



## Corporate Services Committee

**Date:** WEDNESDAY, 12 FEBRUARY 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 McNally
Deputy Henry Colthurst	Benjamin Murphy
Anthony Fitzpatrick	Mandeep Thandi
Steve Goodman	James Tumbridge
Deputy Christopher Hayward	Philip Woodhouse

**Enquiries:** John Cater  
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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 non-public summary of the meeting held on Wednesday, 8 January 2025.  

**For Decision**  
(Pages 5 - 10)
4. **SENIOR REMUNERATION SUB-COMMITTEE DRAFT PUBLIC MINUTES**  
To receive the draft public minutes of the meeting held on Wednesday, 27 November 2024.  

**For Information**  
(Pages 11 - 12)
5. **2025/26 PAY POLICY STATEMENT**  
Report of the Executive Director of Human Resources & Chief People Officer.  

**For Decision**  
(Pages 13 - 32)
6. **DRAFT HIGH-LEVEL BUSINESS PLAN 2025/26 – COMPTROLLER & CITY SOLICITORS DEPARTMENT.**  
Report of the Comptroller & City Solicitor.  

**For Decision**  
(Pages 33 - 46)
7. **DRAFT HIGH-LEVEL BUSINESS PLAN 2025/26 – HUMAN RESOURCES DEPARTMENT**  
Report of the Executive Director of Human Resources & Chief People Officer.  

**For Decision**  
(Pages 47 - 58)
8. **DRAFT HIGH-LEVEL BUSINESS PLAN 2025/26 – TOWN CLERK'S DEPARTMENT**  
Report of the Town Clerk.  

**For Decision**  
(Pages 59 - 72)
9. **HEALTH AND SAFETY UPDATE**  
Report of the Town Clerk.  

**For Information**  
(Pages 73 - 78)

10. **COMMITTEE'S FORWARD PLAN**  
Report of the Executive Director of Human Resources & Chief People Officer.

**For Information**  
(Pages 79 - 80)

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

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

13. **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**

14. **NON-PUBLIC MINUTES**

To agree the non-public minutes of the meeting held on Wednesday, 8 January 2025.

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

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

16. **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**

17. **CONFIDENTIAL MINUTES**

To agree the Confidential minutes of the last meeting held on Wednesday, 8 January 2024.

**For Decision**

18. **SENIOR REMUNERATION SUB-COMMITTEE DRAFT CONFIDENTIAL MINUTES**  
To receive the draft confidential minutes of the meeting held on Wednesday, 27 November 2024.  
  
*To be circulated separately by the Deputy Town Clerk.*  
**For Information**
19. **PROPOSAL FOR DEVELOPMENT OF A CITY BUSINESS INVESTMENT UNIT**  
Report of the Executive Director of Environment.  
**For Decision**
20. **CITY BRIDGE FOUNDATION - FUTURE FUNDING POLICY RESOURCE PROPOSAL**  
Report of the Acting Managing Director, City Bridge Foundation.  
**For Decision**
21. **MEMBER-LED RECRUITMENT – CHIEF EXECUTIVE OFFICER, BARBICAN CENTRE**  
Report of the Executive Director of Human Resources & Chief People Officer.  
**For Information**
22. **TOWN CLERK'S UPDATE**  
The Town Clerk to be heard.  
**For Information**

## CORPORATE SERVICES COMMITTEE

Wednesday, 8 January 2025

Minutes of the meeting of the Corporate Services Committee held at Guildhall on  
Wednesday, 8 January 2025 at 1.45 pm

### Present

#### Members:

Deputy Alastair Moss (Chair)  
Deputy Randall Anderson  
Deputy Henry Colthurst  
Steve Goodman  
Gregory Lawrence  
Edward Lord  
Catherine McGuinness  
Timothy James McNally  
James Tumbridge

#### Observers:

Benjamin Murphy  
Philip Woodhouse

#### Officers:

Ian Thomas	- Town Clerk and Chief Executive
Michael Cogher	- Comptroller & City Solicitor
Alison Littlewood	- Executive Director of Human Resources & Chief People Officer
Dionne Corradine	- Chief Strategy Officer
Caroline Al-Beyerty	- Chamberlain
Greg Moore	- Deputy Town Clerk
Polly Dunn	- Assistant Town Clerk
Simon Gray	- Chamberlain's Department
Mark Jarvis	- Chamberlain's Department
Fay Johnstone	- HR Department
Oli Sanandres	- Town Clerk's Department
Mike Hill	- Town Clerk's Department
John Cater	- Committee Clerk

#### 1. APOLOGIES

In advance of the meeting, formal apologies were received from Deputy Keith Bottomley, Alderman Sir Charles Bowman, Anthony Fitzpatrick, Deputy Christopher Hayward, Florence Keelson-Anfu, Benjamin Murphy, Mandeep Thandi, and Philip Woodhouse.

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

There were no declarations under the Code of Conduct.

3. **MINUTES**

**RESOLVED** – that the draft public minutes and non-public summary of the last meeting of the Committee held on Wednesday, 27 November 2024 were approved as an accurate record.

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

The Committee considered a joint Report of the Town Clerk, the Chief Strategy Officer, the Comptroller & City Solicitor, the Executive Director of Human Resources & Chief People Officer, and the Chamberlain concerning the revenue budgets in relation to the operational services directly overseen by the Corporate Services Committee.

In response to a query, the Chamberlain confirmed that the additional £310,000 sum in the Comptroller & City Solicitor's departmental budget was an approved carry-forward from the last financial year. The Comptroller & City Solicitor stressed the benefits of being able to procure external specialist advice for matters such as, for example, the purchase of the Barking Power Station site. He and the team would continue to keep these types of spends monitored and, if invested in an in-house option became more appropriate and efficient for certain areas that would be explored in consultation with the relevant Committees.

Further to a request at the Finance Committee recently, the Chamberlain informed Members that, in an effort to better clarify the budgetary process, her team was looking at revising the nomenclature and presentational style in these Reports going forward.

Several Members stressed the importance for the Committee to be able to challenge officers throughout the year on how the budget was being managed. Historically, it had not always been easy for Members to maintain vigilance on departmental finances and grip issues when pressures or challenges emerged in-year. Officers would ensure that the Committee was well briefed throughout the financial year on budgetary issues.

**RESOLVED** – that the Committee:

- Note the latest revenue budget for 2024/25.
- Review and approve the estimate for 2025/26 for submission to the Finance Committee.
- 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,
- Authorise the Chamberlain to agree minor amendments for 2024-25 and 2025-26 budgets arising during budget setting.

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

The Committee received a Report of the Executive Director of Human Resources & Chief People Officer which outlined the bi-annual progress update for the City Corporation's People Strategy.

In response to a suggestion, officers confirmed that they would look to implement a rolling 5 -year comparison in order to give Members a longer overview of trends.

The Executive Director of Human Resources & Chief People Officer informed Members that the average sick days rate across the organisation, namely, 8.8, was inclusive of a full calendar week (i.e. this rate included weekends). In future iterations of the Report, Members asked for more sickness leave comparison data with other similar organisations.

Separately, a glossary would be included in future iterations of this Report clarifying some of the terminology in the paper.

Whilst acknowledging that this document was separate to the Corporate Plan, Members asked that future iterations included some reference to the aims of the organisation, i.e. to provide impactful services to our customers and service users.

Members asked that future iterations of the Report provided more nuance around staff sentiment about Members; clearly, most officers across the organisation would have zero or minimal interactions with Members on an annual basis and this should be recognised in the Report, with a further drop-down question provided to those officers who do have regular interactions with Members to gather their views.

A Member asked that, going forward, the staff retention figure was given the same prominence as the recruitment figure.

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

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

The Committee considered a joint Report of the Executive Director of Human Resources & Chief People Officer concerning the Enterprise Resource Planning (ERP) Programme.

Officers confirmed that rigorous user testing via workshops would be taking place from February and that they would report back to the Committee in due course. When glitches or problems did occur escalation pathways were being outlined, with Digital Services Committee being designated as the central Member Committee that needed to be notified of any serious issues that arise.

Separately, officers would be reporting to both the Digital Services Committee and the Finance Committee on the programme's financials. The sum involved,

namely, £20m plus an £8m contingency, was significant and it was imperative that this was closely monitored as the programme progressed.

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

7. **HEALTH & SAFETY UPDATE**

The Committee received a Report of the Town Clerk concerning Health and Safety.

In response to a query, officers would reflect on ways in which Members, more broadly, could be provided with assurance that the risks created by third parties utilizing/hiring Corporation assets was being effectively monitored, currently there was a concern that, despite the Frameworks being in place for third parties, the risks could still fall between the cracks in the City's governance arrangement, so it was important that at least one Committee owned the corporate risk and that it was being regularly sighted as third party events/hires were confirmed.

Members commended the work of the team and were pleased that the April target for 100% completion of the Quadriga recommendations was on course to be achieved. Officers added that it was important to stress that despite the successful efforts to begin to put the right processes, governance and frameworks in place, the cultural transformation across the organisation still had a long way to go and a lot of hard work was required to ensure that all stakeholders were aware of and actively engaged in meeting their responsibilities. A follow up with Quadriga on progress would take place later in 2025 and an update would be provided to Members in due course.

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

8. **FORWARD PLAN**

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

**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 urgent public 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 draft non-public minutes of the last meeting of the Committee held on Wednesday, 27 November 2024 were 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 urgent non-public business.
15. **CONFIDENTIAL MINUTES**  
**RESOLVED** – that the draft confidential minutes of the last meeting of the Committee held on Wednesday, 27 November 2024 were approved as an accurate record.
16. **AMBITION 25**  
The Committee considered a Report of the Executive Director of Human Resources & Chief People Officer concerning Ambition 25.
17. **TOWN CLERK'S UPDATE**  
The Committee received an oral update of the Town Clerk concerning several issues.

**The meeting ended at 3.35 pm**

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Chairman

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

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## SENIOR REMUNERATION SUB-COMMITTEE

Wednesday, 27 November 2024

Minutes of the meeting of the Senior Remuneration Sub-Committee held at the Guildhall EC2 at 4.00 pm

### Present

#### Members:

Deputy Alastair Moss	Steve Goodman
Deputy Christopher Hayward (Deputy Chairman)	Florence Keelson-Anfu
Deputy Keith Bottomley	Gregory Lawrence
Deputy Henry Colthurst	Philip Woodhouse

#### Officers:

Ian Thomas, CBE	-	Town Clerk and Chief Executive
Greg Moore	-	Deputy Town Clerk
Alison Littlewood	-	Chief People Officer

#### 1. **APOLOGIES**

Apologies were received from Deputy Charles Edward Lord, Benjamin Murphy, and Alderman Sir William Russell.

Mr Murphy observed the meeting virtually.

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

There were no declarations.

#### 3. **MINUTES**

RESOLVED, that – the public minutes and non-public summary of the meeting held on 9 July 2024 be approved as an accurate record.

#### 4. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE SUB-COMMITTEE**

There were no questions.

#### 5. **ANY OTHER BUSINESS THAT THE CHAIR CONSIDERS URGENT**

There was no other business.

#### 6. **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 1 of Schedule 12 A of the Local Government Act.

7. **MINUTES**

RESOLVED, that – the non-public minutes of the meeting held on 9 July 2024 be approved as an accurate record.

8. **SENIOR MANAGEMENT GROUP (SMG) CHANGES**

The Sub Committee considered and approved a report of the Town Clerk concerning changes to the responsibilities of various members of the SMG.

9. **SENIOR MANAGEMENT GROUP – INDIVIDUAL ARRANGEMENTS**

The Sub Committee considered and approved a report of the Town Clerk relative to the remuneration arrangements for an individual.

10. **SENIOR MANAGEMENT GROUP MID-YEAR APPRAISALS**

The Sub Committee received an oral update from the Town Clerk in respect of SMG mid-year appraisals.

11. **UPDATE ON 360 APPRAISALS**

The Sub Committee received an oral update from the Town Clerk relating to the implementation of a new 360 appraisal system for Chief Officers.

12. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE SUB-COMMITTEE**

There were no questions.

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

There were no urgent items.

**The meeting closed at 4.30 pm**

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Chairman

**Contact Officer: Gregory Moore**  
**gregory.moore@cityoflondon.gov.uk**

# Agenda Item 5

<b>Committee(s):</b> Corporate Services Committee Policy and Resources Committee Court of Common Council	<b>Dated:</b> 12 February 2024 13 February 2024 6 March 2024
<b>Subject:</b> 2025/26 Pay Policy Statement	<b>Public</b>
<b>Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?</b>	<b>N/A</b>
<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>N/A</b>
<b>Report of:</b> Chief People Officer	<b>For Decision</b>
<b>Report author:</b> Chris Fagan, Head of Reward and Benefits	

## Summary

The City of London Corporation is required to publish a 'Pay Policy Statement' to set out their policy relating to the remuneration of their highest paid staff alongside their policies towards their lowest paid staff. The statement is required to be reviewed annually and agreed by 'a resolution of the authority', which in the City of London Corporation's case is the Court of Common Council.

