



## Corporate Services Committee

**Date:** WEDNESDAY, 8 JANUARY 2025

**Time:** 1.45 pm

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

**Members:**

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

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

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**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 summary of the meeting held on 27 November 2024.

**For Decision**  
(Pages 5 - 10)

4. **DEPARTMENTAL BUDGET ESTIMATES 2025-26 - CORPORATE SERVICES COMMITTEE**

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

**For Decision**  
(Pages 11 - 18)

5. **PEOPLE STRATEGY BI-ANNUAL PROGRESS REPORT 1: APRIL 2024 TO SEPTEMBER 2024**

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

**For Information**  
(Pages 19 - 70)

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

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

**For Information**  
(Pages 71 - 76)

7. **HEALTH & SAFETY UPDATE**

Report of the Town Clerk

**For Information**  
(Pages 77 - 80)

8. **FORWARD PLAN**

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

**For Information**  
(Pages 81 - 82)

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

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

11. **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**

12. **NON-PUBLIC MINUTES**

To agree the non-public minutes of the meeting held on 27 November 2024.

**For Decision**  
(Pages 83 - 84)

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

14. **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**

15. **CONFIDENTIAL MINUTES**

To agree the Confidential minutes of the last meeting held on 27 November 2024.

**For Decision**

16. **AMBITION 25**

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

**For Information**

17. **TOWN CLERK'S UPDATE**

The Town Clerk to be heard.

**For Information**

## **CORPORATE SERVICES COMMITTEE** **Wednesday, 27 November 2024**

Minutes of the meeting of the Corporate Services Committee held at Guildhall on  
Wednesday, 27 November 2024 at 1.45 pm

### **Present**

#### **Members:**

Deputy Alastair Moss (Chair)  
Florence Keelson-Anfu (Deputy Chair)  
Deputy Randall Anderson  
Deputy Keith Bottomley  
Deputy Henry Colthurst  
Anthony Fitzpatrick  
Steve Goodman  
Deputy Christopher Hayward  
Gregory Lawrence  
Deputy Edward Lord  
Catherine McGuinness  
Timothy James McNally  
Mandeep Thandi  
Philip Woodhouse

#### **Observer:**

Benjamin Murphy

#### **Officers:**

Ian Thomas	- Town Clerk
Alison Littlewood	- Executive Director of Human Resources & Chief People Officer
Greg Moore	- Deputy Town Clerk
Michael Cogher	- Comptroller & City Solicitor
Dionne Corradine	- Chief Strategy Officer
Sonia Virdee	- Chamberlain's Department
Chris Keesing	- Chamberlain's Department
Dan Ritchie	- City Surveyor's Department
Sarah Guerra	- Corporate Strategy & Performance
Oli Sanandres	- Town Clerk's Department
Chris Fagan	- Human Resources Department
Fay Johnstone	- Human Resources Department
Thomas Kennedy	- Human Resources Department
Laura Marks	- Human Resources Department
Cindy Vallance	- Human Resources Department
John Cater	- Committee Clerk

1. **APOLOGIES**

Apologies for absence were received from Alderman Sir Charles Bowman, 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.

3. **MINUTES**

**RESOLVED** – That the public minutes and non-public summary of the meeting held on Wednesday, 23 October 2024 be approved as an accurate record.

4. **EMPLOYMENT RIGHTS BILL UPDATE AND HR POLICY FRAMEWORK**

The Committee considered a Report of the Executive Director of Human Resources & Chief People Officer concerning the government's recently published Employment Rights Bill 2024 and the City Corporation's HR policies.

In response to a query, officers informed Members that the current expectation was, post-consultation, government would legislate to establish the removal of the existing two-year qualifying period for protections from unfair dismissal and deliver on the manifesto commitment to ensure that all workers have a right to these protections from day one of employment. The government will also consult on a new statutory probation period for companies' new hires. This will allow for a proper assessment of an employee's suitability to a role as well as reassuring employees that they have rights from day one, enabling businesses to take chances on hires while giving more people confidence to re-enter the job market. Officers would be prioritising a review of the current HR policies concerning probation periods as a matter of urgency in order to reflect modern best practice in this area.

A Member requested that consideration also be given to reviewing the probation process for those officers appointed by Member panels, as currently, Members' involvement was limited to the appointment of individuals but were not consulted when the probation periods for those appointments had concluded.

A Member welcomed officers' efforts to prioritise the policies around the City's grievance procedure and looked forward to seeing more further down the line, there was a real opportunity in this area to think radically around building resolution frameworks.

In response to a query, given the multitude of differing contract arrangements across the organisation, officers confirmed that they would be working closely with the wider City institutions, such as the independent schools, to ensure that any eventual changes could be easily applied or adapted to different areas of the Corporation.

Separately, it was confirmed that this project could be resourced in-house, so it was not envisaged that additional calls on resources would be required.

**RESOLVED** – that the Committee:

- Noted the proposed reforms in the Employment Rights Bill 2024
- Approved the proposed review of the City Corporation Employee Handbook
- Approved that Delegated Authority be given to the Town Clerk and Chief Executive in consultation with the Chair and Deputy Chair of Corporate Services Committee, to consider and approve changes to HR Policies and report back to the Committee in line with People Strategy reporting.

5. **SPEAK UP ARRANGEMENTS & SYSTEM**

The Committee considered a joint Report of the Chamberlain and the Executive Director of Human Resources & Chief People Officer concerning the Corporation's Speak Up Arrangements and System.

In response to a query, officers would return to the Committee with confirmation about how many concerns ultimately resulted in protected disclosure status.

Separately, it was confirmed that, whilst as a first recourse, the City Corporation encouraged employees to refer their concerns internally, there were, other external channels in which to escalate concerns if appropriate.

**RESOLVED** – the Committee:

Endorsed the proposed enhancements to the various processes for handling concerns raised by staff.

6. **\*VOLUNTEERING UPDATE**

The Committee received a Report of the Executive Director of Human Resources & Chief People Officer concerning volunteering.

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

7. **HEALTH & SAFETY UPDATE**

The Committee received a Report of the Deputy Town Clerk concerning a health and safety update.

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

8. **COMMITTEE'S FORWARD PLAN**

The Committee received a Report of the Executive Director of Human Resources & Chief People Officer concerning the Committee's forward workplan.

In response to a query, the Town Clerk confirmed that, post-election, an induction programme would be rolled out to new Members of the Court which would include matters pertaining to the work of the Corporate Services Committee.

**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**

There was no other business.

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**

**RESOLVED** – That the non-public minutes of the meeting held on Wednesday 23 October 2024 be approved as an accurate record.

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

There were no questions.

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

There was no other business.

15. **CONFIDENTIAL MINUTES**

**RESOLVED** – That the confidential minutes of the meeting held on Wednesday 23 October 2024 be approved as an accurate record.

16. **NEW SPITALFIELDS & BILLINGSGATE MARKETS WASTE MANAGEMENT & MARKET CLEANSING PROCUREMENT STAGE 2 AWARD**

The Committee considered a Report of the Chamberlain concerning the award for the New Spitalfields & Billingsgate Markets' Waste Management & Market Cleansing contract.

17. **CITY OF LONDON PAY AWARD 2024/25 - UPDATE FOLLOWING TRADE UNION ENGAGEMENT**

The Committee considered a joint Report of the Executive Director of Human Resources & Chief People Officer and the Chamberlain concerning the City of London Corporation's Staff Pay Award for 2024/25.



18. **HR STAFFING**

The Committee considered a Report of the Town Clerk concerning proposed changes to the People & Human Resources team.

19. **AMBITION 25**

The Committee received an oral update from the Executive Director of Human Resources & Chief People Officer concerning Ambition 25.

20. **TOWN CLERK'S UPDATE**

**The meeting ended at 3.20 pm**

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Chairman

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

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## City of London Corporation Committee Report

<b>Committee(s):</b> Corporate Services Committee	<b>Dated:</b> January 8 <sup>th</sup> 2025
<b>Subject:</b> Departmental Budget Estimates 2025-26 – Corporate Services Committee	<b>Public report:</b> For Decision
<b>This proposal:</b> <ul style="list-style-type: none"> <li>• <b>delivers Corporate Plan 2024-29 outcomes</b></li> <li>• <b>provides statutory duties</b></li> <li>• <b>provides business enabling functions</b></li> </ul>	
<b>Does this proposal require extra revenue and/or capital spending?</b>	No
<b>If so, how much?</b>	N/A
<b>What is the source of Funding?</b>	N/A
<b>Has this Funding Source been agreed with the Chamberlain’s Department?</b>	Yes
<b>Report of:</b> Town Clerk, Chief Strategy Officer, Comptroller & City Solicitor, Chief People Officer, and Chamberlain	
<b>Report author:</b> Mark Jarvis - Head of Finance, Chamberlain’s Department Declan Greaves – Finance Business Partner - Chamberlains	

### Summary

This report is the annual submission of the revenue budgets in relation to the operational services directly overseen by your committee. It is asking Members to note the latest revenue budget for 2024/25 and approve the proposed revenue budget for 2025/26. Subject to any necessary approvals Chief Strategy Officer functions are listed in this report however will be reported to the Policy and Resources Committee moving forward in alignment with that being the service committee for the portfolios listed.

The estimates presented in this report are for the services detailed in Appendix 1 by Chief Officer, which are summarised below:

- i) **The Chief People Officer** – The People & HR Team.
- ii) **Deputy Town Clerk** – Town Clerk’s Office, Governance & Member Services, Office of the Policy Chairman and Corporate Health & Safety, Business Support.
- iii) **Chief Strategy Officer** – Corporate Strategy & Performance and Equality, Diversity & Inclusion.

- iv) **Comptroller and City Solicitor** – Comptroller and City Solicitor’s Office and Democratic & Election Services.

The proposed budget for 2025/26 totals net expenditure of £13.116m, which is an increase of £2.046m (18.48%) compared with the 2024/25 original budget of £10.280m, which is principally due to:

**Increases:**

- Net 2% inflation (£0.255m)
- An increase Chief People Officer budgets including (£0.710m) for the Graduate Scheme, (£0.153m) for the Volunteering Scheme, and (£0.056m) to Occupational Health budget.
- Chief Strategy Officer was separated from the Deputy Town Clerk at the 2024/25 Budget Estimate level (£1.068m). Alongside this, it had a (£0.401m) budget increase for additional posts.
- (£0.310m) increase to central risk for the Comptroller and City Solicitor for specialist legal advice.

**Decreases:**

- (£0.185) moved under P&R committee away from Deputy Town Clerk and to Communications.

The overall budget is summarised by Chief Officer in the following table.

Chief Officer and Risk	2024/25 Original Budget (£m)	2024/25 Latest Approved Budget (£m)	Movement 2024/25 Original to Latest (£m)	2025/26 Original Budget (£m)	Movement 2024/25 Original to 2025/26 (£m)
<b>Local Risk</b>					
The Chief People Officer	(4.081)	(4.786)	0.705	(5.087)	(1.006)
The Deputy Town Clerk	(5.509)	(5.663)	0.154	(4.373)	1.136
Chief Strategy Officer	0.000	0.000	0.000	(1.811)	(1.811)
Comptroller & City Solicitor	(1.453)	(1.763)	0.310	(1.508)	(0.055)
<b>Total Local Risk</b>	<b>(11.043)</b>	<b>(12.212)</b>	<b>1.169</b>	<b>(12.779)</b>	<b>(1.736)</b>
<b>Central Risk</b>					
The Chief People Officer	0.000	(0.912)	0.912	0.000	0.000
The Deputy Town Clerk & Chief Strategy Officer	(0.227)	(0.445)	0.218	(0.227)	0.000
Chief Strategy Officer	0.000	0.000	0.000	0.000	0.000
Comptroller & City Solicitor	0.200	0.200	0.000	(0.110)	(0.310)
<b>Total Central Risk</b>	<b>(0.027)</b>	<b>(1.157)</b>	<b>1.130</b>	<b>(0.337)</b>	<b>(0.310)</b>
Support Services inc Guildhall Admin Recharge	11.070	11.070	0.000	13.116	2.046
<b>Committee Total</b>	<b>0</b>	<b>(2.299)</b>	<b>2.299</b>	<b>0</b>	<b>0</b>

**Recommendation(s)**

Members are asked to:

1. Note the latest revenue budget for 2024/25.
2. Review and approve the estimate for 2025/26 for submission to the Finance Committee.
3. Authorise the Chamberlain, in consultation with the Town Clerk, Deputy Town Clerk, Chief Strategy Officer and the Comptroller and City Solicitor to revise these

budgets to allow for any further implications arising from Corporate Projects, other reviews and changes to the Cyclical Works Programme,

4. Authorise the Chamberlain to agree minor amendments for 2024-25 and 2025-26 budgets arising during budget setting.

## **Main Report**

### **Background**

1. An overview of the services provided under this Committee can be found in Appendix 1.

### **Estimate for 2025/26**

2. This report seeks approval to the estimate for 2025/26 in relation to the operational services overseen by your committee. The overall budget is summarised in Table 1, including detail on the movement between the original and latest budget for the current financial year, and the movement between the original 2023/24 and proposed budget for 2024/25.

