



Corporate Services Committee

Date: WEDNESDAY, 11 SEPTEMBER 2024

Time: 1.45 pm

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

Members:

Deputy Alastair Moss (Chair)	Alderman & Sheriff Dame
Florence Keelson-Anfu (Deputy Chair)	Susan Langley
Deputy Randall Anderson	Gregory Lawrence
Deputy Keith Bottomley	Deputy Edward Lord
Alderman Sir Charles Bowman	Catherine McGuinness
Deputy Henry Colthurst	Timothy McNally
Anthony Fitzpatrick	Benjamin Murphy
Steve Goodman	Mandeep Thandi
Deputy Christopher Hayward	James Tumbridge
	Philip Woodhouse

Enquiries: John Cater
John.Cater@cityoflondon.gov.uk

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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

Part 1 - Public Agenda

1. **APOLOGIES**

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

3. **MINUTES**

To agree the public minutes and non-public summary of the meeting held on Wednesday, 3 July 2024.

For Decision
(Pages 7 - 12)

For Formal Decision

4. **WORKPLACE ATTENDANCE**

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

For Decision
(Pages 13 - 24)

For Information

5. **REVENUE OUTTURN 2023-24**

Joint Report of the Deputy Town Clerk, the Chief Strategy Officer, the Comptroller & City Solicitor, the Executive Director of Human Resources & Chief People Officer, and the Chamberlain.

For Information
(Pages 25 - 32)

6. **ENTERPRISE RESOURCE PLANNING (ERP) PROGRAMME UPDATE**

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

For Information
(Pages 33 - 36)

7. **UPDATE ON MANDATORY TRAINING**

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

For Information
(Pages 37 - 46)

8. **UPDATE ON WELLBEING AND BELONGING WORKSTREAM INITIAL ACTIVITIES**

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

For Information
(Pages 47 - 74)

9. **COMMITTEE'S FORWARD PLAN**

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

For Information
(Pages 75 - 76)

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

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

12. **EXCLUSION OF THE PUBLIC**

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

For Decision

Part 2 - Non-Public Agenda

13. **NON-PUBLIC MINUTES**

To agree the non-public minutes of the meeting held on Wednesday, 3 July 2024.

For Decision
(Pages 77 - 78)

14. **AMBITION 25**

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

For Decision
(Pages 79 - 88)

15. **DELIVERING THE PEOPLE STRATEGY PROGRAMME PROCUREMENT**

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

For Decision
(Pages 89 - 96)

16. **SAFETY 365 HEALTH & SAFETY ASSURANCE UPDATE**

Report of the Deputy Town Clerk.

For Decision
(Pages 97 - 124)

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

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

Part 3 - Confidential Agenda

19. **CONFIDENTIAL MINUTES**

To agree the Confidential minutes of the last meeting held on Wednesday, 3rd July 2024.

For Decision

For Formal Decision

20. **BARBICAN ESTATE OFFICE**

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

For Decision

21. **REAL ESTATE INVESTMENT STRATEGY**

Report of the City Surveyor.

For Decision

22. **RECRUITMENT OF ASSISTANT TOWN CLERK**

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

For Decision

For Information

23. **MANAGED SERVICE TEMPORARY AGENCY RESOURCE -PROCUREMENT
STAGE 2 AWARD**

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

For Information

24. **ANNEX TO ITEM 4 (WORKPLACE ATTENDANCE)**

For Information

25. **TOWN CLERK'S UPDATE**

The Town Clerk to be heard.

For Information

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CORPORATE SERVICES COMMITTEE **Wednesday, 3 July 2024**

Minutes of the meeting of the Corporate Services Committee held at Guildhall on
Wednesday, 3 July 2024 at 1.45 pm

Present

Members:

Florence Keelson-Anfu (Deputy Chair)
Deputy Randall Anderson
Alderman Sir Charles Bowman
Deputy Henry Colthurst
Steve Goodman
Deputy Edward Lord
Catherine McGuinness
Timothy James McNally
Mandeep Thandi
Philip Woodhouse

Officers:

Ian Thomas	- Town Clerk
Michael Cogher	- Comptroller and City Solicitor
Caroline Al-Beyerty	- The Chamberlain
Greg Moore	- Deputy Town Clerk
Oli Sanandres	- Director of Health & Safety
Dionne Williams-Dodoo	- Human Resources
Fay Johnstone	- Human Resources
Chris Fagan	- Human Resources
Matthew Cooper	- Communications
Sheldon Hind	- Communications
Dionne Corradine	- Chief Strategy Officer
Ben Dixon	- Head of Policy Unit
Jacqueline Cover	- HR Department
Myles Kaplan	- City Surveyor's Department
Matt Baker	- City Surveyor's Department
Kirstie Hilton	- Community and Children's Services
John Cater	- Committee Clerk

1. APOLOGIES

Apologies for absence were received from Deputy Alastair Moss, Deputy Keith Bottomley, Anthony Fitzpatrick, Deputy Christopher Hayward, Alderwoman & Sheriff Dame Susan Langley, Gregory Lawrence, Benjamin Murphy, and James Tumbridge.

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

There were no declarations of interest under the Code of Conduct.

3. **MINUTES**
RESOLVED – That the public minutes and summary of the meeting held on Wednesday, 15th May 2024 be approved as an accurate record.
4. **IMPROVING THE HEALTH AND WELLBEING OF THE CITY'S ESSENTIAL, CASUAL AND CONTRACTED OUT WORKERS**
This Report was withdrawn from today's agenda. It would be considered by the Committee in the autumn.
5. **ANNUAL EMPLOYEE PROFILE REPORT 2023 - 2024**
The Committee received a Report of the Executive Director of Human Resources and Chief People Officer concerning employee profile information for the year 2023-2024.

In response to concerns about the need to increase declaration rates (currently around 40%) in order to build a more conclusive and insightful data set, officers confirmed that a communications campaign, which placed more emphasis on why the City was collecting this data and how it would help employees, had commenced in the past week and improved take-up rates had already been noticeable. Further activities were planned over July. There was an acknowledgement that some employees across the City institutions were often without access to the systems in which this type of data could be inputted and this would need to be a key focus when driving up rates. The campaign will be reviewed in September, and it was emphasised that this vital work would be maintained going forward, as historically, the collection of data in this area was insufficient.

Separately, it was confirmed that whilst the City Corporation had a statutory duty to submit information to central government pertaining to any gender pay gaps each year, data based on ethnicity and disability, whilst collected, did not have the same statutory obligations; this was also the case for socio-economic background. It was imperative, however, that declaration rates overall were increased.

A Member highlighted the statistic around educational background; whilst overall declarations were admittedly low, the number of employees at the City Corporation having attended private school was near double the national average; given the City's was on the doorstep of predominantly working class areas in Tower Hamlets, Islington, and Southwark and operated a successful group of academies which often drew on working class catchment areas, it was unfortunate that the City was not doing more to attract talented individuals from these socio-economic groups. Another Member responded that the statistics around this area was not always clear-cut; the City's independent schools, for example, operated significant bursaries systems in which those from lower socio-economic groups had the opportunity to attend private schools.

In response to a query, officers informed the Committee that a generally optimal turnover rate of staff in the local authority sector was around 15%. It was apparent that turnover in the younger cohorts of the City's workforce was

sub-optimal and more would be done to understand the reason for attrition in this area.

Whilst acknowledging the progress the City's own apprenticeship programme had delivered recently, a Member asked that efforts be made to coordinate with other employers to lobby government for improvements and simplification to the national system as it was all too often the case that the administrative burden was too high for all but the largest employers.

The Chair asked officers to explore whether the City could ringfence some of the apprenticeship opportunities at the organisation to City of London Academy students.

RESOLVED – that the Committee noted the Report.

6. **GENDER, ETHNICITY AND DISABILITY PAY GAPS (MARCH 2023 SNAPSHOT)**

The Committee received a Report of the Executive Director of Human Resources & Chief People Officer concerning the Gender, Ethnicity, and Disability Pay Gaps as of March 2023.

The Town Clerk remarked that the eradication of the gender pay gap was a remarkable achievement and should be celebrated. Lessons learned from this success should be applied to our ongoing efforts to close the ethnicity and disability pay gaps.

In response to a query, officers confirmed that looked after children would be acknowledged as a protected characteristic and reported in the data in future iterations of this Report.

RESOLVED – that the Committee noted the Report.

7. **HEALTH & SAFETY UPDATE**

The Committee received a Report of the Interim Deputy Town Clerk concerning Health and Safety update for May and June 2024.

In response to a query, officers confirmed that engagement with UK Power Networks (UKPN) concerning the power sub-station at the Central Criminal Court were progressing well.

In response to a concern raised by a Member about the variance of surveys between corporate assets and charity assets within the Environment Department, the Director of Health and Safety would liaise with the Assistant Director for Charity and Development at the Environment Department after the meeting to ascertain more information.

Separately, the Committee was informed that new employees to the City Corporation received a two-part induction process, the first phase consisted of a corporate induction which was replicated for all new starters, this was followed by phase 2 which consisted of a departmental local induction; the

Director of Health & Safety would work with counterparts in the Environment Department (ED) to gather data and other information around the compliance and content of this local induction for the ED specifically. It was also confirmed that the incoming Executive Director of Environment, Katie Stewart, would be undertaking the first Health and Safety induction programme tailored for City Corporation Directors.

RESOLVED – that the Committee noted the Report.

8. **COMMITTEE FORWARD PLAN**

The Committee received a Report of the Chief People Officer concerning the Committee's Forward Plan for the remainder of 2024.

RESOLVED – that the Committee noted the Report.

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

There were no questions.

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

The following items of urgent business were raised –

Given the level of interest and importance of the 2024 Staff Survey results, the Chair was minded to take the presentation and discussion of Item 13, namely, Update on Staff Survey results 2024, in the public session of the meeting.

After an introduction, the presentation was delivered by Costa Antoniou, Senior Consultant at People Insight, the City Corporation's partner in producing the Staff Survey.

The Chair asked that the video recording of the presentation was published on the City Corporation's intranet site for all staff to access.

The presentation was followed by a discussion in which the following points were made:

In response to a query, the Town Clerk reiterated that the response rate was a like-for-like comparison with the Staff Survey in 2022 and the increase in participation was a very welcome development. He added that some departments and institutions had recorded greater uptake than others and more would be done to raise engagement across the piece for staff surveys and similar exercises in the future.

Several Members highlighted the results around negative Member behaviour; this had been remarked upon in the previous Staff Survey, and it was unfortunate that it remained a key concern for some in the City Corporation's workforce. The Town Clerk informed Members that an Action Plan was currently being drafted and the City's whole workforce would be updated as to progress made in this area on a regular basis.

Members reflected that the relationship between Members and officers had changed over the past few years; where previously, Members had directed their enquires to Chief Officers, it was now commonplace for more junior officers to be approached in the first instance, whilst on a practical level this was helpful given that many queries related to day-to-day operational matters which needed to be dealt with at pace, it was also important to reaffirm the principles around the relationship between Members and officers; the Member – Officer Charter would be reviewed in the autumn and a related Report on these matters would be submitted to the Corporate Services Committee in due course. A Member reminded the Committee that one of the drivers behind inviting more junior officers to attend Committee meetings was to see the product of their work being dealt with by Members and that exposure to Members and the decision-making process was a good thing which shouldn't be discouraged.

Whilst acknowledging that the direct interaction with Members was restricted to a relatively small pool of staff, the Town Clerk also stressed that the City streams all of its Committee meetings so staff will have indirect experience of Member behaviour by listening and observing both Member-officer interaction and Member-to-Member interaction.

Members were keen that any decisions and discussions pertaining to asking staff to come back to the office for four days in the week was raised at the next meeting of the Committee in September. A Report would be submitted to the September meeting.

Separately, a Member noted the results in the Survey related to junior managers being “too scared to think outside the box”. The Town Clerk acknowledged this and, in an effort to build a positive, risk taking culture, informed the Committee that the Senior Leaders Forum would be launching the following week.

RESOLVED - that 4 day will be considered in a formal Report for decision at the next Committee meeting in September and that the Report was noted.

11. **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.

12. **NON-PUBLIC MINUTES**

The non-public minutes of the meeting held on Wednesday, 15th May 2024 were approved.