These Statements have been produced annually since 2012/13 and are considered by the Corporate Services Committee and Policy & Resources Committee, prior to approval by the Court of Common Council before the end of March each year.

The report outlines the reasons for this statement, the draft Pay Policy Statement for 2025/26 is attached as Appendix 1.

It is noted that this Pay Policy Statement will need to be reviewed, amended and resubmitted through the same process to reflect any changes to our pay policy and pay approaches in relation to the deliverables of the Ambition 25. To meet the statutory requirements and timescale, we are required to bring this version forward to reflect the actual position at this time.

## Recommendation(s)

Members (of CSC and P&R) are asked to review and agree the Pay Policy Statement for 2025/26 and recommend it be submitted to the next Policy and Resources Committee on 13 February 2024, for agreement and forwarding to the Court of Common Council.

## Main Report

### Background

1. The Localism Act 2011 (Chapter 8) requires the City of London Corporation to prepare and publish a 'Pay Policy Statement' to set out their policy relating to the remuneration of their highest paid staff alongside their policies towards their lowest paid staff. The statement is required to be reviewed annually and agreed by 'a resolution of the authority', which in the City of London Corporation's case is the Court of Common Council, by March before the financial year to which it relates. The Statement may (again by resolution of the authority) be subsequently amended after the beginning of the financial year and as soon as is reasonably practicable after its approval or amendment, the Statement must be published on the authority's website.
2. In the City Corporation's case, it is a "*relevant authority*" only in its capacity as a local authority. However, and in general, the City has not distinguished in its Pay Policy Statements its local-authority capacities from any of its other undertakings, other than where these are specifically excluded from the remit of the 2011 Act.
3. Statements must incorporate the requirements of the legislation and associated guidance and be updated as relevant City of London pay approaches or policies change. These include:
  - Section 38(2) Statements must set out the authority's policies for the financial year relating to the remuneration of its chief officers, the remuneration of its lowest-paid employees and the relationship between the remuneration of its chief officers and the remuneration of any other employees.
  - Section 38(3) says that the Statements must state the definition of "lowest-paid" employee adopted by the authority and its reasons for adopting that definition.
  - Section 38(4) says that the Statements must include the authority's policies relating to:
    - the level and elements of remuneration for each chief officer;
    - remuneration of chief officers on recruitment;
    - increases and additions to remuneration for each chief officer;
    - the use of performance-related pay and bonuses for chief officers;
    - the approach to the payment of chief officers when they cease to be employed; and
    - the publication of and access to information relating to chief officers' remuneration.
4. The definition of "Chief Officers" given in the Localism Act (under section 43(2)) is that of the Local Government and Housing Act 1989. This incorporates the latter Act's definitions of both "Chief Officers" and "Deputy Chief Officers". This is a much wider definition than the conventional definition of "Chief Officer". As such the statement must include pay policy for both Senior Management Grades and the main City of London salary scales.

5. It should be noted that Pay Policy Statements are not a “statement on pay policies”, but rather a narrowly defined legislative requirement spelling out clearly and transparently certain specified current pay practices. As such they are required to be an “as is” statement, providing an accurate statement of practice at the time of publication, rather than a prediction of what will or may happen over the succeeding 12 months.
6. The aim of the Localism Act is that authorities should be open, transparent, and accountable to local taxpayers. Pay Policy Statements should set out the authority’s approach to issues relating to the pay of its workforce, and to the pay of its “Chief Officers” and the pay of its lowest paid employees.
7. The Act’s provisions do not supersede the City Corporation’s autonomy to make decisions on pay which are appropriate to local circumstances and deliver value for money for local taxpayers. The Corporation seeks to be a fair employer and an employer of choice - recognising and rewarding the contributions of staff in an appropriate way. The Corporation sets pay fairly within published scales and, in doing so, has regard to changing conditions in differing occupational and geographic labour markets.

### **Current Position - City of London Pay Policy Statement 2025/26**

8. A draft Pay Policy Statement for 2025/26 is attached.
9. This is required to be considered by the Corporate Services Committee and Policy & Resources Committee, prior to approval by Common Council. Common Council approval is required before the end of March of the preceding financial year, so these are therefore presented to this Committee now to ensure that the March deadline for full approval can be met.
10. The Pay Policy Statement will need to be subsequently amended to reflect the deliverables and implementation of Ambition 25 expected during the financial year. This will require a new statement to reflect the agreed changes to our pay policy and approach. That new version will need to follow the same approval process as above.

### **Conclusion**

11. To meet the requirements of the Localism Act, the City Corporation must agree and publish a Pay Policy Statement before each financial year. This report introduces for approval the draft Statement for 2025/26 and recommends its forwarding to the Policy & Resources Committee and Court of Common Council for the further necessary approvals.

### **Corporate & Strategic Implications**

12. Strategic implications – None.

13. Financial implications – None

14. Resource implications – None

15. Legal implications – This report sets out the requirements of the Localism Act 2011. The draft Pay Policy Statement for 2025/26 is produced in accordance with these requirements. Approval of the Pay Policy Statement by the Court of Common Council by 31 March 2025 will satisfy the obligation in section 39 for the statement to be approved before the end of the 31 March immediately preceding the financial year to which it relates.

16. Risk implications – A failure to offer a competitive reward package could hamper the Corporations ability to recruit and retain talent.

17. Equalities implications – An Equality Impact Assessment has not been completed as no major change to the policy is proposed by this report.

18. Climate implications - None

19. Security implications – None

## **Appendices**

Appendix 1: Draft Pay Policy Statement 2025/26

Chris Fagan, Head of Reward and Benefits

E: [Chris.Fagan@cityoflondon.gov.uk](mailto:Chris.Fagan@cityoflondon.gov.uk)



# CITY OF LONDON CORPORATION PAY POLICY STATEMENT 2025-2026

## 1. Introduction and Scope

### 1.1. Legislation

- 1.1.1. The Localism Act (2011) requires local authorities to produce a 'Pay Policy Statement' to set out their policy relating to the remuneration of their highest paid staff alongside their policies towards their lowest paid staff. The statement is required to be reviewed annually and agreed by 'a resolution of the authority', which in the City of London Corporation's case is the Court of Common Council. This statement meets these requirements for the City of London Corporation for the financial year 2025-2026.
- 1.1.2. The Government guidance to the Act (which has statutory effect) requires the Pay Policy Statement to refer to policies in relation to remuneration (including bonuses; performance pay); severance payments; staff leaving the authority, senior staff moving posts within the public sector, senior staff recruitment, and re-employment of senior postholders who have left the authority.
- 1.1.3. The Act's provisions do not supersede the City of London Corporation's autonomy to make decisions on pay which are appropriate to local circumstances and deliver value for money for local taxpayers. The Corporation seeks to be a fair employer and an employer of choice, recognising and rewarding the contributions of staff. The Corporation sets pay fairly within published scales and, in doing so, has regard to changing conditions in differing occupational and geographic labour markets

### 1.2. Scope:

- 1.2.1. The Act applies to the City of London Corporation only in its capacity as a local authority. It should be noted that not all of work of the City of London Corporation is carried out in this capacity or funded from public resources. As well as having statutory local authority functions, the Corporation undertakes public functions, such as those of a police authority and of a port health authority and has private and charitable functions which are outside the scope of the Act. In keeping with the spirit of openness and transparency, this Statement does not distinguish between information which applies to the City of London Corporation as a local authority and that which applies to it in any of its other capacities.
- 1.2.2. The Act excludes police authorities from its remit, so the Statement does not include information about Police Officers. It is noted that all Police Officer pay scales are nationally determined and as such do not form part of local Pay Policy.
- 1.2.3. The provisions in the Act do not apply to the staff of local authority schools and teaching staff are outside the scope of the pay policy statement. While the City of London Corporation does not directly manage local authority schools, it does run independent schools. The statement in general follows the Government Guidance and leaves teaching staff outside of its scope.

## **2. Background and Governance Arrangements**

- 2.1. Pay, terms and conditions of service are negotiated locally, in consultation with the Corporation's recognised trade unions and employee representatives. These are supplemented by a range of policies and guidance relating to tangible pay terms, to help ensure the fair and consistent application of these principles to all employees.
- 2.2. The Corporate Services Committee has specific authority to deal with or make recommendations to the Court of Common Council where appropriate on all matters relating to the employment of City of London Corporation employees where such matters are not specifically delegated to another Committee. These matters include the remuneration of senior officers. The Corporate Services Committee has delegated this to its Senior Remuneration Sub-Committee.

## **3. Definitions**

- 3.1. The pay policy statement must set out policy relating to the remuneration of its Chief Officers, the remuneration of its lowest-paid employees, and the relationship between the remuneration of its chief officers, and the remuneration of its employees who are not chief officers. This should include a definition of the "lowest paid employees" adopted by the authority for the purposes of the statement, and the rationale for adopting that definition.

### **3.2. Chief Officers (and Deputy Chief Officers)**

- 3.2.1. The act [43(2)] identifies Chief Officers as defined under the Local Government & Housing Act 1989, and inclusive of Deputy Chief Officers. Under this definition, some Chief Officer and most Deputy Chief Officer roles, will be paid within the A-J grade range. Chief Officers while mainly within the Senior Management Grade (SMG), occasionally may be paid within the A-J grades, although likely only within the top 2 or 3 grades. Deputy Chief Officers may be paid across the whole of Grades A-J, although in practice these are likely to fall within Grades F and above.
- 3.2.2. The distinctions between Senior Management Grade pay and payments made to employees on other Grades are outlined in the relevant sections of this Statement. Appendix A, details more fully the arrangements in place for those on the Senior Management Grade. The most significant element of pay able to be received by employees in Grades A-J that is not available to SMG posts is Market Forces Supplements.
- 3.2.3. The schemes for incremental pay increases and Contribution Payments for employees in Grades D-J and the Senior Management Grade are also set out in the relevant sections of this Statement. These apply equally to Chief Officers and Deputy Chief Officers, depending on whether they are in one of the D-J Grades or the SMG. No Chief Officer or Deputy Chief Officer has an element of their basic pay "at risk" to be earned back each year. Progression through grades is subject to performance. Contribution Payments, when in operation, for any Chief Officer or Deputy Chief Officer are only available to those at the top of their Grades, through performance appraisal, and payments are not consolidated into base pay – so must be earned again through performance in future years.

### **3.3. Lowest Paid Employees**

- 3.3.1. The City of London Corporation is an accredited Real Living Wage Employer. As such we commit to pay all workers the 'Real Living Wage' as a minimum rate of pay. For most of the workforce this is the London Living Wage (£13.85 per hour with effect from 23<sup>rd</sup> October 2024; £12.60 outside London). The London Living Wage is also used as the basis to determine the rates of pay for Level 2 Apprentices within the organisation (Level 3 Apprentice pay is set at London Living Wage, plus two percent). Our lowest graded employees are in Grade A as determined by the outcomes of the Job Evaluation process.

## **4. Pay Determination**

### **4.1. Pay Structures**

- 4.1.1. The pay and grading structure (established in 2007) consists of two main pay grades. The main body of City of London Corporation employees are paid on a Grade structure of 10 Grades (Grades A-J) [Appendix B], with the most senior posts paid on a range within a Senior Management Grade (SMG) [Appendix A]. Posts are allocated to the grade based on job evaluation of the role, using the Corporation's own job evaluation scheme, to ensure equal and fair pay to people in those roles.
- 4.1.2. New posts and any existing posts that change the level of responsibility required, are evaluated, and ranked under the Job Evaluation scheme. The scheme, its application, the scoring and how scores relate to Grades are published so staff can be assured that the process is fair and transparent. There is also an appeal mechanism agreed with the recognised trade unions and staff representatives.
- 4.1.3. There are some structural variations in the pay structure for roles on Grades A-J. Those who manage or supervise other workers on the same evaluated grade as their own, are on 'Plus Grades' which pay 2 increments more than the substantive Grade. Those who hold a residential post, have a separate pay scale which pay 4 increments less than the non-residential scale.
- 4.1.4. Some roles within the corporation sit outside of this pay structure, due to the need to keep their terms in line with their profession. These include: Teachers; Police Officers; Coroners; Judges; and also those protected by TUPE. Apprentices also have separate pay arrangements as outlined in paragraph 3.3.1.