### **Assumptions**

3. The estimate for 2025/26 includes a 2% uplift for inflation and the full year impact of pay increases to staff arising from the pay deal effective from July 2024 and July 2025 pay award.
4. The 2024/25 budget movements in relation to the Chief Strategy Officer, previously presented in the report under the Deputy Town Clerk, has been reflected in both the original and latest approved budgets.

### **Latest Approved Budget 2024/25**

5. The latest approved budget for 2024/25 totals net expenditure of £13.369m which is an increase of £2.299m (20.76%) compared with the original budget of £11.070m. The main reasons for this increase are:
  - i) **Deputy Town Clerk (£0.210m net increase)** – A (£0.100) realignment of allocation within the Office of the Policy Chairman to accurately depict the previously approved budget and align to the relevant budget sources. A transfer of (£0.110) for the Health and Safety team.
  - ii) **Chief People Officer (£0.705m net increase)** – The (£0.705m) increase in the 2024/25 budget relates to a number of initiatives under the department including; (£0.380m) for the Graduate Scheme, (£0.153m) for the Volunteering Scheme, (£0.116m) from Finance Committee Contingency for Agency resources and (£0.056m) permanent increase to the Occupational Health budget for Occupational Therapist.

- iii) **Comptroller & City Solicitor (£0.310m net increase)** – The increase in the current year budget relates to a carry forward of legal fees.

### Estimate 2025/26

6. The proposed budget for 2025/26 totals net expenditure of £13.116m, which is an increase of £2.046m (18.48%) compared with the 2024/25 original budget of £10.280m, which is principally due to:
- i. **The Chief People Officer (£1.006m net increase)** - Net 2% inflation £0.087m, £0.710m for the Graduate Scheme, £0.153m for the Volunteering Scheme, and £0.056m permanent increase to the Occupational Health budget. It was agreed at November Committee that a bid to the Finance Committee Contingency would be submitted to cover pressures arising in 24/25 and a bid to the transformation fund would cover future year pressures. Additional resources for Training and Development are under review to manage the organisations development in line with the Peoples Strategy Framework as well as its commitment to carry out five strategy framework underpinning The Corporations principles and values.
  - ii. **Deputy Town Clerk (£1.068m net decrease)** – budget reduced as the Chief Strategy Officer has been removed onto a separate reporting line.
  - iii. **Chief Strategy Officer (£1.811m net increase)** - £1.068m moved across from Deputy Town Clerks'. £0.401m permanent budget increase for the Equalities Director post and 2 other additional posts as well as a £0.028m inflation 2% increase.
  - iv. **Comptroller and City Solicitor (£0.365m net increase)** – The main drivers for the uplift include the full effect of 2% inflation £0.030m and the £0.310m increase to central risk budgets for specialist legal advice.

### Potential Further Budget Adjustments

7. The provisional nature of the revenue budgets recognises that further revisions maybe required to realign funds for:
- i) Central and departmental support services apportionments; and
  - ii) Decisions of the Resource Allocation Sub Committee in relation to the Cyclical Works Programme.
8. It should be noted that there are additional time-limited resource requirements yet to be quantified relating to requirements associated within the Human Resources team. This is highlighted in the departmental business plan and should be noted that the revenue budgets may evolve to build the department to deliver on Member ambitions and commitments. There may be a Transformation Fund bid to cover this two-year period of additional funding in due course.

## Staffing Statement

9. A summary of the employee related costs and FTEs by department are shown in the table below.

Corporate Services Committee staffing statement by Chief Officer	Estimate 2024-25 Staffing Full-time equivalent	Estimate 2024-25 Estimated Cost (£m)	Estimate 2025-26 Staffing Full-time equivalent	Estimate 2025-26 Estimated Cost (£m)
The Chief People Officer	63.6	4.557	85.4	5.639
Deputy Town Clerk	69.7	5.835	55.8	4.307
Comptroller and City Solicitor	59.3	5.44	55.7	5.546
Chief Strategy Officer	0	0	18.5	1.763
<b>TOTAL</b>	<b>192.6</b>	<b>15.832</b>	<b>215.4</b>	<b>17.255</b>

10. Staffing levels as represented in this statement show a reduction 13.9 FTE this reflects a correction to the previous reporting whereby all Chief Strategy Officer staff were recorded under the Deputy Town Clerk function, and they have now been split out. For the Comptroller and City Solicitor there was a decrease in staff between 2024/25 and 2025/26 by 3.6 FTEs. The HR department is currently undergoing a restructure with an increase in staffing projected within its Business Plan which went to Committee in November 2024.

## Corporate & Strategic Implications

11. The Town Clerk's Office lies at the centre of the City Corporation's strategic management processes, helping to shape the development of corporate policy and strategy. It provides corporate leadership and co-ordination at officer level. The Town Clerk's Office is also responsible for promoting high standards of corporate governance and providing support to Members and Committees.

## Security implications

12. There are currently no Security Implications identified as a result of the budgets.

## Financial implications

13. Finance Committee and the Court of Common Council has proposed that a 2% inflationary increase on the Original 2024-25 net local risk budgets should be allocated to all departments within their 2025-26 local risk budgets.
14. The budgets within this report have been prepared in accordance with guidelines agreed by the Corporate Services and Finance Committees.

## Equalities Implications

15. Whilst there are currently no Public Sector Equality Duty Implications arising from this specific budget report, it should be noted that there may be potential equalities implications in terms of our ability to discharge equality duties within the current resource arrangements.

## **Resourcing implications**

16. The budgets presented in this report are within their available resource base. However, there are budget pressures from resourcing identified earlier in this report.

## **Conclusion**

17. This report presents the budget estimates 2025-26 for the Town Clerk's, Deputy Town Clerk, Chief Strategy Officer, People & HR and Comptroller & City Solicitor's Departments for Members to consider and approve.

## **Appendices**

- Appendix 1 – Summary of Services by Chief Officer
- Appendix 2 – Corporate Services Committee Budget – Analysis of Risk by Chief Officer

### **Mark Jarvis**

Head of Finance: Chamberlains Department

[Mark.Jarvis@cityoflondon.gov.uk](mailto:Mark.Jarvis@cityoflondon.gov.uk)

### **Declan Greaves**

Finance Business Partner: Chamberlain's Department

[Declan.Greaves@cityoflondon.gov.uk](mailto:Declan.Greaves@cityoflondon.gov.uk)



**Summary of Services by Chief Officer (relevant to this committee)**

**The Chief People Officer:**

- The People & HR Team

**Deputy Town Clerk:**

- Corporate Health and Safety
- Town Clerk's Office
- Governance & Member Services
- Office of the Policy Chairman
- Business Support

It should be noted that this paper only reports on those elements of the DTC function which fall under the remit of this committee, as other elements such as The London Archives, the Police Authority, Mansion House, and so on are the subject of separate reporting to the relevant service committees and relevant figures are therefore excluded from this report.

**Chief Strategy Officer:**

- Equity, Equality, Diversity & Inclusion
- Corporate Strategy & Standards
- Corporate Performance & Analysis
- Business Planning
- Corporate Risk Management

**Comptroller and City Solicitor Comptroller:**

- Contracts and Litigation Division
- Property Division
- Public & Corporate Law Division
- Office Services Division
- Electoral Services

CORPORATE SERVICES COMMITTEE Analysis of Service Expenditure By Risk	Actual 2023-24	Original Budget 2024-25	Latest Approved Budget 2024-25	Original Budget 2025-26	Movement Original 2023-24 to Original 2024-25
	£m	£m	£m	£m	£m
<b>LOCAL RISK - EXPENDITURE</b>					
Employees	-15.268	-15.526	-15.615	-16.601	-1.075
Premises Related Expenses	-0.005	-0.005	0.619	-0.009	-0.004
Transport Related Expenses	-0.118	-0.078	-0.124	-0.024	0.054
Supplies & Services	-0.933	-1.114	-1.923	-1.614	-0.500
Private Contractors	0	0	0	0	0
Contingency	0	0	0	0	0
Transfer to Reserve	0	0	0	0	0
Savings to be Applied	0.925	0.825	0.625	0.498	-0.327
<b>TOTAL LOCAL RISK - EXPENDITURE</b>	<b>-15.397</b>	<b>-15.898</b>	<b>-16.218</b>	<b>-17.750</b>	<b>-1.852</b>
<b>TOTAL LOCAL RISK - INCOME</b>					
Charges for specific services	4.745	4.855	4.006	4.971	0.116
<b>TOTAL LOCAL RISK - INCOME</b>	<b>4.745</b>	<b>4.855</b>	<b>4.006</b>	<b>4.971</b>	<b>0.116</b>
<b>NET LOCAL RISK</b>	<b>-10.652</b>	<b>-11.043</b>	<b>-12.212</b>	<b>-12.779</b>	<b>-1.736</b>
<b>CENTRAL RISK - EXPENDITURE</b>					
Employees	-0.903	-0.790	-0.683	-0.790	0.000
Premises Related Expenses	0	0	0	0	0
Transport Related Expenses	0	0	0	0	0
Supplies & Services	-2.084	-0.094	-1.147	-0.420	-0.326
Capital Charges	0	0	0	0	0
Childcare vouchers	0	0	0	0	0
Contingency	-0.016	-0.016	0	0	0.016
<b>TOTAL CENTRAL RISK - EXPENDITURE</b>	<b>-3.003</b>	<b>-0.900</b>	<b>-2.030</b>	<b>-1.210</b>	<b>-0.310</b>
<b>CENTRAL RISK - INCOME</b>					
Charges for specific services	0.200	0.200	0.200	0.200	0
Other Contributions	0.606	0.673	0.673	0.673	0
<b>TOTAL CENTRAL RISK - INCOME</b>	<b>0.806</b>	<b>0.873</b>	<b>0.873</b>	<b>0.873</b>	<b>0.000</b>
<b>NET CENTRAL RISK</b>	<b>-2.197</b>	<b>-0.027</b>	<b>-1.157</b>	<b>-0.337</b>	<b>-0.310</b>
<b>TOTAL EXPENDITURE BEFORE SUPPORT SERVICES</b>	<b>-12.849</b>	<b>-11.070</b>	<b>-13.369</b>	<b>-13.116</b>	<b>-2.046</b>
Central Recharges	-1.859	-1.695	-1.695	-0.051	1.644
Capital Charges	0	0	0	0	0
Recharges Within Fund	0.033	0.033	0.033	0.033	0.000
Recharges Across Funds	0.117	0.117	0.117	0	-0.117
GA Recharge	12.907	12.615	12.615	13.134	0.519
<b>TOTAL NET EXPENDITURE RECHARGED AS SUPPORT SERVICES</b>	<b>11.198</b>	<b>11.070</b>	<b>11.070</b>	<b>13.116</b>	<b>2.046</b>

Notes - Examples of types of service expenditure:-

- (i) Supplies and Services – equipment, furniture, materials, uniforms, printing, stationery, professional fees, grants & subscriptions.
- (ii) Charges for specific services – printing & stationery charges, commercial property fee income, corporate recruitment, HR services to
- (iii) Employees (central risk) – includes union representatives, Chief Officers recruitment advertising, long service mementoes.
- (iv) Support services reflect the share of the Guildhall complex costs and IS charges.
- (v) Transformation Fund expenditure reallocated across all funds

# Agenda Item 5

<b>Committee(s):</b> Corporate Services Committee– For Information	<b>Dated:</b> 8 January 2025
<b>Subject:</b> People Strategy Bi-annual Progress Report 1: April 2024 to September 2024	<b>Public</b>
<b>This proposal</b> delivers Corporate Plan 2024-29 outcomes	
<b>Does this proposal require extra revenue and/or capital spending?</b>	<b>No</b>
<b>If so, how much?</b>	<b>N/A</b>
<b>What is the source of Funding?</b>	<b>N/A</b>
<b>Has this Funding Source been agreed with the Chamberlain’s Department?</b>	<b>No</b>
<b>Report of:</b> Alison Littlewood, Chief People Officer, People & HR	<b>For Information</b>
<b>Report author:</b> Cindy Vallance, Employee Experience Lead, People & HR Kaye Saxton Lea, Acting Assistant Director of Learning and Organisational Development, People & HR	

## Summary

City of London Corporation’s first ever People Strategy 2024-2029 was launched in April 2024 in parallel with the Corporate Plan 2024-2029 and Equality Objectives covering the same period.

The People & HR team committed to providing Corporate Services Committee with bi-annual updates on the progress of the work programmes contained within the People Strategy framework. **Appendix 1** contains our first progress report and summarises activity during the period April – September 2024 including summary data updates on key measures for each theme that were unavailable when the Strategy was published. The report also includes a preview of planned activity for the next six months and an overview of key programmes of work that will begin or continue in 2025/26.

The report also includes an additional **Appendix A** that outlines an overview and summary of actions underway across City Corporation following the 2024 Staff Survey. The survey was launched just two weeks following publication of the People Strategy. We will continue to make use of staff feedback obtained through this staff survey, as well as future iterations, to inform action plans and activities over the course of the People Strategy. Results will also inform and supplement the high-level work programmes contained in the People Strategy for 2025/26 and beyond.

## Recommendation(s)

Members are asked to:

- Note the report.

