer or the Town Clerk.

Protecting your reputation and the reputation of the Corporation

C9. Interests

As a Member:

C9.1 I register and declare my interests.

34. You need to register your interests so that the public, Corporation employees and fellow Members know which of your interests might give rise to a conflict of interest. The register is a public document that can be consulted when (or before) an issue arises. The register also protects you by allowing you to demonstrate openness and a willingness to be held accountable. You are personally responsible for deciding whether or not you should declare an interest in a meeting, but it can be helpful for you to know early on if others think that a potential conflict might arise. It is also important that the public know about any interest that might have to be declared by you or other Members when making or taking part in decisions, so that decision making is seen by the public as open and honest. This helps to ensure that public confidence in the integrity of governance is maintained.
35. You should note that failure to register or declare a disclosable pecuniary interest in relation to the Corporation's functions as a local authority or police authority may be a criminal offence under the Localism Act 2011.
36. Appendix B sets out the detailed provisions on registering and declaring interests. If in doubt, you should always seek advice from the Monitoring Officer or the Town Clerk.

C10. Gifts and hospitality

As a Member:

C10.1 I do not accept gifts or hospitality, irrespective of estimated value, which could give rise to real or substantive personal gain or a reasonable suspicion of influence on my part to show favour from persons seeking to acquire, develop or do business with the Corporation or from persons who may apply to the Corporation for any permission, licence or other significant advantage.

C10.2 I register with the Monitoring Officer (via the Town Clerk) any gift or hospitality with an estimated value of at least £100 within 28 days of its receipt. I also register multiple gifts and/or instances of hospitality with an estimated combined value of at least £200, when received from a single donor within a rolling twelve month period, within 28 days of reaching the cumulative threshold.

C10.3 I register with the Monitoring Officer (via the Town Clerk) any significant gift or hospitality that I have been offered but have refused to accept.

37. In order to protect your position and the reputation of the Corporation, you should exercise caution in accepting any gifts or hospitality which are (or which you reasonably believe to be) offered to you because you are a Member. The presumption should always be not to accept significant gifts or hospitality. However, there may be times when such a refusal may be difficult if it is seen as rudeness in which case you could accept it but must ensure it is publicly registered. However, you do not need to register gifts and hospitality which are not related to your role as a Member, such as Christmas gifts from your friends and family. It is also important to note that it is appropriate to accept normal expenses and hospitality associated with your duties as a Member. If you are unsure, do contact the Monitoring Officer or the Town Clerk for guidance. Special arrangements apply to the Lord Mayor and Sheriffs, and to the Chair of the Policy and Resources Committee, as set out in guidance to be issued from time to time by the Member Development and Standards Sub-Committee.

Appendices

Appendix A – The Seven Principles of Public Life

The principles are:

Selflessness

Holders of public office should act solely in terms of the public interest.

Integrity

Holders of public office must avoid placing themselves under any obligation to people or organisations that might try inappropriately to influence them in their work. They should not act or take decisions in order to gain financial or other material benefits for themselves, their family, or their friends. They must declare and resolve any interests and relationships.

Objectivity

Holders of public office must act and take decisions impartially, fairly and on merit, using the best evidence and without discrimination or bias.

Accountability

Holders of public office are accountable to the public for their decisions and actions and must submit themselves to the scrutiny necessary to ensure this.

Openness

Holders of public office should act and take decisions in an open and transparent manner. Information should not be withheld from the public unless there are clear and lawful reasons for so doing.

Honesty

Holders of public office should be truthful.

Leadership

Holders of public office should exhibit these principles in their own behaviour and treat others with respect. They should actively promote and robustly support the principles and be willing to challenge poor behaviour wherever it occurs.

Appendix B

Registering interests

1. Within 28 days of this Code of Conduct being adopted by the Corporation or your election or appointment to office (where that is later) you must register with the Monitoring Officer (via the Town Clerk) the interests which fall within the categories set out in Table 1 (Disclosable Pecuniary Interests). You must also register any interest which falls within Table 2 (Other Registerable Interests) as well as any other pecuniary or non-pecuniary interest which you consider should be included if you are to fulfil your duty to act in conformity with the Seven Principles of Public Life.
2. You must ensure that your register of interests is kept up-to-date and within 28 days of becoming aware of any new interest, or of any change to a registered interest, notify the Monitoring Officer (via the Town Clerk).
3. A 'sensitive interest' is as an interest which, if disclosed, could lead to the Member, or a person connected with the Member, being subject to violence or intimidation.
4. Where you have a 'sensitive interest' you must notify the Monitoring Officer with the reasons why you believe it is a sensitive interest. If the Monitoring Officer agrees they will withhold the interest from the public register.

Declaring interests and participation

5. Where you have a Disclosable Pecuniary Interest in any matter that arises at a meeting you must not participate in any discussion or vote on the matter unless you have been granted a dispensation. You must declare the interest if it has not already been entered onto the Corporation's register. If it is a 'sensitive interest', you do not have to declare the nature of the interest, just that you have an interest.
6. Your participation in any item of business:
 - a. in which you have any other interest; or
 - b. that affects a donor from whom you have received any gift or hospitality;

that is registered, or ought to be registered as set out above, will need to be considered by you on a case by case basis. You will only be expected to exclude yourself from speaking or voting in exceptional circumstances, for example where there is a real danger of bias.

Table 1: Disclosable Pecuniary Interests

This table sets out the explanation of Disclosable Pecuniary Interests as set out in the Relevant Authorities (Disclosable Pecuniary Interests) Regulations 2012.

Subject	Description
Employment, office, trade, profession or vocation	Any employment, office, trade, profession or vocation carried on for profit or gain.

Sponsorship	<p>Any payment or provision of any other financial benefit (other than from the Corporation) made to the Member during the previous 12-month period for expenses incurred by him/her in carrying out his/her duties as a Member, or towards his/her election expenses.</p> <p>This includes any payment or financial benefit from a trade union within the meaning of the Trade Union and Labour Relations (Consolidation) Act 1992.</p>
Contracts	<p>Any contract made between the Member or his/her spouse or civil partner or the person with whom the Member is living as if they were spouses/civil partners (or a firm in which such person is a partner, or an incorporated body of which such person is a director* or a body that such person has a beneficial interest in the securities of*) and the Corporation —</p> <p>(a) under which goods or services are to be provided or works are to be executed; and</p> <p>(b) which has not been fully discharged.</p>
Land and Property	<p>Any beneficial interest in land which is within the area of the Corporation.</p> <p>'Land' excludes an easement, servitude, interest or right in or over land which does not give the Member or his/her spouse or civil partner or the person with whom the Member is living as if they were spouses/civil partners (alone or jointly with another) a right to occupy or to receive income.</p>
Licences	<p>Any licence (alone or jointly with others) to occupy land in the area of the Corporation for a month or longer</p>
Corporate tenancies	<p>Any tenancy where (to the Member's knowledge)—</p> <p>(a) the landlord is the Corporation; and</p> <p>(b) the tenant is a body that the Member, or his/her spouse or civil partner or the person with whom the Member is living as if they were spouses/civil partners is a partner of or a director* of or has a beneficial interest in the securities* of.</p>
Securities	<p>Any beneficial interest in securities* of a body where—</p> <p>(a) that body (to the Member's knowledge) has a place of business or land in the area of the Corporation; and</p> <p>(b) either—</p>

	<p>(i) the total nominal value of the securities* exceeds £25,000 or one hundredth of the total issued share capital of that body; or</p> <p>(ii) if the share capital of that body is of more than one class, the total nominal value of the shares of any one class in which the Member, or his/ her spouse or civil partner or the person with whom the Member is living as if they were spouses/civil partners has a beneficial interest exceeds one hundredth of the total issued share capital of that class.</p>
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* 'director' includes a member of the committee of management of an industrial and provident society.

* 'securities' means shares, debentures, debenture stock, loan stock, bonds, units of a collective investment scheme within the meaning of the Financial Services and Markets Act 2000 and other securities of any description, other than money deposited with a building society.

Table 2: Other Registerable Interests

Any Body of a description set out below of which you are a member or in a position of general control or management:	
Club or Society active in the City of London or which relates to any functions of the Corporation	
Fraternal or Sororal Society	
Livery Company, City Company without Livery, Guild or Company seeking Livery	
Political Party	
Professional Association	
Trade Association	
Trade Union	
Any other Body -	(a) exercising functions of a public nature;
	(b) directed to charitable purposes;
	(c) one of whose principal purposes includes the influence of public opinion or policy; or
	(d) to which you are appointed or nominated by the Corporation
but excluding any position on a Committee or Court of the Corporation.	

Appendix C

IHRA Definition of Antisemitism

1. “Antisemitism is a certain perception of Jews, which may be expressed as hatred toward Jews. Rhetorical and physical manifestations of antisemitism are directed toward Jewish or non-Jewish individuals and/or their property, toward Jewish community institutions and religious facilities.”

IHRA Working Examples

2. Manifestations might include the targeting of the state of Israel, conceived as a Jewish collectivity. However, criticism of Israel similar to that levelled against any other country cannot be regarded as antisemitic. Antisemitism frequently charges Jews with conspiring to harm humanity, and it is often used to blame Jews for “why things go wrong.” It is expressed in speech, writing, visual forms and action, and employs sinister stereotypes and negative character traits.
3. Contemporary examples of antisemitism in public life, the media, schools, the workplace, and in the religious sphere could, taking into account the overall context, include, but are not limited to:
 - Calling for, aiding, or justifying the killing or harming of Jews in the name of a radical ideology or an extremist view of religion.
 - Making mendacious, dehumanizing, demonizing, or stereotypical allegations about Jews as such or the power of Jews as collective — such as, especially but not exclusively, the myth about a world Jewish conspiracy or of Jews controlling the media, economy, government or other societal institutions.
 - Accusing Jews as a people of being responsible for real or imagined wrongdoing committed by a single Jewish person or group, or even for acts committed by non-Jews.
 - Denying the fact, scope, mechanisms (e.g. gas chambers) or intentionality of the genocide of the Jewish people at the hands of National Socialist Germany and its supporters and accomplices during World War II (the Holocaust).
 - Accusing the Jews as a people, or Israel as a state, of inventing or exaggerating the Holocaust.
 - Accusing Jewish citizens of being more loyal to Israel, or to the alleged priorities of Jews worldwide, than to the interests of their own nations.
 - Denying the Jewish people their right to self-determination, e.g., by claiming that the existence of a State of Israel is a racist endeavour.
 - Applying double standards by requiring of it a behaviour not expected or demanded of any other democratic nation.
 - Using the symbols and images associated with classic antisemitism (e.g., claims of Jews killing Jesus or blood libel) to characterize Israel or Israelis.
 - Drawing comparisons of contemporary Israeli policy to that of the Nazis.
 - Holding Jews collectively responsible for actions of the state of Israel.
4. **Antisemitic acts are criminal** when they are so defined by law (for example, denial of the Holocaust or distribution of antisemitic materials in some countries).

5. **Criminal acts are antisemitic** when the targets of attacks, whether they are people or property – such as buildings, schools, places of worship and cemeteries – are selected because they are, or are perceived to be, Jewish or linked to Jews.
6. **Antisemitic discrimination** is the denial to Jews of opportunities or services available to others and is illegal in many countries.