### **4.2. Recruitment and Appointment**

- 4.2.1. Individual appointment is normally to the minimum pay point of the grade range, unless there is a good business case for an individual to receive a higher starting salary. Such as where a successful applicant's existing salary falls within the post's pay range, the employee is normally appointed to the nearest point on the scale which is higher than their existing salary. Where the existing salary is higher than the range, they are normally appointed to the top point of the relevant pay scale.

- 4.2.2. For posts where the salary is Grade I or the packages is £100,000 or more, the following approvals are required:
- (i) in respect of all new posts; new appointments to existing posts; or where existing posts are changed permanently (i.e. subject to re-evaluation) the Court of Common Council (via the Corporate Services Committee);
  - (ii) in respect of all existing posts, subject to temporary changes in pay (e.g. honorarium, or a Market Forces Supplement) that take them over the £100k threshold, as delegated from Court of Common Council to Corporate Services Committee.

### 4.3. Pay Progression

- 4.3.1. All employees are eligible for incremental increases within the grade structure, until they reach the top increment of the grade. Pay progression is linked to performance measured through appraisal over the year 1 April - 31 March. In recent years, this policy has been waived, such that failure to progress incrementally has been by exception (i.e. confirmation of poor performance) rather than through confirmation of performance.
- 4.3.2. **Grades A-C** are the lowest Grades in the City of London Corporation. Grade A is a single increment; Grades B and C each have 6 increments, and progression through each Grade can be achieved by annual incremental progression, subject to satisfactory performance.
- 4.3.3. **Grades D-J** Grades D to J have 6 increments each. Progression through each Grade can be achieved by annual incremental progression, subject to performance.
- 4.3.4. **Senior Management Grade:** Consist of 6 increments arranged around the 'datum point'. Any pay progression for SMG roles, is subject to regular review of performance by the Manager/Town Clerk, considering their personal contribution, their service performance, and the success of the organisation. Recommendations are considered by the Senior Remuneration Sub-Committee.
- 4.3.5. Staff on all these grades may also be entitled to pay increases through the annual pay award process. The pay scale values are subject to annual review, taking into account a range of internal and external factors (e.g. inflation; cost of living; affordability; pay settlements elsewhere; etc.) and through discussions with recognised trade unions and employee representatives.
- 4.3.6. Apprentices: Are paid on spot point grade linked to the 'Real' Living Wage as set by the Living Wage Foundation. As such there is no Pay Progression available other than through the regular review of the Living Wage rate by the Foundation.

### 4.4. Performance Pay

- 4.4.1. Individuals in roles on the grading structure may also, when in operation, be able to access certain performance payments.
- 4.4.2. **Grades A-C** may have access to a 'Recognition Award' scheme where employees at the top of their grade have the opportunity, if they have undertaken exceptional

work, to be considered for a Recognition Award. The value of the award is within a range up to a maximum level set corporately each year (£500 when last applied). Recognition awards were last applied in October 2023, with the Contribution Pay scheme (see 4.4.3) applied to all grades A-J and SMG equally in 2024.

- 4.4.3. **Grades D-J and SMG** at the top of their grade may be eligible for “Contribution Payments”. Those individuals who achieve the highest standards of performance and contribution, can receive a one-off non-consolidated Contribution Payment of up to 6% of basic pay depending on the assessed level of contribution over the previous year. In years when these payments are in operation, achievement is determined by appraisal over the 1 April - 31 March period. The payments are not contractual and are therefore made at the employer’s discretion. The scheme may be varied within these parameters to suit pertinent issues at that time.
- 4.4.4. The scheme was not applied from October 2020 to October 2023. In 2024, the Contribution Payment was made to all eligible employees, except where performance or other formal processes were in place, at a default level of 1.5% of basic pay.
- 4.4.5. **Commercial Arrangements:** A separate performance-payment scheme is in place for a specific group of employees at the Barbican Centre engaged in commercial activities. These staff may receive payments of up to £4,000 or £6,000 per annum, depending on Grade and their success in meeting certain performance targets. The employees involved are excluded from the Recognition Awards and Contribution Payments schemes applying to other employees on their Grades.

## 5. Additional Pay Determination

- 5.1.1. In addition to basic salary, roles may receive additional payments to reflect the location, nature and or market conditions relevant to the role. Such payments may include:

### 5.2. London Weighting:

- 5.2.1. All graded staff are paid a London Weighting allowance, to assist them with the higher cost of living and working in London. The value of the allowance varies depending on where they are based (inner or outer London) and whether they are supplied by the employer with residential accommodation necessary for the purposes of fulfilling the duties of their job. In 2022, a ‘London Weighting Supplement’ was introduced for employees in spine point 1038 upwards, including SMG employees. The current levels of London Weighting Allowance and London Weighting Supplement are provided on the Grading Structure [Appendix B].

### 5.3. Market Force Supplements

- 5.3.1. There will be times where the external pay market for certain roles will exceed the local grade pay range. This can result in difficulties in both recruiting and retaining a suitably qualified and skilled workforce to key roles within the organisation. The use of market force supplements (MFS) can help to bridge the pay gap, to help attract, recruit and retain such talent.

- 5.3.2. Market Force Supplements can be applied to roles in Grades A-J. Any request must be based on a robust analysis and supported by analysis of market data. This helps to ensure that the resulting differential in pay is fully justified for equal pay purposes (material factors defence). All MFS are subject to Chief Officer; MFS Board; or Committee Chairs approval, dependent on the value proposed, and its proportion of base pay (detailed in guidance). All market force supplement payments are kept under regular review.

#### **5.4. London Living Wage Supplement**

- 5.4.1. The City of London Corporation is an accredited Living Wage employer. We apply the 'Real Living Wage', set externally by the Living Wage Foundation, as our minimum rate of pay for all directly employed staff, including Apprentices, some Casual staff and some agency workers. Those based in London will receive the London Living Wage, It is our policy that Real Living Wage increases should be applied to affected employees and other workers from the date of any increased announcement, which in 2024 was on 23 October 2024.

#### **5.5. Additional Duties**

- 5.5.1. There will be occasion where, due to service needs, employees at any grade will temporarily be required to undertake work or perform beyond the normal remit of their substantive role (for example working to a higher-level role; or undertaking additional responsibilities). Payment for these extra duties will be considered under the Acting Up Policy and Honorarium guidance.

#### **5.6. Other Additional Allowances and Enhancements**

- 5.6.1. The City of London Corporation utilises additional allowances and enhancements to reflect and recompense for other responsibilities; duties; working patterns and working time. The eligibility to these enhancements varies dependent on the nature of the allowance or enhancement. The applicable principles, scope, eligibility, process and rates are detailed in the relevant policies, guidance and/or minutes of committee decisions. These are kept under review, to ensure they support the ambitions of the Corporation and changing legislation. Examples include policies and practices relating to overtime and unsocial hours; standby arrangements; first aid allowances etc.

### **6. Termination of Employment**

- 6.1. Staff who leave the City Corporation, including the Town Clerk & Chief Executive and staff on the Senior Management Grade, are not entitled to receive any payments from the authority, except in the cases outlined in Section 6 below.

#### **6.2. Payment in lieu of notice**

- 6.2.1. There is no contractual right to payment in lieu of notice. In exceptional circumstances, where it is beneficial to the service's operational needs, payment in lieu of notice may be made to employees on the termination of their contracts.

### **6.3. Retirement**

- 6.3.1. Staff who contribute to the Local Government Pension Scheme (LGPS) and who retire from age 55 onwards are able to elect to receive immediate payment of their pension benefits on a reduced basis in accordance with the LGPS Scheme.
- 6.3.2. Unreduced benefits are payable if retirement is from Normal Pension Age (NPA). NPA is linked to the State Pension Age, unless protections in the Pension Scheme allow for an earlier date. Early retirement, with immediate payment of pension benefits, is also possible under the Pension Scheme following dismissal on redundancy or business efficiency grounds from age 55 onwards and on grounds of permanent ill-health at any age.
- 6.3.3. The Local Government Pension Scheme also provides for applications for flexible retirement from staff aged 55 or over, where staff reduce their hours or Grade. It has in general been the City of London Corporation policy to agree to such requests only where there are clear financial or operational advantages to the organisation.

### **6.4. Redundancy**

- 6.4.1. Employees made redundant are entitled to receive redundancy pay as set out in legislation. Using the statutory 'ready reckoner' to determine the statutory entitlement in weeks, the City of London Corporation currently bases the calculation of redundancy pay on 1.5 x actual salary x statutory weeks.
- 6.4.2. This scheme may be amended from time to time subject to Member approval. The authority's policy on discretionary compensation for relevant staff under the Local Government (Early Termination of Employment) (Discretionary Compensation) (England and Wales) Regulations 2006 is published on the Corporation's website.

### **6.5. Settlement of potential claims**

- 6.5.1. There may on very rare occasions be circumstances where it is necessary to consider termination payments outside of those listed above, to avoid or settle a legal claim and reduce the risk of costs following an employee's departure from employment. Such instances may be settled by way of a settlement agreement paying due regard to the Special Severance Guidance issued by the Government, and where it is in the City Corporation's interests to do so based on advice from the Comptroller & City Solicitor, Chief People Officer and Chamberlain & Chief Financial Officer.
- 6.5.2. The amount to be paid in such instances may include an amount of compensation, which is appropriate in all the circumstances of the individual case. Should such a matter involve the departure of a member of staff in the Senior Management

Grade or the Town Clerk & Chief Executive, any such compensation payment will only be made following consultation with the Chairs of Policy & Resources and Corporate Services Committees and legal advice that it would be lawful, proper and reasonable to pay it.

## **6.6. Re-employment**

- 6.6.1. Applications for employment from staff who have retired or been made redundant from the City of London Corporation, or another authority will be considered in accordance with the Corporation's normal recruitment policy.

## **7. Publication of information relating to remuneration**

### **7.1. Transparency:**

- 7.1.1. The City Corporation will publish details of positions with remuneration of £50,000 or above in accordance with the Accounts and Audit Regulations 2015 and the Local Government Transparency Code issued by the Secretary of State for Communities and Local Government. These are published in the Annual Statement of Accounts, under the Notes to the Comprehensive Income and Expenditure Statement; part 9: Remuneration and Exit Packages of Employees.

### **7.2. Pay Gap Reporting:**

- 7.2.1. The City of London Corporation is required under the Equality Act 2010 to publish information every year showing the pay gap between male and female employees. The annual City of London Corporation Pay Gap Report has been widened to consider other non-statutory pay gaps (e.g. Ethnicity Pay Gap; Disability Pay Gap) and this is published on the Corporation's website, in line with statutory timescales.

### **7.3. Pay Policy Statement:**

- 7.3.1. This statement will be published on the Corporation's website. It may only be amended during the year by resolution of the Court of Common Council. Any amendments will also be published on the Corporation's public website.

### **7.4. Pay Ratio Multiple:**

- 7.4.1. As part of the Local Government Transparency Code, we publish our 'Pay Ratio', defined as the ratio between the highest paid and the median earning figure of the workforce in scope, this results in a ratio for the City of London Corporation, that can be compared with other organisations. We also choose to publish the ratio between the highest paid and lowest paid permanent staff.

- 7.4.2. As at December 2024, these ratios were:



- Highest paid: Lowest Paid Permanent Staff, 1:12 (1:11 in Dec 23)
- Highest paid: Median Earnings Figure, 1:6 (1:6 in Dec 23)

A. Moss  
Chair, Corporate Services Committee

F. Keelson-Anfu  
Deputy Chair, Corporate Services Committee

January 2025

## Appendix A: Senior Management Grade (SMG)

1. The Senior Management Grade comprises of the most senior roles in the organisation, as determined by Job Evaluation. Posts are those which are the professional lead for a significant area of City Corporation business, directing the function to meet corporate strategic goals, and professionally determining the construction those strategic goals.
2. As distinct roles, each role is individually evaluated and the pay for that role is benchmarked against the external market. The Senior Remuneration Sub-Committee sets the initial salary on appointment, together with the individual salary band, for staff with posts in the Senior Management Grade. The range for the role is based on the market rate for the role, which is used, alongside corporate importance, to determine the 'datum point' for the salary range.
3. The City Corporation subscribes to salary benchmarking services, which provide information on both public and private-sector comparator jobs. General practice is to use the median level of comparator public-sector jobs in central London for organisations which employ between 1001 and 4000 staff, with a turnover of £50m-£100m. Each post is allocated an individual salary range within the SMG pay range around the 'datum' point on the SMG scale. The range minimum is 2 increments below the datum point and range maximum as 3 increments above the datum point.
4. The range for any role may also be reviewed when new SMG posts are created, or the duties and responsibilities of posts or other external factors relevant to their pay and reward have changed. SMG posts are not necessarily the best-paid in the organisation, as other posts in Grades I and J may be better paid than some SMG posts, depending on the separate market supplements applied to the Graded posts.
5. Thereafter, the Town Clerk & Chief Executive may recommend salary progression for SMG posts (other than in relation to their own) within the individual salary band (and up to the maximum) and in accordance with relevant reward policies, which will be considered by the Senior Remuneration Sub-Committee. Any changes to the individual salary bands for SMG posts will be approved by the Senior Remuneration Sub-Committee. Any payment above the maximum, as with other Contribution Payments, would not be consolidated into basic salary, and would not form part of contractual pay for subsequent years.
6. Each year the datum point advances by a percentage equivalent to any 'cost of living' pay award. Individual salaries would move according to the table below:

<b>Contribution Level</b>	<b>Salary Change</b>
A Outstanding	Datum % change + up to 6%
B Very Good	Datum % change + up to 4%
C Good	Datum % change
D Improvement Required	0.0%

7. As outlined in para 4.3, normal practice on progression through Grades or Contribution Payments for eligible staff has been waived since 2020. SMG staff not

on the top of their range have received incremental progression through their individual pay scales. As detailed, Contribution Payments were made to those at the top of their scales in 2024 for the first time since 2019.