13. **UPDATE ON STAFF SURVEY RESULTS 2024**

Please see Item 10 in the public section of the meeting.

14. **AMBITION 25**
The Committee received a Report of the Executive Director of Human Resources and Chief People Officer concerning Ambition 25.
15. **NON-PUBLIC QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
There were no questions.
16. **ANY OTHER BUSINESS THAT THE CHAIR CONSIDERS URGENT AND WHICH THE COMMITTEE AGREES SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**
There were no items of urgent business.
17. **CONFIDENTIAL MINUTES**
The confidential minutes of the meeting held on Wednesday, 15th May 2024 were approved.
18. **CENTRAL CRIMINAL COURT CLEANING SERVICES**
The Committee considered a Report of the City Surveyor concerning cleaning services at the Central Criminal Court.
19. **CITY OF LONDON CHILDREN'S CENTRE SERVICES - REVIEW**
The Committee received a Report of the Executive Director of Community and Children's Services concerning the City of London Children's Centre Services.
20. **RECRUITMENT OF THE COMMISSIONER FOR THE CITY OF LONDON POLICE**
The Committee received a Report of the Executive Director of Human Resources and Chief People Officer concerning the recruitment to the role of the Commissioner of the City of London Police.
21. **TOWN CLERK'S UPDATE**
The Town Clerk provided three updates to Members.

The meeting ended at 4.10 pm

Chairman

Contact Officer: John Cater
John.Cater@cityoflondon.gov.uk

Agenda Item 4

Committee(s): Corporate Services Committee	Dated: 11/09/2024
Subject: Workplace Attendance	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
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: Alison Littlewood, Executive Director of HR and Chief People Officer	For Decision
Report author: Colette Hawkins, Interim Assistant Director, HR Business Partnering Thomas Kennedy, HR Policy Manager, HR Business Partnering	

Summary

In February 2024, Corporate Services Committee approved with effect from the 1st September 2024, a change to the current Workplace Attendance Policy would apply. This resulted in a change for all colleagues in the hybrid and academic categories who will be required to increase their attendance to a minimum of 3 days per week (or 60% of their working time).

This report outlines the potential impacts of an increase in attendance above 3 days per week as well as research into the workplace attendance requirements of comparable local organisations.

Recommendation

To provide clarity to our workforce and confirm the long-term position, the Corporate Services Committee are asked to:

- Make no changes at this time to the current Workplace Attendance Policy which was implemented on the 1st September 2024.
- Approve a further review in line with established policy review processes.

Main Report

Background

1. Members have requested a report to understand the current market position in relation to office attendance. The purpose of this report is to inform any future

decisions in relation to workplace attendance and to assess where the City Corporation’s policy sits in comparison to local and comparable organisations.

Current Position

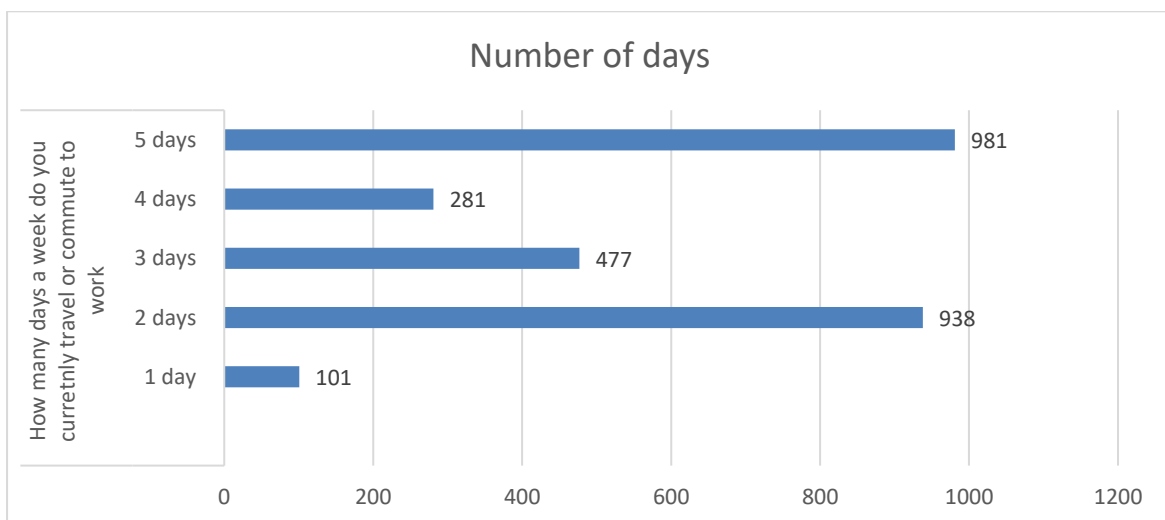
2. With effect from the 1st September 2024, all colleagues in the current hybrid and academic categories who were previously required to attend their office or place of work on a minimum of two days per week are now required to attend a minimum of three days per week (or 60% of their working time).

Staff Survey Data

3. 65% of respondents to the City Corporation’s Staff Survey were eligible to complete the workplace attendance questions as they currently attend the workplace three days or less. Of the eligible respondents, 77% 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 63% of the respondents currently travel to the workplace 3 or more days a week, with 37% of respondents working two or less days, some of which are part time or on formal flexible working arrangements.



The questions asked in the survey regarding WPA were:

The move for workplace attendance from the current two days to three 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 are a significant concern for our workforce and require careful consideration in future planning.

Local Authorities

4. The workplace attendance requirements for the City Corporation’s neighbouring London boroughs have been outlined below, as provided by London Councils in their 2023 workplace attendance survey. A summary of all 32 London boroughs has been included as Appendix A.

London borough	Attendance requirement for desk-based employees
Westminster	No mandated attendance. Team/service dependant.
Lambeth	No mandated attendance. Team/service dependant.
Hackney	No mandated attendance. Team/service dependant.
Islington	One day per week
Tower Hamlets	Two days per week
Southwark	Two days per week
Camden	Three days per week

5. None of the 32 boroughs in London require attendance of more than three days per week or 60% of working time for desk based employees.
6. The information provided by London Councils shows that 84% of London boroughs have attendance requirements below three days per week. 47% of boroughs do not have specific attendance requirements at all, and arrangements are made depending on the needs of the team or service.

7. Only five boroughs have mandatory attendance requirements over two days. These are Kensington & Chelsea, Camden, Lewisham, Merton and Waltham Forest.

Private Organisations

8. Research into private London based organisations has shown that whilst there are instances of mandatory five day office attendance, organisations are increasingly implementing flexible approaches to hybrid working based on the needs of their teams and services.

Organisation	Attendance requirement for desk-based employees
Starling Bank	No mandated attendance. Team/service dependant.
Deloitte	No mandated attendance. Team/service dependant.
Unilever	No mandated attendance. Team/service dependant.
NatWest	No mandated attendance. Team/service dependant.
Zoom	Two days per week
Lloyds Bank	Two days per week
Google	Three days per week
Tesco	Three days per week
HSBC	Three days per week
Amazon	Three days per week
IBM	Three days per week
Boots	Five days per week
Goldman Sachs	Five days per week
Barclays	Five days per week

9. Although Boots, Goldman Sachs and Barclays have attendance requirements of five days per week, it is understood that they are continuing to operate with flexibility around the needs of individuals and teams.

Public Bodies and Civil Service

10. Examples of the workplace attendance requirements of Public Bodies and Civil Service organisations have been outlined below. The UK Civil Service announced their approach to workplace attendance in 2023 as a minimum of three days per week or 60% of working time in offices, with most public bodies remaining lower than this or having an approach dependant on their team or service.

Organisation	Attendance requirement for desk-based employees
Metropolitan Police	No mandated attendance. Team/service dependant approach
BBC	No mandated attendance. Team/service dependant approach
Met Office	No mandated attendance. Team/service dependant approach
Office of Gas and Electricity Markets (Ofgem)	1 day per week
Water Services Regulation Authority (Ofwat)	1 day per week
Bank of England	Two days per week
UK Civil Service	Three days per week
Greater London Authority	Three days per week

Research

11. Recent research by Ipsos, Karian, and Box¹ reports that three days of office work per week is optimal for key aspects of employee engagement and workplace culture. The report showed that 67% of full-time office workers spend three or more days at their employer’s location, suggesting that the recent changes to workplace attendance 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”.

This is comparable to the quantitative data from the City Corporation Staff Survey which showed that 63% of respondents already currently travel to the workplace 3 or more days a week.

12. Recent research titled *Hybrid Working from Home Improves Retention Without Damaging Performance*² published in June 2024, found that employees who work from home for two days a week are just as productive and as likely to be promoted as their fully office-based peers. The authors of the study concluded that a hybrid schedule with two days per week working from home does not

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

² Bloom, N., Han, R. & Liang, J. Hybrid working from home improves retention without damaging performance.

damage performance. The study found no significant effect on employees' performance reviews and no evidence of a difference in promotion rates.

The study also showed that resignations fell by 33 percent among workers who shifted from working full-time in the office to a hybrid schedule. Women, non-managers, and employees with long commutes were the least likely to resign from their jobs when their travel to the office was cut to three days a week, as well as reporting higher job satisfaction.

Research author Nicholas Bloom from Stamford University said "The results are clear: Hybrid work is a win-win-win for employee productivity, performance, and retention,"

Bloom summarised the research by saying "If managed right, letting employees work from home two or three days a week still gets you the level of mentoring, culture-building, and innovation that you want. From an economic policymaking standpoint, hybrid work is one of the few instances where there aren't major trade-offs with clear winners and clear losers. There are almost only winners."

Corporate & Strategic Implications

Staff dissatisfaction and turnover

13. The City Corporation's Staff Survey findings indicate that changes to the workplace attendance policy are a significant concern for our workforce.
14. In response to the question regarding the recent change in workplace attendance from two to three days a week, 47% of respondents agreed or strongly agreed that this change would make them reconsider their role and future place of work.
15. In addition, a negative response was received in the staff survey in relation to supporting a potential move to four days a week for workplace attendance in the future. 77% responded negatively, indicating that the staff satisfaction would suffer if a change to four days was to be made in the future.
16. The high level of response to these questions demonstrates that any change to the current workplace attendance policy will potentially undermine all the good work undertaken to reduce the turnover of the organisation and improve employee experience. Turnover at the City Corporation has reduced from 18.9% in 2022 to 13.2% in 2023. It is continuing to improve and is currently at 11.5%. All this good work could be undone if a change to the workplace attendance policy is made.
17. The voice of employees is paramount to organisational success and 74% of staff took the time to share their opinions and complete our survey compared to 54% in 2022.

18. Of the 14,585 open comments in the staff survey, those raising concerns around member conduct, behaviour and views were all negative and demonstrate the level of feeling, that has previously been both informally raised and formally raised in past surveys, by the workforce. Should members decide to disregard the opinion of staff as outlined this year, it is to be expected that morale, staff engagement and member reputations will be damaged.

Change in Government

19. The Government has indicated its support for flexible working and family friendly policies through the proposed Employment Rights Bill which is expected to come into effect in October.

20. The proposed bill will see the law strengthened to enforce workplace rights, as well as increased flexible working conditions which will require employers to accommodate requests as far as reasonable. The bill will support businesses to adapt flexible working practices and increase the uptake of flexible working.

21. Any additional changes to the current Workplace Attendance Policy are likely to be impacted by the proposed legislation and the Government's support for flexible working. Increased workplace attendance requirements are unlikely to align with the proposed legislation and could see a significant increase in statutory flexible working requests which will need to be accommodated by the City Corporation as far as reasonable.

Out of line with other City based organisations

22. The research provided in this report has demonstrated that the City Corporation's current Workplace Attendance policy is in line with other City of London based employers as well as comparable London based organisations. Any further changes to the policy would put the City Corporation out of line with other organisations.

23. The City Corporation would be at risk of losing staff to more flexible organisations as their employer of choice, as well as becoming a less attractive employer to candidates who require additional flexibility.

EEDI Implications – People Strategy

24. The groups most impacted by any changes to workplace attendance are those groups with protected characteristics: carers; those with disabilities or long-term health conditions; and women.

25. Previous consultation with the City Corporations Staff Networks have demonstrated a significant concern for the impact on their members that a change to workplace attendance would have. Further changes are likely to cause

additional barriers for colleagues with protected characteristics, and consideration is required regarding the impact of additional changes on these groups.