## **Main Report**

### **1. Background**

2. The City of London Corporation's first ever People Strategy 2024 – 2029 was launched in April 2024 following positive active engagement with over 1,500 staff and well-received presentations to Corporate Services Committee, Policy and Resources Committee, and Court of Common Council.
3. The People & HR team committed to providing Corporate Services Committee with bi-annual updates on the progress of the work programmes contained within the People Strategy framework.

### **4. Current Position**

5. **Appendix 1** contains our first progress report and summarises activity during the period April – September 2024 along with summary data updates on key measures for each theme; including some that were unavailable when the People Strategy was published. The report also includes a preview of planned activity for the next six months and a summary of key programmes of work that will begin or continue in 2025/26.
6. The report also includes an additional **Appendix A** containing a series of sub-appendices that outline an overview and summary of actions underway across City Corporation following the 2024 Staff Survey and connected to the realisation of the People Strategy. Appendix A contains
  - The 2024 staff survey overview report
  - The Executive Leadership Board agreed priorities in response to staff survey feedback
  - The staff survey corporate action plan

### **7. Options**

8. All our People Strategy activity links directly to our City Corporation mission as “the governing body of the Square Mile dedicated to a vibrant and thriving City, supporting a diverse and sustainable London, within a globally successful UK.”
9. The People Strategy exists to support the six outcomes of our Corporate Plan 2024-2029 which will be achieved only through the work of our people. It also takes into account and is responsive to the complexity and changing context of City Corporation, as well as the City of London, the UK, and the world we live in. The initial programmes of work that have been underway over the past six months and that will continue for the remainder of 2024/25 and into 2025/26 as reported here will build from a solid foundation of brilliant basics to achieve our mission.

### **10. Proposals**

11. The intended work programmes that will take place in the second half of 2024/25 are outlined as are high-level work programmes for 2025/26.

### **12. Key Data**

13. The People Strategy publication included initial data from 2022/23. Given its April 2024 launch date, 2023/24 data was not available at the time of publishing.
14. While a comprehensive Annual Employee Profile Report for 2023/24 has already been shared with Corporate Services Committee in July 2024, the enclosed report includes 2023/24 summary data that are directly connected to People Strategy themes and work programmes.
15. Our second bi-annual People Strategy progress report will be shared with Corporate Services Committee in June 2025. This report will provide staff data for 2024/25 and based on our first full year of People Strategy activity, will include measurable targets for 2025/26.

### **Corporate & Strategic Implications**

16. **Strategic implications** – The People Strategy is key to the delivery of all Corporate Plan outcomes since our people will deliver its outputs & achieve its outcomes.
17. **Financial implications** – While programmes of work within the People Strategy will require continuing investment by City Corporation, there are no direct financial implications attached to this progress report.
18. **Resource implications** – The successful delivery of the People Strategy will require a team of highly capable internal People and Human Resources staff, collaboration across HR teams in all our institutions, and engaged and committed leaders, managers, and staff across all our organisation. Where appropriate, some programmes of work will also include working with external suppliers as delivery partners. However, this progress report does not include specific requests for resources.
19. **Legal implications** – The People Strategy has been and will continue to be proactive to anticipate and address all regulatory and legal changes and issues impacting employees that arise over the course of the period covered by the People Strategy.
20. **Risk implications** – Risks inherent to the People Strategy relate to the importance of recruiting, supporting, developing, and retaining an engaged and highly performing workforce. It also involves creating a positive organisational culture that forefronts inclusion, belonging and wellbeing as well as world-class performance and impact for its communities. Additionally, efficient, effective systems and processes that provide useful data for decision-making are necessary to facilitate this work, and the quality and timely delivery of all system-based and process elements of the People Strategy will be critical.
21. **Equalities implications** – Equality, Equity, Diversity and Inclusion is key to the successful implementation of the People Strategy. An Equalities Impact Assessment was completed as part of the work leading to the April 2024 People Strategy launch. Wide engagement with employees over the course of the development and implementation of the People Strategy and all its activities, along with close interaction with the EDI team to connect EEDI and People related activities will continue to ensure that equality impacts will be considered carefully across all

programmes of work. Additionally, work to embed Health and Safety principles of psychological and physical safety will be critical to the success of the People Strategy.

22. **Climate implications** – There are no specific climate implications although communications about and employee engagement in sustainability and climate justice activity will be important to realise the ambitions and aspirations of City Corporation’s workforce. Employees and communities today are keen to support the realisation of societal action and positive role modelling of ethical behaviours in this critical area.
23. **Security implications** - There are no direct security implications. The People Strategy emphasises the importance of enabling a physically and psychologically safe and secure environment for all employees and is working closely with the City Corporation Health and Safety team to ensure that common safety / security goals and outcomes are considered.

## **Conclusion**

24. We committed in April 2024 that City Corporation’s first ever People Strategy would support our workforce to achieve our Corporate Plan outcomes as well as our Equality and Health and Safety objectives. We promised that progress will be tracked through quantitative and qualitative data and insights, and over the course of its five-year timeline, we will work to attract, develop, and retain talented employees within our unique, complex yet inclusive and equitable 21<sup>st</sup> Century workplace; an organisation that also has strong roots in history and tradition. We promised that the work programmes within the People Strategy will help to identify and fill workforce gaps; provide a framework for people management; and will be adaptable and responsive to change through a bi-annual process of reporting to track momentum and measure success. This initial bi-annual progress report outlines our progress to realise these commitments.

## **Appendices**

Appendix 1 – People Strategy Report 1: April 2024 – September 2024  
Appendix A – 2024 Staff Survey Action Plan (author: Kaye Saxton-Lea)

## **Background Papers**

People Strategy 2024 – 2029  
Annual Employee Profile Report for 2023/24

### **Appendix 1**

Cindy Vallance  
Employee Experience Lead  
[Cindy.vallance@cityoflondon.gov.uk](mailto:Cindy.vallance@cityoflondon.gov.uk)

### **Appendix A**

Kaye Saxton-Lea  
Acting Assistant Director, Learning and OD  
[Kaye.Saxton-Lea@cityoflondon.gov.uk](mailto:Kaye.Saxton-Lea@cityoflondon.gov.uk)

**Appendix 1**

# **People Strategy 2024 – 2029**

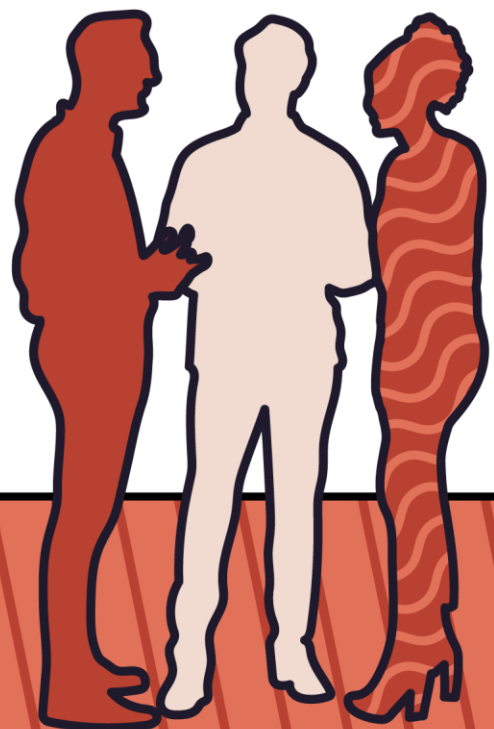
## **Progress Report 1 April – September 2024**

with forward views for

### **October 2024 – March 2025**

and

### **2025 / 26**



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# Introduction

The City of London Corporation's first ever People Strategy was launched in April 2024 following an extensive period of engagement with over 1500 staff and with the approval of Committees through to the Court of Common Council.

The People Strategy covers the period 2024 – 2029 and has been created as a framework of work programmes within five inter-connected themes:

1. My Contribution, My Reward
2. My Wellbeing, My Belonging
3. Trustworthy Leadership
4. My Talent and Development
5. Building Brilliant Basics

Our vision is to transform our culture, systems, and processes through an ambitious and integrated programme of change that will realise the workforce priorities necessary to achieve the outcomes of our Corporate Plan 2024 – 2029, our Equality Objectives 2024 – 2029, and our Health and Safety objectives. Outcomes to create transformation of this breadth will take time to achieve and progress and will be linked to our annual data reporting and targets.

This report focuses primarily on People Strategy work programmes that are being led and facilitated through People and Human Resources. In the space of this document, we have also included a set of appendices that share activities and actions across the entire organisation linked to the People Strategy and as a result of the 2024 staff survey.

In this first six month progress report, it has not been possible to include in detail every activity of all who are working to realise our People Strategy outcomes including our staff diversity networks; our recognised trade unions; our volunteer-run staff activity clubs, champions, and ambassadors; everyone within our City Corporation staff and elected member community contributes to our culture and to our collective success. We will continue to expand the breadth of this report and thank everyone for their continuing efforts to realise City Corporation's mission, to achieve our Corporate Plan and People Strategy outcomes and our Equality and Health and Safety objectives. We all want to create and sustain a destination where we serve our communities well and are proud to say, "this is my organisation, and I belong here."

## Our Mission

The City of London Corporation is the governing body of the Square Mile dedicated to a vibrant and thriving City, supporting a diverse and sustainable London, within a globally successful UK.

# Report Overview

This is our first bi-annual People Strategy 2024 - 2029 progress report for Corporate Services Committee. The presentation, content and dissemination approach for these reports will evolve based on feedback and engagement.

The People Strategy has been intended from the start to be a living document. We have developed this report to summarise our People Strategy progress. It will be updated and shared twice a year with Corporate Services Committee and across our workforce.

Given the speed of change within our internal and external environment, priorities and activities must be anticipated and responded to proactively. Therefore, the People Strategy will continue to be refreshed and revised. Continuous horizon scanning and listening to staff feedback from regular staff surveys and other engagement activities over the course of its five-year timeline, setting objectives and measuring key results and outcomes, and accompanying these activities in the future with appropriate benchmarking – will all help us to realise our collective vision of being a world-class organisation.

The People Strategy was published on 1 April 2024. Given timelines for production, it featured high level people data from the 2022/23 financial year. We appreciate the need for a robust evidence base for decision-making and therefore, this report also provides a high-level update on workforce data for 2023/24.

This report is intended for information and focuses on activities within the past six months as of 30 September 2024, sets the stage for the next six months through March 2025, and highlights our high-level plan for 2025/26.

This report contains the following sections:

1. A summary workforce profile update for 2023 / 24
2. An overview of key current work programmes within each of the five themes
3. More detailed updates on each of our five themes:
  - a. The past six months: April 2024 – September 2024
  - b. The next six months: October 2024 – March 2025
  - c. Looking ahead to 2025/26
  - d. 2023/24 key measures

**Appendix A** contains

- The 2024 staff survey overview report
- The Executive Leadership Board agreed priorities in response to staff survey feedback
- The staff survey corporate action plan

The next bi-annual People Strategy report will be shared in June 2025 and will include a summary of activities and outcomes over the course of the first full year. It will include final

staff data for 2024/25 and targets that will enable us to measure future progress and success against outcomes.

# Data Reporting and Key Measures

Data reporting is a challenge at City Corporation due to its outdated and inadequate HR system. Implementation of a new modern system that combines people and finance data (the Enterprise Resource Planning System) and summarised later in this report as part of our Brilliant Basics work will address many of these challenges. Given its importance in informing decision-making, concerted efforts have been undertaken in the meantime to cleanse data and create a start for data reporting consistency across key measures. Improvements to our service desk function through Ask-HR and a data dashboard for leaders have also been created using the existing People system.

Initial 2022/23 measures contained in the People Strategy publication have been updated here for 2023/24, including the Workforce Profile that follows. The end of year progress report will include a revised Workforce Profile for the current year, along with actuals and targets on measures for each of the People Strategy themes. Progress against targets will be reported annually, and we will inform action plans for each year that follows.