8. In respect of the Town Clerk & Chief Executive, the post's salary and any Contribution Payments that may be due to its holder are determined by the Senior Remuneration Sub-Committee. The Sub-Committee is advised by an Appraisal Panel comprising the Chairs of the Policy & Resources Committee, Corporate Services Committee, Finance Committee and General Purposes Committee of Aldermen. The Appraisal Panel set the Town Clerk's annual objectives and review performance against those objectives, receiving a report from the Chair of the Policy & Resources Committee who conducts the annual appraisal meeting with the Town Clerk. The Sub-Committee and Appraisal Panel are supported by the Chief People Officer, together with any appropriate external advisers.
9. The current Senior Management pay range and the range of SMG roles are attached. Appendix A.

## **Appendix B: City of London Corporation Main Grading Structure**

**City of London Corporation Annual Pay Scales  
Senior Management Grades**



**Spinal Point      WEF  
01/07/2024**

1	£	94,020	
2	£	96,780	
3	£	99,680	
4	£	102,640	
5	£	105,680	
6	£	108,800	Assistant Town Clerk and Exec Dir of Governance and Member Services
7	£	112,050	
8	£	115,380	
9	£	118,790	
10	£	122,320	Executive Director & Private Secretary to Lord Mayor
11	£	125,970	Exec Dir & Private Secretary to Chair Policy & Resources
12	£	129,730	
13	£	133,540	Managing Director City Bridge Foundation
14	£	137,550	Executive Director of Corporate Communications
15	£	141,630	Executive Director Innovation and Growth
16	£	145,880	Deputy Town Clerk
17	£	150,200	Executive Director Children and Community Services
18	£	154,690	
19	£	159,280	Chief Strategy Officer
20	£	164,010	Chief People Officer & Executive Director of Human Resources
21	£	168,890	
22	£	173,930	
23	£	179,090	
24	£	184,490	Principal of Guildhall School of Music and Drama
25	£	189,960	Remembrancer
26	£	195,650	City Surveyor
27	£	201,490	Executive Director Built Environment
28	£	207,470	Chief Executive Officer Barbican
29	£	213,680	
30	£	220,050	Chamberlain and Chief Financial Officer
31	£	226,640	Comptroller & City Solicitor and Deputy Chief Executive
32	£	233,400	
33	£	240,370	
34	£	247,520	
35	£	254,950	
36	£	262,560	
37	£	270,410	
38	£	278,450	
39	£	286,790	Town Clerk and Chief Executive

All Grades Spine Points are plus £6,710 London Weighting; and £200 London Weighting Supplement

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Appendix B

Non-Residential Salary Rates from 01 July 2024									
London Weighting		N/A		£6,710		£4,020			
LW Supplement**		N/A		£200		£120			
Non Residential Grading Structure	SCP	Basic Salary	Hourly Rate*	Inner London Salary	Hourly Rate*	Outer London Salary	Hourly Rate*		
	1009	£22,330	£12.23	£29,040	£15.91	£26,350	£14.43		
	1010	£22,830	£12.50	£29,540	£16.18	£26,850	£14.71		
	1011	£23,550	£12.90	£30,260	£16.58	£27,570	£15.10		
	1012	£23,890	£13.09	£30,600	£16.76	£27,910	£15.29		
A	B	1013	£24,410	£13.37	£31,120	£17.05	£28,430	£15.57	
		1014	£24,980	£13.68	£31,690	£17.36	£29,000	£15.89	
	A+	B+	1015	£25,560	£14.00	£32,270	£17.68	£29,580	£16.20
			1016	£26,190	£14.35	£32,900	£18.02	£30,210	£16.55
			1017	£26,780	£14.67	£33,490	£18.35	£30,800	£16.87
			1018	£27,470	£15.05	£34,180	£18.72	£31,490	£17.25
			1019	£28,080	£15.38	£34,790	£19.06	£32,100	£17.58
			1020	£28,760	£15.75	£35,470	£19.43	£32,780	£17.96
			1021	£29,480	£16.15	£36,190	£19.83	£33,500	£18.35
			1022	£30,190	£16.54	£36,900	£20.21	£34,210	£18.74
			1023	£30,930	£16.94	£37,640	£20.62	£34,950	£19.15
		C+	1024	£31,710	£17.37	£38,420	£21.05	£35,730	£19.57
			1025	£32,470	£17.79	£39,180	£21.46	£36,490	£19.99
			1026	£33,290	£18.24	£40,000	£21.91	£37,310	£20.44
			1027	£34,140	£18.70	£40,850	£22.38	£38,160	£20.90
			1028	£35,000	£19.17	£41,710	£22.85	£39,020	£21.38
			1029	£35,850	£19.64	£42,560	£23.32	£39,870	£21.84
		D	1030	£36,040	£19.74	£42,750	£23.42	£40,060	£21.95
			1031	£36,930	£20.23	£43,640	£23.91	£40,950	£22.43
		D+	1032	£37,910	£20.77	£44,620	£24.44	£41,930	£22.97
			1033	£38,880	£21.30	£45,590	£24.98	£42,900	£23.50
			1034	£39,890	£21.85	£46,600	£25.53	£43,910	£24.06
		E	1035	£40,910	£22.41	£47,620	£26.09	£44,930	£24.61
			1036	£41,970	£22.99	£48,680	£26.67	£45,990	£25.20
		E+	1037	£43,020	£23.57	£49,730	£27.24	£47,040	£25.77
			1038	£43,940	£24.07	£50,850	£27.86	£48,080	£26.34
			1039	£45,190	£24.76	£52,100	£28.54	£49,330	£27.03
			1040	£46,400	£25.42	£53,310	£29.21	£50,540	£27.69
			1041	£47,690	£26.13	£54,600	£29.91	£51,830	£28.40
			1042	£48,960	£26.82	£55,870	£30.61	£53,100	£29.09
		F	1043	£50,330	£27.57	£57,240	£31.36	£54,470	£29.84
			1044	£51,710	£28.33	£58,620	£32.12	£55,850	£30.60
		F+	1045	£53,180	£29.13	£60,090	£32.92	£57,320	£31.40
			1046	£54,620	£29.92	£61,530	£33.71	£58,760	£32.19
			1047	£56,120	£30.75	£63,030	£34.53	£60,260	£33.01
			1048	£57,700	£31.61	£64,610	£35.40	£61,840	£33.88
		G	1049	£59,280	£32.48	£66,190	£36.26	£63,420	£34.75
			1050	£60,980	£33.41	£67,890	£37.20	£65,120	£35.68
		G+	1051	£62,640	£34.32	£69,550	£38.10	£66,780	£36.59
			1052	£64,420	£35.29	£71,330	£39.08	£68,560	£37.56
			1053	£66,220	£36.28	£73,130	£40.07	£70,360	£38.55
		H	1054	£68,100	£37.31	£75,010	£41.10	£72,240	£39.58
			1055	£70,000	£38.35	£76,910	£42.14	£74,140	£40.62
		H+	1056	£71,960	£39.43	£78,870	£43.21	£76,100	£41.69
			1057	£74,000	£40.54	£80,910	£44.33	£78,140	£42.81
			1058	£76,090	£41.69	£83,000	£45.47	£80,230	£43.96
		I	1059	£78,260	£42.88	£85,170	£46.66	£82,400	£45.15
			1060	£80,460	£44.08	£87,370	£47.87	£84,600	£46.35
		I+	1061	£82,800	£45.36	£89,710	£49.15	£86,940	£47.63
			1062	£85,270	£46.72	£92,180	£50.50	£89,410	£48.99
			1063	£87,790	£48.10	£94,700	£51.89	£91,930	£50.37
			1064	£90,400	£49.53	£97,310	£53.32	£94,540	£51.80
		J	1065	£93,090	£51.00	£100,000	£54.79	£97,230	£53.27
			1066	£95,850	£52.52	£102,760	£56.30	£99,990	£54.78
		J+	1067	£98,710	£54.08	£105,620	£57.87	£102,850	£56.35
			1068	£101,670	£55.70	£108,580	£59.49	£105,810	£57.97
			1069	£104,640	£57.33	£111,550	£61.12	£108,780	£59.60
			1070	£107,760	£59.04	£114,670	£62.83	£111,900	£61.31
			1071	£110,920	£60.77	£117,830	£64.56	£115,060	£63.04
			1072	£114,280	£62.64	£121,000	£66.40	£118,420	£64.88

\*Hourly Rates are approximate and provided for information purposes only

\*\*London Weighting Supplement from Pay Point SCP1038 and above

Residential Salary Rates from 01 July 2024

Residential Grading Structure		SCP	Basic Salary	Hourly Rate*	Inner London Salary	Hourly Rate*	Outer London Salary	Hourly Rate*
London Weighting		N/A			£5,970		£3,620	
LW Supplement**		N/A			£180		£110	
<b>A</b>	<b>B</b>	1009	£22,330	£12.23	£28,300	£15.50	£25,950	£14.21
		1010	£22,830	£12.50	£28,800	£15.78	£26,450	£14.49
<b>A+</b>	<b>B+</b>	1011	£23,550	£12.90	£29,520	£16.17	£27,170	£14.88
		1012	£23,890	£13.09	£29,860	£16.36	£27,510	£15.07
		1013	£24,410	£13.37	£30,380	£16.64	£28,030	£15.35
		1014	£24,980	£13.68	£30,950	£16.95	£28,600	£15.67
		1015	£25,560	£14.00	£31,530	£17.27	£29,180	£15.98
		1016	£26,190	£14.35	£32,160	£17.62	£29,810	£16.33
		1017	£26,780	£14.67	£32,750	£17.94	£30,400	£16.65
<b>C</b>		1018	£27,470	£15.05	£33,440	£18.32	£31,090	£17.03
		1019	£28,080	£15.38	£34,050	£18.65	£31,700	£17.36
	<b>C+</b>	1020	£28,760	£15.75	£34,730	£19.03	£32,380	£17.74
		1021	£29,480	£16.15	£35,450	£19.42	£33,100	£18.13
		1022	£30,190	£16.54	£36,160	£19.81	£33,810	£18.52
		1023	£30,930	£16.94	£36,900	£20.21	£34,550	£18.93
		1024	£31,710	£17.37	£37,680	£20.64	£35,330	£19.35
		1025	£32,470	£17.79	£38,440	£21.06	£36,090	£19.77
	<b>D</b>	1026	£33,290	£18.24	£39,260	£21.51	£36,910	£20.22
		1027	£34,140	£18.70	£40,110	£21.97	£37,760	£20.69
	<b>D+</b>	1028	£35,000	£19.17	£40,970	£22.44	£38,620	£21.16
		1029	£35,850	£19.64	£41,820	£22.91	£39,470	£21.62
		1030	£36,040	£19.74	£42,010	£23.01	£39,660	£21.73
<b>E</b>		1031	£36,930	£20.23	£42,900	£23.50	£40,550	£22.21
		1032	£37,910	£20.77	£43,880	£24.04	£41,530	£22.75
	<b>E+</b>	1033	£38,880	£21.30	£44,850	£24.57	£42,500	£23.28
		1034	£39,890	£21.85	£45,860	£25.12	£43,510	£23.84
		1035	£40,910	£22.41	£46,880	£25.68	£44,530	£24.40
		1036	£41,970	£22.99	£47,940	£26.26	£45,590	£24.98
		1037	£43,020	£23.57	£48,990	£26.84	£46,640	£25.55
		1038	£43,940	£24.07	£50,090	£27.44	£47,670	£26.12
	<b>F</b>	1039	£45,190	£24.76	£51,340	£28.13	£48,920	£26.80
		1040	£46,400	£25.42	£52,550	£28.79	£50,130	£27.46
	<b>F+</b>	1041	£47,690	£26.13	£53,840	£29.50	£51,420	£28.17
		1042	£48,960	£26.82	£55,110	£30.19	£52,690	£28.87
		1043	£50,330	£27.57	£56,480	£30.94	£54,060	£29.62
		1044	£51,710	£28.33	£57,860	£31.70	£55,440	£30.37
<b>G</b>		1045	£53,180	£29.13	£59,330	£32.50	£56,910	£31.18
		1046	£54,620	£29.92	£60,770	£33.29	£58,350	£31.97
	<b>G+</b>	1047	£56,120	£30.75	£62,270	£34.12	£59,850	£32.79
		1048	£57,700	£31.61	£63,850	£34.98	£61,430	£33.66
		1049	£59,280	£32.48	£65,430	£35.85	£63,010	£34.52
	<b>H</b>	1050	£60,980	£33.41	£67,130	£36.78	£64,710	£35.45
		1051	£62,640	£34.32	£68,790	£37.69	£66,370	£36.36
	<b>H+</b>	1052	£64,420	£35.29	£70,570	£38.66	£68,150	£37.34
		1053	£66,220	£36.28	£72,370	£39.65	£69,950	£38.32
		1054	£68,100	£37.31	£74,250	£40.68	£71,830	£39.35
<b>I</b>		1055	£70,000	£38.35	£76,150	£41.72	£73,730	£40.40
		1056	£71,960	£39.43	£78,110	£42.80	£75,690	£41.47
	<b>I+</b>	1057	£74,000	£40.54	£80,150	£43.91	£77,730	£42.59
		1058	£76,090	£41.69	£82,240	£45.06	£79,820	£43.73
		1059	£78,260	£42.88	£84,410	£46.25	£81,990	£44.92
		1060	£80,460	£44.08	£86,610	£47.45	£84,190	£46.13
	<b>J</b>	1061	£82,800	£45.36	£88,950	£48.73	£86,530	£47.41
		1062	£85,270	£46.72	£91,420	£50.09	£89,000	£48.76
	<b>J+</b>	1063	£87,790	£48.10	£93,940	£51.47	£91,520	£50.14
		1064	£90,400	£49.53	£96,550	£52.90	£94,130	£51.57
		1065	£93,090	£51.00	£99,240	£54.37	£96,820	£53.05
		1066	£95,850	£52.52	£102,000	£55.89	£99,580	£54.56
		1067	£98,710	£54.08	£104,860	£57.45	£102,440	£56.13
		1068	£101,670	£55.70	£107,820	£59.07	£105,400	£57.75
		1069	£104,640	£57.33	£110,790	£60.70	£108,370	£59.38
		1070	£107,760	£59.04	£113,910	£62.41	£111,490	£61.09
		1071	£110,920	£60.77	£117,070	£64.14	£114,650	£62.82
		1072	£114,280	£62.61	£120,298	£65.98	£118,010	£64.66