Agenda Item 6

Committee(s): Education Board (For Decision) Community and Children’s Services Committee (For Information) Policy and Resources Committee (For Decision) Court of Common Council	Dated: 17/06/2024 20/09/2024 26/09/2024 10/10/2024
Subject: Education Strategy Update	Public
Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?	<ul style="list-style-type: none"> • Diverse Engaged Communities • Providing Excellent Services • Leading Sustainable Environment
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: Director of Community and Children’s Services	For Decision
Report author: Dr Deborah Bell, Strategic Director of Education and Skills deborah.bell@cityoflondon.gov.uk	

Summary

This report updates Members on final development work for the 2024-29 Education Strategy. The report:

- Advises Members that Education Board approved the Education Strategy 2024-29 on 18th June 2024.
- Requests approval of the document content (not it’s design), so that the Education Strategy can progress to the next phase of delivery.

Recommendation(s)

Members are asked to approve the Education Strategy 2024-29.

Main Report

Background

1. As noted in the February 2023 meeting of the Education Board, the Education, Cultural & Creative Learning and Skills Strategies 2019-23 expired at the end of the 2023 calendar year. As this fell in the middle of an academic year, to minimise disruption to ongoing activity, the Education Strategy Unit (ESU), with the approval of Education Board Members, continued to deliver against these strategies until the end of the 2023/24 academic year.
2. Development of the new strategic framework has been delivered through multiple workstreams. The ESU conducted desk research which looked at three areas: (1) An analysis of the previous strategies; (2) A review of the current and near-future education landscape; (3) Identifying opportunities within the Corporation.
3. In parallel to this, extensive stakeholder engagement took place. In all, 121 people were engaged from groups including: teachers, headteachers, multi-academy trust CEOs, governors, education charities, education researchers, employers, arts & culture professionals, skills development specialists, the City of London Family of Schools (FoS), local authority officers, Members of the Education Board and Livery Companies & Guild Members.
4. Additionally, over 350 pupils across the Family of Schools were engaged via a pupil survey, and a small group of parents from the Family of Schools were engaged through a bespoke research project developed in collaboration with Brunel University.
5. After distilling the combined findings of the landscape research and stakeholder engagement, seven areas emerged as options for the priorities which are central to the new Education Strategy. These were, 'Educational Excellence'; 'Health, Safety & Wellbeing'; 'Equity, Equality, Diversity & Inclusion (EDI)'; 'Personal Development'; 'Employability'; 'Culture, Sport, Creativity & The Arts'; 'Technology'.
6. At the February 2024 meeting of the Education Board, Members decided that the new strategy should be structured around five explicit priority areas, these being:

Educational Excellence
Health, Safety & Wellbeing
Personal Development
Employability
Culture, Sport, Creativity & The Arts

Alongside this, Education Board Members decided that Equity, Equality, Diversity and Inclusion (EDI), Environmental and Outdoor Learning, and Technology should exist as overarching themes that run through all activity in all areas. Inclusion of those with additional and special education needs is also a key feature.

7. At the April 2024 meeting of the Education Board, Members reviewed and approved the proposed lists of actions and outcomes associated with each priority area. Members were also updated on elements of preparatory work being developed to support delivery against the new priorities.
8. The Education Strategy was brought to the Community and Children's Services Committee on 20th September 2024 for information.

Current Position

9. The start of the document now features a foreword from the Chair of the Education Board and the 'Introduction' section has been updated to better illustrate 'golden threads' to the Corporate Plan 2024-2029. Particular attention has been paid to both the Equity, Equality, Diversity & Inclusion, and Environmental & Outdoor Learning sections which have been further expanded. The 'Context' section has also been updated to reference Technology more explicitly. Inclusion of those with additional and special educational needs has been strengthened.
10. To illustrate the fact that the City Corporation is already delivering work that aligns with the new priority areas, examples of existing activity have been included in each priority section's introduction. Additionally, the actions and outcomes listed in each priority section have been adjusted in line with input from the Chair and Deputy Chair of the Education Board.
11. Finally, over-arching measures have now been included in each priority section. These measures have been developed in consultation with the Chair and Deputy Chair of the Education Board, the Strategic Director of Education and Skills, and the Corporate Strategy & Performance Team.

Options

12. To approve the draft Education Strategy which reflects aspects of educational delivery that the City of London Corporation can realistically and ambitiously deliver without interfering with the operational delivery of schooling which is the remit of City of London Academy Trust, The Aldgate School, CLS, CLSG, CLFS and CLJS.
13. Not to approve and return to the Education Board and ESU for further work which would render the City of London Corporation without an Education Strategy for the start of the academic year 2024-25.

Proposals

14. With the development process for this piece of work now complete and approved by the Education Board, the Education Strategy Unit requests approval of this document from the Policy and Resources Committee, and then move into the production and delivery phase for the new academic year.

Conclusion

15. This report has highlighted the work which has taken place to develop the 2024-29 Education Strategy and asks Members to approve the draft so that the work can progress to the next phase.

Strategic Implications

16. Strategic Implications - This work is aligned with and will contribute to the outcomes of the City Corporation's Corporate Plan 2024-29, specifically 'Providing Excellent Services', 'Diverse Engaged Communities' and 'Leading Sustainable Environment'.

Financial Implications

17. None, existing approved resources will continue to be deployed.

Resource Implications

18. None, existing approved resources will continue to be deployed.

Legal Implications

19. None

Risk Implications

20. None

Equalities Implications

21. An Equalities Impact Assessment has been undertaken.

Climate Implications

22. None

Security Implications

23. None

Appendices

- **Appendix 1:** Education Strategy 2024-29 Full Draft - August 2024

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CITY OF LONDON CORPORATION
EDUCATION STRATEGY 2024-29

(Draft 4 v9 - August 2024)

FOREWORD

Education is often seen as the cornerstone of a thriving society. It cultivates the next generation of innovators, shapes our cultural identity, and fuels economic prosperity. Within this national framework, London emerges as one of many vibrant educational hubs. Home to a diverse mix of schools, world-renowned universities, and an incredibly diverse student body, London is excellently positioned to help champion the future of education.

Much has already been said about the City of London being unique in terms of us acknowledging our historic roots whilst driving towards the future. Nowhere is this truer than in the education realm. We are immensely proud of all learners within the City of London Corporation ‘Family of Schools’, whether enrolled at our maintained school, one of the City of London Academy Trust schools, or one of our independent schools. Our admiration and support of these fine young people and their dedicated teachers is assured.

Apprenticeships were created in the medieval City to ensure that the wealth generating professions and trades maintained their standards and sustainability. In the 21st century City we are growing our breadth of top-class apprenticeships, particularly targeted at young people and adults who may have experienced some form of disadvantage.

As an educator myself, I commend this strategy. Its vision, ambition and inclusive priority will ensure that world class education grows through the City’s influence, locally, nationally and beyond for learners and their educators. This strategy complements the City of London Corporation’s Corporate Strategy 2024-2029, honouring our fine educational tradition and positioning our learners with every advantage that we can influence for successful, content and productive futures.

Naresh Sonpar – Chair of the Education Board

INTRODUCTION

The City of London Corporation looks after the City of London (‘the City’ or ‘Square Mile’) on behalf of all who live, study, work, and visit, providing modern, efficient, and high-quality local services and policing for all. We have a long history, a unique constitution, our own Lord Mayor, and a dedicated police service keeping the City safe. Our independent and non-partisan political voice and convening power, enables us to promote the interests of people and organisations across London and the UK and play a valued role on the world-stage.

Today the Square Mile is the proud home to 8,600 residents, 614,500 workers, 24,000 businesses and over 100 livery companies and guilds. Additionally, a number of Further Education (FE) and Higher Education (HE) institutions (including City, University of London, Gresham College and the Guildhall School of Music and Drama) operate within the Square Mile, as well as numerous training providers, and a number of world-renowned creative and cultural institutions (such as the Museum of London and the Barbican). We support this rich landscape through our dedication to *‘a vibrant and thriving City, supporting a diverse and sustainable London within a globally-successful UK’*.

At the heart of everything we do is a commitment to help increase social mobility – this being the extent to which people have the same chances to do well in life, regardless of their background. A key outcome of our Corporate Plan 2024-29 is the provision of excellent services that *‘help people*

live healthy, independent lives, and achieve their ambitions'. A vital component of this is our commitment to supporting schools, outstanding education, and lifelong learning.

Another outcome within our Corporate Plan is our desire to *'help build diverse, engaged communities*'. To align with this, as well as our Equality Objectives 2024-29, a drive to continuously improve Equity, Equality, Diversity, and Inclusion (EEDI) in learning settings will be the foundation for all activity borne of this strategy. EEDI efforts in education settings focus on the fundamental right of all learners to access equitable educational experiences. This involves creating environments free from all forms of discrimination where every learner, regardless of their socio-economic background, gender, age, sexual orientation, race, disability, ethnicity, birthplace, or other circumstance beyond their control, feels acknowledged, safe and supported to thrive and reach their full potential.

We believe that our commitment to improving educational EEDI can play a pivotal role in creating positive life outcomes for more learners – especially those facing the most challenge. This will ultimately contribute to a fairer, more prosperous society that benefits from richer diversity of thought. It is our ambition that at all times, *all* learners are acknowledged and supported, to give them the best chance to flourish.

Our Corporate Plan also illustrates our commitment to *'act as a leader on environmental sustainability*'. To reflect this in our education efforts, Environmental & Outdoor Learning (EOL) will be a priority area, especially with regard to topics such as climate action, sustainability, and green skills. To do this we will support initiatives such as nature immersion experiences, sustainability awareness programmes and green careers development opportunities which will encourage green leadership and environmental stewardship in learners.

With all of these outcomes acting as a bedrock, this strategy illustrates how we will extend and enrich education experiences by creatively leveraging our unique combination of assets and resources. We will utilise the funding, networks, knowledge, influence, expertise, and experience available to us to help more learners realise their full potential – regardless of their background, identity, or ability.

CONTEXT

In England today, learners and education organisations continue to face many challenges. Long-term problems including funding constraints, growing socio-economic disparities and the widening attainment gap have been amplified by events such as the COVID 19 pandemic and the cost-of-living crisis. All of this is reflected in and around London with learning organisations trying to navigate a complex mix of interconnected problems such as poor mental health in learners, low attendance and a growing skills gap. These challenges affect many of the education organisations and learners we are connected to.

The City Corporation is a major provider and funder of education. We have Local Authority education duties in the Square Mile, maintain one primary school, support ten Early Years settings, are a proprietor of four independent schools, and act as the sole sponsor of academies managed by the City of London Academies Trust (CoLAT). In its entirety, this group of schools is called the **'Family of Schools'**.

Beyond school-age education, the Adult Skills and Education Service (ASES) delivers the City Corporation's statutory Adult Community Learning (ACL) services. ASES is also integral to our Apprentice Programme, recruiting apprentices at the City Corporation and brokering and delivering apprenticeships for local businesses and residents in the Square Mile and beyond.

Alongside this, the Skills and Workforce Policy team in the Department for Innovation and Growth ensures London and the UK develop a strong skills and talent pipeline for financial and professional services. The team works to foster a lifelong learning culture that supports the creation of a domestic talent pool, attracts top global talent and helps employees to stay in work and reach their full potential.

This strategy will leverage our links to the Square Mile's world-class business community, learning and cultural institutions, and environmental assets. Our ambition is that this, along with our philanthropic commitments, will offer learners unique educational enrichment that expands their opportunities to progress, and inspires an appetite for excellence, creativity, and innovation.

For this strategy to deliver meaningful impact, it must look beyond today's educational landscape and account for the critical factors of the near future. Perhaps the most significant topic in this regard is the transformative impact emerging technologies will have on education. For example, sophisticated tools that use Artificial Intelligence (AI) to analyse student performance and then recommend tailored content and targeted interventions are emerging to help both educators and learners. When effectively utilised, such technologies can enhance learning outcomes by improving operational efficiency, and enabling personalised, adaptive, and inclusive educational experiences.