## Workforce Profile Update

Category	2022/23	2023/24
Employees	4,248	4,201
FTEs	3,993	3,999
Turnover Rate	14%	12%
Average length of service	8 years	9 years
Between 10-20 years' service	21%	20%

Category	2022/23		2023/24	
	Number	%	Number	%
Apprentice	58	1.4	68	1.6
F9 Grade	117	2.8	113	2.7
Grade A	114	2.7	110	2.6
Grade B	579	13.6	593	14.1
Grade C	817	19.2	801	19.1
Grade D	761	17.9	765	18.2
Grade E	612	14.4	609	14.5
Grade F	436	10.3	436	10.4
Grade G	217	5.1	214	5.1
Grade H	101	2.4	104	2.5

Grade I	36	0.9	38	0.9
Grade J	18	0.4	19	0.5
Senior Management Grade	20	0.5	14	0.3
Teachers' Grade	362	8.5	341	8.1

*Measure	Number	%	Number	%
<b>Sex</b>	<b>2022/23</b>		<b>2023/24</b>	
Female	2,167	51	2,144	51
Male	2,081	49	2,057	49
<b>Ethnicity</b>	<b>2022/23</b>		<b>2023/24</b>	
Declined to specify	Not available; combined with 'not known'		115	2.7
Not known	989	23.4	642	15.3
Ethnic minority	758	17.8	849	20.2
White	2,501	58.9	2,605	62.0
<b>Disability</b>	<b>2022/23</b>		<b>2023/24</b>	
Declined to specify	Not available; combined with 'not known'		119	2.8
Not known	1,155	27.2	987	23.5
Disabled	195	4.6	176	4.2
Not disabled	2,898	68.2	2,920	69.5
<b>Age</b>	<b>2022/23</b>		<b>2023/24</b>	
20 and under	39	0.9	49	1.2
21 to 30	691	16.3	691	16.4
31 to 40	1,004	23.6	973	23.2
41 to 50	1,011	23.8	1,007	24.0
51 to 60	1,111	26.2	1,094	26.0
61 and over	392	9.2	387	9.2
<b>Sexual orientation</b>	<b>2022/23</b>		<b>2023/24</b>	
Declined to specify	213	5	226	5.4
Not known	1,370	32.3	1,364	32.5
LGBTQ+	262	6.2	252	6.0
Heterosexual	2,402	56.5	2,350	55.9
<b>Religion or belief</b>	<b>2022/23</b>		<b>2023/24</b>	
Declined to specify	Not available; combined		183	4.25

	with 'not known'			
Not known	1,212	28.5	1,087	25.2
Buddhist	11	0.3	11	0.26
Christian	1,195	28.1	1,205	27.9
Hindu	56	1.3	59	1.37
Jewish	27	0.6	27	0.63
Muslim	139	3.3	138	3.21
No religion	1,431	33.7	1,423	33.05
Other	114	2.7	110	2.56
Sikh	25	0.6	26	0.6
Spiritual	38	0.9	36	0.84

\*Increasing staff EEDI demographic data disclosure has been an important activity in year one as part of Building Brilliant Basics. A 30 September 2024 data collection update, with the inclusion of new categories, is provided in the **Theme 5** section of this report and will be reported in full at the end of year one.

# People Strategy Theme Summaries

Our five People Strategy themes contain an array of interconnected and yet discrete programmes of work. While each of the themes has its own designated title, our year one People Strategy priorities as reported here will build from a solid foundation of brilliant basics. A summary of critical activity for each theme is noted below, with greater detail provided in the report sections that follow.

Additionally, the first **Staff Survey** incorporating the People Strategy themes was disseminated just two weeks after the People Strategy launch. Given the importance of this work, a separate appendix **(A)** is enclosed which summarises actions across the organisation resulting from the 2024 staff survey. These action plans led from all areas of the organisation reinforce the priority activities outlined in this report.

## Theme 1: My Contribution, My Reward

**Ambition 25** includes the design and implementation of an innovative approach to our organisation's role profile and job family structures. It will also include full implementation of a new job evaluation approach and a pay and grading structure that will be regularly benchmarked to ensure our long-term sustainability and market competitiveness. As a major and complex programme of foundational work within the People Strategy, Ambition 25 reports regularly to an internal senior officer steering group and has reported to each Corporate Services Committee meeting since April 2023. Ambition 25 will support our goal to increase organisation structure and grading and pay transparency as well as informing future Theme 4 Talent and Development programmes of work.

As part of the broader My Contribution, My Reward theme, a **Benefits Review & Refresh** has also begun and will continue over the course of the remaining year with stakeholder engagement, financial planning, and recommendations for implementation taking place in 2025.

## Theme 2: My Wellbeing, My Belonging

In addition to the **staff survey** appendices mentioned above and summarised separately, other early work within this theme includes **an initial programme to begin to embed wellbeing, belonging, inclusion, and physical and psychological safety** within City Corporation, in close collaboration with our **EEDI and Health & Safety** colleagues, including **stress risk assessments and H&S engagement as an objective for all**, a refresh of our **Celebrating our People awards**, managing a **staff volunteering programme**, and consideration of an **anonymous complaints system**.

In the months ahead, we will be procuring a partner to work with us to define and begin to activate new over-arching **values and summary behaviours**, while respecting and complementing existing values and behaviours at institution level. This initial work to build these basics will support us in our efforts to embed our values throughout our culture and drive delivery of our strategic organisational objectives.



## Theme 3: Trustworthy Leadership

The **staff survey appendices** mentioned above reinforce the importance of our leadership community in progressing the work to realise positive culture change. The appendix includes action plans that are underway for our Executive Leadership Board (ELB) and the organisation as a whole.

This theme also includes implementation of a regular cycle of **meetings and away-day sessions for our Senior Leadership Team (SLT) and ELB**, led by our Town Clerk and Chief Executive. Outputs since the launch of the People Strategy have included the creation of **shared performance objectives for 2024 / 25** that will inform a **pilot 360-degree performance review process for SLT** later this year.

In July 2024, the Senior Leadership Forum was relaunched, with a working title of **Future Ambition 18** of our top 140 mid to senior leaders who report to Chief Officers. We will be engaging with these leaders over the course of the People Strategy to **support culture change**, and to **ensure responsibility and accountability that enables us to achieve the outcomes of the Corporate Plan**. A Chief Officer will act as Senior Responsible Officer to work to support the vision and direction of the group.

We are keen to enhance our overall organisational performance by embedding continuous improvement, strengthening financial sustainability, and harnessing growth opportunities. We will work with this group to break down siloes and embed mindsets and practices that support our journey to create sustainable organisational excellence, innovative collaboration, an entrepreneurial spirit, and a future first, digitally informed approach.

Additionally, our internally delivered **People Manager Programme** has been refreshed and continues to evolve to meet the needs of managers in supporting their teams.

Building trustworthy organisational leadership at City Corporation also includes **work undertaken directly by our Member Services colleagues with Members across City Corporation**, including a recent review by the Local Government Association and a review of our Member Code of Conduct. Member engagement will be critical in the development of our values and behaviours, along with the rollout of a revised Member / Officer Charter, and a new Member induction programme that includes a customised suite of training.

## Theme 4: My Talent and Development

This theme encompasses ongoing efforts to strengthen foundational practices through improvements to both **central and local inductions**. In early 2025, we will introduce a comprehensive and enhanced **mandatory training** programme designed to support new team members in understanding organisational operations and ensuring regulatory compliance and created **new and enhanced elective training offerings**, including **EEDI and Health and Safety training**.

**Implementation of Ambition 25 and the ERP system will also inform a host of additional progressive initiatives** including the creation and embedding of automated

annual workforce planning processes and overhauling end-to-end recruitment and onboarding processes, a competency-based performance management framework incorporating our new values, a modern approach to dispute resolution, career path maps, and continuous professional development offerings for all staff.

## Theme 5: Building Brilliant Basics

This theme has included work to create a **data dashboard**, undertake **back-office recruitment and employee data improvements** and thorough **data cleansing** critical to both Ambition 25 and the new **People and Finance System** (Enterprise Resource Planning - ERP) design and implementation.

**Workforce planning** has started with data dashboard creation. Manual processes to consider **succession planning in recruitment** has begun with future automation planned.

In parallel with the work to develop new systems, **an all-organisation wide communications campaign** is underway to increase EDI demographic data reporting. A significant element of this work is to build trust across the organisation on why and how this data will be used to enable inclusive culture change.

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. The newly titled **Programme Sapphire** aims to transform the City of London Corporation's 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 back-office services. The ERP system implementation is driven by several strategic drivers to improve efficiency, capacity, and information and will be implemented in waves between 1 April 2025 and 1 April 2026. Successful implementation will enable capacity to be released across the organisation needed to undertake work beyond brilliant basics. Goals are to enable a more mobile and agile workforce; reduce manual intervention and generate greater automation; increase levels of self-service; provide a single source of truth on people and finance; and create enhanced analytics with real time management information to facilitate better informed prioritisation and robust decision making.

Another brilliant basic priority in year one of our People Strategy has been to create an agile **talent management** approach. Work has included a **temporary labour agency worker solution** to address wider workforce needs including meeting short notice worker requirements. A project to understand and forensically assess the **contingent workforce** across City Corporation has begun, adopting a robust governance framework, and engaging an expert partner. This work is underpinned by our vision to deliver key features of being a good and fair employer including offering equity to our workforce community irrespective of employment status, including valuing our casual staff in a modern and inclusive way.

**HR policy updates** have been made following legislative changes since the launch of the People Strategy. An extensive assessment of the current Employee Handbook has begun that will enable us to understand our current position and create a prioritisation plan to regularly update and maintain HR policies. A collaborative approach has been taken through

work with our EDI team, Staff Networks, and institutions to begin to embed EEDI principles in our policies, along with future planned work with Health & Safety, DITS, and Communications. High priority policies, including those impacted by the introduction of the Employment Rights Bill 2024, have been identified for review. The Employee Handbook review will continue and be completed in 2026.

# Theme 1: My Contribution, My Reward

## The past six months: April 2024 – September 2024

A top priority for City Corporation has been the need to review pay and reward to attract, recruit and retain excellent staff and to ensure pay equity. Therefore, early work in response to the 2022 Staff Survey feedback, considered Contribution and Reward in late 2023 even before the launch of the People Strategy in April 2024. Work included an initial review of a diagonal slice of 'as is' job descriptions and organisational structures. This led to **Ambition 25**. The focus in recent months has been on data gathering, cleansing and review, the confirmation of organisational hierarchies, the creation of job families, the creation of approximately 650 role profiles to replace over 2500 individual job descriptions, and the start of training for those who will be involved in the new job evaluation process. A focused communications campaign has informed and educated staff about the project and has continued more recently, particularly with mid- to senior leaders, to enable them to cascade programme information and updates as it progresses.

Early scoping for the **Benefits Review & Refresh**, alongside **Ambition 25**, also began in late summer 2024. The principles underpinning this work include feeling recognised and valued; having a sense of belonging and contentment; being part of an authentic workplace community; enabling world-class services; and paving the way to being a destination employer. This has included the creation of a set of design principles to inform this programme of work. Design principles include colleague-centric, empathic, and accessible; multi-generationally relevant; a combination of modernity and tradition; driving a step change in expectations and performance; rooted in EEDI and City Corporation values; being market and sector relevant; and enabled by technology. Work has begun on the collation and review of a master list of all existing benefits, including identifying benefit owners.

## The next six months: October 2024 – March 2025

The **Ambition 25** team hopes to begin sharing Initial pay and grading proposals with Members, SLT and ELB, trade unions and staff representatives in early 2025.

Work in the next six months on the **Benefits Review & Refresh** will include creating cost models for the top ten to fifteen possible benefits and engagement with our SLT and ELB. A paper will be taken to CSC in spring 2025 recommending fully costed changes to our Benefits offer that repositions Benefits as a key dimension of organisational culture, aligned to our sense of recognition and belonging. Work to understand the cost implications of any recommended changes has commenced in partnership with Finance.

## Looking ahead to 2025 / 26

Subject to any changes resulting from communications and engagement work and following Member approval of all proposals, implementation of the **Ambition 25** pay and grading framework will occur in summer 2025. Later phases of work arising from **Ambition 25** outcomes over the next four years of the People Strategy will include regular benchmarking of pay and reward. **Ambition 25** outcomes will also provide the foundation for future work

programmes focusing on the development of performance management, talent management, recruitment, career development, and succession planning initiatives to be undertaken within Theme 4, My Talent and Development.

Following agreement of the **Benefits Review & Refresh** plan, mobilisation across City Corporation will take place in 2025/26.

## Key measures

Outcome measures for this theme over the course of the People Strategy timeframe will include **turnover stability and the reduction of equity pay gaps**. Current data is noted below and will be revised for the end of year progress report.

Measure	2022/23	2023/24	2024/25	End of Year Target
% turnover – all reasons	14%	13%		
% turnover – voluntary	11%	9%		
% voluntary turnover in first two years of employment based on headcount	25%	13%		
% ethnicity pay gap mean hourly rate	17.4%	16.7%		
% ethnicity pay gap median hourly rate	14.7%	13.2%		
% gender pay gap mean hourly rate	4.5%	4.5%		
% gender pay gap median hourly rate	2.7%	0.0%		
% disability pay gap mean hourly rate	8.8%	6.9%		
% disability pay gap median hourly rate	2.4%	7.1%		

Note: we do not yet have sufficient staff data to enable us to report on our social mobility pay gap, but concerted efforts are underway to increase social mobility disclosure rates as reported later in this report.

# Theme 2: My Wellbeing & Belonging

## The past six months: April 2024 – September 2024

The first **Staff Survey** incorporating People Strategy themes was disseminated in mid-April 2024 just two weeks after the People Strategy launch. Given the importance of this work, an appendix A is enclosed which summarises action plans from across the organisation resulting from the survey results.

The current LEAP **employee volunteering programme** has been incorporated in its current form into the People Strategy.

**Collaboration with the EDI team** has also deepened, including active participation in the EEDI Sub-Committee and EEDI Forum and supporting EDI-led initiatives such as the annual submissions to the Social Mobility Employer Index, the Women in Finance Charter, and the UN Global Compact.

Approval to proceed to open procurement for an external partner that will support City Corporation in the creation of new, overarching ‘One Corporation’ **values and behaviours** that will not replace but will be complementary to existing values that exist across our institutions, was received in September at Corporate Services Committee.