26. The City Corporation has committed to fostering a culture of wellbeing and belonging through the People Strategy. This recognises the importance of wellbeing on the organisations continuing success. The City Corporation's Staff Networks have raised concerns over any changes above three days per week for workplace attendance and demonstrated the anxiety that the issue is causing for their members. It is therefore crucial the concerns of staff networks in regards to those colleagues with protected characteristics are acknowledged in any decisions, as well as the negative responses received as part of the staff survey.
27. All of the City Corporation's Staff Diversity Networks, as well as Staff Diversity Networks from Institutions, have expressed concerns about the increase to 60% attendance at the start of September, and even greater concerns regarding any further increases beyond this.
28. Examples of comments provided by members of Staff Diversity Networks have been provided below regarding an increase beyond 60% workplace attendance:
 - a. *"I would seriously consider moving to another organisation, I don't believe being in the office is a prerequisite for work. In fact I probably do more work at home where there are less distractions."*
 - b. *"I would have to seek alternative employment. I left a previous career due to burnout and stress and going in daily was contributing massively to this"*
 - c. *"I would 100% seek employment elsewhere"*
 - d. *"I would rather leave the job as I could not survive financially."*
 - e. *"I am early in my career, so I would pursue other job opportunities at companies with a more progressive attitude towards work/life balance."*
29. If a change was to be considered, a full Equality Impact Assessment (EQIA) would need to be undertaken and well as Trade Union engagement.

Legal Implications

See confidential annex.

Financial implications - None

Resource implications – Any changes would need to ensure that the City Corporation's workspaces have sufficient capacity to manage an increase in attendance.

Equalities implications – An Equality Impact Assessment will need to be undertaken if it is decided that a change will be made to the Workplace Attendance Policy.

Climate implications – None

Security implications – None

Conclusion

30. With the information and risks outlined in this report, it is recommended that members make no changes at this time to the current Workplace Attendance Policy which was implemented on the 1st of September 2024.
31. Any changes to workplace attendance are highly likely to put the City Corporation out of line with comparable organisations, risking potential increase in employee turnover. It is likely that any changes would have negative impacts on colleagues with protected characteristics and be misaligned with proposed Government legislation supporting flexible working and family friendly policies

Appendices

Appendix A – List of Attendance Requirements provided by London Councils

Background Papers

Workplace Attendance Update Report – Corporate Services Committee February 2024

Colette Hawkins

Interim Assistant Director, HR Business Partnering

T: 020 7332 1553

E: colette.hawkins@cityoflondon.gov.uk

Thomas Kennedy

HR Policy Manager

E: thomas.kennedy@cityoflondon.gov.uk

Appendix A – List of Attendance Requirements provided by London Councils

Local Authority	Attendance Requirement for Desk-Based Employees
Barking & Dagenham	Two days per week
Barnet	One day per week
Bexley	No mandated attendance. Team/service dependant.
Brent	Two days per week
Bromley	Two days per week
Camden	Three days per week
Croydon	Two days per week
Ealing	No mandated attendance. Team/service dependant.
Enfield	Two days per week
Greenwich	No mandated attendance. Team/service dependant.
Hackney	No mandated attendance. Team/service dependant.
Hammersmith & Fulham	No mandated attendance. Team/service dependant.
Haringey	No mandated attendance. Team/service dependant.
Harrow	No response
Havering	No mandated attendance. Team/service dependant.
Hillingdon	One to three days per week. Team/service dependant.
Hounslow	No mandated attendance. Team/service dependant. Majority of staff fully remote.
Islington	One day per week
Kensington & Chelsea	50% office based
Kingston	No mandated attendance. Team/service dependant
Lambeth	No mandated attendance. Team/service dependant
Lewisham	Three days per week
Merton	Three days per week
Newham	Two days per week
Redbridge	No mandated attendance. Team/service dependant
Richmond	No mandated attendance. Team/service dependant
Southwark	Two days per week
Sutton	No mandated attendance. Team/service dependant
Tower Hamlets	Two days per week
Waltham Forest	Three days per week

Wandsworth	No mandated attendance. Team/service dependant
Westminster	No mandated attendance. Team/service dependant

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Agenda Item 5

Committee:	Date:
Corporate Services Committee	11 th September 2024
Subject: Revenue Outturn 2023-24	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	N/A
Does this proposal require extra revenue and/or capital spending?	No
Report of: The Deputy Town Clerk, The Chief Strategy Officer, The Comptroller and City Solicitor, Chief People Officer, The Chamberlain	For Information
Report Authors: Mark Jarvis, Head of Finance, Chamberlain's Department Reece Surridge, Senior Accountant, Chamberlain's Department	

Summary

This report compares the revenue outturn for the services overseen by your committee in 2023-24 with the final budget for the year. It also details the carry forward requests which have been approved.

The outturn presented in this report are for the services, which are summarised below:

- i) **Deputy Town Clerk** – Town Clerk's Office, Governance & Member Services, Office of the Policy Chairman, Corporate Health & Safety, Business Support
- ii) **Comptroller and City Solicitor** – Comptroller and City Solicitor's Office & Democratic & Election Services
- iii) **Chief People Officer** – Corporate HR, Occupational Health & Staff Training
- iv) **Chief Strategy Officer** – Corporate Strategy & Performance and Equality, Diversity & Inclusion
- v) **The Chamberlain & Chief Financial Officer** – Project Governance

Overall total net service expenditure during the year was £13.7m whereas the budget was £16.6m representing an underspend of £2.9m predominately owing to a £2.6m variance against central recharges. Excluding central recharges, the variance to budget was a £0.3m underspend.

During 2023/24 a review of central support services recharges was carried out. This involved updating the basis of apportionment and underlying data for recharges following the Target Operating Model (TOM) and Governance Review along with trying to make them more transparent and fairer across all services. The updated data and basis has led to several variations to the original budget across committees, but overall total recharges have remained within the original envelope. Consultation has been held with areas where recharges are funded from local reserves, i.e. HRA and Police and City Bridge Foundation. Any

variation/increase in costs across other services are met from the deficit funding and have no effect on front-line service outturns.

The full review and proposals for ongoing application is due to be brought to members in the autumn. Should the recommendations of the review be approved and fully adopted, the 2024/25 budget will be reviewed and updated where necessary.

	Approved Revised Budget	Revenue Outturn	Variations (Worse)/Better against Final Budget
Chief Officer	£000's	£000's	£000's
The Deputy Town Clerk	-4,580	-4,303	277
Chief Strategy Officer	-1,371	-1,321	50
Executive Director of HR & Chief People Officer	-5,999	-6,145	-146
Comptroller and City Solicitor and Deputy Chief Executive	-1,154	-1,741	-587
Chamberlain & Chief Financial Officer	-1,672	-944	728
Total Chief Officer	-14,776	-14,454	322
Central Services	-1,835	749	2,584
Total Net Service Expenditure	-16,611	-13,705	2,906
Recovery of Central Services Support Costs	16,611	13,705	-2,906
Net Expenditure	0	0	0

Expenditure and unfavourable variances are presented in brackets.

The overall outturn shows an underspend of £0.322m which comprises of variations across several services which are detailed in paragraphs 3 and 4 in this report. The main variations are:

- **Deputy Town Clerk's- underspend of £0.277m** – The underspend is primarily due to vacancies and natural staff attrition throughout the service.
- **Chief Strategy Officer- underspend of £0.050m** – EDI had a total underspend of £0.069m which is partially offset by a small overspend in corporate strategy & performance.
- **Executive Director of HR & Chief People Officer – overspend of £0.064m** – This is due to local risk staffing overspends being partially mitigated by central risk underspends (transformation fund).
- **Comptroller and City Solicitor & Deputy Chief Executive – overspend of £0.587m**- Was a result of no commercial property transactions related legal fee income being received in addition to over-established staff.
- **Chamberlain & Chief Financial Officer – underspend of £0.727m** – Driven by an underspends against transformation funded projects within project governance.

There are approved carry forward requests of £0.039m these are agreed and are detailed in Appendix 2.

Recommendations

Members are asked to note the:

- Revenue outturn for 2023/24 showing an overall favourable variance to final budget of £2.9m (£0.3m excl. central recharges); and
- Agreed carry forward requests of local risk budgets of £39k to 2024/25.

In Report

Budget Position for 2023-24

- The 2023-24 original budget for the services overseen by your committee was £12.508m as endorsed by the Court of Common Council in March 2023. This has subsequently been increased to a final budget of £16.611m, to allow for pay awards and allocations from contingencies, alongside approved carry forwards from the prior year. A full analysis of the increase of £4.103m is provided in Appendix 1.

Revenue Outturn for 2023-24

- As indicated in the table in the summary, actual net expenditure for your committee's services during 2023-24 excluding recharges totalled £14.454m compared to a budget of £14.776m, resulting in an underspend of £0.322m. A comparison of the final budget with the revenue outturn by Chief Officer is shown in the Summary and is analysed by risk in the table below.

Summary Revenue Budgets 2023/24 By Chief Officer and Risk	Approved Revised Budget 2023/24 £000's	Revenue Outturn 2023/24 £000's	Variations (Worse)/Better against Final Budget £000's
Local Risk			
The Deputy Town Clerk	-4,273	-4,021	252
Chief Strategy Officer	-1,334	-1,295	39
Executive Director of HR & Chief People Officer	-3,916	-4,564	-648
Comptroller and City Solicitor and Deputy Chief Executive	-1,354	-1,741	-387
Chamberlain & Chief Financial Officer	-577	-571	6
Total Local Risk	-11,454	-12,193	-739
Central Risk			
The Deputy Town Clerk	-307	-281	26
Chief Strategy Officer	-37	-26	11
Executive Director of HR & Chief People Officer	-2,083	-1,580	503
Comptroller and City Solicitor and Deputy Chief Executive	200	0	-200
Chamberlain & Chief Financial Officer	-1,095	-373	722
Total Central Risk	-3,322	-2,261	1,061
Central Recharges	-1,835	749	2,584
Recovery of Central Support Services	16,611	13,705	-2,906
Committee Total	0	0	0

Expenditure and unfavourable variances are presented in brackets.

- The main reasons for the variation to the **local risk budgets** are:
 - The Deputy Town Clerk - £0.252m underspend** – The underspend is primarily due to vacancies and natural staff attrition throughout the service.
 - Chief Strategy Officer - £0.039m underspend** – Driven by a staffing vacancy within Equality, Diversity & Inclusion (£0.039m).

- iii. **Executive Director of HR & Chief People Officer - £0.567m overspend** – Predominately driven by staffing levels within Human Resources.
- iv. **The Comptroller and City Solicitor - £0.387m overspend** – The overspend within comptrollers is attributed to higher staffing requirements due to demand for legal services (£0.25m) in addition to overspends in relation to business-as-usual subscriptions. The higher staffing cost is better value for money than outsourcing to external legal advice.

4. The main reasons for the variation to the **central risk budgets** are:

- i. **Executive Director of HR & Chief People Officer - £0.5m underspend** – This underspend is driven by timing of the Ambition 25 project and payments to Korn Ferry, the project is expected to use the full funding allocation going forward.
- ii. **The Comptroller and City Solicitor - £0.2m overspend** - was a result of no commercial property transaction related legal fee income being received which is in line with historical trends for the department.
- iii. **Chamberlain & Chief Financial Officer - £0.722m underspend** – The driver of this underspend is underspends against Project Governance transformation fund projects.

Carry Forwards to 2023-24

5. There is one carry forward requests for £39k relating to EDI activities that could not be carried out due to staffing constraints. Full details are shown in Appendix 2.

Year-end position and financial pressure in 2024/25

6. Looking forward to 2024/25 there is an identified financial risk.
 - i. The Executive Director of Human Resources & Chief People Officer is carrying a substantial unidentified saving into 2024-25. Higher staffing levels have been needed to carry out much needed work on the People Strategy. Work is currently underway to resolve funding requirements as part of 2025/26 budget setting.