Alongside technology, other factors such as the development of future-proof personal skills, our responses to local and global environmental issues, and the universal benefits of EEDI are just a few examples of other topics that will grow in significance in the near future. This strategy will therefore continue to acknowledge the landscape of tomorrow to help learners prepare for it today.

Delivery of this strategy is a cross-Corporation endeavour. Strategic oversight, including monitoring and evaluation of the strategy will be conducted by the City of London Corporation's Education Board, with day to-day operational oversight delivered by the Education Strategy Unit (ESU). The ESU sits within the City Corporation's Department of Community & Children's Services and supports its aim to ensure *'people of all ages and backgrounds are prepared to flourish in a rapidly changing world'*. City Corporation departments that will be key in delivery of this strategy are:

- Town Clerk & Chief Executive
- Department of Community & Children's Services
- Environment Department
- Innovation & Growth

OUR VISION

We believe all learners – especially those facing the most challenge - are entitled to an education which helps them to achieve their best academically and helps them develop and flourish as people. We define this as the development of academic excellence, cultural knowledge, work-readiness, and a lifelong love of learning.

To deliver against this belief, we extend and enrich education for 'City-linked' learners to offer them world-class education experiences and help them secure better life outcomes. This work is driven by our vision for education:

‘Helping learners to flourish in a rapidly changing world by championing outstanding education, encouraging lifelong learning and driving increased social mobility’.

OUR STRATEGY

Fundamentally, education at all stages and all levels should support learners in developing skills and knowledge that will help them access new opportunities and move forward in life. However, today’s education landscape is incredibly complex, with a wide range of inter-connected factors influencing education outcomes. The City Corporation is uniquely positioned to help educators navigate this complexity through our ability to fund, influence and facilitate unique educational initiatives across this range of factors. These initiatives, driven by research and innovation, will help educators enrich what they are doing right now, and anticipate what will be of value in the future. So, to summarise our strategy...

‘We will create exceptional education experiences for City-linked learners by creatively leveraging our unique array of assets and resources’.

To create a framework for this intention, we have processed the data, knowledge, insights and concerns collected through extensive stakeholder engagement and sector research. Using these learnings as a foundation, we will support our pledges to champion outstanding education, encourage lifelong learning and drive increased social mobility by focusing on the following priorities:



● 'SUPPORTING EDUCATIONAL EXCELLENCE'

Context:

The City of London Corporation defines educational excellence as a combination of academic attainment, achievement, and personal growth - a foundation for holistic development. High attainment remains a crucial component for success in many spheres and the City Corporation remains passionate in its commitment to support academic excellence in City-linked learning settings. Alongside attainment we will continue to promote the importance of achievement as a valuable way to track progress and motivate pupils who are less academically inclined.

Research increasingly tells us however, that focusing on academic attainment and achievement alone will not meaningfully prepare learners to be work-ready *and* world-ready. The identification and development of personal skills and competencies is now a critical factor in improving career opportunities, and equipping learners to navigate life in a constantly changing world. For this reason, the City Corporation will increase its drive to support the integration of skills and personal development in all learning experiences.

Importantly, educational excellence is dependent on teaching excellence. Outstanding teaching and learning can cater for a more diverse mix of learners, foster engagement and improve comprehension, helping to build knowledge and skills, whilst also inspiring curiosity, creativity and a broader love of learning.

Supporting the development of education, educators and learning experiences, especially where it involves innovation, creativity and strengthened EEDI practise, will be central in our drive for educational excellence. We will continue to build on current activity - which includes funding to broaden teacher CPD opportunities, widen access to higher education, and provide bespoke pastoral support for learners facing significant challenge - through our unique City Premium Grant programme.

Actions (What we will do):

- Strengthen existing synergies and collaboration by revitalising the concept of the City Family of Schools, reviving the sense of benefit for member schools, reintroducing a shared ethos, and encouraging more sharing of skills, knowledge, and resources.
- Help support innovative practice and EdTech adoption across City-linked learning environments by working with educators to identify and introduce digital tools, skills, resources, and approaches that they believe will add value.
- Continue to improve education experiences, learning outcomes and future pathways for learners across the Family of Schools – especially those who do not have equal access and those with SEND - by improving how effectively the City Premium Grant is deployed, and ensuring schools align funded activity with our strategic priorities.
- Offer learners unique, enriching off-site experiences by leveraging our access to the City Corporation's physical assets and venues, such as the Guildhall, our open spaces, our markets, and cultural institutions.

- Through research and collaboration we will connect City-linked educators with leading-edge thinking, practices and opportunities that support innovation in education – with a particular focus on supporting learners who do not have equal access and those with SEND.

Key Outcomes (What we will achieve):

- Collaborative work across the Family of Schools is boosted, with multiple lines of dialogue between the schools as well as the City Corporation, to maximise the sharing of skills, knowledge, and resources.
- City-linked learning settings keep pace with technology, resulting in improved efficiency, effectiveness, and learner engagement
- Learners across the Family of Schools - especially those in need of extra support – see the benefit of the City Corporation’s financial support, and experience an education that is enriched and extended by our innovative funding
- More learners engage with the City Corporation's places and spaces through unique enrichment opportunities which offer the chance to build their skills and knowledge, as well as their social and cultural capital.
- City-linked educators are aware of, have access to, and regularly consider how they might engage with opportunities, tools and practices that will make their learning experiences leading-edge.

Key Measures:

Educators tell us that education experiences for their learners – especially those in need of extra support - are being enhanced by the additional opportunities and initiatives being provided by the City of London Corporation.

Number of improvement-focused tools or initiatives facilitated or funded by the City of London Corporation annually.

● 'PROMOTING PERSONAL DEVELOPMENT'

Context:

The pairing of academic education with personal development is crucial for the overall growth of individuals both personally and professionally. Personal development involves the building of principles and values such as respect, responsibility, and citizenship, as well as the development of skills and competencies like financial literacy and autonomy. Central to this are Fusion Skills (commonly known as Key Skills, Core Skills, or Transferable Skills) - a mix of creative, social, and interpersonal competencies as well as cognitive skills such as decision making, critical thinking and problem-solving. Fusion Skills have been identified as a set of skills that are highly likely to support success in tomorrow's world, especially with respect to the workplace.

Research tells us that access to personal development opportunities varies substantially - particularly among underrepresented groups. The City Corporation believes that personal development is an essential component of a holistic education and should be available to all learners – especially those challenged by disadvantage. We can and will play an important role in making this a reality for more learners. Our current work with Bloomberg, which supports the development of fundamental financial skills is just one example of how we are already responding to this challenge. We will continue to support a number of key initiatives designed to help learners focus on their personal development and increase our drive to see this acknowledged in all City-linked learning settings.

Actions (What we will do):

- Via partners, service providers and specialist platforms, offer City-linked educators curriculum-linked opportunities and tools which will accelerate the development of life skills and competencies in their learners, giving them a valuable edge.
- Create a new event/s designed to promote the development of interpersonal skills and social capital for secondary-age learners - including those who do not have equal access and those with SEND.
- Establish a dialogue between the City Corporation and learners across the Family of Schools by hosting input sessions that give learners the opportunity to share their thoughts and opinions on activity the ESU is planning.
- Work with outdoor learning and cultural partners to pilot or expand programmes and experiences for learners and educators that use creativity, culture, and natural environments as vehicles for the development of personal skills and competencies.

Key Outcomes (What we will achieve):

- City-linked educators have more structured ways to help learners develop their personal skills and competencies, build their self-confidence, and feel world-ready.

- Learners see first-hand the value of building their personal skills from an early age, are motivated to think critically and explicitly about their own skills and competencies, and get the opportunity to build richer peer networks.
- Participants have the opportunity to interact with a professional organisation and feed their thoughts into planned activities and develop key skills (e.g. communication and critical thinking) through their interactions with us and each other.
- Culture, creativity, sports, and the natural environment are used as vehicles to improve the personal skills and competencies of learners.

Key Measures:

Learners tell us engaging with our tools or initiatives has further motivated them to invest in their personal development.

Number of personal development initiatives facilitated or funded by the City of London Corporation annually, in receipt of positive participant evaluation increases annually.

● 'REINFORCING SAFETY, HEALTH & WELLBEING'

Context:

Good physical and mental health, combined with positive learning environments and effective safeguarding provide the foundation for learners to thrive and develop. These responsibilities are critical aspects of a duty of care for learners and form the basis of our focus on Safety, Health, and Wellbeing. Learners continue to face challenges in these areas, especially with regard to their mental health, and this can affect their education in many ways. Studies by Public Health England and the Education Policy Institute emphasise the link between health, wellbeing, and educational outcomes. Their findings highlight the fact that learners' physical and mental health significantly influences their academic achievement. Improved health and wellbeing positively impact attendance rates, concentration levels, cognitive abilities, and social-emotional development, thereby enhancing learning outcomes.

Schools play a crucial role in supporting the health and wellbeing of pupils, and those that promote learner wellbeing through work such as mental health support, sporting activity, and healthy eating interventions observe improved educational attainment among their learners. Evidence also suggests that exposure to natural environments can benefit the mental health and wellbeing of learners. For this reason, we believe that Environmental and Outdoor Learning can play an important role in this area.

From our current commitment to fund bespoke mental health support and counselling for learners, to a focus on broader research and development, the City Corporation will continue to acknowledge safety, health, and wellbeing as critical aspects of effective education. We will maintain our commitment to promoting and facilitating exemplary safeguarding practise throughout all City-linked learning settings and continue to support efforts that will improve mental and physical health. This will be achieved through specialist programmes, creative initiatives, innovative interventions, and alignment with broader City Corporation efforts focused on sports and leisure engagement and Environmental and Outdoor Learning.

Actions (What we will do):

- In consultation with Heads of Sport across the Family of Schools, establish a 'City Schools Sports Tournament', launched by a high-profile sports influencer, which brings the Family of Schools together around a series of sporting competitions designed to celebrate the value of physical activity and healthy living.
- Deliver a suite of online sessions that offer extra guidance to parents and carers, helping them better support pupils/their children across a range of areas, including exam preparation, risky behaviours, and support with SEND.
- Expand our commitment to exceptional safeguarding by extending our safeguarding training offer to Members and external partners.
- Identify and curate EOL specialists to help City-linked educators deliver more curriculum-linked learning in natural environments to benefit the health and wellbeing of learners -

especially those with SEND and those who do not have equal access.

Key Outcomes (What we will achieve):

- A large number of pupils across the Family of Schools convene around sporting activity, celebrating healthy lifestyles and building their peer networks and social capital in the process.
- Parents and carers feel better informed and equipped to navigate the different aspects of their child's education journey.
- All City-linked learning settings are offered extra support to uphold excellent safeguarding practise.
- Teachers are better equipped to create opportunities where the health and wellbeing of learners can be positively impacted by natural environments.

Key Measures:

Educators tell us that they feel the safety, health and wellbeing of their learners is benefitting from the additional support being provided by the City of London corporation.

The number of health, safety and wellbeing activities and initiatives facilitated or funded by the City of London Corporation, with positive participant evaluation, increases year-on-year.

● 'IMPROVING EMPLOYABILITY'

Context:

Education already plays a key role in preparing individuals for the workforce, but *maximising* the connection between education and employability is often a challenge for educators as it requires a multifaceted approach that goes beyond standard classroom practice.

It must also encompass the development of Fusion Skills such as problem-solving, communication, resilience, and adaptability—essential qualities sought by employers. Alongside this, education experiences should build an appetite for lifelong learning and ongoing development—essential components to succeed in the constantly changing workplace of the future. Finally, education should play a central role in exposing learners to the world of work, and where possible, connecting them with employers. This better equips learners to navigate the complexities of the workplace, enhancing their prospects for meaningful employment and future career progression.