## The next six months: October 2024 – March 2025

A Town Hall meeting to report on progress of the 2024 staff survey action plans mentioned above is scheduled for December 2024 and is part of **a rolling calendar of three to four Town Hall meetings each year and other staff engagement initiatives led by our central Communications team, including regular ELB interviews**. Work on the staff survey action plans will continue and be reported on again in the next People Strategy progress update following year end.

The refreshed **Celebrating People Awards** 2025 criteria directly reference our People Strategy and Corporate Plan outcomes and place an increased focus on collaboration and teamwork.

We will evaluate the effectiveness of the current **volunteering programme**, including the re-establishment of a volunteer working group and the development of a three-year volunteer strategy and programme.

Other wellbeing activities include **a review of wellbeing champions** and the creation of a programme of **Lunch and Learns** to support the mental and physical wellbeing of our workforce, **in collaboration with the EDI and Health and Safety teams, staff networks and groups, and colleagues across the organisation**.

A comprehensive **stress risk assessment in collaboration with Health and Safety** is being undertaken across the organisation. Work is underway to ensure everyone has **Health & Safety training**.

While managers across the organisation continue to require support from HR through HR Business Partners and training, work is ongoing to explore the option of **anonymised reporting** and to revise relevant policies and work with managers to provide both direct support and training. One goal is to foster a culture where managers feel empowered to address instances of bullying and harassment as well as grievances as early as possible and future use of modern dispute resolution frameworks is being explored. Another goal is for managers to take greater ownership of all aspects of performance management of their direct reports, including the encouragement of regular 1-1s between managers and staff members and that enable early intervention and resolution of issues. The objective is to create a culture of high performance alongside psychological and physical safety for all.

**Collaboration with the EDI team** will continue with the establishment of a new Equalities Director, engagement in the EDI Sub-Committee and EEDI Forum, and participation in the delivery of an EEDI Review.

A soft market testing exercise to consider the supplier market for **values and behaviours** will be followed by SLT and ELB agreement of the programme specification and procurement route to market. Formal procurement will take place, and a partner secured.

## Looking ahead to 2025 / 26

A **staff pulse survey** will be undertaken in September 2025 and a rolling schedule of full and pulse staff surveys will continue over the course of the five-year People Strategy, with the next full staff survey in 2026. Results will serve as a critical barometer to measure progress and inform action plans to address evolving priorities.

If funding is agreed, a continuing comprehensive **volunteering programme** will be initiated.

The work programme to create new **values and behaviours** and map our culture journey will take four to six months from the establishment of a new partnership with an external supplier. Culture change will only be fully realised once new over-arching values and behaviours are agreed when they can then be embedded throughout the entire employee lifecycle to include all elements of attraction, recruitment, continuous performance management, development, progression, recognition, reward, and retention.

## Key measures

Outcome measures for this theme over the course of the People Strategy timeframe will include **staff survey participation and engagement, sickness absence, occupational health and EAP take-up, grievances, and disciplinary cases**. Current data is noted below and will be revised for the 2024 / 25 end of year progress report. Targets will be set for the next full staff survey.



Measure	2022 Survey Actuals	2023 Survey Actuals	2024 Survey Actuals	Next Survey Target
<b>Staff survey measures</b>				
Staff survey participation (like for like)	51%	N/A	74%	
Staff survey engagement score based on the four questions below	52%	N/A	63% <sup>1</sup>	
1. People help and support each other where I work	68%	N/A	76%	
2. I am proud to say I work here	65%	N/A	74%	
3. If asked, I would say to friends and family that this is a good place to work	61%	N/A	76%	
4. I believe action will be taken because of this survey	24%	N/A	27%	
<b>Key human resources measures</b>				
Measure	2022/23	2023/24	2024/25	End of Year Target
Rolling average sick days per full time employee (and review other patterns of sickness absence)	7.2	8.8		
Number of referrals to occupational health function	61	181		
Employee Assistance Programme utilisation (as a percentage, calculated as counselling and advice calls against headcount)	5.7%	5.4%		
Number of grievance cases and outcome trends when available	N/A	*See below		
Number of bullying and harassment cases and outcome trends when available	N/A	*See below		

**\*Grievance and bullying and harassment cases:** While data was unavailable prior to March 2023 and automated tracking is not available with the current HR system, manual tracking has been underway since the launch of the People Strategy and there has been a total of 39 grievance cases and six appeals since that time. None of the appeals was upheld and each appeal was judged on its own merits. In the period 1 April 2023 – 31 March 2024 there were 6 formal cases relating to bullying and harassment. Some of these may also have been reflected in the grievance data as the grievance covered several issues. None of the bullying and harassment allegations were upheld, though for some recommendations were submitted for the manager / senior manager to consider. Actions to address bullying and to deal with grievances include expanding manager training, revising relevant policies, and exploring the creation and implementation of an anonymised employee complaints system and a modern dispute resolution framework.

<sup>1</sup> All four engagement questions are combined for a single total percentage.





# Theme 3: Trustworthy Leadership

## The past six months: April 2024 – September 2024

ELB has agreed three collective actions following analysis of our **Staff Survey** results and each ELB member is leading creation and delivery of their individual staff survey action plans for their areas of responsibility, including actions related to embedding equality, equity, diversity, and inclusion and physical and psychological safety. Further detail is provided in **Appendix A**.

The launch of a critical group with the working title **Future Ambition 18**, who report to Chief Officers and will be led by a senior responsible chief officer, has taken place. The group includes approximately 140 senior leaders who hold oversight for managing performance, ensuring inclusive engagement across their teams, and creating positive organisational outcomes linked to the Corporate Plan. For example, this group has been engaging in communications with the Ambition 25 project team to cascade information throughout the organisation and this work will continue. This group will also be critical to engagement work to create new over-arching values and behaviours as well as other programmes of work.

The internally delivered **People Manager Programme (PMP)** has been adjusted to include more targeted wellbeing training, working alongside the **EDI and Health and Safety teams and Occupational Health**, including topics on psychological safety through mental health first aid, handling challenging conversations, and fostering an inclusive work environment.

Building trustworthy organisational leadership at City Corporation also includes **work undertaken directly by our Member Services colleagues with Members** across City Corporation, including a recent review by the Local Government Association and a refreshing of our Member Code of Conduct.

## The next six months: October 2024 – March 2025

Outputs since the launch of the People Strategy have included agreement of **four shared performance objectives for SLT** for the current year which will then be cascaded more widely next year, and which have been incorporated into a **pilot 360-degree performance review process**.

Objectives focus on **role modelling impactful leadership, prioritising EEDI and Health and Safety, breaking organisational siloes, and effective resource management**.

All ELB members are undertaking **Health & Safety training**.

## Looking ahead to 2025 / 26

ELB objectives will be cascaded more widely through the organisation, including EEDI & Health and Safety.

Work alongside Member Services is taking place to enhance **Member inductions and training** in time for the next intake of new Members in spring 2025.

Members will also engage in the development of our values and behaviours and a revised Member / Officer Charter.

## Key measures

Outcome measures for this theme over the course of the People Strategy timeframe will include **key staff survey engagement measures** that are relevant to leaders. Current data is noted below, and targets will be set prior to the next survey.

Measure	2022 Survey Actual	2023 Survey Actuals	2024 Survey Actuals	Next Survey Target
<b>Inclusive Leadership – and change management</b>				
<b>Key driver Staff survey results:</b> There is a culture of openness and transparency where I work	26%	N/A	46%	
<b>Key driver Staff survey results:</b> Senior leaders manage change well and communicate this to staff	29%	N/A	40%	
<b>Key driver Staff survey results:</b> I feel appropriately supported through change	33%	N/A	47%	
<b>Staff survey results:</b> The Town Clerk’s ELB are visible & make the effort to listen to staff	N/A	N/A	27%	
<b>Staff survey results:</b> The Town Clerk’s ELB provide a clear vision of our overall direction	N/A	N/A	34%	
<b>Staff survey results:</b> I think Members provide strategic leadership and good governance	N/A	N/A	22%	
<b>Leading My Wellbeing and Belonging Equality, Equity, Diversity and Inclusion &amp; Health and Safety</b>				
<b>Staff survey results:</b> My leadership team is committed to creating a diverse and inclusive workplace	N/A	N/A	66%	
<b>Staff survey results:</b> Leaders here understand that EEDI is central to our future success	N/A	N/A	63%	
<b>Staff survey results:</b> I feel my emotional safety is valued at work	N/A	N/A	64%	
<b>Staff survey results:</b> Members demonstrate our values and behaviours, including leading for EEDI	N/A	N/A	27%	

<b>Leading My Contribution, My Reward</b>				
<b>Key driver Staff survey results:</b> I feel valued & recognised for the work I do	51%	N/A	53%	
<b>Leading My Talent &amp; Development</b>				
<b>Key driver Staff survey results:</b> I have confidence that my career aspirations can be met working here	35%	N/A	42%	

# Theme 4: My Talent & Development

## The past six months: April 2024 – September 2024

A comprehensive review of the current **mandatory training programme** has taken place to ensure the programme is relevant, timely, engaging, concise, accessible, and interactive. Focus has been on the **new starters' programme** to support their induction process to be more relevant, welcoming, and bespoke to City Corporation needs.

## The next six months: October 2024 – March 2025

The **rollout of refreshed all staff mandatory training** will take place and additional mandatory courses relevant to managers will be introduced to complement the existing People Management Programme. In Phase 1 of the mandatory training update, all staff will complete a refreshed training programme. Specifically, the primary goals are to: *Enhance Engagement* - the training content has been restructured to include interactive elements to improve information retention and ensure that key messages are more effectively communicated; *Increase Efficiency* - the programme duration has been significantly reduced from approximately thirteen hours to just three hours by focusing on understanding core topics and expectations by streamlining content to cover only essential information.

The **creation and communication of other new training offerings** based on organisational demand and in partnership across a range of departments, service areas and institutions within City Corporation is also underway and will continue. For instance, the **Mentor Connect** programme was launched in collaboration with London Councils and currently has 55 Mentees and 19 mentors. The bolstering of our **coaching provision** is also underway, including seeking out a more diverse array of coaches.

Initial work to create more comprehensive EEDI training has included a review in close collaboration with the EDI team. **EEDI training** is now a foundational component of manager and wellbeing training. A new training module dedicated to completing Equality Impact Assessments will be launched. This training will accompany the rollout of the EDI team's updated Equality Impact Assessment process to ensure staff are equipped with the skills needed to consider EEDI in all activity.

As summarised in Theme 2, **Health & Safety training** is also a key priority, including mandatory Health & Safety training for ELB.

## Looking ahead to 2025 / 26

Continuing work on **mandatory training** will take place into 2025/26 including implementation of relevant modules of the new ERP system. Following go-live of the ERP learning management system, a review will be undertaken to determine compliance training for the **contingent workforce**. **Reporting will improve through new system provisions.**

Additionally, in response to growing demand and organisational focus on EEDI, additional courses will continue to be added to the training prospectus in Spring 2025 to provide a

broader range of **EEDI-related learning opportunities** to support a more inclusive workplace culture. Further **Health & Safety training** will be rolled out.

Building on the work to create new values and behaviours mentioned in the work of Theme 2, a new work programme to **procure a partner to develop a comprehensive competency-based performance management framework** will take place and will be built from the outcomes of Ambition 25 and the implementation of aligned modules of the ERP system. Following successful procurement, we will collaborate with our partner to create a new performance management framework that will be based on our new values, and which will more fully embed equity and inclusion as well as high performance and outcomes. The new performance management framework will be cascaded to all staff and will include elements of 360-appraisal where appropriate. The implementation of **modern dispute resolution frameworks** is also being explored as part of this work.

This preliminary yet necessary work will also set the stage for later elements and levels of comprehensive employee development including initiatives fully aligned to workforce planning to support **continuous learning, career development, talent management, and succession planning**.

## Key measures

Outcome measures for this theme over the course of the People Strategy timeframe will include **hiring metrics, progression of staff into senior grades through the consideration of key diversity measures, and appraisal completions**. Current data is noted below and will be revised for the 2024 / 25 end of year progress report.

Measure	2022/23	2023/24	2024/25	End of Year Target
<b>Average time to hire in days, as measured across working days</b>				
Manager request to advertisement live	N/A	4.6		
Advertisement close to conditional offer	N/A	21.5		
Conditional offer to all checks complete	N/A	21		
Diversity of applicant pipeline, measured at application, shortlisting and appointment	N/A	N/A		
<b>*Staff progression to senior grades</b>				
% of ethnic minority employees	18%	20%		
% of ethnic minority employees grades H to Senior Management Grade (SMG)	11%	13%		
% of women employees	51%	51%		
% of women employees' grades H to Senior Management Grade (SMG)	41%	41%		
% of LGBTQ+ employees	6%	6%		

% of LGBTQ+ employees grades H to Senior Management Grade (SMG)	6%	8%		
% of employees declaring they meet the Equality Act definition of disability	5%	4%		
% of employees declaring they meet the Equality Act definition of disability grades H to Senior Management Grade (SMG)	3%	7%		
<b>Appraisal completions</b>				
% of annual appraisal completions	80%	80%		

\*Note: we do not yet have sufficient staff data to enable us to report on social mobility senior staff progression, but concerted efforts are underway to increase social mobility disclosure rates as reported later in this report.