Appendices

- Appendix 1 – Analysis of movements from 2023-24 Original Budget to 2023-24 Final Budget
- Appendix 2 – Agreed Carry Forwards to 2024/25

Contact:

Mark Jarvis

Head of Finance: Chamberlains Department

Mark.Jarvis@cityoflondon.gov.uk

Reece Surridge

Senior Accountant: Chamberlain's Department

Reece.Surridge@cityoflondon.gov.uk

APPENDIX 1

Analysis of movements 2023-24 Original Budget to Final Budget	£000's
Original Local Risk Budget (Town Clerk)	-3,197
2023-24 Pay Award inc Winter Payment	-188
Office for the policy chairman contribution from IG	-48
CPR Office Budget Allocation from Contingency	-405
London Council support service contribution	61
H&S Contingency Drawdown	-207
H&S Contribution from City Surveyors	-289
Final Local Risk Budget (Town Clerk)	-4,273
Original Local Risk Budget (Chief Strategy Officer)	-1,311
2023-24 Pay Award inc Winter Payment	-46
2023-24 Centrally Funded Apprenticeships	-21
Transfer of Admin Assistant budget to COO's office	44
Final Local Risk Budget (Chief Strategy Officer)	-1,334
Original Local Risk Budget (Executive Director of HR & Chief People Officer)	-3,132
2023-24 Pay Award inc Winter Payment	-100
2023-24 Hays Backdated Agency Pay Award	-10
2023-24 Centrally Funded Apprenticeships	-98
2022-23 Carry Forwards into 2023-24	-47
2023-24 Finance Contingency Drawdown	-63
Unidentified Savings Adjustment	-466
Final Local Risk Budget (Executive Director of HR & Chief People Officer)	-3,916
Original Local Risk Budget (Comptroller and City Solicitor)	-1095
2023-24 Pay Award inc Winter Payment	-213
2023-24 Hays Backdated Agency Pay Award	-46
Final Local Risk Budget (Comptroller and City Solicitor)	-1354
Original Local Risk Budget (Chamberlain & Chief Financial Officer)	-547
2023-24 Pay Award inc Winter Payment	-5
2023-24 Centrally Funded Apprenticeships	-25
Final Local Risk Budget (Chamberlain & Chief Financial Officer)	-577
Original Central Risk Budget (Town Clerk)	-293
2023-24 Pay Award inc Winter Payment	-1
2023-24 Hays Backdated Agency Pay Award	-1
Staff event budgets transferred to finance committee	72
Transformation Fund Virement CSO to DTC	-84
Final Central Risk Budget (Town Clerk)	-307
Original Central Risk Budget (Chief Strategy Officer)	0
2022-23 Carry Forwards into 2023-24	-101
2023-24 Transformation Fund Virement to DTC	84
Corporate Plan Drawdown from Contingency	-20
Final Central Risk Budget (Chief Strategy Officer)	-37
Original Central Risk Budget (Executive Director of HR & Chief People Officer)	-1,415
2023-24 Pay Award inc Winter Payment	-8
2023-24 Hays Backdated Agency Pay Award	-4
2023-24 Apprentice Contingency Drawdown	1,415
TOM Redundancy Budget Allocation	-212
Korn Ferry Budget Drawdown from Contingency	-1,859
Final Central Risk Budget (Executive Director of HR & Chief People Officer)	-2,083
Original Central Risk Budget (Comptroller and City Solicitor)	200
Final Central Risk Budget (Comptroller and City Solicitor)	200
Original Central Risk Budget (Chamberlain & Chief Financial Officer)	0
2023-24 Transformation Fund Allocation	-1095
Final Central Risk Budget (Chamberlain & Chief Financial Officer)	-1,095
Original Support Services and Capital Charges Budget	-1,718
Net movements	-117
Final Support Services and Capital Charges Budget	-1,835
Total Original Budget	-12,508
Total increase	-4,103
Total Final Budget	-16,611

APPENDIX 2

Local Risk Carry Forwards by Chief Officer	£000's
<p data-bbox="212 315 1233 367"><u>The Chief Strategy Officer (Guildhall Admin)</u></p> <p data-bbox="212 412 1233 618">In 2023-24 EDI was underspent due to resourcing issues which means they were not able to deliver all of their projected programmes & activities within 2023-24 financial year. These will be rolled forward into 2024-24 instead in line with agreed political & corporate EDI priorities.</p>	39
Total Chief Strategy Officer (Local Risk)	39
TOTAL CARRY FORWARDS	39

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Committee(s): Digital Services Committee – For Information Corporate Services Committee – For Information Finance Committee – For Information	Dated: 5 September 2024 11 September 2024 24 September 2024
Subject: Enterprise Resource Planning (ERP) Programme Update Report	Public
Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?	Providing Excellent Services
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: Chief People Officer & The Chamberlain Report author: Simon Gray, Chamberlain’s Department	For Information

Summary

This report updates the advancements in the Enterprise Resource Planning (ERP) Programme.

The City of London Corporation is undertaking a major project to transform its systems with an ERP solution, which will take over the duties from the current legacy systems; namely City People (Midland i-Trent) for HR & Payroll, and Oracle R12 for strategic as well as operational finance functions. This new ERP system will update and improve the technology used to provide our essential behind-the-scenes services.

The ERP Programme has achieved significant milestones in the last 3 months including the completion of the procurement exercise for the System Integrator Partner, recruited to HR roles within the programme team.

Recommendation(s)

Members are asked to note the report.

Main Report

Background

1. The City of London Corporation has embarked on implementing an Enterprise Resourcing Planning (ERP) System that will replace the ageing Finance, HR, Payroll and Procurement systems.

2. The same core back-office systems have been utilised for over 20 years. The systems are now either out of support (Oracle) or an unsupported platform (City People) which causes the City of Corporation the need to procure third-party support and invest staff time in prolonging their life to deliver critical services.

System Integrator (SI) Procurement Update

3. The Initiation to Tender (ITT) phase of the SI procurement was published in April to the eligible suppliers, with a submission deadline of the of May 2024. Throughout June, 38 officers undertook the evaluation process of the responses of three bidders. Following moderation of individual scores, interviews with suppliers were carried out to finalise the scores for each supplier's bid. The outcome of the procurement process was then presented to the Project Board, Member Steering Group, Digital Services Committee and Court of Common Council for approval.
4. Following the approval of the preferred bidder status of Bidder B, the suppliers have been notified and following the standstill period, final contract negotiations will be conducted throughout August with an anticipated contract start date of Early September.

Programme Update

5. The project aims to finish the agreed scope by April 2026. Human Resources (HR) will be implemented in phases, starting with Recruitment and Performance Management, while Finance is scheduled for a single deployment. This plan will proceed upon endorsement by the chosen System Integrator.
6. The programme is focused on the readiness checks prior to the commencement of the programme with the SI partner. Readiness checks include:
 - i. Programme resourcing (see HR and Finance sections) and external recruitment for specialist skills
 - ii. Appointing a partner to perform a data health check
 - iii. Establishing the change strategy
 - iv. Launching early programme comms to prepare the organisation
7. In preparation of the onboarding on the System Integration partner in September, key stakeholders in the programme are participating in the rebranding initiative for the programme. The goal is to infuse new energy into the project and foster greater engagement by choosing a name that resonates and captures the essence of our mission. Results of the re-naming and rebranding of the programme will be presented to the project board in September for approval.

HR Update

8. The terms of reference and membership of the HR Project Board have been agreed and regular meetings have commenced.
9. Over the summer an internal recruitment campaign for HR programme roles was conducted. Seven candidates have been appointed to roles and HR Architect was

appointed to by an external applicant. Two roles remain vacant, with a plan in place is to readvertise the roles internally and/or externally. Following the internal appointments, conversations on backfill requirements are ongoing to ensure delivery of business as usual responsibilities.

Finance Team Update

10. The position of Finance Architect has been assigned to, with all higher-level finance positions reporting to the Finance Lead. In contrast to the HR roles, the majority of the finance positions have been earmarked by current post holders who will pivot into the program.

Technical Team Update

11. The fundamental technical team is assembled and prepared to start work on the program. Recruitment for the other positions that demand additional SAP technical expertise will be open to both internal and external applicants to ensure we recruit the most qualified individuals for the program.

Budget Update

12. The Digital Services Committee, serving as the Lead Committee in alliance with the Finance Committee, has established a robust framework to ensure diligent monitoring and to affirm that controls over the cost risk provision within the budget. It is recommended that the Chamberlain, as the project SRO has authority to approve the utilisation of up to 10% of the costed risk provision, with the use of above this threshold will require scrutiny by Digital Services Committee and the approval of Finance Committee.

Programme Next Steps

13. We are currently reviewing the options for programme office location to enable co-location of the programme team and the system integrator.

14. The programme plan will be co-developed with the SI as there are some phasing discussions to be agreed.

15. The change and communications strategies to engage with staff are currently being developed and will be presented to the programme board in the Autumn.

Corporate & Strategic Implications

Strategic implications - The ERP Programme supports the Corporate Initiatives to deliver brilliant basics and mitigates the risk of unsupported legacy systems.

Financial implications – Digital Services Committee, Finance Committee and Court of Common Council have approved the budget envelope to bring in the relevant resources including backfills.

Resource implications - The requirement of resourcing is detailed in this paper.

Legal implications - All staff resourcing, and employment contracts will comply with statutory requirements and be in line with best practice.

Risk implications - Failure to baseline the programme roles would place a risk on the organisation.

Equalities implications - An Equalities Impact Assessment was done initially and is currently being updated and will be brought back for review. This will be routinely updated throughout the life of the programme.

Climate implications - None

Security implications - None (other than standard vetting requirements)

Conclusion

The last quarter saw notable advancements in the rollout of the new Enterprise Resource Planning (ERP) system, set to supersede the existing systems for Finance, HR, Payroll, and Procurement. Selection of the System Integrator Partner is finalised, with the project aiming to conclude its planned scope by April 2026. The team is now focusing efforts on preparation tasks, such as staffing, data verification, change planning, and initial programme announcements. Members should acknowledge this report.

Simon Gray

ERP Programme Manager

T: 07557 568016

E: simon.gray@cityoflondon.gov.uk

Agenda Item 7

Committee(s): Corporate Services Committee	Dated: 11 th September 2024
Subject: Update on Mandatory Training	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	Providing excellent services,
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 or People and HR	For Information
Report author: Stuart Carruthers, Head of Learning and Development, People and HR	

Summary

This report outlines the proposed changes to mandatory training, which will be released in three phases. The main objectives are to update and enhance the mandatory training programmes, shorten the process to no more than one day to complete, improve the new starter programme, and ensure system readiness for the new ERP implementation.

These changes aim to create a more efficient, engaging, and relevant training experience while ensuring compliance and readiness for future system upgrades.

Recommendation(s)

Members to agree the following changes

- Phase 1 Mandatory e-learning updated to make it more interactive and shorter. Estimated release date Friday 20th September 2024.
- Mandatory e-Learning reduced from 13 hours to 3 hours and to be completed in 6 weeks instead of 3 months.
- To enrol all staff at the City of London and complete the Updated Mandatory Courses. Doing this would resolve data inconsistencies, ensure automatic enrolment for all employees, simplify compliance monitoring, provide an opportunity for a data quality audit, and streamline the dashboard for more efficient and automated reporting. It would also allow all staff to be consistent and compliant.
- For agency, contractors and casual workforce, a shorter and concise e-learning will be created. Fire Awareness, Health, Safety and Wellbeing, Equity, Equality and Inclusion-Our Commitment, Data Protection and Cyber Security will be added to the suite of learning.

Main Report

1. Background

The Learning and Organisational Development (L&OD) team has undertaken a comprehensive review of the current mandatory training programme. This review was driven by feedback from participants, advancements in training methodologies, and the need to ensure compliance while maintaining high levels of engagement and retention.

The Mandatory Training project team has engaged with 9 stakeholders, including, departments such as the Health and Safety Team, Comptrollers and City Solicitors, EEDI (Equity, Equality, Diversity and Inclusion) Team and the Chamberlain's team, to update and develop relevant mandatory e-Learning courses.

To test the effectiveness of the updated courses, it will be user tested with different grades of staff, in different locations and institutions and on different devices to ensure that they mitigate system errors and ensure to be accessible to all learning styles and needs. This will be tested early September, by creating a group of user testers, providing the group with the links to the updated courses alongside a feedback form asking questions ranging from the effectiveness, interactives, timing and additional comments. After receiving the feedback, relevant changes will be made.