The City Corporation is uniquely positioned to provide learners with a world-leading offer in this respect. Along with an increase in our drive to see skills development acknowledged in more learning environments, we will utilise our long-standing networks with employers in the Square Mile and beyond to connect learners with a wide range of workplace opportunities. These will include apprenticeships, work experience, volunteering, continued professional development, informal learning, traineeships, internships, supported internships, work placements, 'direct to employment' programmes, mentoring and university pathways. Whilst we already connect thousands of learners with opportunities and employers in the Square Mile each year by organising the London Careers Festival, we will build on this success with new, adjacent initiatives.

Actions (What we will do):

- Better leverage the City Corporation's links with employers to contribute to the 'London Bridge the Gap' initiative currently being driven by the City of London Academies Trust, to help all learners – including those with SEND, and especially those without equal access – understand the landscape of careers and development opportunities in the Square Mile, access world-class careers pathways ranging from work experience to supported internships, and gain professional connections.
- Work collaboratively with ASES and our central apprenticeships team to help students leaving the Family of Schools better understand apprenticeships and access high quality City-based opportunities.
- Better support learners leaving the Family of Schools, especially those in need of extra support, who are interested in entrepreneurship and innovation by working collaboratively with our Small Business Research + Enterprise Centre.
- Map the landscape of Green Careers to offer learners a comprehensive overview and signpost them to careers pathways and green career development opportunities.

- Refresh and relaunch FindFusion, positioning the platform as a knowledge hub that helps educators understand what Fusion Skills are, why they are so important to employers, and how they can help their learners to develop them.

Key Outcomes (What we will achieve):

- Learners facing the most challenge have a strong grasp of careers options, are aware of high-quality City-based development opportunities including mentoring, supported internships and apprenticeships, and build connections with professionals and practitioners.
- Learners leaving the Family of Schools who are particularly interested in apprenticeships are aware of, and have enhanced access to apprenticeship opportunities in the City.
- Learners leaving the Family of Schools who are aspiring entrepreneurs are aware of and motivated to engage with the business support services available to them via the City Corporation.
- Learners of all ages are more compelled by and inspired to develop green employability skills and are connected with Green Careers pathways.
- Users of FindFusion understand the value of Fusion Skills in the context of employability and have excellent awareness of development opportunities for their learners.

Key Measures:

Learners tell us participation in our initiatives has improved their confidence in engaging with the world of work.

Number of career development opportunities with which we connect learners increases annually.

● 'EMBRACING CULTURE, CREATIVITY & THE ARTS'

Context:

Access to cultural and creative learning nurtures imagination and creativity, and significantly contributes to the development of skills, knowledge, and well-being in learners. Moreover, research emphasises the growing importance of creative skills such as problem-solving and innovation in the future workplace. Despite the acknowledged value of arts subjects however, there is a noted lack of recognition for arts education within the congested state education system. Aligning with this issue, it is often the case that learners have limited access to arts and culture.

The City is home to a wide range of high-quality cultural venues and inspiring spaces, within historically and culturally significant geographical areas. This presents a unique educational resource that can enrich the learning of children, young people, and adults.

We will unlock the potential in both of these areas. Although we already fund a wide range of bespoke, creative learning projects in the Square Mile, we will build stronger links with, and provide better access to more cultural venues and creative communities. This will in turn help us support high quality cultural and creative learning experiences both within learning settings, and also within the inspiring cultural and creative communities we are connected to.

Actions (What we will do):

- Engage the City's creative communities and highlight the range of cultural and creative experiences available to City-linked learners, inspiring them to appreciate the arts and culture, explore their creative potential and consider creative careers.
- Strengthen knowledge and skills across our cultural and creative learning partners so they are more confident when working with learners who experience significant barriers to learning such as those with SEND or those without equal access.
- Support creative CPD training that equips non-arts secondary teachers to use creativity to enhance learning across the curriculum.
- Increase the breadth and depth of cultural and creative learning experiences available through our cultural and creative partners by funding unique programmes, encouraging them to work collaboratively, and consistently strengthening the list of partners we work with.

Key outcomes (What we will achieve):

- City-linked learners are familiar with a wide range of creative opportunities and better informed if considering creative careers.
- Learners from all backgrounds feel comfortable and respected when engaging in partner-led cultural and creative learning experiences and are more likely to access the City's

cultural and creative spaces.

- Educator recipients of cultural and creative training create more compelling learning experiences which positively impact learner engagement.
- There is a richer variety of opportunities for learners facing disadvantage to explore their creativity and build their cultural capital.

Key Measures:

Learners tell us participation in our initiatives has enhanced their exposure to the arts and culture.

Learner participant numbers for arts and culture initiatives funded or facilitated by the City of London Corporation increases year-on-year.

DRAFT

IMPLEMENTATION, DELIVERY & MEASUREMENT

This strategy will be implemented each year through the development of an annual delivery plan which will outline the lead actions for that year, along with the associated costs, timings, and impact measures we will put in place.

In addition to the over-arching measures presented earlier in this document, more granular measures will be assigned to the actions outlined in the delivery plan each year. A combination of quantitative and qualitative measures will be used in each case to ensure both quantifiable metrics *and* participant narratives are used to gauge outcomes and impact. A selection of outcomes in this strategy will be used to measure performance against the Corporate Plan 2024-29.

Baseline measures and performance capture processes will be introduced in the first year of the strategy and iterated upon annually to ensure continuous improvement. Reporting against each annual plan will occur regularly, with measurement ongoing and an annual end-of-year review undertaken through the Education Board Committee. Some measurement may need to continue after this strategy has expired in order to report against real-world, longitudinal outcomes.

Actions will be delivered by the ESU, at times in partnership with City Corporation colleagues from other departments and external organisations as necessary. Actions will see a phased delivery through the five-year duration of the strategy to acknowledge the financial and human resources available.

Dialogues with stakeholders will be maintained throughout to ensure there is opportunity for incremental improvement, iteration, and ongoing co-design for relevant initiatives. This will also allow us to confirm the ongoing relevance of outcomes, many of which we expect to maintain their relevance after this strategy expires.

If necessary, this strategy will be adapted to acknowledge any legislative change, national or international priorities that may significantly affect planned activity. This strategy supports the delivery of key outcomes in the City of London Corporation's [Corporate Plan 2024 -29](#), our [Equality Objectives 2024-29](#), and the Department of Community and Children's Services Business Plan and Children and Young People's Partnership Plan.

Committee(s) Policy and Resources Committee Court of Common Council	Date: 26 September 2024 10 October 2024
Subject: Member Financial Support Policy - Uplift	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	Diverse engaged communities
Does this proposal require extra revenue and/or capital spending?	Y
If so, how much?	Up to £185k
What is the source of Funding?	City Fund / City Estate (provision made within 24/25 budgets)
Has this Funding Source been agreed with the Chamberlain's Department?	Y
Report of: Town Clerk	For Decision
Report author: Ben Dunleavy	

Summary

In July 2021, the Court of Common Council approved a series of recommendations on Member allowances, updating the former Financial Loss Scheme to the Members' Financial Support Policy (MFSP). The policy is divided into two parts, retaining the previous scheme allowing claims for financial loss, and introducing a new section called the Extended Member Support Scheme (EMSS). The new section enabled Members to claim for duties undertaken, with a maximum limit of £7,500. This amount has not changed since the introduction of the policy and as part of a related piece on Special Responsibility Allowances, the Civic Affairs Sub-Committee asked officers to pursue changes to the MFSP, with regards to both the financial loss scheme and the EMSS.

The Sub-Committee instructed officers to explore the application of an inflationary uplift, on the basis of the Consumer Price Index, to a figure of £9,000, which is set out in this report. This report also seeks to address an anomaly in the MFSP with regards to maternity claims, and to clarify the terminology used when distinguishing between the two different parts of the scheme.

Recommendations

That Members recommend to the Court of Common Council:

- i) That an inflationary uplift should be applied to the Extended Member Support Scheme element of the Member Financial Support Policy, on the basis of the Consumer Price Index, to update the current allocation to £9,000;
- ii) Whether to apply any uplift from the start of the next financial year or backdate to any previous point;
- iii) That the Chamberlain be authorised to apply inflationary uplifts on an annual basis going forward, subject to an annual review of the financial position through the relevant Committees; and
- iv) That the Town Clerk be authorised to make such changes as required to allow the schemes to allow Members to claim under both the Member Financial Support Policy and the Carer / Childcare element of the Financial Loss Scheme.

Main Report

Background

1. In July 2021, the Court of Common Council introduced a new Members' Financial Support Policy ('the Policy'). This followed work on enhancing the diversity of the Court of Common Council and aiming to ensure that prospective candidates for election to the Court were not deterred from standing for election for any reason, including prohibitive cost.
2. The Policy is divided into two parts. The first part retained the previous Financial Loss Scheme, initially introduced in 2006. This scheme was introduced to provide a means of addressing the situation where a Member demonstrably suffers a loss of earnings¹ and, as a result, is likely to incur hardship by virtue of undertaking their civic duties; however, this Scheme had almost never been claimed against, which Members felt may have been due to potential embarrassment around making a claim.
3. The second part, the EMSS, was introduced as a response to the Corporation's aspirations to enhance the diversity of the Court of Common Council and to ensure that prospective candidates for election to the Court are not deterred from standing for election for any reason, including any prohibitive cost. This was a view shared by the then Members Diversity Working Party and more recently by the Tackling Racism Taskforce. It is available to any elected Member of the Court of Aldermen and Court of Common Council.

Current position

4. In 2024, during the course of exploring the potential introduction of a Special Responsibility Allowance, it was noted that there had been no uplift in the amount that Members could claim since the introduction of the policy. This was despite the significant rise in inflation over the three-year period, along with other cost of living issues.
5. Noting that the MFSP was introduced with the intention of ensuring that the financial costs of serving as a Member did not dissuade prospective candidates from standing for office, it was considered prudent to consider the merits of applying a discretionary uplift.
6. One aspect that emerged as part of the process was a suggestion that the basic allowance for Members should be explored as a means of ensuring the original intent to remove barriers to access has not lapsed. This is particularly relevant given that the level of allowances for Members has not been addressed since their introduction in 2021, when they were set at a maximum of £7500. This figure was originally based on the then inner-London Weighting figure of £6710.04, adjusted to £7500 to consider some of the additional costs required of Members for the City Corporation's civic events. The figure was also considered in the context of not wishing to create an unintentional tax liability for Members in respect of National Insurance Contribution thresholds.
7. The Sub-Committee considered various mechanisms which could be explored to achieve this. In summary, these were:

¹ Earnings are defined under paragraph 3.4.2 of the [Members Financial Support Policy](#)