# Theme 5: Building Brilliant Basics

## The past six months: April 2024 – September 2024

**Workforce planning** is not currently established as a centralised corporate function within City Corporation. Over the past six months, efforts have focused on developing the essential tools for this, including streamlining recruitment, improving employee services through **Ask-HR** and creating a **HR dashboard**.

In parallel with the work to develop new systems, **an all-organisation wide communications campaign** was launched in summer 2024 and will continue for the remainder of the year to enable us to work with and make decisions on a more robust set of **staff EDI demographic data**.

The Implementation Partner (HCL) for the **ERP** system, Programme Sapphire, has been successfully procured. HCL kicked off the programme in October and the City Corporation Programme Sapphire team has been mobilised. The initial stage of the programme involves City Corporation/HCL agreement on the core deliverables and implementation plan releasing the system in three waves.

The **temporary/agency contract review programme** has been progressed as part of the People Strategy. Following stakeholder and market engagement, options and recommendations were considered for the design, procurement, and implementation of a temporary agency worker model. Service user feedback was sought, resulting in a recommended hybrid managed service provision model that will also enable flexibility in supplier choice when required. Following an invitation to tender and robust evaluation process, an external partner has been awarded the contract.

A project to understand and assess the **contingent workforce** across City Corporation has begun, adopting a robust governance framework, and engaging an expert partner to undertake the level of forensic work needed to understand this workforce.

An extensive **assessment of the current Employee Handbook** has been undertaken to understand our current position. This work has included development of RACI and prioritisation matrices, as well as assessment of policies against ACAS guidelines, best practice, and upcoming changes as part of the Employment Rights Bill. This has allowed for prioritisation of policies for review and a plan to undertake a comprehensive review of the Employee Handbook.

**Policy updates** were made following legislative changes since April 2024 and have also included adjustments to our member-led recruitment procedures and our workplace attendance policy. Engagement has begun with stakeholders of key projects including Ambition 25 and introduction of the ERP system to ensure internal changes are accurately reflected in relevant policies throughout the Employee Handbook. The HR Policy team is working closely with City Corporation's EDI team and Staff Networks, as well as Institutions, to ensure that EEDI principles and priorities are reflected in all policy updates and that the unique context of institutions in relation to policies is considered. The EDI team have



undertaken an initial review in collaboration with HR and highlighted priority policies which will have the greatest impact on colleagues with protected characteristics.

## **The next six months: October 2024 – March 2025**

Beginning with senior level roles and looking ahead to the next 12 months, a manual process for high level **workforce planning** will be introduced to enable future and current recruitment and succession planning needs including identifying critical skills gaps and roles. Work will be undertaken with Corporate Strategy and Finance colleagues to enable departments to embed workforce reviews in the business planning cycle.

Agreement on the **ERP** Programme Sapphire implementation plan, design, build and test of the solution and proposed wave 1 Go Live of the partial functionality of the Learning Management System (LMS) will take place on 1 April 2025.

Recruitment of a contract manager will enable mobilisation of the **temporary/agency contract** by January 2025. Early work will include guidance accompanied by education and training for managers on how and when temporary labour is engaged at City Corporation. This work is also part of our broader approach to more effective workforce planning, strategic resourcing governance, and cost controls through appropriate contract management.

A report of the **contingent workforce project** that includes detailed conclusions, risks and recommendations will reach our Senior Leadership Team and Executive Leadership Board prior to Christmas. This will be followed by Corporate Services Committee agreement in spring 2025 for a fully costed set of steps looking ahead to the next stages of implementation.

The next six months will include **reviews of the five highest priority policies**. These policies are Probation; Disciplinary; Grievance; Sickness and Absence; and Family Leave. They have been prioritised due to the impact they have across City Corporation and the introduction of the Employment Rights Bill 2024. The probation review will include the role of members in chief officer probation.

We will also be progressing other policies for review, including those with significant staff impact that are owned by other departments including Health and Safety, DITS, and Communications. Looking ahead to 2025 / 26

## **Looking ahead to 2025 / 26**

Design, build and test of the remaining **ERP** Programme Sapphire solution will take place. With proposed Go Live of the remaining ERP solution in two waves with full functionality of the LMS, Recruitment and Onboarding, Performance and Goals, Core HR, Occupational Health, Employee & Manager Self-Service, Payroll, Reporting and Analytics, Talent Management, Health and Safety and Finance.

With the introduction of the ERP and Ambition 25, we will review our approach and automate annual **workforce planning** to fully embed this across all role levels.

Following review of high priority policies, a complete review of the **Employee Handbook** will continue. The project is intended to conclude during 2026, by which time City Corporation will have a fully reviewed, legally compliant and simple to use and understand Employee Handbook. The Handbook will reflect all changes introduced as part of the Employment Rights Bill and will have EEDI principles embedded throughout.

We began a comprehensive **EDI data disclosure communications campaign** in July 2024 and have provided current data below as of 30 September 2024. While we have made substantial progress already since being reported in our People Strategy for 2022/23, there is more work to be done, and the campaign will continue through the remainder of the year and will be incorporated into an annual campaign. This data will be revised for the 2024/25 end of year progress report and a target set for 2025/26.

**Key measures**

Outcome measures for this theme include **increasing our levels of staff EDI demographic data and adding new measures including social mobility, caring responsibilities, and gender identity**. This data will provide a solid evidence base to inform future work.

Measure	2022/23 of 4,248	2023/24 of 4,201	2024/25 of 4,521 as of 30 Sep 24	2024/25 To be reported as of 31 Mar 25	End of Year Target
<b>EDI Data Disclosure (Percent of staff disclosure)</b>					
Ethnicity	77%	85%	80%		
Sexual orientation	68%	68%	70%		
Disability	72%	77%	77%		
Religion or belief	68%	75%	76%		
Social mobility	11%	15%	34%		
Caring responsibilities	N/A	N/A	30%		
Gender identity	N/A	N/A	29%		



# Conclusion

Activity across all five People Strategy themes in its first six months has been driven by key projects that have a particular emphasis on **Building Brilliant Basics** and **My Contribution, My Reward**. These projects, including Ambition 25, the ERP programme, and the creation of a robust policy framework, are expected to have a substantial impact on the entire workforce.

A wide array of initiatives within **My Wellbeing and Belonging; My Talent and Development** and **Trustworthy Leadership** are also underway with a focus on building brilliant basics within each of these themes as well. Appendix A summarises institution and department staff survey action plans that are led by the Executive Leadership Group and directly address the People Strategy themes.

Future People Strategy progress reports will expand further on programmes of work underway. Targets will be established at the end of the first year to evidence and measure progress and achievement of outcomes over the remaining years of the People Strategy.

By: People and Human Resources as of 26 November 2024



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## **Appendix A**

### **2024 Staff Survey Update**

#### **Overview of staff survey actions**

This appendix to the People Strategy provides an overview of staff survey feedback and the resulting corporate and departmental action plans aimed at addressing employee engagement, wellbeing, and development priorities. Following the initial survey results shared with senior leaders, departments crafted action plans focusing on four of the five themes of the People Strategy: trustworthy leadership, wellbeing and belonging, contribution and reward, and talent and development.

Common themes at department and institution level include the need for more frequent feedback, events to bolster belonging, and managerial training on wellbeing. The Executive Leadership Board's actions, and the corporate action plan are included below.

As part of the reporting process, People and HR will gather bi-monthly updates to ensure consistent monitoring and transparent reporting of progress. A pulse survey, planned for September 2025, will provide interim insights on engagement and inform further strategic adjustments, ahead of the next full Staff Survey in 2026.

This approach underscores the organisation's commitment to an adaptable, inclusive, and responsive workplace culture, furthering its vision for high employee engagement and operational excellence and our goal of being a world class organisation.

#### **Background following survey**

Following the presentation of the initial survey results to the Senior Leadership Team, Executive Leadership Board, and relevant committees. Departments were granted access to review and respond to the findings and develop local action plans with their teams.

Departments and Institutions have presented their area findings of the staff survey back to their teams and produced action plans. These have been submitted to People and HR for review, effectiveness and measurement of the impact on organisational outcomes. Some of the common themes across departments included.

##### **Trustworthy Leadership –**

- Improving engagement and having a greater understanding of Executive Leadership Board (ELB).
- Further development of leaders and managers.
- Increased Senior Leadership visibility

- Genuine recognition from line managers for work well done
- Monthly departmental town halls to improve communication

#### **My Wellbeing, My Belonging –**

- More departmental networking, away days, shared lunches, and social events
- Managers implementing a wellbeing check in during 1-1 meetings
- Team volunteering days
- Greater use of wellbeing ambassadors
- Further management development around the wellbeing space.
- Departmental EEDI updates in all staff meetings

#### **My Contribution, My Reward –**

- Peer recognition programmes
- Consistent real time feedback to individuals and teams,
- Understanding benefits on offer.
- Departments committing to improve the number of Celebrating our People Awards (COPA)

#### **My Talent and Development –**

- Development of line manager training to include wellbeing conversations
- Departmental skill sharing workshops
- Sign posting to L&OD offer in team meetings.
- Better understanding of career pathways.

#### **Building Brilliant Basics –**

- Work to improve local induction for new starters
- Quiet meeting spaces introduced
- Clearing out of clutter from offices to create more collaborative working spaces
- Improve communication channels across teams to breakdown silos

#### **Next Steps**

Departments and institutions will submit bi-monthly updates to the People and HR teams, facilitating continuous tracking of departmental initiatives, progress, and action-plan outcomes. These updates will highlight how actions were implemented, fostering cross-departmental learning and collaboration. This structured approach demonstrates a commitment to addressing staff feedback, enhancing transparency, and driving meaningful change.

To further assess progress, a pulse survey is scheduled for September 2025. Comprising approximately 10 focused questions, this survey aims to evaluate interim advancements in



response to staff feedback and other key initiatives. The questions, currently in development, will align with the organisation's priorities and staff engagement objectives.

## **Conclusion**

This paper reinforces the organisation's strategic commitment to addressing staff feedback through a structured and transparent approach that emphasises engagement, wellbeing, and professional development. Department-led action plans, supported by bi-monthly updates to People and HR, exemplify a proactive strategy to create a responsive and supportive workplace.

Immediate initiatives have focused on key areas such as trustworthy leadership, wellbeing, contribution and reward, and talent development. Specific actions include enhancing real-time feedback mechanisms, fostering social connections, and providing wellbeing-focused managerial training. The benefits of these will:

**Strengthen Leadership Credibility:** Focusing on trustworthy leadership builds confidence among employees, creating an environment where staff feel valued and guided by ethical and reliable leaders.

**Enhance Employee Wellbeing:** Wellbeing-focused initiatives, such as managerial training and fostering social connections, help mitigate stress, improve mental health, and create a supportive workplace environment.

**Increase Engagement and Motivation:** Actions around contribution and reward ensure employees feel recognised and appreciated for their efforts, boosting morale and productivity.

**Improve Talent Development:** Investment in talent development, including feedback mechanisms, helps employees grow professionally, ensuring the organisation retains and nurtures its workforce.

**Culture of Transparency and Inclusivity:** Open communication and regular updates foster trust and inclusivity, making staff feel involved and informed about organisational progress

**Encouragement of Continuous Improvement:** Real-time feedback mechanisms enable quick identification and resolution of issues, embedding a proactive and adaptive culture within the organisation.

**Alignment with Organisational Objectives:** These initiatives tie directly to operational excellence and long-term goals, ensuring that both employee engagement and strategic priorities are addressed simultaneously.

**Boosted Organisational Reputation:** By visibly responding to staff needs and feedback, the organisation enhances its standing as an employer of choice, attracting and retaining top talent.

**Fostering Collaboration:** Encouraging cross-departmental learning through shared progress reports helps break down silos and promotes a collaborative workplace culture.

**Increased Trust and Loyalty:** Transparency in actions and outcomes reinforces employee trust, cultivating loyalty and reducing turnover.

Through these benefits, the organisation not only addresses immediate challenges but also lays a solid foundation for sustained growth, employee satisfaction, and operational excellence.

## **ELB Actions following on from staff survey results**

### **Action 1: Cultivating a Culture of Equity and Recognition**

Under the theme "*My Contribution, My Reward*," our primary objective is to advance our organisational culture by promoting fairness, transparency, and consistency in how we recognise, reward, and develop our people. The Executive Leadership Board (ELB) will lead this effort, ensuring that performance management, reward systems, and feedback mechanisms are uniformly implemented across the City Corporation.

Key areas of focus include:

**Real-time Feedback:** The ELB will achieve this by:

- In meetings or forums role model recognition and constructive feedback to team members, showing the value of timely input
- Actively promote and participate in feedback mechanisms such as 360-degree feedback reviews
- Schedule regular one to one check ins with teams

### **Consistent Recognition:**

- Highlight accomplishments organisational wide in Town Halls, newsletters and celebrating our people awards
- Role model and encourage managers and leaders to consistently acknowledge employee contribution during meetings

- Ensure that individual and team contributions are acknowledged and celebrated across all levels of the organisation in a consistent and equitable manner.