Benchmarking was undertaken with different organisations such as Camden Council, Enfield Council, and Imperial Hotels. Doing this research in both public and private sectors gave huge insight on how the Mandatory Training project team should develop the City Corporations Mandatory e-Learning Programme.

2. Current Position

The current mandatory training programme consists of the following:

1. New Starters Orientation
2. Health, Safety and Wellbeing Induction
3. Driver Check
4. Fire Awareness
5. Our Social Media Policy
6. Data Protection
7. Prevent
8. Customer Service
9. Fraud Awareness
10. Equality and Inclusion- Our Commitment
11. Action Counter Terrorism (ACT)

3. Participant Feedback

' Areas like GDPR (General Data Protection Regulation), feel outdated.'

'Long and lecture-like,'

'Missing content'

'Include more how to's and external links'

'Found it hard to focus on the points at the end of the film. Film was slightly soporific.'

'Would like a bit more in-depth analysis and more interactive approach to learning.'

'- A few issues with spelling and grammar. - Functionality is not great for e.g. it is really tricky using drop down menus to rank answers'

'More interesting if narrated rather than read yourself,'

'Mandatory training here is dull.'

Length: The existing training sessions were reported as too lengthy leading to disengagement and decreased retention of learning.

Engagement: Participants found the sessions to be monotonous and not sufficiently interactive.

Relevance: Some content was viewed as outdated or not directly applicable to their roles.

4. Benchmarking

After analysing the current offering, and benchmarking against other local councils, including Enfield and Camden Council, as well as private sector entities such as Imperial Hotels. The analysis focused on a range of factors including content, relevance, design, user experience, accessibility, complexity, interactive elements, objectives, flow and structure, assessment methods, navigation feedback and technical support. From this it was concluded that there was a need to focus on the timing, format, relevance, and interactivity. Leading organisations have adopted shorter microlearning, more interactive training modules that leverage modern technology and adult learning principles.

5. Key Changes

Update and Refresh Mandatory Training: The courses will be updated to ensure they are relevant, timely, and engaging. They will be condensed to be more concise while incorporating interactive formats to enhance engagement. This refreshed approach considers the importance of timing and interactivity, making the training shorter and more engaging for participants.

Relevant Content: the New Starters Mandatory programme will be updated to be more bespoke and relevant to the Corporation, aligning with the Corporate Plan and People Strategy.

Enhanced New Starter Programme: Integrate the City of London Corporation Welcome Booklet with the current New Starters Orientation to create a more relevant, welcoming, and bespoke experience tailored to the Corporation, prior to the updated mandatory courses.

Welcoming Approach: The new starter programme will be redesigned to create a more welcoming environment for new employees, making it bespoke and relevant to the Corporation and its respective institutions.

Relevant Information: The programme will provide information specifically tailored to the needs and concerns of new hires.

ERP System Integration: Before the transfer to the new ERP System, the Learning and Organisational Development Team will review and update e-Learning courses. This will be done by reviewing the feedback and communicating with Stakeholders including staff from Institutions and the staff on what is needed and wanted.

System Readiness: Preparations will be made to transition the training system to the new ERP once it is implemented and systematically focus on the processes of the Learning Management System to make the user experience more consistent and welcoming for our New Starters.

Duration: The updated New Starters Programme, after shortening the content, and making it more relevant, with an average of 3 hours to complete in a deadline of 6 weeks of starting. This means that it will take less time to complete the whole New Starters Programme. Once the New ERP is implemented, the New Starters Programme, which includes the Welcome Orientation and the Mandatory e-Learning, it will be given to the new starter before their first day as it prepares new starters, ensures compliance, and allows them to start confidently and efficiently, reducing the learning curve and potential early mistakes.

Interactivity: The new starter programme will have more interactive elements for example quick summary videos, sorting activities, flashcards, matching activities, quizzes, engaging labelled graphics, which allows putting the theory into practice, to ensure the learner is more engaged and is able to retain the information.

Content Update:

- a. New Starters Orientation
- b. Health, Safety and Wellbeing
- c. Fire Awareness
- d. Equity, Equality, and Inclusion- Our Commitment
- e. Data Protection (GDPR)
- f. Action Counters Terrorism (ACT)
- g. Prevent
- h. Cyber Security
- i. Driver check (will remain until a solution can be found to collect this data an easier way)

The courses that have been removed (Our social media Policy, Customer Service and Fraud Awareness) from the New Starters Mandatory Programme will be moved to the 'Highly Recommended' section of City Learning. These courses are still beneficial, however not mandatory.

6. Implementation Plan

Phase 1 (January 2024 - September 2024): The New Starter Programme will change. This includes the New Starter Orientation and the mandatory training. Reduced the content, making it more relevant and accessible. To test the effectiveness of the updated courses, it will be user tested with different grades of staff, in various locations and institutions and on different devices to ensure that they mitigate system errors and ensure to be accessible to all learning styles and needs.

Phase 2 (October 2024 – August 2025): Introducing additional mandatory courses relevant to new starting managers, new managers, and current managers. Complimenting the People Management Programme, which is an 8-module face-to-face management development programme, available to the Corporation and its respective institutions.

Phase 3 (August 2025 – December 2025): Compliance for Contingency Workforce: After the ERP system goes live, a review will be conducted to determine the necessary compliance training for the contingency workforce to mitigate risks, following this review a shortened version of mandatory training (Fire Awareness, Health, Safety and Wellbeing, Equity, Equality and Inclusion- Our Commitment, Data Protection and Cyber Security) will be added to the suite of learning.

Training and Support

- **Train-the-Trainer Sessions:** Conduct sessions to prepare trainers on the updated content and delivery methods. The benefits of having train the trainer sessions are that it equips trainers with the skills and knowledge to effectively deliver online training, ensuring consistency, quality, and engagement across the learning experience in the Corporation.
- **Technical Support:** Ensure technical support is available for troubleshooting any issues during the rollout via email or a FAQ (Frequently Asked Questions) page on the Learning and Organisational Development Homepage.
- **Feedback Mechanism:** Establish a system for ongoing feedback to continuously improve the training programme and regularly evaluating the feedback.
- **Stakeholders:** Give and receive regular updates and feedback to further develop the e-Learning. Addressing it in workforce groups for example the Future Ambition 18 Leadership Exchange.

Expected Outcomes

Expected Outcomes will be measured by tracking the progress by analysing regular reports and dashboards and gathering feedback on the courses.

- **Increased Engagement:** More engaging and interactive sessions are expected to increase participation and retention rates.
- **Higher Retention of Information:** The e-Learning course being more interactive and shorter which means staff are more likely to be compliant.
- **Improved Efficiency:** Shorter training sessions will reduce time away from regular duties, thereby increasing overall productivity.
- **Higher Compliance:** Up-to-date and relevant content will ensure better compliance with industry standards and regulations.
- **Enhanced Learning Experience:** Participants will benefit from a more personalised and interactive learning experience
- **Accessibility:** Mobile-friendly and inclusively designed courses ensure that all learners, can access content anytime, anywhere, on any device.
- **Faster Onboarding:** New employees get up to speed quicker with updated training.
- **Continuous Learning:** Regular updates encourage a culture of ongoing learning and development.

7. Next Steps

Communications: The L&OD (Learning and Organisational Development) team will build intranet articles including links and FAQs (Frequently Asked Questions) to promote the updated Mandatory Training. It will be included in the Town Clerks Briefings. It will be advertised in the New Starters Breakfast. It will also be included in events such as the Future Ambition 18 Leadership Exchange so it can be cascaded down to the rest of the Corporation. The HR Business Partners can cascade relevant information to Chief Officers and their SLT's to promote to their departments.

Monitoring: The L&OD Team will have evaluation forms on each course to get consistent and regular feedback and implement the relevant changes. Monitor the completion rates of each course on a regular basis and share that across to relevant stakeholders.

Mandatory Consideration: The L&OD Team will provide a Mandatory e-Learning Consideration Form, consisting of the purpose and objectives of the training, legal compliance, skills and knowledge gaps, risks, and approval from a Chief Officer.

Enrol All Staff: The L&OD Team aspire to allow all City of London Corporation Staff and other workers to complete the updated Mandatory e-Learning courses to make sure everyone is compliant whilst maintaining consistency throughout the Corporation.

Income Generation: Once the e-Learning has been fully tested, in later phases, it can be considered as a source for income generation.

Corporate & Strategic Implications

Strategic implications –

Aligning with the People Strategy: Ensures all employees are informed on key strategic areas like leadership, talent, and development, aligning their actions with the 5 key themes of the People Strategy.

Employee Engagement: Improved employee knowledge and morale through understanding of their contribution and rewards, which can lead to higher retention and productivity.

Financial implications –

Initial Investment: Costs associated with developing and deploying updated e-learning content and can be used for income generation in the future.

Long-Term Savings: Potential reduction in training costs, as they are not going to purchase off-the-shelf e-Learning.

Resource implications –

Staff: Test groups from various locations, institutions, devices and learner needs, Staff to support in the process of building e-learning as there is only one Digital Content Design Officer and one Content Creator Apprentice. The team will benefit from an additional staff for example 1 FTE, Grade C Digital Content Creator.

Technological Resources: The transition to the new ERP system (SAP). Software used to build the e-Learning.

Legal implications –

Compliance: Must ensure content meets UK regulations and industry standards, particularly in areas like health and safety, data protection, and employment law. This will be shared with the legal team to ensure legal compliance.

Documentation: Accurate records of course completion is required to demonstrate compliance in audits or legal

.

Risk implications -

Mitigation of Operational Risks: By educating staff on leadership, wellbeing, and regulations, the organisation reduces the risk of misconduct, low morale, or leadership failures.

Reputation Risk: Failure to effectively implement or update courses could harm the company's reputation if it is perceived as neglecting employee development or compliance.

Equalities implications –

Accessibility: Courses must be accessible to all employees, considering diverse learning needs and disabilities, ensuring inclusivity and equality.

Fairness: Content should promote fairness and equality to avoid potential discrimination claims.

Climate implications – None

Security implications –

Data Security: Must ensure that personal data of employees taking the courses is securely stored and protected against breaches.

Cybersecurity Training: Incorporating cybersecurity awareness as part of the courses could help mitigate security risks related to employee actions.

Conclusion

The Learning and Organisational Development Team is confident that these updates will significantly improve the effectiveness and engagement of the mandatory training. We recommend the immediate commencement of the implementation plan and look forward to the positive impact these changes will bring to our organisation.

Appendices

None

Stuart Carruthers
Acting Head of Learning and Development

T: 020 7332 1927

E: Stuart.carruthers@cityoflondon.gov.uk

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Agenda Item 8

Committee(s): Corporate Services Committee	Dated: 11 th September 2024
Subject: Update on Wellbeing and Belonging workstream initial activities	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
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 Information
Report author: Kaye Saxton-Lea, Acting Assistant Director of Learning and Organisational Development, People and HR	

Summary

The purpose of this report is to update the committee on the proposed initial activities for the wellbeing and belonging workstream as an integral part of the People Strategy. The strategic approach to wellbeing across the organisation will involve integrating wellness into the overall people strategy to improve employee health, engagement, productivity, and organisational culture.

Recommendation(s)

- Move from wellbeing initiatives as standalone activities to fully embed them within the organisation's core operations. This will ensure that wellbeing becomes an integral part of our future culture and leadership and aligns with the People Strategy.
- Further enhance the Management Development Programme to include more targeted training on supporting employee wellbeing, especially in relation to building psychological safety, handling challenging conversations, and fostering an inclusive work environment.
- Strengthen efforts to support EEDI (Equity, Equality, Diversity, and Inclusion), given its clear links to wellbeing and belonging. Ensure that these areas are a focus in both the immediate action plan and longer-term strategy to enhance organisational culture and manager effectiveness.

Main Report

1. Background

City Well was initiated at the City Corporation following a report by Wellbeing Associates who submitted a comprehensive report in 2015, presenting strategic recommendations to enhance the existing wellbeing strategy and foster a pervasive culture of health and wellbeing within the Organisation.

Following the report, several actions were implemented, most notably the introduction of the City Well programme. This initiative successfully addressed several key recommendations, including the deployment of Mental Health First Aiders and the establishment of Wellbeing Champions. Additionally, the programme organised effective health promotion days.