- a. **Link to staff pay:** One potential option was to link any uplifts to the MFSP to annual increases in staff pay, as the current sum is based on the inner-London Weighting figure applied to staff salaries. It was noted that the increase in staff salaries since the introduction of the MFSP, in percentage terms, if applied to the MFSP, would have equated to a generally equivalent sum to the recommended £9,000 uplift. However, Members noted that there was a risk that linking the payments in such a way could conflate the perception of Members as being employees. There is an important distinction to be between allowances and salary and the voluntary status of Members: that status comes with conditions that support various applicable tax exemptions. Equally, Members ultimately determine the level of staff salary increases and thus there would be a very material risk that a member of the public might perceive there to be a direct pecuniary interest of Members in receipt of the MFSP payments in making staff salary decisions.
 - b. **Inflationary Link:** Another potential mechanism for uplifting allowances would be to link them directly to inflation, such as through the Consumer Price Index or Retail Price Index. Using Consumer Price Index (CPI) inflation data from the Office for National Statistics from 1988 onward, the £7500 figure set in 2021 would now equate to c.£9000. There was general support for the application of an inflationary uplift on an annual basis, to be managed by the Chamberlain, with a view to ensuring that the sum remained in keeping with costs incurred by elected councillors in performing their duties.
8. The Civic Affairs Sub-Committee was supportive of Option B above; however, in order to ensure that other relevant factors (such as affordability) were taken into account and that the overall position was kept under review, it was felt that the implementation of any proposed uplift should be subject to a report submitted to the relevant committee(s).
 9. In considering uplifts to the Member Financial Support Policy, it is important to bear in mind that there is a threshold beyond which national insurance will be deducted. The current monthly threshold is £1,048, meaning an annual threshold of £12,576.
- Member Financial Support Policy – loss of financial earnings
10. Given the link discussed between the potential loss of earnings that an individual serving in one of the more time-intensive roles might suffer, your Civic Affairs Sub-Committee also considered whether there should be changes to the element of the Member Financial Support Policy relating to financial loss.
 11. It was noted that no Members had claimed on the financial loss scheme since the revised policy was agreed in 2021, which called into question its efficacy or appropriateness. It was suggested that a review of the financial loss element of the scheme, substantively associated with its promotion and awareness in the first instance, might merit further exploration in due course, as a further means of ensuring that any potential candidate for office was not precluded from service on an economic basis.
 12. Additionally, during the course of work being undertaken on the MFSP, it has been drawn to the attention of officers that there is a particular anomaly in the way in which the two parts of the City’s Policy are set out, whereby anyone in receipt of the

EMSS is not entitled to claim for childcare or carer costs associated with undertaking their duties, as the provision for making such claims was left in section 1 of the Policy (and it is not permissible to claim from both parts).

13. This broad position is inconsistent with that adopted by some other local authorities as well as the general principle of encouraging those with caring responsibilities to be able to participate in public life. In some other authorities, notwithstanding the differences in overall allowance positions, individuals can claim back such costs whilst also receiving their basic allowance. It is self-evident that requiring those with caring responsibilities to expend their allowance on these costs would disadvantage them compared to colleagues without caring responsibilities; therefore, in the interests of ensuring equality of opportunity, an adjustment to the approach should be considered.
14. Officers have explored the implications of making an adjustment to the Policy so as to provide for the opportunity to address this discrepancy, with particular consideration given to any potential detriment to the voluntary status of Members and any tax implications. In short, allowing claims under both elements is possible without impacting the voluntary status; however, the implication is that any payments would not be “tax efficient” and so the individual may be liable to pay higher rates of taxation. Given the personal and individual nature of tax considerations, taking into account each Member’s own circumstances and income, it would be a matter for individual Members to assess and determine the impact to themselves should they wish to claim in these circumstances; nevertheless, it is suggested that provision should be made within the Policy to provide for the possibility of an individual being permitted to claim.

Next Steps

15. As covered at paragraph 8, the Sub-Committee supported the recommendation that the EMSS should be uplifted in line with the Consumer Price Index. £7,500, the maximum amount that Members can currently claim and which was set in July 2021, would now be worth c.£9,000.
16. It is therefore recommended that the scheme should be uplifted to £9,000 per annum. Furthermore, to avoid the need for further reports to be submitted through Committees to the Court of Common Council, it is recommended that the Chamberlain should be authorised to make inflationary uplifts on an annual basis, subject to an annual review of the financial position presented to the appropriate committee(s).
17. It is also recommended that, to address the position with claims for childcare, the Town Clerk be authorised to make such changes as required to allow the schemes to be adapted to allow Members to claim under both the Member Financial Support Policy and the Carer / Childcare element of the Financial Loss Scheme.

Corporate and Strategic Implications

Financial Implications

18. Following the recommendations of the Independent Review, the Chamberlain has made provision of £800k within the budgeting cycle for possible increases to

Member allowances. This amount is therefore available to be used against the recommended uplift to Member allowances.

19. The Employee National Insurance Contribution threshold is £1,048 per month. Members will not have to make NIC payments if the allowance received from a scheme is less than this amount. The current figure of £7,500 is £625.00 a year; the proposed annual maximum of £9,000 means that Members will be able to claim for a maximum of £750 a month, under the NIC threshold.

Legal implications

20. An assistance scheme provided by the authority itself is not a disclosable pecuniary interest and therefore there is nothing to prevent Members from speaking and voting on this proposal (as outlined in the Relevant Authorities (Disclosable Pecuniary Interests) Regulations 2021).
21. Any tax implications arising from individual Members' decisions to make claims against elements of the Financial Loss Scheme are the responsibility of individual Members.

Equality implications

22. Under the Equality Act 2010, all public bodies have a duty to ensure that when exercising their functions they have due regard to the need to advance equality of opportunity between people who share a protected characteristic (i.e., age, disability, gender transition, marriage and civil partnership, pregnancy and maternity, race, religion and belief, sex and sex orientation) and to take steps to meet the needs of people with certain protected characteristics where these are different from the needs of other people, and to encourage people with certain protected characteristics to participate in public life or in other activities where their participation is disproportionately low. The premise that inadequate remuneration could serve as a potential barrier to participation in public life was accepted by the Court in commissioning the work on Member allowances, and an assessment of the people with protected characteristics was undertaken prior to approval of the Members Financial Support Policy, and the premise was accepted by the Court in introducing the Policy.
23. By seeking to address the changed economic circumstances since the original implementation of the MFSP, and by resolving the anomalous position regarding maternity claims, the proposals support the original objective of aiming to remove any obstacles which may deter prospective candidates for standing for election to the Court

Conclusion

24. The Member Financial Support Policy was introduced in 2021 to address the diversity of the Court by ensuring that any financial obstacles which might deter prospective candidates to stand for election were addressed. The figure not having been updated since its introduction, it is proposed to an uplift the maximum claimable amount in line with inflation to ensure that principle remains adhered, along with addressing an anomaly concerning maternity claims.

Appendices

Appendix 1 – Extract from the draft minutes of the Civic Affairs Sub-Committee meeting of 24 July 2024

Background Papers

Members' Financial Support Policy – Court of Common Council – July 2021

Special Responsibility Allowance – Civic Affairs Sub-Committee – July 2024

Ben Dunleavy

Governance and Member Services Manager

Governance and Member Services Team

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Draft minute extract from the Civic Affairs Sub-Committee meeting on 24 July 2024

4. Special Responsibility Allowance: Update on Implementation

The Sub-Committee considered a report of the Deputy Town Clerk providing an update following a consultation with Members of Court of Common Council relating to implementation of a Special Responsibility Allowance, presenting feedback received as part of the consultation and seeking agreement on proposed next steps

The Town Clerk introduced the item, observing that work had been ongoing on this issue since 2021 following a request by Court of Common Council that consideration be given to the introduction of a Special Responsibility Allowance at the City Corporation. A number of all-Member consultation sessions had taken place recently alongside a survey issued to all Members. This had allowed the full Court an opportunity to contribute to the consultation, through which, 71 Members had responded expressing their view. As a consequence, it should be noted that 43% of Members had not responded or expressed a view.

The consensus view of those Members having responded to the consultation was of there being no general support for introduction of a Special Responsibility Allowance across the board, with there being a 50 / 50 split relating to introduction of an allowance specifically for the Chairman of Policy & Resources role. A key consideration in this respect was a need to ensure ongoing inclusivity and social mobility opportunities for the role. Members noted that a former Chair of that Committee had taken part in the consultation and had expressed support for the introduction of a Special Responsibility Allowance for the role.

During the discussion that followed, it was observed that Members were in their roles in a voluntary capacity and, as such, there would be a concern through any introduction of a Special Responsibility Allowance across the board and the implications that this might have. The Chairman of Policy & Resource's role was recognised as being unique due to the full-time nature of the role and the position lasting five-years; there was a concern that, without an allowance, the role could potentially be restricted to people of independent means only, which would not be acceptable. It was suggested that any remuneration for the role should not be in terms of it being a paid job but through ensuring there would be no barrier or exclusion to the role moving forwards.

Members raised a number of considerations and options relating to the level of allowance and method of payment. These included offering an allowance based on any gap between gross taxable income and level of the allowance, providing a standard allowance and payment of any gap between this and salary for loss of earnings, paying direct to an employer for loss of time for their employee, it needing to remain a voluntary allowance scheme, with a range of between £50-90k, with the being a consensus view that c£50k would be an appropriate level of remuneration. A Member remarked on a role commanding this type of figure needing to be performance managed.

Noting the parameters and indicative steer provided, the Chairman suggested that officers be asked to take forward a proposal on this basis at a suitable level within the range indicated and that introduction of allowance should be put in place for the new civic year in April 2025.

A Member raised their concern from an equalities perspective of not introducing an allowance across the board and potentially missing an opportunity through not doing so, but accepted the democratic process in reaching this position. The Member added how they considered the Financial Loss Scheme to be redundant in its current form and with it needing to be made more accessible and inclusive.

Summarising, the Chairman noted the general view of Members being that they were not supportive of introduction of a Special Responsibility Allowance across the board, but with there being support for introduction of an allowance for the Chairman of Policy & Resources role, given this role was full time and the position could last up to five years. The exact sum and proposed method of payment for an allowance was still to be agreed, but with an indicative range having been set out, with officers to come back to the Policy and Resources Committee with a final proposal for agreement. The Chairman stressed that officers should not spend any further money on benchmarking or external advice. A Member, also the Chairman of Finance Committee, remarked on a need to be able to present to ratepayers a rationale for introduction of an SRA.

The Deputy Chairman referred to the Financial Loss Scheme not currently being used to its full extent, with Members not knowing it existed or how it worked and many thinking it was a financial hardship scheme. The Deputy Chairman added how the Financial Loss Scheme was an area that would benefit from further consideration and review.

A brief discussion then followed in relation to the application of a proposed inflationary uplift to the Extended Member Support Scheme, with concern being raised that any payment should not outstrip any annual increase staff were receiving. An increase in line with inflation was considered to be the most straightforward method. There was a general consensus that payments should not be backdated, with any change being introduced from 1st April 2025.

A Member, also Chairman of Finance Committee, raised their concern through any automatic increase in line with inflation and proposed a review should take place annually to consider the financial position and presenting a costed proposal.

A further area of consideration was raised relating to any potential tax implications, with it being noted that advice would be sought through a tax advisor before a final proposal goes forward to Court of Common Council seeking a final decision.

RESOLVED: That Members:

1. Noted the outcomes of the consultation exercise in respect of SRAs and, on the basis of these:
 - a. Agreed that there was no general support for the introduction of SRAs for all Chairs and to cease further activity in this area.
 - b. Agreed that the only role for which there was any substantive support for an SRA was the Chair of Policy & Resources, further agreeing to progress proposals for the implementation of an SRA for that post only.

- c. Agreed that officers should pursue an alternative approach in relation to the Financial Loss Scheme.
2. Agreed to the application of an inflationary uplift to the Extended Support Scheme element of the MFSP, on the basis of the Consumer Price Index, to update the current allocation to £9,000, with the Chamberlain authorised to make inflationary uplifts on an annual basis moving forward, subject to an annual review of the financial position.