#### **Embedded Learning and Development:**

- Encourage a growth mindset by actively promoting learning opportunities, skills development, and career progression.
- Lead by example and demonstrate a commitment to learning by participating in training and sharing personal growth experiences
- Support and participate in mentoring and coaching opportunities to enhance performance

#### **Clear Communication:**

- Maintain transparent and open communication channels, ensuring regular updates and clear information flow to all employees.
- Continue to conduct regular town halls to enable employees to have raise questions and concerns
- Use surveys and focus groups to gain feedback on performance

By embedding these practices, we aim to foster an environment where employees feel valued, contributions are consistently recognised and learning, and development are integral to our pursuit of world-class performance across the Corporation of London.

#### **Action 2**

Under the "Trustworthy Leadership" theme, our goal is to strengthen trust by ensuring the Executive Leadership Board (ELB) clearly define and communicate their purpose and vision. We will collaborate with our Future Ambition 18 group supporting their alignment with these goals and implementing key actions. Additionally, we will promote transparency and engagement by sharing a roster of Chief Officer visits to departments, institutions, and partners, fostering direct engagement, open communication, and increased leadership visibility across the organisation.

#### **Define our purpose and vision**

- Gather input from employees, customers and other stakeholders to understand perspectives and expectations of our purpose, vision and values
- Continue to hold regular check ins and events such as Town Halls

#### **Promote Transparency and Engagement**

- We will visit departments, institutions and partners to promote and build trust and transparency and increase our visibility across the organisation
- Continue to run engagement surveys to ensure we listen and identify areas for improvement

### **Collaborate with Future Ambition 18**

- Our Future Ambition 18 Leaders with ELB support will deliver our key commitments, ensure they are actioned and hold us to account to make certain that everything we do aligns to our goals. By working closely together we will all understand our objectives and be able to report on our progress.
- Work with the Future Ambition 18 leadership exchange to launch initiatives to address common challenges
- Create feedback loops to continuously improve the collaboration across FA18 and ensure alignment with evolving goals

### **Action 3**

Under the "My Wellbeing, My Belonging" theme, our objective is to cultivate a workplace culture where every employee feels valued, supported, and connected. To achieve this, we the Executive Leadership Board (ELB) will lead by example, openly prioritising our own health and wellbeing. We will promote work-life balance, self-care, and mental health, demonstrating these values through our actions and communications.

Key actions include.

- Fostering an inclusive environment by encouraging diverse voices and creating safe spaces for employees to express concerns and provide feedback.
- Supporting initiatives focused on promoting diversity, equity, and inclusion throughout the organisation, ensuring these principles are embedded in all levels of our work. ELB will encourage membership and allyship in the staff networks.
- Through regular conversations our leaders and managers will actively engage their teams in regular discussions, encouraging participation in training and "lunch and learn" sessions on key topics such as emotional intelligence, mental health awareness, and stress management. These initiatives aim to equip staff with the skills needed to recognise early signs of burnout and provide appropriate well-being support as required.
- Establishing clear and transparent communication channels where employees can comfortably discuss wellbeing issues, seek guidance, or confidently provide feedback on team culture.

- Strengthening connections and dialogue, we will hold regular town halls or listening sessions with leadership, ensuring continuous engagement and responsiveness to employee needs.

Kaye Saxton-Lea

Acting Assistant Director of Learning and Organisational Development

T: 0207 332 1927

E: [kaye.saxton-lea@cityoflondon.gov.uk](mailto:kaye.saxton-lea@cityoflondon.gov.uk)

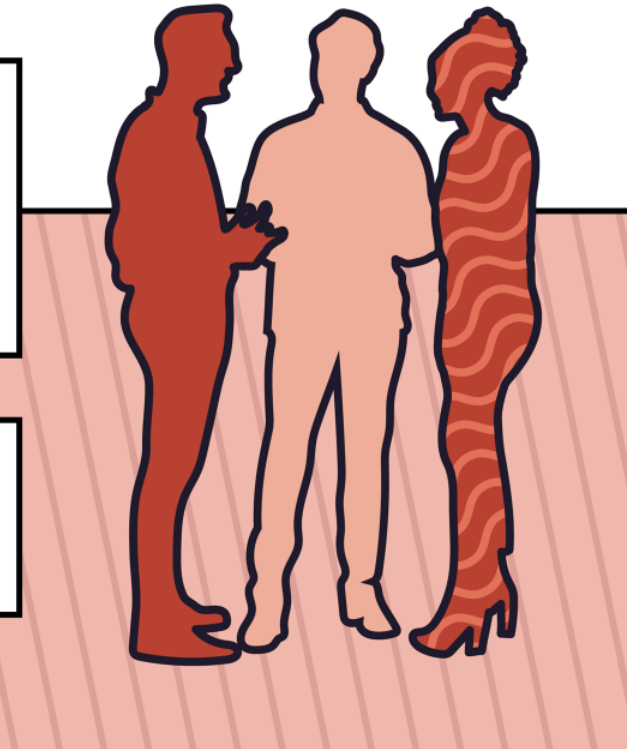


Appendix A.2

# Staff Survey Corporate Action Plan






This Corporate Action Plan will be used to outline their key points of action resulting from the 2024 Staff Survey.

It forms a living document that will not only set out aims and objectives for the next 12 months, but it will allow for progress tracking and adjustments during the bi-monthly follow up meetings with L&OD.





# What are you working on?


Based on your Team's results, what are the key actions you will be taking forwards from the Survey:


Key Action	Framework Theme	Key Improvement Required	
Trustworthy Leadership		Develop a community of leaders and managers at all levels who will create an inclusive and respectful environment. These leaders will consistently role model our value, engage with, empowering, developing, challenging and celebrate our people.	
My Wellbeing and Belonging		Be inclusive, diverse, and people-oriented. We will make sure all employees are supported, challenged and motivated, and we will create a flexible working environment that respects personal commitments, fostering a culture where everyone can thrive	
My Talent and Development		Develop a strong employer brand identity to create effective and inclusive recruitment approaches that attract and retain candidates. Develop learning and development opportunities , to enable everyone to feel supported in their professional growth	
My Contribution My Reward		Provide flexible, sustainable, fair, equitable , and transparent reward and recognition opportunities for our people beginning with Ambition 25. This will ensure that our employees feel valued and appreciated for their contributions	
Building Brilliant Basics		Develop robust, easy-to-use automated systems that simplify data collection, reporting and self-service mechanisms. To enable and enhance our ability to filter and report on identity characteristics more effectively	


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My Contribution,  
My Reward

  
My Wellbeing and  
Belonging

  
Trustworthy  
Leadership

  
My Talent and  
Development

  
Building  
Brilliant Basics

1

# What are you going to do?

How will you implement the Key Actions from the previous page and how will you measure the success:

Action Points Trustworthy leadership	Measurement	Complete By
<p>Work to define with staff what good leadership looks like, through workshops conversations and meetings</p> <p>All staff town halls to be run 3 to 4 times a year to promote corporate plan and people strategy across the organisation</p> <p>Increase awareness of ELB via communications team running a series of interviews with ELB members</p> <p>Work with internal comms to share information across teams to improve communication via a range of channels</p> <p>Reestablish the Future Ambition 18 Leadership exchange Introduce the new Senior Responsible Officer – Will attend a module on EEDI</p> <p>Commence the work on Vision, values and culture work</p> <p>By end of 2025 % of our managers will have attended a Management development programme</p> <p>Undertake a governance review &amp; members code of conduct and Member induction programme – to be in place following the Elections in March 2025</p>	<p>Improvement in belief in action and engagement score currently at 27% and 63%</p> <p>My leadership team are committed to creating a diverse and inclusive workplace improve from 66%</p> <p>Interviews are planned and produced, and the visibility of leaders increases in the staff survey</p> <p>ELB are visible and make an effort to increase from 28% Senior leaders manage change and communicate this to staff , survey result to increase from 40%</p> <p>Work to develop Future ambitions 18 Leadership members , leadership scores in survey will improve openness and transparency score to improve from 63%</p> <p>Effective one to ones will increase , retention of staff , engagement score will increase over 63%</p> <p>Members code of conduct will be in place and survey results for members will increase over 22%</p>	
<b>Quick Wins</b>	<b>Completed</b>	



# What are you going to do?

How will you implement the Key Actions from the previous page and how will you measure the success:

Action Points - My Talent and Development	Measurement	Complete By
<p>Offer learning and development opportunities , to enable everyone to feel supported in their professional growth</p> <p>Implement a more formal approach to coaching and mentoring to support career acceleration</p> <p>Identify and nurture talent by establishing processes for identifying high potential employees and support with tailored development opportunities</p>	<p>Staff survey feedback ,</p> <p>Employee retention rates</p> <p>Tracking career advancement in the organisation</p> <p>Uptake and completion rates of courses</p>	
<p>Work to implement Anonymised recruitment across all roles –</p> <p>Marketing communication plan on Learning and Development opportunities</p>	<p>To be commenced following SAP ERP implementation</p> <p>Numbers increase on courses , access to learning and development activities increase over 60% &amp; 53% on staff survey</p>	
<p>Mandatory training phase one update all mandatory training and roll out to all staff in January to March 25,</p> <p>phase 2 managers mandatory training update ,</p> <p>phase 3 casuals and contingent workforce roll our once EPR is implemented</p>	<p>By April 2025 minimum 85% compliance</p> <p>September 2025 roll out</p> <p>Date to be confirmed following completion of the implementation of Sap</p>	
<p>Development of revised template, updated guidance, and improved training for Equality impact assessments</p>	<p>Managers and colleagues responsible for completing equality impact assessments will understand the importance of completing the form correctly</p>	

# What are you going to do?

How will you implement the Key Actions from the previous page and how will you measure the success:

Key Action Points	
<p><b>My Wellbeing and Belonging</b> Working to build an environment that is supportive and inclusive to encourage open conversations about wellbeing by introducing wellbeing discussions within regular 1-1 meetings</p> <p>Build resources and programmes to enhance mental, physical health and wellbeing support, including lunch and learns , virtual and face to face options</p> <p>Create a safe and inclusive space for employees to express ideas, opinions and concerns</p> <p>Foster positive working relationships encouraging team building , mentoring , coaching and build meaningful connections to create a sense of belonging</p> <p>Review and roll out departmental stress risk assessments in collaboration with H&amp;S</p> <p>Work in collaboration with Health and Safety to build a robust plan for supporting staff around building psychological safety across our employees</p> <p>Link wellbeing interventions and lunch and learns to align with the PMP programme</p> <p>Staff survey –Pulse Survey in September 2025 run an all-staff town hall in March prior to pulse survey in March Run a pulse survey as a check in for our colleagues to understand how our actions following the 2024 survey have been implemented September 2025 followed by a full staff survey to be held in Mid-year 2026 – communicated by Xmas 2025</p> <p>Work to continue to develop corporate offering on social mobility and focusing on delivering against equality objectives 2024-2029</p>	<p>Monitoring the staff survey results in the wellbeing and belonging section of the survey ,</p> <p>Retention and absentee rates</p> <p>Score on if employees would recommend as a place to work</p> <p>Peer feedback groups ,, staff survey results</p> <p>Increase internal and external coaching register to be more inclusive and diverse</p> <p>A plan of areas to undertake the risk assessment to commence in collaboration with H&amp;S</p> <p>Market all manager wellbeing interventions to the PMP groups</p> <p>Pulse survey will be designed and rolled out with clear actions undertaken as a result</p> <p>Rise further on the social mobility index from current position of 58</p>

# What are you going to do?

How will you implement the Key Actions from the previous page and how will you measure the success:

Key Action Points – My Contribution, My Reward	Measurement	
<p>Deliver on Future Ambition 25 during 2025</p> <p>Empower everyone to recognise and reward colleague contributions that can be celebrated</p>	<p>Staff will have an overview of Ambition 25 next steps in late 2024 and Ambition 25 will be implemented in 2025 along with success measures established and measured within the staff survey</p> <p>Staff survey results will improve</p>	
<p>Recognise and celebrate contributions, regular acknowledgement of hard work, achievements to support colleagues feeling appreciated in real time feedback through use of TC briefings, local newsletters and blogs</p>	<p>Managers will have a process in place to ensure that feedback is given in real time</p> <p>Survey results will be improved</p> <p>COPA results will continue to be measured and refined</p>	
<p>Benefits Review &amp; Refresh work is underway, including establishing a range of benefits that cater to a diverse range of preferences and employee needs</p>	<p>Following full stakeholder engagement as part of the Review, the Benefits Refresh will take place in 2025 with success measures and outcomes established</p>	

# What are you going to do?

How will you implement the Key Actions from the previous page and how will you measure the success:

Key action plan	Measurements
<p><b>Building Brilliant Basics</b></p> <p>Introduce an Enterprise Resource Planning (ERP) system that will enable the organisation to manage and integrate core business processes across a centralised platform by</p> <ul style="list-style-type: none"> <li>• Establishing an ERP implementation team</li> <li>• Plan timelines for system implementation</li> <li>• Work with key stakeholders to support operational efficiency</li> </ul>	
<p>Conduct a comprehensive policy review to integrate recent legislative changes and embed Equality, Diversity, and inclusion principles</p> <p>Key dates            January 2025 – April 2025: High priority policies will be reviewed including probation, Disciplinary, Grievance, Sickness Absence and Family Leave            April 2025 onwards continued review of the policies within the employee handbook</p>	<p>Proposed order will be agreed by Corporate Services committee in November 2024            Policies will be updated and available from April 2025</p>
<p>Commence work on the anonymous HR reporting system for employee and members to lower customer complaints within the organisation</p>	<p>Senior and member led implemented , full implementation following go live of ERP</p>
<p>Activity to follow up on the Equity, Equality, Diversity and Inclusion review by 1<sup>st</sup> April 2025</p>	<p>Paper on review and recommendations to go to EDI sub committee</p>





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## City of London Corporation Committee Report

<b>Committee(s):</b> Corporate Services Committee – For Information Finance Committee – For Information Digital Services Committee – For Information	<b>Dated:</b> 08/01/2025 21/01/2025 30/01/2025
<b>Subject:</b> Enterprise Resource Planning (ERP) Programme Update Report	<b>Public report:</b> For Information
<b>This proposal:</b> <ul style="list-style-type: none"> <li>• delivers Corporate Plan 2024-29 outcomes</li> <li>• provides business enabling functions</li> </ul>	Providing Excellent Services
<b>Does this proposal require extra revenue and/or capital spending?</b>	No
<b>If so, how much?</b>	n/a
<b>What is the source of Funding?</b>	n/a
<b>Has this Funding Source been agreed with the Chamberlain’s Department?</b>	n/a
<b>Report of:</b>	Chief People Officer; Ali Littlewood & The Chamberlain, Caroline Al-Beyerty
<b>Report author:</b>	Simon Gray, Chamberlain’s Department

### Summary

This report provides an update on the advancements in the Enterprise Resource Planning (ERP) Programme for the fourth quarter of 2024.