\*Hourly Rates are approximate and provided for information purposes only

\*\*London Weighting Supplement from Pay Point SCP1038 and above



# Agenda Item 6

<b>Committee(s):</b> Corporate Services Committee	<b>Dated:</b> 12 February 2025
<b>Subject:</b> Draft High-Level Business Plan 2025/26 – Comptroller & City Solicitors Department.	<b>Public for decision</b>
This proposal: <ul style="list-style-type: none"><li>• Supports all Corporate Plan 2024-29 outcomes by the delivery of an enabling legal service that supports ColC programmes, projects and initiatives.</li><li>• Provides statutory duties.</li><li>• Provides business enabling functions.</li></ul>	<b>All</b>
<b>Does this proposal require extra revenue and/or capital spending?</b>	<b>N</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>N/A</b>
<b>Report of:</b> Michael Cogher, Comptroller & City Solicitor & Deputy Town Clerk	
<b>Report author:</b> Nick Senior, Practice Management Director, Comptroller & City Solicitors Department. <a href="mailto:Nick.senior@cityoflondon.gov.uk">Nick.senior@cityoflondon.gov.uk</a>	

## Summary

This report presents for approval the high-level Business Plan for the Comptroller & City Solicitors Department (C&CS) for 2025/26.

## Recommendation

Members are asked to:

- i. Note the factors taken into consideration in compiling the C&CS Business Plan; and
- ii. Approve, subject to the incorporation of any changes sought by this Committee, the departmental Business Plan 2025/26 at Appendix 1.

## Main Report

### Background

1. As part of the new framework for corporate and business planning, departments were asked to produce standardised high-level, two-page Business Plans for the first time in 2017 for the 2018/19 year. Members generally welcomed these high-level plans for being brief, concise, focused, and with consistent statements of the key ambitions and objectives for every department.

2. High-level Business Plans for 2025/26 align to our Corporate Plan 2024-2029. As a high-level plan, this document does not capture the granularity of departmental work and outputs but provides a summary of departmental activity, customer feedback, trends and direction of travel.

### **Draft final high-level Business Plan for 2025/26**

3. This report presents, at Appendix 1, the draft final high-level Business Plan 2025/26 for the C&CS Department.

The C&CS Department is an enabling service that delivers legal and data protection advice, governance, and support to the City, its constituent departments and institutions. The Elections Service joined the department in 2024 and delivers electoral registration and elections in compliance with statutory requirements.

The outward facing C&CS service priorities are determined by the City's major corporate projects and programmes and by client department activities in support of the Corporate Plan goals and outcomes. Statutory requirements also determine the priorities at both strategic and operational levels.

Internal C&CS service priorities are determined by inward facing corporate priorities and required standards such as Equality, Diversity, and Inclusion, by key service risks such as the need to recruit and retain the appropriate levels of legal competence and expertise, by service KPI's where these require corrective action for example customer satisfaction levels, from the outputs of the most recent staff survey that require redress, and by the service ethos of quality, professionalism and continuous improvement.

The C&CS service priorities were developed by the C&CS Senior Leadership Team based on discussions with service managers, knowledge of corporate and client priorities, feedback from C&CS staff both via the staff survey, issues raised via staff communication channels and by knowledge of the changes in sector priorities.

A key service objective is to deliver most of the legal advice and support in-house, this model delivers legal support at much lower cost compared to outsourcing to external firms and has been further supported by recruiting fixed-term lawyers with the necessary expertise on specific projects. Legal work is outsourced only when the in-house team lacks the capacity to manage large volumes of work or where the in-house team lacks the necessary niche expertise.

Service performance is measured by seven key performance measures using a quality and risk framework, the KPI's are benchmarked with other London Boroughs Legal Alliance in-house legal teams to ensure that the department is in step with current KPI's. Efficiency is measured using a chargeable hours KPI, quality is measured by compliance with the Law Society's LEXCEL quality standard by complaints against caseload and by the responses to the customer satisfaction survey, staff motivation and engagement is measured using the outputs from the staff survey. It is acknowledged that there is always room for improvement and the service seeks to continually improve its services based on customer feedback.

C&CS participates in the annual London Boroughs Legal Alliance benchmark which includes fourteen in-house local authority legal teams and measures key metrics such as net cost of the service, hourly rates, salary levels, cost of externalised legal support etc. C&CS analyses the results to the benchmark to measure its value for money performance and competitiveness with the acknowledgement that C&CS has a significantly greater commercial focus particularly in property and planning work compared to other London local authority legal teams and this generates an external income stream which is closely monitored.

The services delivered by C&CS are by necessity cross cutting as they are provided for all the City's departments, institutions, and the City of London Police. The City's departmental Business Plans will be analysed to plan future C&CS resourcing.

#### **4. Operational Property Assets Utilisation**

Aligned with the requirements of Standing Order 56, a utilisation assessment of the corporate office space occupied by C&CS was undertaken in September 2024 which was reported to the City Surveyors department.

C&CS staff are hybrid workers with a minimum office attendance of three days per week with some staff attending for four or five days per week depending on the requirements of their roles.

C&CS is an office-based service currently located on the fifth floor of the Guildhall North Wing. The current office design is of traditional configuration and lacks the efficiency of space utilisation that could be achieved by a redesign. The utilisation assessment found that workstation occupancy levels over four weeks in September 2024 averaged 59%.

#### **Corporate & Strategic Implications**

C&CS contributes to corporate outcomes by providing expert high quality legal advice and support to departments, members and other stakeholders to facilitate the delivery of these outcomes.

#### **Security implications**

None.

#### **Financial implications**

None.

#### **Public sector equality duty**

The department has an Equality and Diversity Working Group that delivers operational outputs, participates in staff networks and implements corporate EEDI initiatives.

## **Resourcing implications**

None.

## **Conclusion**

This report presents the high-level Business Plan for 2025/26 of the C&CS Department for Members to consider and approve.

## **Appendices**

- Appendix 1 – Final C&CS high-level Business Plan 2025/26

Nick Senior  
Practice Management Director  
Comptroller & City Solicitors Department  
Email: Nick.senior@cityoflondon.gov.uk

# THE COMPTROLLER & CITY SOLICITORS DEPARTMENT BUSINESS PLAN 2025/2026

## C&CS purpose, aims & impacts

C&CS strategic and operational purpose is to ensure that the City acts lawfully, to contribute to corporate plan and departmental objectives outputs and outcomes by providing expert high quality legal advice and support to departments, institutions and academies.

To deliver electoral registration and elections legally and efficiently in compliance with the Electoral Commission and City of London standards.

To deliver expert data protection advice to departments institutions and schools; to coordinate FOI and SAR requests and to monitor corporate performance in these areas.

## C&CS achievements and outcomes 2024/2025 (as at January 2025)

1. Delivered completion on several high-profile/value property sales e.g. 1-10 South Moulton Street and delivered in-house support on other commercial property sales in support of the corporate property divestment programme. – capital receipts
2. Parliamentary elections delivered effectively without challenge in compliance with statutory requirements.
3. LEXCEL (Law Society quality assurance standard) re-accreditation secured successfully in May 2024.
4. External income generated from property transactions, section 106 agreements etc is forecast to exceed the local risk budget target of £841k.
5. Lawyer chargeable hours forecast to exceed annual target overall.
6. EEDI actions 2024/5 – successful attendance and engagement at the London careers festival resulting in work placements, staff survey action plan in place, EEDI positive direction of travel.
7. Significant increase in housing work – disrepair claims etc – requiring additional resource to deliver successfully



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## Our key objectives and priority workstreams and major projects

1. Deliver efficient, high quality, cost effective legal advice that meets client requirements and contributes to the achievement of the City of London's aspirations, the outcomes of the 2024-2029 Corporate Plan and to ensure that the City acts lawfully – ongoing
2. Deliver legal expertise and support to Departments on major projects – London Museum, Salisbury Square, Barbican, Disposal of Annex Building Smithfield Market, Spitalfields Market, Smithfield development, LMA disposal of market and other sites, acquisition of major sites, corporate charities review – ongoing
3. Deploy the revised mandatory Data Protection and FOI/EIR E-learning packages across CoLC, monitor compliance and report to ELB.
4. Deliver legal expertise and support to the City Surveyor's Department -Investment Property Group to effectively manage the investment portfolio particularly the significant current disposal programme, restructuring of ground/head leases (regearing), joint ventures, major projects which will require effective fluid resource management.
5. Deliver cost effective quality legal advice and support to the City Surveyor's Department – Corporate and Operational Property Groups in respect of the diverse and complex operational property portfolio, including the UKPN and other Power Networks Project, Thames Tideway Scheme, Schools and Academies including the current GSMD accommodation programme, Open Spaces/Natural Environment, Guildhall Complex, DCCS and others
6. Successfully deliver any unscheduled elections that may occur, including a predicted 6 Aldermanic elections over the period.
7. Successfully deliver the annual canvass for both the Ward List and Electoral register.
8. Elections - collaborate with Comptrollers & Remembrances to review and reform various aspects of electoral legislation to bring in line with national legislation where appropriate.