Despite these achievements, the overall impact of the wellbeing initiatives remained fragmented. While certain aspects of the programme demonstrated success, the integration and holistic influence of wellbeing efforts appeared limited, indicating a need for further refinement and cohesion in the strategy.

This challenge was further exacerbated by the effects of the COVID-19 pandemic and subsequent lockdowns, which brought significant changes to working practices.

Despite ongoing efforts to enhance employee wellbeing across the organisation, these initiatives often failed to reach their full potential due to their perception as standalone activities, disconnected from the core operations of the business. To achieve meaningful and lasting impact, it is imperative that employee wellbeing is integrated throughout the organisation, becoming an integral part of our culture, leadership, and people management practices.

With the introduction of the People Strategy, which positions Wellbeing and Belonging as a critical component, it is important to ensure that all dimensions of wellbeing are addressed comprehensively. This integrated approach will not only better support our employees but also foster a thriving organisational environment.

The 2023 CIPD Health and Wellbeing at Work survey¹ highlighted the top three benefits for employers who increase their focus on employee wellbeing: improved employee morale and engagement, develop a healthier and more inclusive culture, and enhance work-life balance. These outcomes underscore the value of embedding wellbeing initiatives across all levels of the organisation in a more strategic and inclusive manner.

Following the staff survey in 2022, wellbeing was identified as an area requiring additional support and review. Specifically, the survey highlighted the need for enhanced development of managers to better support individuals and teams in the realm of wellbeing and performance. A Management Development Programme was established to start to address this for those with line management responsibilities. Following feedback from each cohort the programme is reviewed and amended. Key areas of the programme are:

- Introduction to people management
- Communication as a manager
- Leading diverse teams *
- Building high performing teams
- Performance management
- Strategic decision making

¹ [Wellbeing at Work | Factsheets | CIPD](#)

- Grievance management

In addition, two self-directed learning courses focus on the probation and appraisal processes. EEDI principles are fully integrated throughout the entire programme. Notably, the course on **Leading Diverse Teams* emphasises inclusive decision-making, awareness and reduction of unconscious bias, celebration of diversity within teams, and the application of scenarios taken from "Equally Yours" to foster practical understanding.

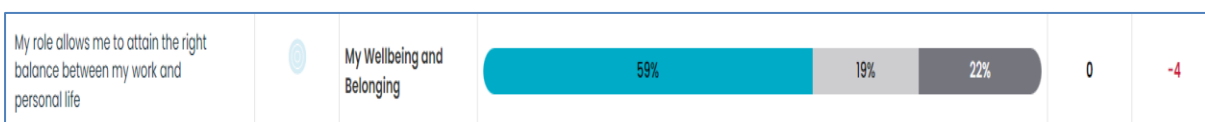
2. Current Position

Staff survey results – 2024

The recent staff survey has provided valuable data that will serve as the foundation for developing our five-year people strategy, aimed at positioning us as a world-class organisation. Leveraging these insights, our long-term plans include the introduction of new organisational values and behaviours, which will be embedded across the organisation. Additionally, we will be designing a new performance framework that will enhance our leadership and management capabilities, ensuring that we foster a culture of excellence and continuous improvement.

In the 2024 staff survey, 10 questions were introduced under the theme of My Wellbeing and Belonging. Among these, three questions can be benchmarked against the previous survey, while seven new questions were added.

The lowest score within the wellbeing questions 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% from the 2022 survey. This decline may be attributed to the recent changes in the workplace attendance policy, increasing the requirement from two to three days in the office, which coincided with the release of the 2024 survey. Many of the open-ended responses in the survey indicated a strong connection to this issue



The second lowest score within the survey "In my team we are able to have discussions about things that are uncomfortable or difficult" showed a decrease of 3% from the 2022 survey. This indicates a need for further efforts to support Equity, Equality, Diversity, and Inclusion (EEDI) across the organisation. There are clear links between EEDI and the themes of wellbeing and belonging. Enhancing these areas will contribute to improving organisational culture and equipping managers to handle challenging conversations more effectively.



In 2024, a new question was incorporated into the survey to begin assessing the level of emotional and psychological safety within our organisation. “I feel that my emotional safety is taken seriously and valued at work.” Emotional safety in the workplace is achieved when employees feel secure enough to bring their full, authentic selves to work. However, establishing such an environment is a gradual process that requires deliberate effort and commitment.

Creating an emotionally safe workplace involves several key initiatives. Building trust is paramount, as it lays the foundation for open communication and genuine interactions. Strengthening diversity and inclusion efforts ensures that all team members feel valued and respected, fostering a sense of belonging. Additionally, cultivating a no-blame culture encourages learning from mistakes rather than assigning fault, which promotes innovation and collaboration.

Recognition and praise play a crucial role in reinforcing positive behaviours and contributions, further enhancing emotional safety. Lastly, consistently showing employees that they matter through supportive actions and communication strengthens their sense of security and commitment to the organisation.

By focusing on these areas, we aim to create a work environment where all team members feel comfortable, valued, and safe, leading to a more engaged and productive workforce.



The Health and Safety Executive (HSE) annual statistics for work-related ill health and workplace injuries², covering the period of 2022/23. The data revealed that 1.8 million workers reported suffering from work-related ill health during this period. Notably, half of these cases were attributed to stress, depression, or anxiety, underscoring a significant concern for mental health in the workplace.

Within the reporting period from 8th August 2023 to 7th August 2024 at the City Corporation, 236 cases of anxiety, stress, depression, or other psychiatric illnesses were documented. This highlights the continued need for robust workplace health and safety measures, particularly in addressing the psychological well-being of employees.

3. Next Steps

The strategic approach to wellbeing should be holistic, inclusive, and integrated into the organisation's core values and operations. By doing so, the organisation can create a healthier, more engaged, and productive workforce, which in turn drives us to becoming a world class organisation and an employer of choice.

² Health and safety at work summary statistics for Great Britain 2023

To address these challenges, People and HR are working collaboratively with colleagues from Health and Safety, EEDI, and Occupational Health to produce a comprehensive wellbeing and belonging action plan.

To support this a monthly meeting will be established to continue this vital work. This action plan will cover all aspects of wellbeing and align with the People Strategy, clearly set out the priorities over the next five years and link to the five pillars of wellbeing. The five pillars are: Connect, Be Active, Take Notice, Keep Learning and Give.

Some of the immediate actions to be implemented are listed below, however a full action plan is in appendix 1 of this document.

- Continue to work with managers and leaders to support and develop their understanding of wellbeing and responsibilities to build psychological safety across the organisation.
- Update the Mental Health First Aider (MHFA) register, recruit, and train MHFA's in areas where there is a gap or greater need
- In alignment with the People Strategy, we will be working in collaboration with Dr Hazel Harrison, an expert in psychology and wellbeing. Dr Harrison will support the development and implementation of initiatives focused on the wellbeing and belonging and Trustworthy Leadership strands of the People Strategy. Creating bespoke programmes, that are grounded in evidenced-based theories.
- To effectively support the Future Ambition 18 Leadership Exchange, the aim is to enhance the overall leadership capabilities while simultaneously fostering a culture of wellbeing across the organisation. By strengthening decision-making processes and promoting collaboration across key organisational projects, this initiative will result in a more capable and cohesive leadership cohort. Additionally, it will prioritise wellbeing as a strategic imperative, ensuring that leaders are equipped to drive both performance and a healthier workplace culture. This dual impact will create a leadership group that not only excels in their roles but also champions a workplace environment where wellbeing is integral to organisational success.
- Monthly virtual lunch and learns to be reintroduced to support key initiatives within wellbeing and belonging. A calendar of events will be publicised, however likely first topics will be related to the five pillars of wellbeing and commence with connect and keep learning linked to additional manager support, financial wellbeing and lifestyle choices
- A paper on the benefits refresh will be going to the November Corporate Service Committee, any recommendations linked to the wider wellbeing and belonging piece will be added following approval.

Corporate & Strategic Implications

Strategic implications – This proposal will support our priorities of the wellbeing and belonging theme of the people strategy more effectively, improving employee's wellbeing and a sense of belonging.

Financial implications - Currently there is no allocated budget to support the work of the People strategy themes. The costs will therefore need to be met from the People & HR Corporate Training

Budget for 2024/25 which is significantly underfunded to achieve everything set out across the five themes.

Resource implications – staff resources will be required to manage, prioritising and implementation of the wellbeing and belonging strategy which include an additional FTE Wellbeing post above current structure, programmes design and facilitation in specialist areas, process improvements and clear communication on actions undertaken, it is estimated that an additional budget of around £244,000 will be required.

Legal implications – None

Risk implications. Not implementing the wellbeing plan can lead to several risks which may include increased absenteeism, higher turnover rates, lower employee engagement, decreased innovation and reputational damage.

Equalities implications – Full consideration will need to be given to ensure equity, inclusion, and accessibility when designing all wellbeing and belonging initiatives to ensure no one is excluded

Climate implications - None

Security implications – None

Conclusion

The outlined recommendations provide a clear framework for clear actions to support and build wellbeing and belonging across the organisation. With structured timelines, regular updates, and a focus on alignment with strategic objectives, the organisation will be well-positioned to enhance staff wellbeing, engagement, and overall organisational performance.

Appendices

Appendix 1 – Wellbeing action plan

Kaye Saxton-Lea
Acting Assistant Director of Learning and Organisational Development

T: 020 7332 1927

E: kaye.saxton-lea@cityoflondon.gov.uk

Wellbeing Action Plan 2024 - 2029

Name	Wellbeing Action Plan		
Duration:	2024 - 2029		
Relevant strategies:	People Strategy		
Owner:	People and HR- Link to the 5 ways of wellbeing Connect, Be active, Take Notice, Learn, Give		
Corporate Plan: We aim to -			
Implementation date:	April 2024	Review date:	
Completed actions:			

Action : 1	Kick off activities				
Objectives (if applicable):					
Ref:	Action:	Start:	End:	Measure/outcome:	Lead officer/partner:
1.1	Benchmark good practice in wellbeing - Year 1	July 2024	Dec 2024	The organisation will be able to measure themselves against how well we are doing against other organisations	Elle McPhun
1.2	Link all wellbeing projects and plans to the survey results – Year 1	May 2024	September 2024	Looking for the Wellbeing questions to show an improvement in the next staff survey	Nadia Baddoo
1.3	In collaboration with EEDI/H&S / Diversity Networks and draw up a plan for the lunch and learn sessions, collaborating with DN’s to promote joined unity. Prioritise the delivery – Year 1	5 th August 2024	Complete	Produce a prioritised list of suitable webinars and awareness sessions planned until March 2025	Nadia Baddoo / Elle / All
1.4	Implement a monthly meeting of Occupational Health, Health, and Safety, EEDI (Equality, Equity, Diversity, and Inclusion) and Wellbeing team,	6 th August 2024	On-going	Viable outcomes from meetings that will feed into the overall	All

Wellbeing Action Plan 2024 - 2029

Action : 1		Kick off activities			
Objectives (if applicable):					
Ref:	Action:	Start:	End:	Measure/outcome:	Lead officer/partner:
	inviting other stakeholders as and when required – Year 1			priorities of wellbeing and belonging theme	
1.5	Sharing of appropriate data across the HR/H&S/OC to identify future themes and target areas to enable focus of resources and prioritise Year 1	6 th August 2024	On going		All
1.6	Agree Wellbeing and belonging KPI targets going forward	September 2024		To be determined	

Wellbeing Action Plan 2024 - 2029

Action: 2		Stress risk assessment – Take notice and learn			
Objectives (if applicable):					
Ref:	Action:	Start:	End:	Measure/outcome:	Lead officer/partner:
2.1	Complete a tabletop exercise of stress risk assessment across the organisation Year 2	April 2025	April 2026	To be confirmed by H&S	Director H&S/L&OD
2.2	Feed any outcomes of the exercise to the group to discuss and consider actions Year 3			To be confirmed by H&S	
2.3	Create Lunchtime learnings for Introduce / Meet the Department/Team - may be in person, may be online. Year 2-3			Meet and greets as part of My Belonging – so that people can learn what each team or department in the Corporation does	All

Action: 3		Volunteering			
Objectives (if applicable):		<p>Deliver a high-impact volunteering programme supporting key success indicators within the People Strategy and the Corporate Plan.</p> <p>Key volunteering outcomes:</p> <ol style="list-style-type: none"> 1) Volunteers benefit from meaningful volunteering activities <ul style="list-style-type: none"> - Volunteering improves people’s wellbeing and sense of belonging - Volunteering supports people’s personal and professional growth 2) Volunteers are supported, valued, and recognised for their contribution <ul style="list-style-type: none"> - Volunteers have good access to opportunities, including those addressing sustainability, climate change, and EEDI issues - Volunteers are supported by good volunteering practices and systems - Volunteers feel valued and respected 3) COLC, external organisations and stakeholders benefit from volunteering <ul style="list-style-type: none"> - COLC Employee engagement in volunteering increases - The impact of external volunteers on COLC operations is quantified and recognised - COLC departments and external organisations and stakeholders benefit from COLC employee volunteers <p>* Volunteers refers to both COLC employee volunteers and external volunteers who support COLC’s work</p>			
Ref:	Action:	Start:	End:	Measure/outcome:	Lead officer/partner:
3.1	Develop a robust 3-year funding strategy for the delivery of a high impact COLC volunteering programme.	August 2024	March 2025	Strategy and paper submitted to SLT (Senior Leadership Team) and necessary committees.	Kaye Saxton-Lea Karen Mangan
3.2	Evaluate the effectiveness of the LEAP employee volunteering programme and ensure requirements and resources in place for re-opening in Autumn 2024.	July 2024	September 2024	A range of Individual and team volunteering opportunities brokered with volunteer-involving organisations and brokers. Updates made to the Thrive CSR platform to improve user experience. Communications strategy developed in partnership with internal comms team, and assets updated/produced.	