The City of London Corporation is undertaking a major programme to replace 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 significantly 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 completing the procurement exercise for the System Integrator Partner, recruiting to roles within the programme team.

The programme timeline has been mapped to deliver in three phases.

## **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 Operational 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.

#### **Programme Update**

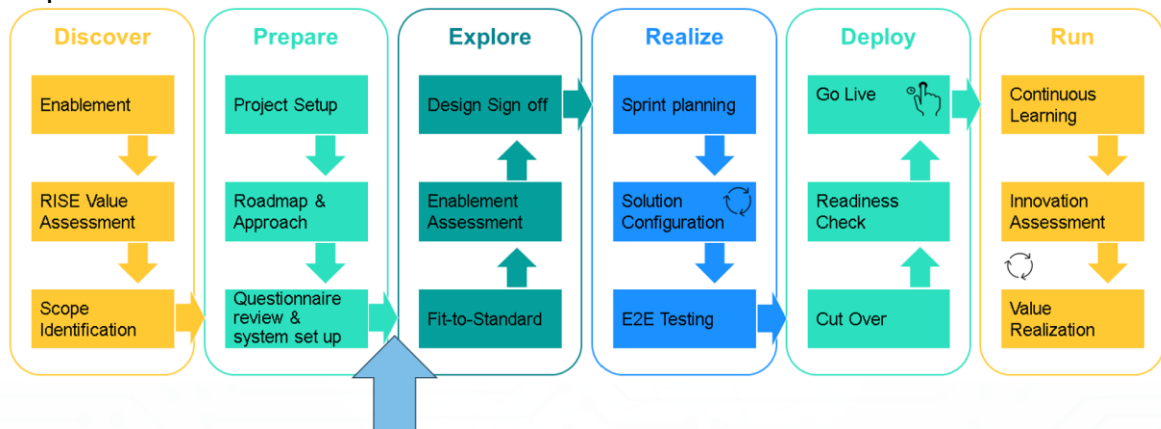
3. The programme has been rebranded as “Programme Sapphire”. Establishing a brand for the programme will underpin the change and communications strategy. We will create a recognisable and relatable brand which our audience can engage with and seek to avoid being view as a system replacement – i.e. a technical programme rather than a transformation programme. It also provides a separation from the Programme delivery phase and the future operational state.
4. The programme held a kick-off event on the 17<sup>th</sup> of November which included over 80 members of the programme team (included the team from the system integrator).
5. During October / November the programme team worked with the system integrator (HCL) to complete the statement of works which confirms the timing, scope and approach of the programme
  - i. The programme timeline is being delivered in 3 waves:
    - Wave 1: Learning Management, Performance and Goals & Recruitment – Q1 2025
    - Wave 2: Full HR and Payroll – Q4 2025
    - Wave 3: Finance – Q1 2026

The payment to the System Integrator is aligned to the above delivery schedule on a milestone basis.

- ii. The requirements of the Corporation are consistent with those that were included in the Invitation to Tender that were issued (no change in scope).
- iii. The approach is based on the Corporation adopting to best practice using the SAP Public Cloud (Adopt not Adapt).



6. The programme is following the SAP Activate methodology and is now in the “Explore Phase” as shown below:



7. The Explore phase will be delivered between 18<sup>th</sup> November 2024 and 31<sup>st</sup> March 2025. There are currently over 200 “fit to standard workshops” scheduled to agree the design of the solution.
8. The initial focus has been on Wave 1 design workshops, which are scheduled to be completed by December 20<sup>th</sup>, 2024, and are on track at the time of writing this report. The first data migration wave will be delivered in December 2024 to support Wave 1 testing.
9. The Realise / Deploy and Run phases will be delivered iteratively for each Wave (see appendix A for detail).
10. The Corporation has also set up networking with other Local Authority customers who are on a similar journey including:
- i. Gloucestershire County Council (SAP upgrade to Public Cloud – Testing Phase)
  - ii. Manchester City Council (SAP upgrade to Public Cloud – nearing end of Design)
  - iii. Warrington Borough Council (SAP upgrade – end of procurement)
11. The intention is to meet monthly on a virtual basis – initial meetings will focus on each party sharing where it is and challenges / opportunities. The plan will be to develop specific knowledge sharing across the functional areas. The above has been facilitated by SAP
12. The program is progressing according to the approved budget.

### Programme Next Steps

13. The primary focus will be on completing the fit to standard workshops. The Wave 1 workstreams will also be delivering the change readiness assessments in January which will include:
- i. Testing Plans
  - ii. Training Plans

- iii. Communications Plans
- iv. Cutover Plans
- v. Business Support Plans

14. The plans for Wave 2 & 3 Wave will be due after sign-off of the whole design in March. This will include identified benefits discovered as part of the design workshops. During the workshops we are performing as-is process work to validate the benefits targeted

## **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 Operational 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](mailto:simon.gray@cityoflondon.gov.uk)

# Appendix A

## Wave 1




# Wave 1- CoL Programme Plan by HCL



## Wave 2




# Wave 2- CoL Programme Plan by HCL



## Wave 3




# Wave 3- CoL Programme Plan by HCL



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## City of London Corporation Committee Report

<b>Committee(s):</b> Corporate Services Committee – For Information	<b>Dated:</b> 08/01/2025
<b>Subject:</b> Health & Safety Update	<b>Public report:</b> For Information
<b>This proposal:</b> <ul style="list-style-type: none"> <li>• delivers Corporate Plan 2024-29 outcomes</li> <li>• provides statutory duties</li> <li>• provides business enabling functions</li> </ul>	<b>Diverse Engaged Communities</b> <b>Leading Sustainable Environment</b> <b>Vibrant Thriving Destination</b> <b>Providing Excellent Services</b> <b>Flourishing Public Spaces</b> Health & Safety at Work Act 1974 People Strategy
<b>Does this proposal require extra revenue and/or capital spending?</b>	No
<b>If so, how much?</b>	£
<b>What is the source of Funding?</b>	N/A
<b>Has this Funding Source been agreed with the Chamberlain’s Department?</b>	N/A
<b>Report of:</b>	Deputy Town Clerk
<b>Report author:</b>	Oli Sanandres, Director of Health & Safety

### summary

This report provides the Corporate Services Committee with a regular health and safety update.

December 2024 saw the delivery of major milestone for the team with the launch of our Health & Safety Management framework and new tools for officers across the organisation to use to ensure we remain proactive and on track to lift the Safety culture at the City of London.

### Recommendation(s)

Members are asked to: Note the report.

## **Main Report**

### **Background**

1. Following Quadriga's external review of our Health & Safety arrangements, the Corporate Services Committee has received an update at each meeting outlining key areas of activity and progress made in addressing the gaps the Quadriga review identified, together with relevant other updates of note.
2. Given the relatively short time-frame between the last meeting and this one, coinciding with the Christmas break, this month's report is relatively brief but it is hoped provides Members with an informative update nevertheless.

### **Current Position**

3. To date, 20 of the 25 recommendations have been closed (i.e., 80%). This represents an increase of 16% in the successful close-down of the recommendations since the last report to your Committee.
4. A key element of this was the approval and launch of our Health & Safety framework, on 9 December 2024, which closed three major recommendations, viz.:-
  - i. We have established a minimum standard in terms of numbers and qualifications of health and safety advisers for the higher complexity areas of the Corporation.
  - ii. We have made IOSH (Institution of Occupational Safety and Health) approved Managing Safely training mandatory for all managers.
  - iii. We have introduced a centrally based software system, SafetyNet, which allows the recording and monitoring of risk assessments, together with the tracking and completion of remedial actions and accident reporting.
5. The remaining 20% are HR-linked, i.e., relate to Ambition25 and Occupational Health resource review, or relate to a review of Contractor Management and Construction (Design Management) Regulations 2015 procedures, and a review of the property management processes across the City of London Corporation. These are on track to be delivered by April.
6. Since the last meeting Quadriga have also been re-engaged to provide external independent assurance as to the steps taken in response to the initial audit, before the end of the current financial year.

### **Key Updates**

7. On 9 December 2024, the Corporate Health & Safety Team publicly launched the new Health & Safety Framework. The new framework applies to all Departments and Institutions of the City of London Corporation, clearly setting out the mechanisms for which we are centrally responsible and providing clear direction as to what is required locally. It also introduces and sets in place our new IT architecture, launching SafetyNet, our new SharePoint site for all safety policies, guidance, incident reporting & risk assessment tools.

8. In July 2024, the Health & Safety Executive (HSE) attended the City of London School and City of London Girls School for a routine review of asbestos management procedures, proposing several areas for action all of which were successfully completed by the schools over autumn. Subsequently, the Corporate Health & Safety Team has reviewed the City's asbestos management processes to incorporate these learning outcomes and advise these changes to all asbestos duty holders to further strengthen our system. Asbestos continues to be the greatest cause of work-related deaths in Great Britain and remains a key focus for health and safety management.

### **Corporate & Strategic Implications**

- Strategic implications - None
- Financial implications - None
- Resource implications - None
- Legal implications - None
- Risk implications - None
- Equalities implications - None
- Climate implications - None
- Security implications - None

### **Conclusion**

9. Significant progress has been made in addressing the recommendations identified in the Quadriga review, with 80% of the actions now completed, reflecting a 16% improvement since the last update. The launch of the new Health & Safety Framework and associated systems, such as SafetyNet, marks a critical milestone in strengthening health and safety governance across the City of London Corporation. Key initiatives, including mandatory IOSH-approved training and the establishment of minimum standards for high-complexity areas, underscoring the Corporation's commitment to fostering a robust safety culture.
10. Additionally, we are well enough re-established within our operations that we are now capturing lessons learned from external reviews, such as the HSE's evaluation of asbestos management, and effectively integrating learnings into central guidance. This, the basis for the continuous improvement cycle.
11. The City of London Corporation continues to demonstrate a proactive approach to embedding health and safety as a central component of our operations, ensuring compliance, improved risk management, and a safer working environment for all.

### **Appendices**

- None

### **Oli Sanandres**

Director of Health & Safety

E: [oliver.sanandres@cityoflondon.gov.uk](mailto:oliver.sanandres@cityoflondon.gov.uk)

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**CORPORATE SERVICES COMMITTEE FORWARD PLAN**

	<b>8 January-25 Provisional</b>	<b>12 February-25 Provisional</b>	<b>7 May-25 Provisional</b>	<b>18 June-25 Provisional</b>	<b>10 September-25 Provisional</b>	<b>22 October-25 Provisional</b>
<b>Standing Annual Items</b>	CSC Forward Agenda  Health & Safety	CSC Forward Agenda  Health & Safety  SMG Register of Interest  Pay Policy Statement	CSC Forward Agenda  Health & Safety  Annual Workforce Report	CSC Forward Agenda  Health & Safety	CSC Forward Agenda  Health & Safety	CSC Forward Agenda  Health & Safety
<b>HR Department Reports</b>	Ambition 25  People Strategy –Bi-annual Update – For Information	Ambition 25 – Take over  Casual Workers	Ambition 25  Agency Workers Guidance for Managers  Benefits Refresh	Ambition 25  People Strategy –Bi-annual	ET Cases and Settlement Agreements	
<b>Other Department Reports e.g. MFS, Restructures etc.</b>	Departmental Budget Estimates 2025-26  ERP Update					

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