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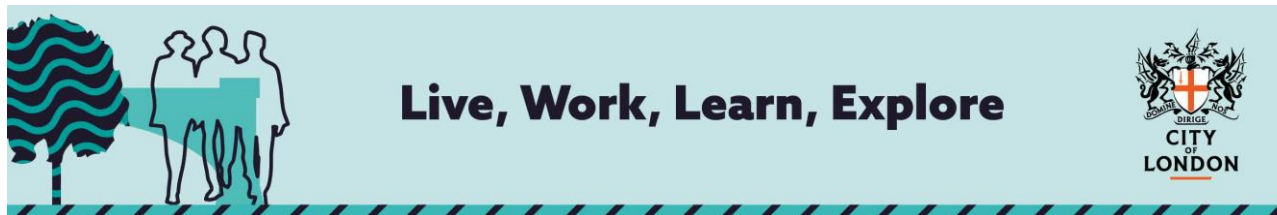
Priority workstream	Funding allocation %	People resource %	Corporate Plan 2024-2029 Outcomes	Outcome focused Performance measures	Outcomes / Impacts
<i>Add the workstream name and list the key 2025/26 deliverables. Note activities and milestones and give the date these will be achieved. Note if these have a different duration to the FY (shorter or longer)</i>	<i>Estimate the % (of the total 100%) budget that will be allocated<sup>1</sup></i>	<i>Estimate the % (of the total workforce) that will work on this<sup>2</sup></i>	<i>List all the CP outcomes this workstream contributes to</i>	<i>CP 2024-2029 Performance Measures should be shown in <b>bold</b></i>	<i>State what will be different</i>
Deliver legal expertise and support to Departments on major projects – London Museum, Salisbury Square Barbican, Disposal of Annex Building Smithfield Market, Spitalfields Market, Smithfield development, LMA disposal of market and other sites, acquisition of major sites, corporate charities review – ongoing	23% estimated dependent on major projects programme, priorities and complexities (may be adjusted due to markets project termination)	17% estimated	Any or all depending on the major projects.	% chargeable hours achieved against target.  Client satisfaction ratings.	Dependent on major projects outputs and outcomes.
Deliver legal expertise and support to the City Surveyor's Department -Investment Property Group to effectively manage the investment portfolio particularly the significant current disposal programme, restructuring of ground/head leases (regearing), joint ventures, major projects which will require effective fluid resource management.	40% estimated dependent on work volumes and priorities.	34% estimated	Delivering excellent services.	% chargeable hours achieved against target.  Client satisfaction ratings.	Capital receipts from property sales. C&CS external income.
Deliver legal expertise to ensure that the City discharges its statutory duties and acts lawfully.	26% estimated dependent on workflows and priorities.	25% estimated	Delivering excellent services.	Client satisfaction rating.  Complaints against caseload.	City acts lawfully in compliance with statutory duties.

<sup>1</sup> Does not total 100% because some departmental budget is allocated to 'BAU' activities and/or is unprogrammed for emerging or unexpected activities that arise in-year.

<sup>2</sup> Unlikely to total 100% or more because some people resource is allocated to 'BAU' activities and it could indicate a reliance on additional working time to deliver activities.



Elections – Successfully deliver any unscheduled elections that may occur, including a predicted 6 Aldermanic elections over the period. Deliver canvass for ward list and electoral register.	10%	7% plus temporary staff	Delivering excellent services.	Elections delivered without challenge.	Elections & canvass delivered in compliance with required standards.
Roll out revised Data Protection training.	2% estimated	2% estimated	Delivering excellent services	% of CoIC staff trained (in collaboration with departments, institutions and schools)	Staff awareness & compliance with DPA requirements
EED&I	1% estimated	1% estimated	Diverse Engaged Communities	% of C&CS staff who report good levels of engagement	Staff diversity.
More TBC					





**Enablers**

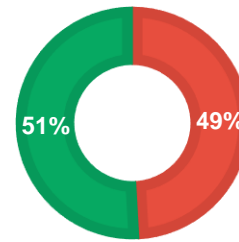
**Our people:**

**November 2024:**

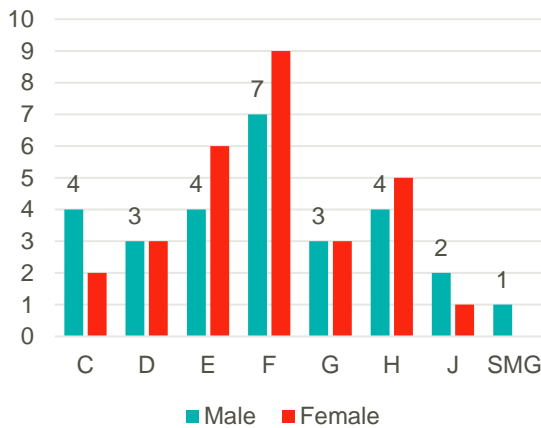
Headcount: 58  
 FTE: 54  
 Permanent: 92%  
 Fixed term: 8%  
 Joined 2024: 9  
 Turnover: 15%  
 Agency: 13

**GENDER**

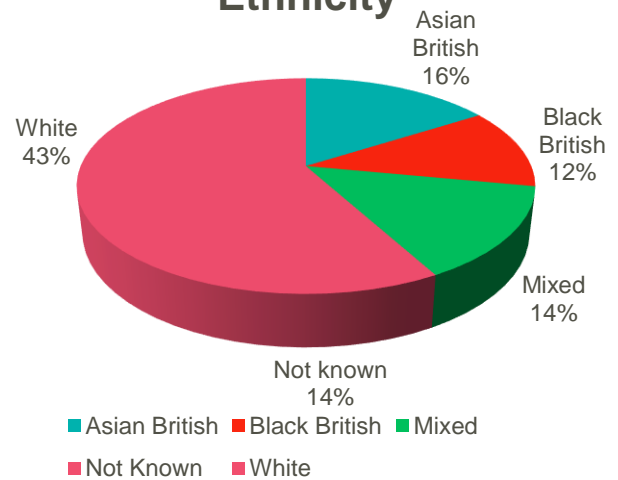
■ Gender (where stated) ■ Male ■ Female



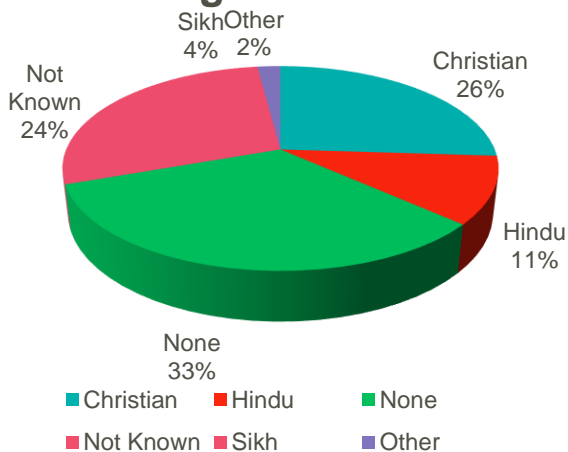
**C&CS Gender x grade (where stated)**



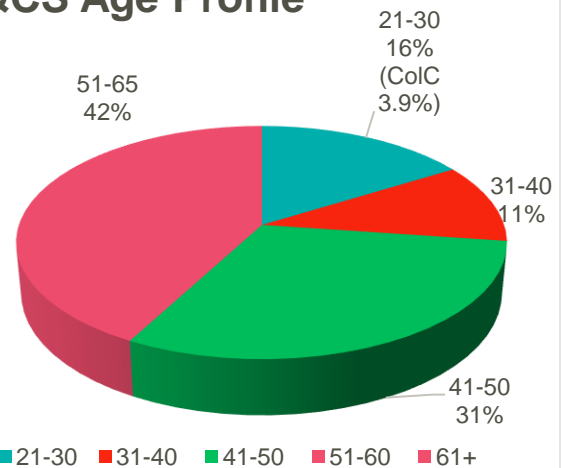
**Ethnicity**



**Religious Belief**



**C&CS Age Profile**



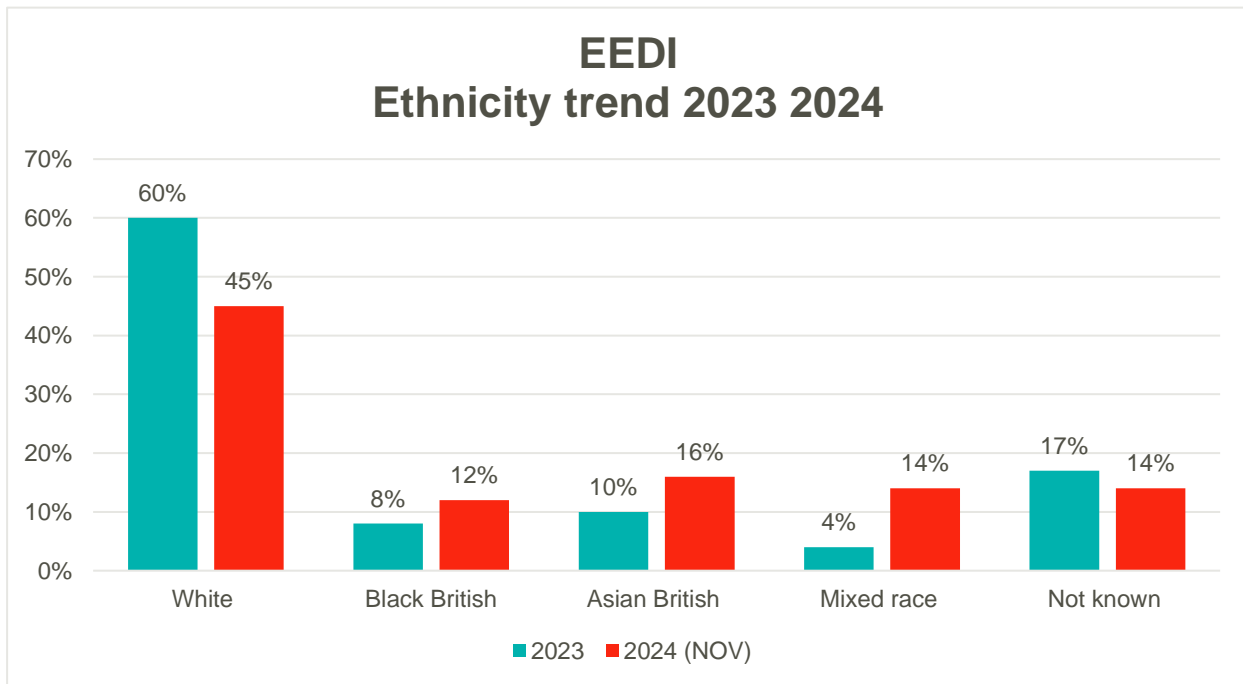
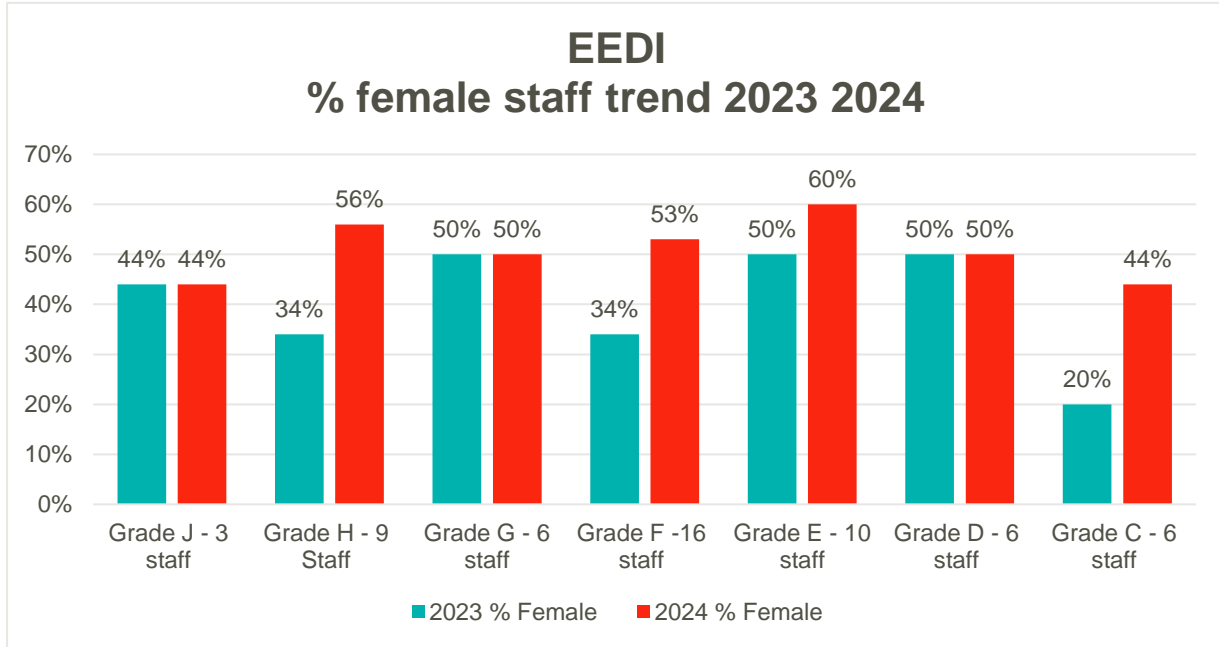
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People EEDI staff trends 2023 – November 2024

Gender:

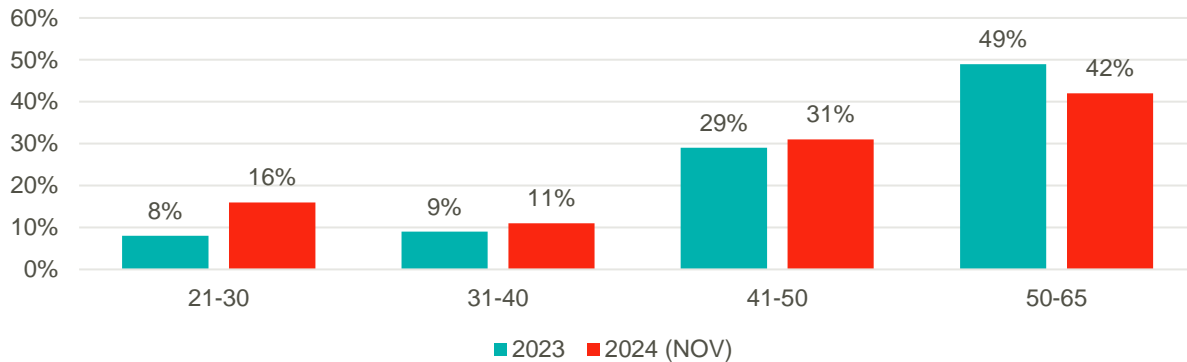
Female increase from 52% to 59% (CoLC overall 49%). Disability: No change 3.52 %



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## EEDI Age trend 2023 2024



### EEDI Priorities, objectives, deliverables and outcomes.

C&CS as an enabling service is committed to delivering excellent customer service. We recognise the different needs of our customers and actively work to minimise potential issues of exclusion and discrimination. We pro-actively support the public-sector equality duty.