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Agenda Item 8

Committee(s) Policy and Resources Committee Court of Common Council	Date: 26 September 2024 10 October 2024
Subject: Special Responsibility Allowance	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	Diverse engaged communities
Does this proposal require extra revenue and/or capital spending?	Y
If so, how much?	£50,000 per annum
What is the source of Funding?	City Fund / City Estate (specific provision set aside within the budget)
Has this Funding Source been agreed with the Chamberlain's Department?	Y
Report of: Town Clerk	For Decision
Report author: Ben Dunleavy	

Summary

In July 2024, following receipt of an independent review and a series of informal consultation sessions offered to all Members on the subject, the Civic Affairs Sub (Policy and Resources) Committee considered proposals for the introduction of a Special Responsibility Allowance (SRA) for Committee Chairs. Through its deliberations, the Sub-Committee agreed that SRAs should not be introduced for all Committee Chairs, but felt that an exception should be made for the role of Chair of the Policy and Resources Committee, on the basis that it was deemed the only position which required a genuinely full-time commitment spanning multiple years. Whilst this was the only role for which there was any level of substantive support demonstrated, it was felt that the £90k allowance proposed within the independent review was not an appropriate sum, taking into account the various nuances of the role and the City Corporation, and other aspects of support available to the postholder. The Sub-Committee accordingly instructed officers to bring forward to the Policy & Resources Committee a proposal for an SRA for this position, with a revised sum taking into account the considerations of the Sub-Committee. This report, therefore, asks Members to consider the adoption of a voluntary SRA of £50k per annum, for the role of Chairman of Policy and Resources Committee.

It should be noted that, as part of the same debate, the Civic Affairs Sub-Committee asked officers to pursue changes to the broader Member Financial Support Policy; these are being progressed through a separate report, also presented on the agenda for this meeting.

Recommendations

That Members recommend to the Court of Common Council that the City of London Corporation introduce a voluntary Special Responsibility Allowance of £50,000 per annum for the role of Chair of the Policy and Resources Committee.

Main Report

Background

1. In July 2021, the Court of Common Council introduced a new Members' Financial Support Policy. As part of this decision, the Court also directed that consideration should be given to the prospective introduction of a Special Responsibility Allowance (SRA) scheme, particularly in relation to Chairs of Committees.
2. The Civic Affairs Sub-Committee subsequently commissioned an independent review, which recommended that all Chairs should be able to receive an SRA. The Sub-Committee proceeded to hold a consultation exercise with all Members as to the proposals. The results of the consultation exercise were presented to the Sub-Committee at its meeting in July 2024, where they were the subject of comprehensive debate.
3. Just over half of the Court took the opportunity to contribute to the consultation, either by joining the consultation sessions or by responding to the feedback form. Overall, the results demonstrated a range of opinions on the issue. Some Members opposed the introduction of an SRA in any form, while those who supported the introduction of an SRA differed in their view on what form the provision of SRAs might take, or who the appropriate recipients might be. It was, therefore, not possible to provide the Sub-Committee with a single clear recommendation on the question of SRAs. The results of the survey did demonstrate that there was no significant support for the introduction of SRAs to all Chairs in general, as had been recommended in the independent review, and the Sub-Committee agreed that consideration of this broader application should not be pursued.
4. One role which Members felt might be appropriate to receive an SRA was that of the Chair of the Policy and Resources Committee. Several Members, including a previous post-holder, felt that the role and requirements of this role were of a different nature to other Committee Chairs. This included the extensive time-commitments which, unlike almost any other, made it akin to a full-time position and, in effect, precluded someone without independent financial means from considering standing for the role. The Independent Review, using comparators such as the independent London Panel's recommended remuneration for elected mayors of London boroughs (£92,613) had recommended that this role receive a sum of £90,000 per annum.
5. A report was accordingly submitted to the Sub-Committee at its meeting in July 2024 which presented Members with a range of options and sought agreement on a way forward. The report set out in detail the responses to the consultation and the themes from the engagement sessions.
6. It should be noted that the question of an uplift in the Extended Member Support Scheme (which is available to all elected Members) was also raised during the consultation process. Options on this were also presented to the Sub-Committee and are being pursued through a separate report elsewhere on today's agenda.

Current Position

7. The Sub-Committee, having discussed the options presented in the report, agreed there should be no further work on introducing an SRA for all Committee Chairs.

However, Members did agree that, as the only role for which there was substantive support was that of Chair of the Policy and Resources Committee, officers should progress proposals to consider in respect of this role.

8. At the meeting, Members noted that the role of Policy Chair was the only full-time multi-year Member position lasting over a year, and expressed concern that without an allowance, the position would be restricted to people of independent means only. Responding to queries raised during the process, the report presented to Members highlighted research indicating that unpaid positions were viewed as damaging to social mobility, as those with financial security can take unpaid or low-paid job opportunities which others cannot. It was felt important that some steps should be taken to ensure that those without independent means of income were not precluded from being able to serve in these full-time positions.
9. During the meeting, a number of considerations relating to the level of allowance and method of payment were discussed. Suggestions from Members included offering the allowance based on any gap between gross taxable income and the level of allowance, providing a standard allowance and the payment of any gap between this and salary for loss of earnings, and paying direct to an employer for loss of time for their employee.
10. Whilst there was some discussion on the possibility of means-testing, it is recognised that this would be challenging to administer and is likely to result in the same issues that Members recognised as problematic in respect of the Financial Loss Scheme, whereby people were reluctant to claim from a sense of embarrassment or reluctance to have officers or fellow Members pore over their personal financial circumstances. Given that the intent of the scheme is to encourage those who might otherwise be dissuaded from standing, the forensic examination of personal circumstances is likely to have the opposite effect and cause concern to potential applicants, whilst also adding costs in respect of administration and operation / monitoring of personal circumstances.
11. There was also some discussion on how the introduction of SRAs could reasonably warrant some form of appraisal process for the incumbent(s). The establishment of an appraisal process for all committee chairs is, coincidentally, a recommendation arising from the Local Government Association's Review into Member Behaviour, and also features elsewhere on today's agenda.
12. Members of the Civic Affairs Sub-Committee agreed that any SRA scheme needed to be voluntary. They also felt that the figure proposed by the Independent Reviewers of £90,000 for the role of Policy Chair was too high, and that a figure around half this amount would likely be the appropriate level at which, taking into account the costs of living in the City and committing to the role on a full-time basis, an individual without alternative means of income would be able to undertake the office without detriment to their personal circumstances. It was also felt that some of the assistance associated with the role (for instance, accommodation at the Guildhall) should be taken into account in calculations.
13. The Sub-Committee accordingly instructed officers to progress proposals for the implementation of an SRA for the post of Chair of the Policy and Resources Committee only, to be introduced at the beginning of the next Civic Year (April 2025).

Next steps

14. In reflecting on an appropriate figure, officers have considered the baseline sum of £90,000 as recommended by the Independent Reviewers and deducted amounts arising from particular elements of assistance that the role of Chair of Policy & Resources already receives through virtue of their office.
15. For example, the role is entitled to use of a one-bedroom flat at Guildhall. The average annual cost of privately renting a one-bedroom flat in the Square Mile is £25,656 (based on the Mayor of London's London Rents Map, which is produced Office of National Statistics data). This is broadly consistent with the accommodation allowance afforded to Members of Parliament across London, which is £22,920. The average annual energy bill costs for a property of this size are £1,589 (using statistics from British Gas) and, adding other utility bills and council tax costs which would otherwise apply to accommodation, incidental expenses for fittings and fixtures therein, and travel support available through the Member Transport Protocol, an overall figure of £40,000 is a reasonable approximation. The reasoning employed by the Civic Affairs Sub-Committee, therefore, in proposing a suitable figure of £50,000, has a reasonable basis.
16. This sum is close to the average median salary in London generally, which was assessed by the Office of National Statistics as £44,370 in 2023. Recognising the equivalent full-time nature of the post, and the impact on any incumbent's pension arrangements and considerations around contributions, gives a further indication of £50,000 as a reasonable figure.
17. Should Members be satisfied that the above represents an appropriate figure, it is recommended that the proposals are taken to the Court of Common Council for final approval, to be implemented at the beginning of the 2024/25 civic year.

Corporate and Strategic Implications

Financial Implications

18. In respect of longer-term financial implications, the total cost of the recommendations of the Reviewers, if fully implemented, would have been £769,000 per annum. Noting that the outcome of this review was still pending, provision for this amount was included in the agreed 24/25 Budgets. The Civic Affairs Sub-Committee has agreed that the recommendations should not be fully implemented, but that options to introduce an SRA for the role of Chair of the Policy and Resources Committee should be further explored.
19. The Reviewers recommended an annual rate of £90,000 for the latter role, but the Sub-Committee felt that a lower rate would be more appropriate. The 'Next Steps' section of the report recommends £50,000 as an appropriate figure.
20. If Members decide not to proceed with the introduction of an SRA, the provisional allocation would be accounted for as a saving in the budget-setting process, to be reallocated by the Chamberlain. Equally, it is anticipated that any decision to uplift the general MFSP allowance would be met from this allocation.
21. Whether the recommendation is carried or lost, there could be some £700k annual allocation remaining from this budget provision. This report does not seek any

approvals on how this may then be spent. It is, however, worth noting that as part of the consultation process, Members reflected that further investment in other areas (such as Member Learning and Development opportunities) might prove effective in removing barriers, or perceived barriers, to public office and/or leadership positions.

Legal Implications

22. An assistance scheme provided by the authority itself is not a disclosable pecuniary interest and therefore there is nothing to prevent Members from speaking and voting on this proposal (as outlined in the Relevant Authorities (Disclosable Pecuniary Interests) Regulations 2021).

Equality Implications

23. The Equality Act 2010 imposes a duty on all public bodies to ensure that, when exercising their functions, they have due regard to the need to advance equality of opportunity between people who share a protected characteristic and to take steps to meet the needs of people with certain protected characteristics where these are different from the needs of other people, and to encourage people with certain protected characteristics to participate in public life or in other activities where their participation is disproportionately low.
24. A request was made at June's Court of Common Council meeting that an Equality Impact Assessment (EQIA) be undertaken to support consideration of the SRA review. Officers completed an initial impact assessment, assessing the initial proposals, noting that there is currently no data monitoring of social mobility indicators or protected characteristics for existing membership of the Court of Common Council (including Committee Chairs), or of eligible candidates who may wish to stand for election to the Court and, in turn, to positions which may be granted an SRA. The last demographic survey of the Court was undertaken in October 2017 and was limited in nature (i.e. to gender and ethnicity). Noting that only 60% of Members responded at the time and, furthermore, there has been a considerable turnover in Membership since then, this data is no longer accurate or sufficiently useful.
25. Notwithstanding this, however, the initial impact assessment identified that there is a widely accepted principle that inadequate remuneration can serve as a potential barrier to participation in public life, which may thus impact the diversity of the field of Members and electoral candidates. The principle that providing an alternative means of support can serve to alleviate this barrier is one that has been articulated by a wide range of reviews considering remuneration for those serving in local authority (or similar) positions. The report considered by the Sub-Committee referenced reviews by the Local Government Association in England, the Scottish Government and the Senedd, as well as the principles of the London Council's Remuneration Panel, all of which raised levels of remuneration as a barrier to increasing the diversity of elected representation.
26. It should be noted that this premise was accepted by the Court in introducing the Member Financial Support Policy for all Members in 2021. It would therefore follow that any roles which require a full-time commitment would be even more challenging to do without independent means of support, which risks embedding specific roles as being only for those who can afford to do them for free. This was a point made

by several Members during the consultation exercise, and Members of the Sub-Committee at its meeting.

Conclusion

27. Following the receipt of an independent review and a consultation exercise to canvass the views of Members on the proposal to introduce an SRA scheme, the Civic Affairs Sub-Committee has agreed that proposals to introduce a voluntary SRA for the role of Chair of the Policy and Resources Committee only should be pursued, to be introduced at the start of the next civic year.
28. In line with the wishes of the Sub-Committee that the figure should be lower than that recommended by the Reviewers, it is recommended that the claimable figure should be £50,000.