Action: 3		Volunteering			
Objectives (if applicable):		<p>Deliver a high-impact volunteering programme supporting key success indicators within the People Strategy and the Corporate Plan.</p> <p>Key volunteering outcomes:</p> <ol style="list-style-type: none"> 1) Volunteers benefit from meaningful volunteering activities <ul style="list-style-type: none"> - Volunteering improves people’s wellbeing and sense of belonging - Volunteering supports people’s personal and professional growth 2) Volunteers are supported, valued, and recognised for their contribution <ul style="list-style-type: none"> - Volunteers have good access to opportunities, including those addressing sustainability, climate change, and EEDI issues - Volunteers are supported by good volunteering practices and systems - Volunteers feel valued and respected 3) COLC, external organisations and stakeholders benefit from volunteering <ul style="list-style-type: none"> - COLC Employee engagement in volunteering increases - The impact of external volunteers on COLC operations is quantified and recognised - COLC departments and external organisations and stakeholders benefit from COLC employee volunteers <p>* Volunteers refers to both COLC employee volunteers and external volunteers who support COLC’s work</p>			
Ref:	Action:	Start:	End:	Measure/outcome:	Lead officer/partner:
3.3	Promote and manage the LEAP programme to facilitate meaningful individual and team volunteering activities.	September 2024	July 2027	<p>LEAP feedback questionnaire – Volunteering contributes to ‘personal and professional growth’ and ‘sense of mental, physical or social wellbeing’ – minimum average score of 4/5.</p> <p>A range of diverse individual and team volunteering opportunities are offered through LEAP.</p>	Karen Mangan

Action: 3		Volunteering			
Objectives (if applicable):		<p>Deliver a high-impact volunteering programme supporting key success indicators within the People Strategy and the Corporate Plan.</p> <p>Key volunteering outcomes:</p> <ol style="list-style-type: none"> 1) Volunteers benefit from meaningful volunteering activities <ul style="list-style-type: none"> - Volunteering improves people’s wellbeing and sense of belonging - Volunteering supports people’s personal and professional growth 2) Volunteers are supported, valued, and recognised for their contribution <ul style="list-style-type: none"> - Volunteers have good access to opportunities, including those addressing sustainability, climate change, and EEDI issues - Volunteers are supported by good volunteering practices and systems - Volunteers feel valued and respected 3) COLC, external organisations and stakeholders benefit from volunteering <ul style="list-style-type: none"> - COLC Employee engagement in volunteering increases - The impact of external volunteers on COLC operations is quantified and recognised - COLC departments and external organisations and stakeholders benefit from COLC employee volunteers <p>* Volunteers refers to both COLC employee volunteers and external volunteers who support COLC’s work</p>			
Ref:	Action:	Start:	End:	Measure/outcome:	Lead officer/partner:
				<p>Increase in no. of employee volunteer registrations / hours on previous year data</p> <p>Increase np. of volunteer champions</p> <p>Employee survey – increase in employee engagement</p> <p>External volunteer feedback metrics TBC</p>	

Action: 3		Volunteering			
Objectives (if applicable):		<p>Deliver a high-impact volunteering programme supporting key success indicators within the People Strategy and the Corporate Plan.</p> <p>Key volunteering outcomes:</p> <ol style="list-style-type: none"> 1) Volunteers benefit from meaningful volunteering activities <ul style="list-style-type: none"> - Volunteering improves people’s wellbeing and sense of belonging - Volunteering supports people’s personal and professional growth 2) Volunteers are supported, valued, and recognised for their contribution <ul style="list-style-type: none"> - Volunteers have good access to opportunities, including those addressing sustainability, climate change, and EEDI issues - Volunteers are supported by good volunteering practices and systems - Volunteers feel valued and respected 3) COLC, external organisations and stakeholders benefit from volunteering <ul style="list-style-type: none"> - COLC Employee engagement in volunteering increases - The impact of external volunteers on COLC operations is quantified and recognised - COLC departments and external organisations and stakeholders benefit from COLC employee volunteers <p>* Volunteers refers to both COLC employee volunteers and external volunteers who support COLC’s work</p>			
Ref:	Action:	Start:	End:	Measure/outcome:	Lead officer/partner:
3.4	Run a data capture initiative to determine engagement and appetite for volunteering inside and outside of the LEAP programme.	September 2025	November 2024	A min of 100 surveys completed through digital and in-person activities	Karen Mangan
3.5	Use feedback and evaluative data/information to ensure accessibility and continual improvement of LEAP, including: <ul style="list-style-type: none"> • Identifying high impact volunteering opportunities supportive key People Strategy themes and Corporate Plan outcomes e.g. sustainability, climate action and EEDI. 	July 2024 July 2024	On-going Ongoing	LEAP feedback questionnaire – Volunteering contributes to ‘personal and professional growth’ and ‘sense of mental, physical or social wellbeing’ - minimum average score of 4/5	Karen Mangan

Action: 3		Volunteering			
Objectives (if applicable):		<p>Deliver a high-impact volunteering programme supporting key success indicators within the People Strategy and the Corporate Plan.</p> <p>Key volunteering outcomes:</p> <ol style="list-style-type: none"> 1) Volunteers benefit from meaningful volunteering activities <ul style="list-style-type: none"> - Volunteering improves people’s wellbeing and sense of belonging - Volunteering supports people’s personal and professional growth 2) Volunteers are supported, valued, and recognised for their contribution <ul style="list-style-type: none"> - Volunteers have good access to opportunities, including those addressing sustainability, climate change, and EEDI issues - Volunteers are supported by good volunteering practices and systems - Volunteers feel valued and respected 3) COLC, external organisations and stakeholders benefit from volunteering <ul style="list-style-type: none"> - COLC Employee engagement in volunteering increases - The impact of external volunteers on COLC operations is quantified and recognised - COLC departments and external organisations and stakeholders benefit from COLC employee volunteers <p>* Volunteers refers to both COLC employee volunteers and external volunteers who support COLC’s work</p>			
Ref:	Action:	Start:	End:	Measure/outcome:	Lead officer/partner:
	<ul style="list-style-type: none"> • Reviewing and improving processes for capturing employee volunteering data. • Reviewing the employee volunteering policy to include out of hours volunteering. • Scoping inclusion of a volunteering module within the ERP programme. 	Jan 2025	Mar 2025	Reduction in administrative resource required for reporting activities	
		Jan 2025	July 2027	Increase in no. of employee volunteer registrations / hours on previous year data	
		July 2025	TBC	Volunteering is costed into and planned for as a module in the ERP Phase 2, ensuring efficiencies of cost, resource, and process, for both internal and external volunteering.	

Action: 3		Volunteering			
Objectives (if applicable):		<p>Deliver a high-impact volunteering programme supporting key success indicators within the People Strategy and the Corporate Plan.</p> <p>Key volunteering outcomes:</p> <ol style="list-style-type: none"> 1) Volunteers benefit from meaningful volunteering activities <ul style="list-style-type: none"> - Volunteering improves people’s wellbeing and sense of belonging - Volunteering supports people’s personal and professional growth 2) Volunteers are supported, valued, and recognised for their contribution <ul style="list-style-type: none"> - Volunteers have good access to opportunities, including those addressing sustainability, climate change, and EEDI issues - Volunteers are supported by good volunteering practices and systems - Volunteers feel valued and respected 3) COLC, external organisations and stakeholders benefit from volunteering <ul style="list-style-type: none"> - COLC Employee engagement in volunteering increases - The impact of external volunteers on COLC operations is quantified and recognised - COLC departments and external organisations and stakeholders benefit from COLC employee volunteers <p>* Volunteers refers to both COLC employee volunteers and external volunteers who support COLC’s work</p>			
Ref:	Action:	Start:	End:	Measure/outcome:	Lead officer/partner:
	<ul style="list-style-type: none"> • Reviewing effectiveness of the Thrive CSR volunteering platform and determining continuation/development 	Jan 2025	Mar 2025	Evaluation complete and options developed for roll out in August 2025.	
3.6	Recruit, train, and engage a new cohort of Royal Event Supporters to support Operation London Bridge and other appropriate volunteering initiatives e.g. Lord Mayor’s Show.	November	March 2027	<p>A min of 35 staff recruited and trained by March 2025.</p> <p>90% positive feedback on training and recruitment processes</p>	Karen Mangan

Action: 3		Volunteering			
Objectives (if applicable):		<p>Deliver a high-impact volunteering programme supporting key success indicators within the People Strategy and the Corporate Plan.</p> <p>Key volunteering outcomes:</p> <ol style="list-style-type: none"> 1) Volunteers benefit from meaningful volunteering activities <ul style="list-style-type: none"> - Volunteering improves people’s wellbeing and sense of belonging - Volunteering supports people’s personal and professional growth 2) Volunteers are supported, valued, and recognised for their contribution <ul style="list-style-type: none"> - Volunteers have good access to opportunities, including those addressing sustainability, climate change, and EEDI issues - Volunteers are supported by good volunteering practices and systems - Volunteers feel valued and respected 3) COLC, external organisations and stakeholders benefit from volunteering <ul style="list-style-type: none"> - COLC Employee engagement in volunteering increases - The impact of external volunteers on COLC operations is quantified and recognised - COLC departments and external organisations and stakeholders benefit from COLC employee volunteers <p>* Volunteers refers to both COLC employee volunteers and external volunteers who support COLC’s work</p>			
Ref:	Action:	Start:	End:	Measure/outcome:	Lead officer/partner:
3.7	<p>Re-establish the Volunteer Working Group comprised of volunteer managers from COLC departments to understand the impact of current volunteering initiatives and identify projects/resources required to implement the <i>Guidance for Managing External Volunteers</i>. Projects to include</p> <ul style="list-style-type: none"> • sharing of best practice and upskilling of volunteer managers through VWG meetings • review of volunteer data capture and management systems 	<p>July 2024</p> <p>September 2024</p> <p>September 2024</p>	<p>Ongoing</p> <p>Ongoing</p> <p>Dec 2024</p>	<p>100% of employee involving departments are represented on the Volunteer Working Group</p> <p>3-4 meetings held annually. 80% attendance at all meetings.</p> <p>A consistent approach to data capture and management is developed and implemented</p>	Karen Mangan