C&CS fully supports and is committed to the corporate EEDI policy to provide an inclusive, respectful and discrimination-free work environment for staff. We will use best practice in employment in accordance with legislation to ensure that employees feel respected and able to give their best. As far as possible, we would like our workforce to be broadly representative of all sections of society.

### C&CS EEDI ACTION PLAN 2024 2025 (corporate equality objectives)

1. It is acknowledged that improving the robustness of equalities data to inform an evidenced based approach to advancing equality, equality, diversity and inclusion is essential to support outcome measures. **(Robust evidence and data)**
2. Safe space confidential system to enable staff to report unacceptable behaviours to the Comptroller & City Solicitor. **(Inclusive and trustworthy leadership).**
3. The C&CS SLT will monitor the workforce profile trends, will challenge discriminatory behaviours and take pro-active action to ensure that the department is inclusive. **(inclusive and trustworthy leadership)**
4. Attendance/presentations at the annual careers festival to inform alternate (non-graduate) apprenticeship routes into the profession in support of the corporate objective attracting, developing and retaining excellent, diverse, local and national talent and in support of social mobility. **(Inclusive and diverse workforce)**



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5. Targeted recruitment advertising to encourage under-represented groups to join the organisation. **(Socio-economic diversity)**.
6. EEDI interactive session to be arranged for the annual staff conference.
7. Utilise the data arising from the Staff Survey and any supporting data to inform 2025/26 EEDI and other people priorities. **(inclusive and diverse workforce)**.
8. Deliver direct action in support of the corporate equalities objectives as these crystallise. **(All corporate equality objectives)**.

**Finance:**

**Budget estimate 2025/6**

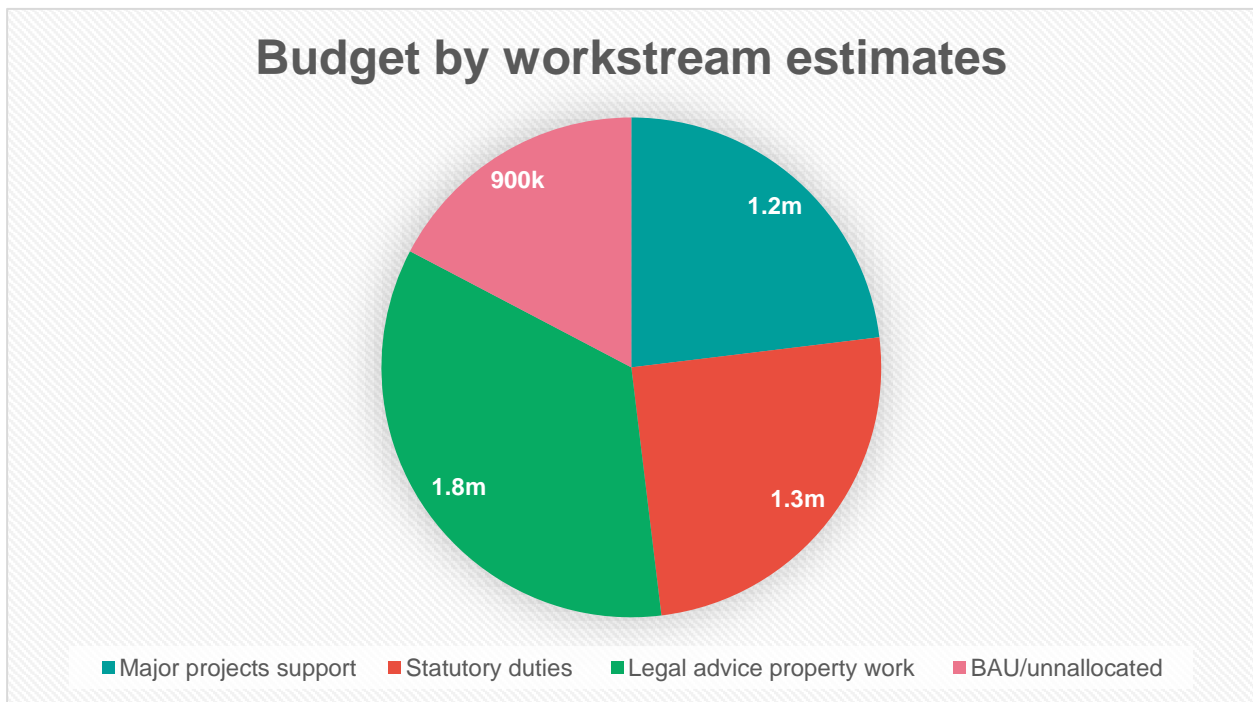
Local Risk: £5.238M

Central Risk: £200k

Income: Local risk £841k

Income: Central risk £200k

**Estimated forecast spend in respect of the priority workstreams**



What Medium Term action is required? (e.g. New legislation, services, projects, automation)	When? 2026/27	When? 2027/28	Is this Funded or Unfunded?
Revised career structures (subject to outcome of Ambition 25)	X		X
Replacement Case Management system		X	X



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Priorities and plans being considered in the medium term			
<p><b>Risks</b></p> <p>C&amp;CS does not currently have any red or amber rated corporate or departments risks.</p> <p>A LEXCEL (Law Society Quality Mark) accredited system is in place to manage risks associated with specific legal cases.</p>	<p><b>Health &amp; Safety top three priorities:</b></p> <ul style="list-style-type: none"> <li>Staff wellbeing and health</li> <li>Office environment quality</li> <li>Effective health &amp; safety support for hybrid working</li> </ul>		

**Operational Property**

All operational properties have been assessed as utilised, part utilised, or not utilised, and confirmation has been provided to the City Surveyor's Department.

**Yes**



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# PEOPLE & HR 2025/26 BUSINESS PLAN

## About us: Our purpose, aims and impacts

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.

Our People & HR 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. These programmes will enhance cross working collaboration and break down silo working within the organisation.

We aspire to be a function that plays a crucial role in fostering an environment where both the organisation and its people can excel. By focusing on who we hire, how we attract, retain, and develop talent, HR to create a framework that supports growth and success. A thriving workplace culture that value employees derive from their work and interactions with colleagues are rooted in effective HR practices and a commitment to excellence.

This Business Plan focuses primarily on the People Strategy work programmes that we are facilitating for the organisation and implementing for our service.

To achieve this vision, collaboration with our partners and support from our Elected Members through the Corporate Services Committee will be crucial in reaching these goals. To create and sustain a work environment where we serve our employees well and that we are proud to say, "this is my organisation, and I belong here."

## Our key objectives and priority workstreams and major projects

### 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 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.

### My Wellbeing, My Belonging



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OF  
LONDON



In addition to the staff survey, other early work within this theme includes an initial programme to begin to embed wellbeing, belonging, inclusion, and physical and psychological safety within the City Corporation, in close collaboration with our EEDI and Health & Safety colleagues, including 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.

### **Trustworthy Leadership**

The staff survey reinforces the importance of our leadership community in progressing the work to realise positive culture change. Action plans that are underway for our Executive Leadership Board (ELB) and the organisation, along with individual action plans for each corporate and service department and institution within City Corporation.

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. Going forward this will reduce departmental silo working and improve measuring performance.

In July 2024, the Senior Leadership Forum was relaunched, with a working title of Future Ambition 18, 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, reducing duplication. Ambition 18 Leaders will be key in driving the City's transformation agenda.

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 the City Corporation also includes work undertaken directly by our Member Services colleagues with Members across the City, including a recent review by the Local Government Association and a review of our Member Code of Conduct. Members will engage in the development of our values and behaviours, along with the rollout of a revised Member/Officer Charter, and a new Member induction programme.



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## **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 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, career path maps, and continuous professional development offerings for all staff.

## **Building Brilliant Basics**

Will 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 for recruitment and succession planning have 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 is being 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. 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 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 which will facilitate better informed prioritisation and robust decision making.



**Live, Work, Learn, Explore**



In the first year of our People Strategy, we have focused on developing an agile talent management approach. This includes implementing a temporary labour agency worker solution to address broader workforce needs, including the ability to meet short notice staffing requirements. Additionally, a project is underway to comprehensively assess the contingent workforce across the City Corporation. This initiative is supported by a robust governance framework and involves collaboration with an expert partner to ensure a thorough and strategic evaluation.

At the heart of this work is our commitment to being a good and fair employer. We are dedicated to fostering equity within our workforce community, regardless of employment status, and to valuing our casual staff in a modern, inclusive, and meaningful 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 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.



**Live, Work, Learn, Explore**



Priority workstream	Funding allocation %	People resource %	Corporate Plan 2024-2029 Outcomes	Outcome focused Performance measures	Outcomes / Impacts
<p>Add the workstream name and list the key 2025/26 deliverables. Note activities and milestones and give the date these will be achieved. Note if these have a different duration to the FY (shorter or longer).</p>	<p>Estimate the % (of the total 100%) budget that will be allocated<sup>1</sup></p>	<p>Estimate the % (of the total workforce) that will work on this<sup>2</sup></p>	<p>List all the CP outcomes this workstream contributes to</p>	<p>CP 2024-2029 Performance Measures should be shown in <b>bold</b></p>	<p>State what will be different</p>
<p>a My Contribution, My Reward</p> <ul style="list-style-type: none"> <li>• Ambition 25</li> <li>• Benefits Review &amp; Refresh</li> <li>• Staff Induction</li> <li>• COPA Awards</li> </ul>	<p>100% from Transformation</p> <p>BAU BAU BAU</p>	<p>15%</p>	<p>Diverse Engaged Communities</p>	<p><b>Recruitment &amp; Retention Data</b> <b>All Staff to attend Corporate Induction within four months of employment.</b> <b>Increase nominations each year</b></p>	<p>Employees feel valued when they receive competitive benefits. Higher satisfaction leads to better employee engagement and morale. New employees understand company policies, culture, values, and expectations, enabling them to</p>

<sup>1</sup> Does not total 100% because some departmental budget is allocated to 'BAU' activities and/or is unprogrammed for emerging or unexpected activities that arise in-year.

<sup>2</sup> Unlikely to total 100% or more because some people resource is allocated to 'BAU' activities and it could indicate a reliance on additional working time to deliver activities.