Appendices

Appendix 1 – Extract from the draft minutes of the Civic Affairs Sub-Committee meeting of 24 July 2024

Background Papers

Special Responsibility Allowance – Civic Affairs Sub-Committee – July 2024

Ben Dunleavy
Governance and Member Services Manager
Governance and Member Services Team
Ben.dunleavy@cityoflondon.gov.uk

Draft minute extract from the Civic Affairs Sub-Committee meeting on 24 July 2024

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The consensus view of those Members having responded to the consultation was of there being no general support for introduction of a Special Responsibility Allowance across the board, with there being a 50 / 50 split relating to introduction of an allowance specifically for the Chairman of Policy & Resources role. A key consideration in this respect was a need to ensure ongoing inclusivity and social mobility opportunities for the role. Members noted that a former Chair of that Committee had taken part in the consultation and had expressed support for the introduction of a Special Responsibility Allowance for the role.

During the discussion that followed, it was observed that Members were in their roles in a voluntary capacity and, as such, there would be a concern through any introduction of a Special Responsibility Allowance across the board and the implications that this might have. The Chairman of Policy & Resource's role was recognised as being unique due to the full-time nature of the role and the position lasting five-years; there was a concern that, without an allowance, the role could potentially be restricted to people of independent means only, which would not be acceptable. It was suggested that any remuneration for the role should not be in terms of it being a paid job but through ensuring there would be no barrier or exclusion to the role moving forwards.

Members raised a number of considerations and options relating to the level of allowance and method of payment. These included offering an allowance based on any gap between gross taxable income and level of the allowance, providing a standard allowance and payment of any gap between this and salary for loss of earnings, paying direct to an employer for loss of time for their employee, it needing to remain a voluntary allowance scheme, with a range of between £50-90k, with the being a consensus view that c£50k would be an appropriate level of remuneration. A Member remarked on a role commanding this type of figure needing to be performance managed.

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A Member raised their concern from an equalities perspective of not introducing an allowance across the board and potentially missing an opportunity through not doing so, but accepted the democratic process in reaching this position. The Member added how they considered the Financial Loss Scheme to be redundant in its current form and with it needing to be made more accessible and inclusive.

Summarising, the Chairman noted the general view of Members being that they were not supportive of introduction of a Special Responsibility Allowance across the board, but with there being support for introduction of an allowance for the Chairman of Policy & Resources role, given this role was full time and the position could last up to five years. The exact sum and proposed method of payment for an allowance was still to be agreed, but with an indicative range having been set out, with officers to come back to the Policy and Resources Committee with a final proposal for agreement. The Chairman stressed that officers should not spend any further money on benchmarking or external advice. A Member, also the Chairman of Finance Committee, remarked on a need to be able to present to ratepayers a rationale for introduction of an SRA.

The Deputy Chairman referred to the Financial Loss Scheme not currently being used to its full extent, with Members not knowing it existed or how it worked and many thinking it was a financial hardship scheme. The Deputy Chairman added how the Financial Loss Scheme was an area that would benefit from further consideration and review.

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A Member, also Chairman of Finance Committee, raised their concern through any automatic increase in line with inflation and proposed a review should take place annually to consider the financial position and presenting a costed proposal.

A further area of consideration was raised relating to any potential tax implications, with it being noted that advice would be sought through a tax advisor before a final proposal goes forward to Court of Common Council seeking a final decision.

RESOLVED: That Members:

1. Noted the outcomes of the consultation exercise in respect of SRAs and, on the basis of these:
 - a. Agreed that there was no general support for the introduction of SRAs for all Chairs and to cease further activity in this area.
 - b. Agreed that the only role for which there was any substantive support for an SRA was the Chair of Policy & Resources, further agreeing to progress proposals for the implementation of an SRA for that post only.

- c. Agreed that officers should pursue an alternative approach in relation to the Financial Loss Scheme.
2. Agreed to the application of an inflationary uplift to the Extended Support Scheme element of the MFSP, on the basis of the Consumer Price Index, to update the current allocation to £9,000, with the Chamberlain authorised to make inflationary uplifts on an annual basis moving forward, subject to an annual review of the financial position.

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Agenda Item 9

Committee(s): Resource Allocation Sub Committee Policy & Resources Committee	Date(s): 18 th September 2024 26 th September 2024
Subject: Capital Funding Update	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	The schemes for which funding is now requested span across a range of corporate outcomes
For City Bridge Foundation (CBF), which outcomes in the BHE Bridging London 2020 – 2045 Strategy does this proposal aim to support?	
Does this proposal require extra revenue and/or capital spending?	Yes
If so, how much?	£31.5m
What is the source of Funding?	£23.2m - City Fund, £7.5m City Estate and £0.8m CBF
Has this Funding Source been agreed with the Chamberlain's Department?	Yes
Report of: The Chamberlain	For Decision
Report author: Yasin Razaq, Capital and Projects Manager	

Summary

The purpose of this report is for Members to consider release (following gateway approvals) to allow schemes to progress.

Members are reminded of the two-step funding mechanism for capital funding

- Firstly, within available funding, 'in principle' approval to the highest priority bids is sought and appropriate provisions are set aside in the annual capital and revenue budgets within the MTFPs.
- Secondly, following scrutiny via the gateway process to provide assurance of robust option appraisal, project management and value for money, Members are asked to confirm that these schemes remain a priority for which funding should be released at this time.

Members need to consider release (following gateway approvals) to allow schemes to progress.

Release of £31.5m to allow progression of eleven schemes summarised in Table 1 'Project Funding Requests' is now requested.

Recommendations

Resource Allocation Sub Committee Members and Policy & Resources Committee are requested:

- (i) To review the schemes summarised in Table 1 and, particularly in the context of the current financial climate, to confirm their continued essential priority for release of funding at this time and accordingly:
- (ii) To agree the release of up to £31.5m for the schemes progressing to the next Gateway in Table 1 from City Fund £23.2m (including £0.5m for OSPR and £12.6m from CIL), City Estate £7.5m and £0.8m from City Bridge Foundation (CBF).
- (iii) Note the CBF element of £0.8m have been approved by delegated authority assigned to the CBF finance director.

Main Report

Background

1. Schemes have been approved in principle through the annual capital budget setting process and the CIL and OSPR quarterly approvals but they are to subject a drawdown approval when the funding is required to progress
2. The scope of this prioritisation relates only to those funded from central sources, which include the On-Street Parking Reserve, Community Infrastructure Levy (CIL), flexible external contributions and allocations from the general reserves of City Fund, City's Cash or CBF¹. This means that projects funded from most ring-fenced funds, such as the Housing Revenue Account, Designated Sales Pools and Cyclical Works Programmes *are excluded*, as well as schemes wholly funded from external grants, and tenant/developer contributions e.g. under S278 agreements and S106 deposits.
3. Members are reminded of the two-step funding mechanism via the annual capital bid process:
 - Firstly, 'in principle' approval to the highest priority bids within available funding is sought and appropriate provisions are set aside in the annual capital and revenue budgets and the MTFPs.
 - Secondly, following scrutiny via the gateway process to provide assurance of robust option appraisal, project management and value for money, RASC is asked to confirm that these schemes remain a priority for which funding should be released at this time.

Current Position

¹ Contributions from City Bridge Foundation are limited to its share of corporate schemes such as works to the Guildhall Complex or corporate IT systems and are subject to the specific approval of the City Bridge Foundation

4. The total amount of funding available to draw down for approved schemes is shown in Appendix 1.
5. The current capital programme includes the 24/25 projects approved by Court of Common Council on the 7th March.
6. The City Bridge Foundation drawdown amounts have been approved by delegated authority.

Current Requests for the Release of Funding

7. There are eight schemes with 'in principle' funding approved as part of the capital bids that have progressed through the gateways, for which release of up to £31.511m is requested:

Table 1 Project Funding Requests

Table 2: Project Funding Requests	Gateway	CIL/OSP R	City Fund	City's Estate	City Bridge Foundati on	Total
			£m	£m	£m	£m
<u>Funding to progress to the next gateway</u>						
Central Criminal Court, Additional Fire Alarm Replacement	GW3-GW5		0.700			0.700
Central Criminal Court, Old Pipework Replacement	GW3-GW5		0.250			0.250
Museum of London – Highway Strengthening Works	Major Project	CIL	4.660			4.660
Museum of London – Fabric Improvement Works	Major Project	CIL	2.400			2.400
HR, Payroll, Finance Solution, ERP (Enterprise Resource Planning).	GW5		9.185	7.204	0.810	17.200
City Commons: Entrance board replacement	GW1-GW5			0.160		0.160
City Commons: Boundary livestock fencing replacement	GW1-GW5			0.092		0.092
Smithfield Area Public Realm and Transportation	GW4	OSPR	0.370			0.370
Vision Zero Programme	GW2	OSPR	0.160			0.160
Secure City	GW5	CIL	3.306			3.306
JCCR Technical Fit Out from Secure City	Major Project	CIL	2.213			2.213
			23.244	7.456	0.810	31.511

8. Further details of the individual schemes are provided in Appendix 2 attached.
9. In accordance with step two of the capital funding mechanism, Members will wish to confirm that these schemes remain a priority for funding to be released at this time particularly in the context of the current financial climate.
10. Funding for these schemes can be met from the provisions set aside from City Fund £23.2m, £7.5m City Estate and £0.8m City Bridge Foundation.

Conclusion

11. Members are requested to:

- 1) review the above and consider in the context of the completion of the capital review and the current financial climate their continued support for the schemes requesting internal resources to proceed, and;
- 2) Approve the associated release of funding in Table 1.

Appendices

Appendix 1 - Approved Bids

Appendix 2 - Requests for Release of Funding – Scheme Details

Background Papers**Yasin Razaq**

Capital & Projects Manager

Email: Yasin.Razaq@cityoflondon.gov.uk

Project Name	City Fund £'m	City's Cash £'m	CBF £'m	Total Funding Allocation £'m	Release of Funding Previously agreed	Release of Funding now requested
Barbican Replacement of Art Gallery Chiller	0.300	0.000	0.000	0.300	0.018	
Car Park - London Wall Joints and Waterproofing	2.000	0.000	0.000	2.000	0.783	
Car Park - Hampstead Heath, East Heath Car Park Resurface	0.000	0.415	0.000	0.415	0.387	
Finsbury Circus Garden Re-instatement	2.558	0.000	0.000	2.558	2.542	
Guildhall - West Wing - Space Cooling - Chiller Plant & Cooling Tower Replacement *****	1.860	0.990	0.150	3.000	4.554	
Guildhall event spaces - Audio & Visual replacement / upgrade	0.000	0.330	0.000	0.330	0.045	
Guildhall Yard - Refurbishment/ Replacement of Paviments	0.000	3.000	0.000	3.000	-	
I.T - Rationalisation of Financials, HR & Payroll Systems (ERP project)	14.800	11.700	1.300	27.800	1.900	17.2
LMA : Replacement of Fire Alarm, Chillers and Landlords Lighting and Power	1.397	0.000	0.000	1.397	0.145	
Oracle Property Management System Replacement	0.713	0.380	0.058	1.151	1.150	
Structural - Lindsey Street Bridge Strengthening	5.000	0.000	0.000	5.000	0.030	
Structural - West Ham Park Playground Refurbishment	0.000	1.279	0.000	1.279	0.863	
Chingford Golf Course Development Project	0.000	0.075	0.000	0.075	-	
Rough Sleeping - assessment hub*****	1.000	0.000	0.000	1.000	1.498	
Secure City Programme	15.852	0.000	0.000	15.852	12.546	3.306
Barbican Exhibition Halls	5.000	0.000	0.000	5.000	1.548	
Barbican Podium Waterproofing, Drainage and Landscaping Works (Ben Jonson, Breton & Cromwell Highwalk) Phase 2 – 1st Priority	13.827	0.000	0.000	13.827	2.417	
Guildhall - Great Hall - Internal Stonework Overhaul	0.000	2.000	0.000	2.000	1.740	
Guildhall - Installation of Public Address & Voice Alarm (PAVA) and lockdown system at the Guildhall (Security Recommendation)	0.930	0.495	0.075	1.500	0.118	
I.T - GDPR and Data Protection Compliance in addition saving money in being able to share and find information quickly	0.090	0.100	0.010	0.200	-	
Spitalfields Flats Fire Door Safety	0.146	0.000	0.000	0.146	-	
Energy programme of lighting and M&E upgrade works (Phase 1)****	0.440	0.489	0.049	0.978	0.165	
SVY - Smithfield Condenser Pipework Replacement		0.564		0.564		