Action: 3		Volunteering			
Objectives (if applicable):		<p>Deliver a high-impact volunteering programme supporting key success indicators within the People Strategy and the Corporate Plan.</p> <p>Key volunteering outcomes:</p> <ol style="list-style-type: none"> 1) Volunteers benefit from meaningful volunteering activities <ul style="list-style-type: none"> - Volunteering improves people’s wellbeing and sense of belonging - Volunteering supports people’s personal and professional growth 2) Volunteers are supported, valued, and recognised for their contribution <ul style="list-style-type: none"> - Volunteers have good access to opportunities, including those addressing sustainability, climate change, and EEDI issues - Volunteers are supported by good volunteering practices and systems - Volunteers feel valued and respected 3) COLC, external organisations and stakeholders benefit from volunteering <ul style="list-style-type: none"> - COLC Employee engagement in volunteering increases - The impact of external volunteers on COLC operations is quantified and recognised - COLC departments and external organisations and stakeholders benefit from COLC employee volunteers <p>* Volunteers refers to both COLC employee volunteers and external volunteers who support COLC’s work</p>			
Ref:	Action:	Start:	End:	Measure/outcome:	Lead officer/partner:
	<ul style="list-style-type: none"> • development of metrics and case studies to show the impact of external volunteering on COLC and its stakeholders 	Mar 2025	Dec 2025	A case study is produced for each department outlining the positive impact of external volunteering on operations	
	<ul style="list-style-type: none"> • scoping of a volunteering module within ERP and potential implementation of a COLC-wide volunteer CRM. 	TBC		Volunteering is costed into and planned for as a module in the ERP Phase 2, ensuring efficiencies of cost, resource, and process, for	
	<ul style="list-style-type: none"> • Engaging volunteers in the annual Lord Mayor’s Volunteer Reception. 	June 2025	June 2027	Each volunteer involving department has access to invite volunteers to the annual reception	

Action: 3		Volunteering			
Objectives (if applicable):		<p>Deliver a high-impact volunteering programme supporting key success indicators within the People Strategy and the Corporate Plan.</p> <p>Key volunteering outcomes:</p> <ol style="list-style-type: none"> 1) Volunteers benefit from meaningful volunteering activities <ul style="list-style-type: none"> - Volunteering improves people’s wellbeing and sense of belonging - Volunteering supports people’s personal and professional growth 2) Volunteers are supported, valued, and recognised for their contribution <ul style="list-style-type: none"> - Volunteers have good access to opportunities, including those addressing sustainability, climate change, and EEDI issues - Volunteers are supported by good volunteering practices and systems - Volunteers feel valued and respected 3) COLC, external organisations and stakeholders benefit from volunteering <ul style="list-style-type: none"> - COLC Employee engagement in volunteering increases - The impact of external volunteers on COLC operations is quantified and recognised - COLC departments and external organisations and stakeholders benefit from COLC employee volunteers <p>* Volunteers refers to both COLC employee volunteers and external volunteers who support COLC’s work</p>			
Ref:	Action:	Start:	End:	Measure/outcome:	Lead officer/partner:
	Develop, launch and content manage the COLCs external facing volunteer pages, providing a coherent and accessible window to volunteering opportunities at COLC and promoting the benefits of volunteering.	Jan 2025	July 2025	Increase in webpage visitors Increase in volunteering enquiries	Karen Mangan

Wellbeing Action Plan 2024 - 2029

Action: 4		Mental health First Aiders - Connect & Give			
Objectives (if applicable):					
Ref:	Action:	Start:	End:	Measure/outcome:	Lead officer/partner:
4.1	Update the MHFA (Mental Health First Aider) register and analysis of the departmental gaps - Year 1	April 2024	Sept 2024	Aware of numbers of first aiders and where the gaps in the first aiders are in each department	Kate Noon
4.2	Recruit and train MHFA's where gaps and areas of concern are highlighted	Sept 2024	On-going	Greater cover of MHFA's in areas where more support is needed	Kate Noon
4.3	Continue to run refresher training for MHFA who as the requirement to be trained every three years Year 1	August 2024	On-going	MHFA will be up to date with training and feel confident to continue in their practice	Kate Noon
4.4	Deliver a programme of Mental health Awareness workshops across the organisation, aimed at all people managers Year 1 & 2	April 2024	On-going	Number of managers attending the training will be better equipped to support staff around any mental health issues	Kate Noon
4.5	Support the training of a second Mental Health First Aider trainer Year 2	October 2024	March 2025	Aid delivery of the programme to staff	KSL
4.6	Research and implement suicide awareness training for relevant department	Sept 2024	On-going	Staff who work and come across individuals who attempt suicides or found deceased will be better able to respond and understand how to seek the relevant support for the individuals and themselves	
4.7	Continue to develop the MHFA network – CPD (Continuing Professional Development) training, network meetings Year 2	April 2025	Ongoing	Staff will be better equipped to support staff in matters around mental health and wellbeing	
4.8	Collect and analysis data on MHFA to enable better understanding of impact and trends around MHFA interventions	April 2025	Ongoing	Detailed analysis on impact will support better training and support of employees	

Wellbeing Action Plan 2024 - 2029

Action: 5		Annual staff survey - Take notice & learn			
Objectives (if applicable):					
Ref:	Action:	Start:	End:	Measure/outcome:	Lead officer/partner:
5.1	Collate corporate and departmental action plans from the 2024 staff survey and publish actions undertaken and quick wins	July 2024		Benchmark against previous survey where possible Collate and publish quick wins Share across departments	Nadia Baddoo
5.2	Take an update paper to CSC committee in November to update on People Strategy	September 2024	Nov 2024	Paper published with actions undertaken	
5.3	Review and publish “you said we did articles from the various dept	Sept 2024	Ongoing	Regular articles to inform staff will be highlighted 2025 staff survey will see an increase in belief in action %	
5.4	Review questions and plan 2025 staff survey with milestones and timelines	Dec 2024	Mar 2025	Ensure future benchmarking is maintained for future surveys	
5.5	Plan 2025 staff survey for rollout	Spring 2025			

Wellbeing Action Plan 2024 - 2029

Action: 6		Promote effective people management, with line managers holding regular conversations about health and well-being with their employees			
Objectives (if applicable):		Equip line managers to have conversations about wellbeing			
Ref:	Action:	Start:	End:	Measure/outcome:	Lead officer/partner:
				•	
6.2	Continue to deliver Management Development Programme to line managers Evaluating impact and outcomes Year 1	April 2024	Ongoing	Managers will have a better understanding of processes Managers will hold wellbeing conversations in one to one Managers will understand the signs of stress in an individual	Nicholas Georgiou
6.3	<i>Research and develop a set of management standards that will include core values and behaviours Year 2</i>	April 2025	March 2026	<i>To be determined</i>	
6.4	Review induction process for line managers and implement the new process to capture all their responsibilities around HR (Human Resources), Occ Health, H&S and wellbeing Year 2	October 2024	April 2025	To be determined year 2	

Wellbeing Action Plan 2024 - 2029

Action: 7		Lunch and Learn Programme			
Objectives (if applicable):		Improve the mental and physical wellbeing of our workforce / remove barriers that prevent employees with health conditions or impairments from achieving their potential			
Ref:	Action:	Start:	End:	Measure/outcome:	Lead officer/partner:
7.1	Design a series of Lunch and Learn programmes covering lifestyle, environmental, social mental health, leadership to support Wellbeing and ensure accessibility to all programme	September 2024	Ongoing	Build awareness for all employees on wellbeing and mental health issues	All
7.2	<p>A programme of events to be developed that could support psychological safety and wellbeing under any of the following categories:</p> <p>Health: Physical health, physical safety, and mental health Good work: working environment, good line management, work demands, autonomy, communication, pay and reward Values and principles: Leadership, ethical standards, inclusion, and diversity Collective and Social: Employee voice, positive relationships Personal Growth: Career Development, emotional, lifelong learning, creativity Good lifestyle choices: Physical activity, healthy eating Financial wellbeing: Pay and benefits, retirement planning, employee financial support</p>	September 2024	Ongoing	<p>A calendar of events will be available for all employees to access</p> <p>Awareness and understanding of employees around their retirement planning and financial planning</p>	
		April 2024	Ongoing		

Wellbeing Action Plan 2024 - 2029

Action: 7		Lunch and Learn Programme			
Objectives (if applicable):		Improve the mental and physical wellbeing of our workforce / remove barriers that prevent employees with health conditions or impairments from achieving their potential			
Ref:	Action:	Start:	End:	Measure/outcome:	Lead officer/partner:
7.3	Introduce the Big Sing programme pilot	September	December	Numbers joining the choir	Elle McPhun
7.4	Venue and marketing	August 2024	September		
7.5					

Wellbeing Action Plan 2024 - 2029

Action: 8		Provide good working conditions and promote healthy behaviours including healthy eating and active lifestyles – Be active & Take notice			
Objectives (if applicable):		Support and maintain a safe and healthy working environment / Encourage and support our employees to develop and maintain a healthy lifestyle			
Ref:	Action:	Start:	End:	Measure/outcome:	Lead officer/partner:
8.1	Develop and implement a wellbeing communications plan (promoting healthier lifestyles linked to national campaigns where appropriate) linked to COLSACC and Lunch and learns	September 2024	On-going	Effective communication plan with programme of promotion Attendance figures Wellbeing score will improve Retention of staff Survey engagement score will increase Sickness absence figures will decrease	Wellbeing team
8.2	Hold regular awareness sessions on health and wellbeing and lifestyle choices and issues, agree a calendar of events with Wellbeing, H&S and EEDI stakeholders E.G menopause, cancer awareness, Men’s health,	September	Ongoing	A calendar of events will be in place covering relevant and priority topics	
8.3	Link with COLSACC and marketing all physical activities	September 2024	Ongoing	Closer alignment and collaboration with COLSACC	
8.4	Continue to promote EAP (Employee Assistance Programme) service Review current provider and contract		Ongoing		?

Wellbeing Action Plan 2024 - 2029

8.5	Promote business as usual courses that support wellbeing Financial planning Pensions Resilience Stress Beating burnout Neurodiversity	Link to 8.1	Ongoing	Numbers will increase on events Wellbeing score will rise Sickness absence decline	L&OD team
8.6	Introduce a time to talk initiative Year 2/3				
8.7	Review if NHS health checks can be offered year 2/3				
8.8					
8.9					

Wellbeing Action Plan 2024 - 2029

Action: 9		Wellbeing Champions - Give & learn			
Objectives (if applicable):					
Ref:	Action:	Start:	End:	Measure/outcome:	Lead officer/partner:
8.1	Review the wellbeing champions list, ensure an effective network of support for all wellbeing, MHFA and volunteer champions	September 2024	On-going	List will be up to date and fresher on the intranet	Elle McPhun
8.2	Define and develop the role of the wellbeing champions and review how they link to MHFA's Hold workshops to establish how the role will adapt going forward	Sept 2024	December 2024	A role description for the wellbeing champions will be in place Training on specific topics will be in place	Wellbeing team
8.3	Design and roll out a development programme for the wellbeing champions	October 2024	On-going	A programme will be rolled out from Jan 2025	

Action:10		City Corporation Stay connected employee alumni - Give & learn			
Objectives (if applicable):					
Ref:	Action:	Start:	End:	Measure/outcome:	Lead officer/partner:
8.1	Research and design employee alumni offer What are other employers offering in this space	April 2025	September 2025	An alumni meeting and sharing knowledge	Elle McPhun
8.2	Roll out what the alumni offer September 2025 onwards	Sept 2024	Ongoing		Elle McPhun
8.3	Plan a programme of events	July 2025	On-going		

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CORPORATE SERVICES COMMITTEE FORWARD PLAN

	11 September-24	23 October-24	27 November-24
Standing Annual Items	CSC Forward Agenda Health & Safety	CSC Forward Agenda Health & Safety	CSC Forward Agenda Health & Safety
HR Department Reports	Ambition 25 Wellbeing Review Mandatory Training Workplace Attendance Delivering the People Strategy Programmes Temporary Labour Recruitment – Assistant Town Clerk & Executive Director of Governance & Member Services ERP	Ambition 25 ET Cases and Settlement Agreements Whistleblowing policy Workforce Planning Causal Workers Pension Update ERP	Ambition 25 Member Involved Recruitment People Strategy –Bi-annual Update Policy Review Framework Benefits Refresh Temporary Labour (Stage Two) Volunteering – Fund of Post
Other Department Reports e.g. MFS, Restructures etc.	2023-24 Corporate Services Outturn Report Barbican Estate Office Investment Property Group		

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