Project Name	City Fund £'m	City's Cash £'m	CBF £'m	Total Funding Allocation £'m	Release of Funding Previously agreed	Release of Funding now requested
CHB - IT LAN Support to Replace Freedom Contract	0.096	0.043	0.011	0.150		
CHB - Libraries IT Refresh	0.220			0.220		
BBC - Barbican Centre - Catering Block Extraction	0.400			0.400	0.024	
DBE - Secure City Programme Year 2	4.739			4.739	1.700	
DCCS - Fire Doors Barbican Estate*	20.000			20.000	0.275	
SVY - St Lawrence Jewry Church - Essential works (Top-Up Funding)		2.565		2.565	2.136	
SVY - Denton Pier and Pontoon Overhaul Works	1.000			1.000	0.050	
DBE - Public Realm Security Programme	1.238			1.238	0.027	
DBE - Beech Street Transportation and Public Realm project (Top-Up Bid)	0.900			0.900	0.191	
MAN - Central Criminal Courts, Fire Safety and associated public address system (Top-up bid)	0.683			0.683		
SVY - Riverbank House, Swan Lane - repairs to foreshore river defence	0.500			0.500	0.438	
GSMD - Guildhall School of Music & Drama Heating, Cooling & Ventilation		2.000		2.000	0.355	
GSMD - Guildhall School - Milton Court Correction of Mechanical Systems		0.600		0.600		
GSMD - Guildhall School - John Hosier Ventilation and Temperature Control		0.700		0.700		
SVY - Energy Reduction Programme – Phase 2	0.194	0.181		0.375		
DBE - Public Realm (Pedestrian Priority)	6.050			6.050	6.034	
OSD - Climate Action Strategy		2.120		2.120	0.795	
DBE - Embed climate resilience measures into Public Realm works (Cool Streets and Greening)	6.800			6.800	6.422	
SVY -Energy Efficiency / Net Zero Carbon - Investment Estate - City Fund	4.340			4.340		
SVY - Climate Resilience Measures	4.000	0.000		4.000		
SVY - Climate Action Strategy Projects CPG Operational Properties	11.723	7.138	0.649	19.510	0.109	
Barbican and Golden Lane Healthy Streets	0.250			0.250	0.223	
BEMS Upgrade Phase 2 - Heathrow Animal Reception Centre and various OS sites at Epping	0.150	0.100	-	0.250	0.248	
Mansion House - essential roof repairs	-	0.330	-	0.330		

Project Name	City Fund £'m	City's Cash £'m	CBF £'m	Total Funding Allocation £'m	Release of Funding Previously agreed	Release of Funding now requested
Guildhall School - Repairs to roof, expansion joint repairs and drainage and water systems (subject to holistic approach for highwalks, Barbican and School)	-	1.750	-	1.750		
Fire Safety - Baynard House Car Park Sprinklers Replacement (remaining floors)	0.250	-	-	0.250		
Central Criminal Court: Cells Ventilation - Top-Up bid to meet full scope of statutory requirements. (£1m bid agreed in principle as part of the 2021/22 capital bid round.)	1.000	-	-	1.000		
OS Epping Forest - COVID-19 Path Restoration Project	-	0.250	-	0.250		
Barbican Centre - Replacement of Central Battery Units for Emergency Lighting system	0.280	-	-	0.280		
Guildhall School - Rigging infrastructures in Milton Court Concert Hall	-	0.460	-	0.460		
Guildhall School - Safe technical access and working at height - Silk Street Theatre	-	0.345	-	0.345		
Smithfield Market - Glass Canopy Overhaul	-	0.300	-	0.300		
Smithfield Market - East Poultry Avenue Canopy Repairs and Remedial Works	-	0.600	-	0.600		
Smithfield Car Park - Ceiling Coating and Damp Works		1.050		1.050		
Beech Street Transportation and Public Realm project top-up to deliver permanent air quality and associated public realm improvements following successful experiment.	2.500	-	-	2.500		
DCCS - Social Care Case Management System	0.144	-	-	0.144		
Secure City Programme - Year 3	8.936	-	-	8.936	0.400	
Guildhall Complex Masterplan - Redevelopment of North and West Wing Offices (top-up)		1.150		1.150	0.250	
St Paul's Cathedral External Re-lighting	1.160	-	-	1.160	0.665	
St. Paul's Gyratory Transformation Project	13.900			13.900	2.226	
West Smithfield and Charterhouse Street Highway Strengthening	8.160			8.160	3.500	4.66
Central Criminal Court Additional Fire Alarm Requirements	0.700	0.000	0.000	0.700		0.7
Pipework - Central Criminal Court	0.250	0.000	0.000	0.250		0.25
City Commons: Boundary livestock fencing replacement West Wickham & Coulsdon Commons (WW&CC) and Stoke Common	0.000	0.092	0.000	0.092		0.092

Project Name	City Fund £'m	City's Cash £'m	CBF £'m	Total Funding Allocation £'m	Release of Funding Previously agreed	Release of Funding now requested
City Commons: Entrance board replacement	0.000	0.160	0.000	0.160		0.16
Network Contract - Support and Refresh	2.338	1.468	0.400	4.205	0.535	
Public Switched Telephone Network (PSTN) Replacement	1.375	0.925	0.200	2.500	0.250	
Museum of London – Fabric Improvement Works	2.400			2.400		2.400
Smithfield Area Public Realm and Transportation	12.000			12.000		0.370
Vision Zero Programme	2.400			2.400		0.160
JCCR Technical Fit Out from Secure City	2.213			2.213		2.213
	189.202	46.144	2.902	238.247	59.302	31.511

Appendix 2

Requests for Release of Funding – Scheme Details

The following provides details of the 11 schemes for which approval to release funding of £31.5m is now sought, as summarised in Table 1 of the main report.

Central Criminal Court GW3 -GW5, Additional Fire Alarm Replacement 700k

To release £700k from City Fund to make improvements to the existing fire alarm system at the Central Criminal Court (CCC) as part of a wider (Fire Evaluation Strategy Rev 06) in line with current fire safety regulations.

Currently there is no funding source for a contingency, so any additional funding required will need to come from the revenue contribution/contingency route.

Central Criminal Court GW3 -GW5, Old Pipework Replacement 250k

250k from City Fund for replacement of the identified corroded pipework at the Central Criminal Court (CCC).

There has been a significant investment in the replacement of the old diesel boilers with a new gas boiler system, there are significant concerns with the remaining old pipework that is attached to the new system. As such, the system does not get adequately flushed for fear of leakages and burst pipes.

Museum of London – Highway Strengthening Works £4.66m

Further to the previous allocation released in March 2024 for strengthening works £3.50m to west Smithfield and Charterhouse Street, we require the release of £4.66m of CIL for highways strengthening works to Charterhouse Street (west) above the General market basement/shared access road to stabilise deterioration of the structure.

The previous CIL allocation provided for works to Charterhouse Street including the central carriageway and both north and south pavements. Additional funding is sought to continue these works to the northern pavement.

This was approved by P&R through the July 2024 Q1 CIL and OSPR bids paper

Museum of London – Fabric improvement Works £2.4m

This is additional funding for major fabric and infrastructure improvements necessary to facilitate the redevelopment of the Smithfield General Market to house the Museum of London, the £2.4m is funded by CIL.

This was approved by P&R through the July 2024 Q1 CIL and OSPR bids paper, after going to The Court of Common Council.

HR, Payroll, Finance Solution, ERP (Enterprise Resource Planning), GW5 £17.2m

The ERP Programme plans to deliver and implement a single cloud-based platform for HR and Finance functions. The ERP will not only replace legacy back-office systems (Midland HR and Oracle R-12) but embark on a Corporation-wide culture change.

The total budget is £19.1m with an additional £8.7m for costed risk provision with total maximum outlay of £27.8m.

Previously £1.9m has been requested previously, the additional £17.2m would allow the scheme to undertake GW5.

The system implementation is due to start in September 2024.

The Split of the £17.2m is £9.2m from City Fund, £7.2m from City Estate and £0.8m for City Bridge Foundation.

City Commons: Entrance board replacement GW1-GW5,£160k

The project seeks to replace 40 signs at Ashted Common and West Wickham and Coulsdon Commons. These will be based on off-the-shelf structures which provide a more financially sustainable option and also the much smaller overall size will greatly reduce the safety concerns that we are currently managing.

This will be £160k funded from City Estate.

City Commons: Boundary livestock fencing replacement,GW1-GW5, £92K

This will be £92k funded from City Estate.

Livestock fencing is an essential safety feature that prevents livestock (Sheep, cattle and goats) from getting onto the roads and impacting road use and adjacent properties. The grazing is an obligation to meet the habitat management requirements under the site's statutory Site of Special Scientific Interest (SSSI) designation and as a National Nature Reserve.

Smithfield Area Public Realm and Transportation GW4, £370K

The project aims to provide a coordinated approach for the delivery of new public spaces and improved environment in the Smithfield area.

£370K is requested from OSPR funding, this for design works, survey and legal costs to get the project ready for GW5.

The total estimated cost of the project is £12m.

Vision Zero Programme, GW2, £160K

A programme to investigate and deliver safer streets proposals at priority locations as identified in the Vision Zero Plan 2023 – 2028.

£160K of OSPR for the review and refine designs and prepare detailed cost estimates. We need to commission consultants to undertake technical assessments including traffic modelling and prepare GW3/4 reports for individual projects and or programme update reports as necessary.

The total estimate for the project is between £2.8m to £6.4m, £2.4m of OSPR has been secured but additional funding will be required.

This was approved by P&R through the July 2024 Q1 CIL and OSPR bids paper.

Secure City, GW5, £3.3m

The Secure City Programme (SCP) is tasked with establishing a stable CCTV security platform and capability that is commensurate with the needs of modern-day security and services across The City. The three active workstreams are CCTV & Telecommunications Video Management System (VMS) / Video Analytics (VA) and Vulnerable People (Bridge Security).

The total budget for this programme is £15.8m, with £12.5m already been drawn down.

The draw down is requested for the remaining budget envelope of £3.3m to ensure Video analytics and Vulnerable People work can be progressed at optimal pace (see below). Costed Risk Provision has also been made in the draw down request in view of the programme risks.

JCCR Technical Fit Out from Secure City, £2.213m

Equipping the technology in the new permanent home for the Joint Command & Control Room which will be the staffing space to host the monitoring and management of these systems within the wider Police Accommodation Programme.

The £2.213 of CIL funding was originally part of Secure City but these works are now being delivered by the City Surveyor as part of the Guildhall Yard East JCCR project.

26/09/2024 P&R Delegated (for RASC)

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