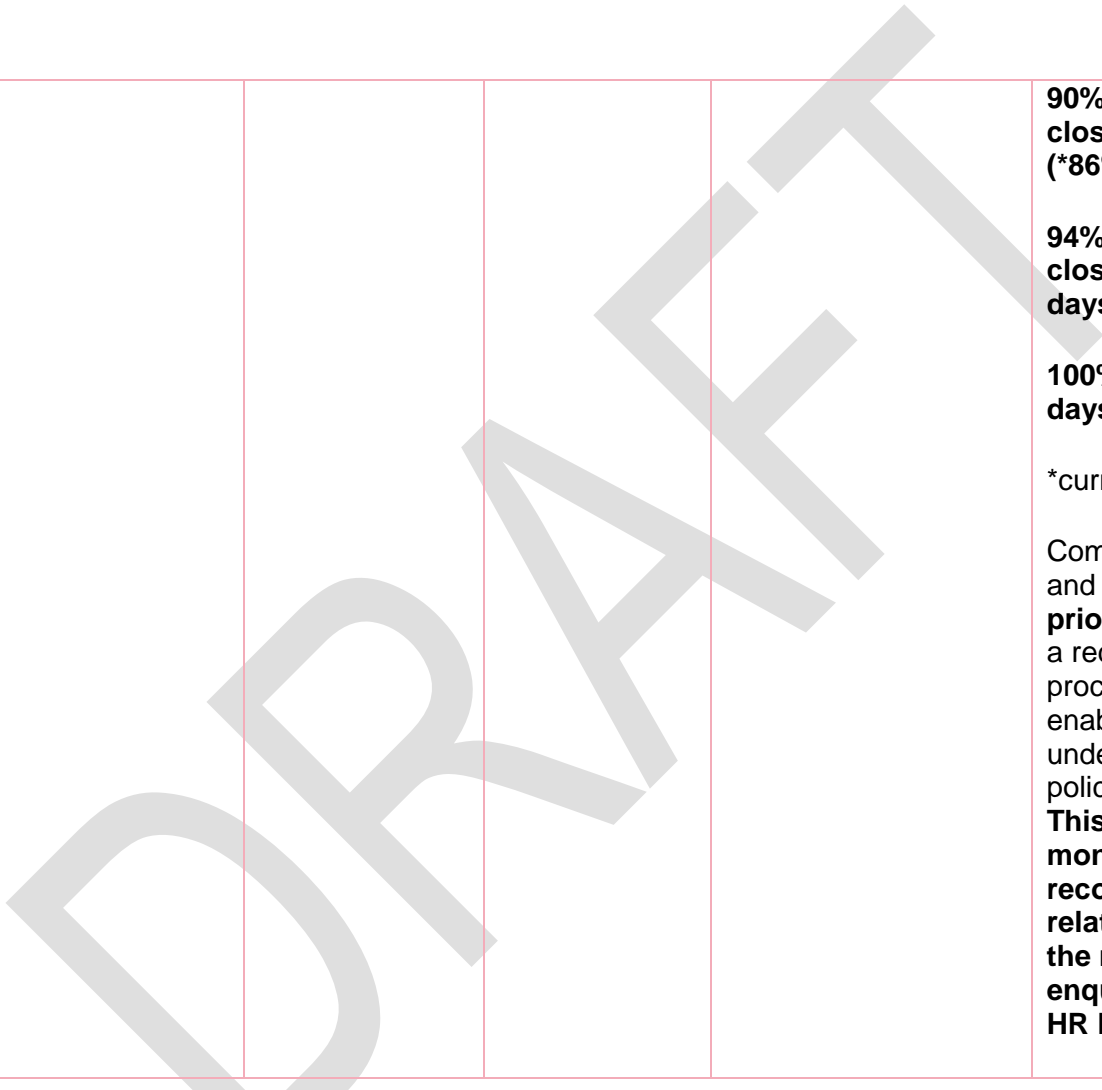
<p>b</p> <p>My Wellbeing &amp; Belonging</p> <ul style="list-style-type: none"> <li>• Staff pulse survey</li> <li>• stress risk assessment in collaboration with Health and Safety</li> </ul>	<p>BAU</p>	<p>12%</p>	<p>Leading Sustainable Environment</p>	<p><b>Increase percentage engagement across the organisation</b></p>	<p>contribute more effectively.</p> <p>Comprehensive benefits can reduce employee turnover by fostering loyalty. Lower turnover minimizes recruitment and training costs.</p>
<p>c</p> <p>Trustworthy Leadership</p> <ul style="list-style-type: none"> <li>• Member inductions and training</li> <li>• EEDI training</li> <li>• Engagement with Future Ambition 18 Group</li> </ul>	<p>BAU</p>	<p>10%</p>	<p>Diverse Engaged Communities</p>	<p><b>Percentage of New Elected Members to complete Induction</b></p> <p><b>EEDI Training to be Mandatory with the first six month of employees' commencement</b></p> <p><b>Staff surveyor feedback</b></p> <p><b>100% EQIA employee matters, eg. Policies</b></p> <p><b>Monitor percentage of engagement by</b></p>	<p>Members have a understand of our policies, culture, values, and expectations.</p> <p>enabling them to contribute more effectively.</p>

				<b>the Ambition 18 cohort.</b>	
<p>d</p> <p>My Talent &amp; Development</p> <ul style="list-style-type: none"> <li>Mandatory training</li> </ul>	BAU		<p>Diverse Engaged Communities<sup>1</sup></p>	<p><b>100% completion within specified timeframe</b></p> <p>With exceptions for long term authorised absences</p>	<p>Employees will demonstrate an understanding of our policies and procedures, maintain compliance with legal and organisational standards, and apply the acquired knowledge to ensure a safe and productive work environment."</p>
<p>e</p> <p>Building Brilliant Basics</p> <ul style="list-style-type: none"> <li>Design, build and test of the remaining ERP</li> <li>A complete review of the Employee Handbook</li> </ul>	Central Risk BAU		<p>Providing Excellent Services</p>	<p>Assess and increase efficiency in responding to queries to the ASK HR HelpDesk</p>	<p>Develop a clear understanding of expectation, enabling consistent delivery of a high-quality service. Continuously</p>



**Live, Work, Learn, Explore**





**90% of queries to be closed within 3-days (\*86%)**

**94% of queries to be closed within 5 - days (\*90%)**

**100% closed with 8-days (\*97%)**

\*current

Committee to review and updating **ten priority policies**, with a reduction of our processes this will enable better understanding of our polices and produces. **This will be monitored by recording employee relations issues and the number of enquires to the ASK HR HDesk.**

striving to improve both individual and team performance, delivering operational excellence.

EL





**Live, Work, Learn, Explore**



## Our timeline planner of priority workstream activities and milestones

[Add rows as needed]

Key	
	Duration of activity
	Milestone

	Quarter 1			Quarter 2			Quarter 3			Quarter 4			Beyond 2025/26		
	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	2026/ 2027	2027/ 2028	
Workstream a activity 1	◆ Ambition 25 Implementation														
Workstream a activity 2	◆ Benefits Review Refresh														
Workstream a activity 3	◆ Staff Induction														◆
Workstream a activity 4							◆ Staff Pulse Survey								
Workstream b activity 1							◆ COPA Awards								
Workstream b activity 2			◆ Stress Risk Assessments												

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Live, Work, Learn, Explore







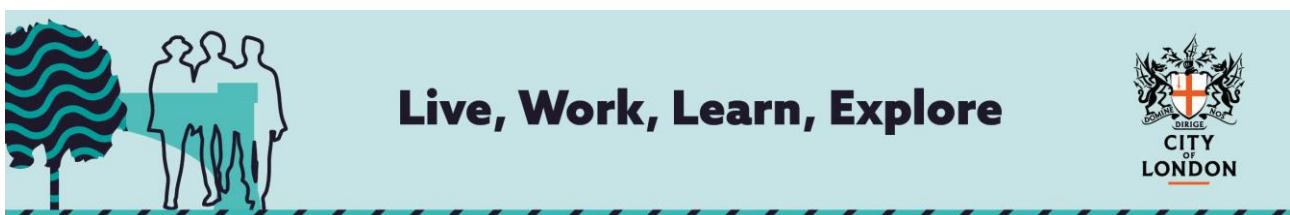


## Enablers

<p><b>People</b> See the <a href="#">HR Dashboard Draft - Power BI</a> for data for your department. State your workforce numbers and demographics State your staff survey score and key actions in your departmental actions plan.</p>	<p><b>Equity, Equality, Diversity and Inclusion</b></p> <ol style="list-style-type: none"> <li>Partner with EDI directorate on prioritised work plan</li> <li>Partner with and engage staff networks</li> <li>Analyse data and target actions for marginalised groups</li> </ol>																
<p><b>Finance</b> For 2025/26 the People &amp; HR Department will be restructuring our services with an increase to our budget allocations.</p>																	
<p><b>Estimated forecast spend in respect of the priority workstreams</b></p>	<table border="1"> <thead> <tr> <th colspan="3">Estimated Budget Allocation</th> </tr> <tr> <th>CoL Budget</th> <th>Income</th> <th>Central Risk</th> </tr> </thead> <tbody> <tr> <td style="background-color: #00FFFF;">Local Risk</td> <td style="background-color: #FF0000;">HR Service Provided £225k</td> <td style="background-color: #0000FF;">Transformation Fund £1.8m (over three years 2022-2025 )</td> </tr> </tbody> </table>	Estimated Budget Allocation			CoL Budget	Income	Central Risk	Local Risk	HR Service Provided £225k	Transformation Fund £1.8m (over three years 2022-2025 )							
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CoL Budget	Income	Central Risk															
Local Risk	HR Service Provided £225k	Transformation Fund £1.8m (over three years 2022-2025 )															
<p><b>Priorities and plans being considered in the medium term</b></p> <table border="1"> <thead> <tr style="background-color: #FF0000; color: white;"> <th>What Medium Term action is required? (e.g. New legislation, services, projects, automation)</th> <th>When? 2026/27</th> <th>When? 2027/28</th> <th>Is this Funded or Unfunded?</th> </tr> </thead> <tbody> <tr> <td>Embed the “new” HR System (ERP)</td> <td style="text-align: center;">X</td> <td></td> <td></td> </tr> <tr> <td>Continue to review HR Policies</td> <td style="text-align: center;">X</td> <td style="text-align: center;">X</td> <td style="text-align: center;">X</td> </tr> <tr> <td> </td> <td></td> <td></td> <td></td> </tr> </tbody> </table>		What Medium Term action is required? (e.g. New legislation, services, projects, automation)	When? 2026/27	When? 2027/28	Is this Funded or Unfunded?	Embed the “new” HR System (ERP)	X			Continue to review HR Policies	X	X	X				
What Medium Term action is required? (e.g. New legislation, services, projects, automation)	When? 2026/27	When? 2027/28	Is this Funded or Unfunded?														
Embed the “new” HR System (ERP)	X																
Continue to review HR Policies	X	X	X														
<p><b>Risks</b> Complete the table, adding all Corporate Risks where your Chief Officer is SRO or joint SRO, and your departmental red risks. Add a narrative if there are themes related to other risks e.g. linked to resources, transformation etc</p> <table border="1"> <thead> <tr style="background-color: #008080; color: white;"> <th>Risk Title</th> <th>Score</th> </tr> </thead> <tbody> <tr> <td>CR39 Recruitment and Retention</td> <td style="text-align: center;">12</td> </tr> <tr> <td>HR004 Casual and non-employed workforce</td> <td style="text-align: center;">8</td> </tr> <tr> <td> </td> <td></td> </tr> <tr> <td> </td> <td></td> </tr> <tr> <td> </td> <td></td> </tr> </tbody> </table>	Risk Title	Score	CR39 Recruitment and Retention	12	HR004 Casual and non-employed workforce	8							<p><b>Health &amp; Safety</b></p> <ol style="list-style-type: none"> <li>Up to date DSE assessment in place for all HR team members</li> <li>Every member of HR to have a wellbeing focused conversation with line managers</li> <li>100% Completion rate of all mandatory Health &amp; Safety Training</li> </ol>				
Risk Title	Score																
CR39 Recruitment and Retention	12																
HR004 Casual and non-employed workforce	8																

## Operational Property

<p>All operational properties have been assessed as utilised, part utilised, or not utilised, and confirmation has been provided to the City Surveyor’s Department. <b>Yes/No</b> (if answer is no, explain the reasons for this)</p>
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# Agenda Item 8

<b>Committee(s):</b> Corporate Services Police Authority Board Policy and Resources	<b>Date:</b> 12 February 2025 12 February 2025 13 February 2025
<b>Subject:</b>  Draft High-Level Business Plan 2025/26 – Town Clerk’s Department	<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>	Providing excellent services  Diverse Engaged Communities  Vibrant Thriving Destination  Dynamic Economic Growth
<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>	Greg Moore Deputy Town Clerk
Report author: Sarah Scherer, Head of Business Support	

## Summary

This report presents for approval the high-level Business Plan for the Town Clerk’s Department 2025/26. It applies specifically to the following enabling functions led by the Deputy Town Clerk:

- Governance and Member Services
- Office of the Policy Chairman
- Strategic, Security & Resilience
- Health & Safety
- Police Authority

The Office of the Lord Mayor and The London Archives/Culture Team, which also sit under the Deputy Town Clerk, will report in separate, individualised business plans, as will other areas of the Town Clerk’s Department (e.g., Corporate, Strategy and Performance and Communications).

## **Recommendation**

Members are asked to:

- i. Note the factors taken into consideration in compiling the Town Clerk's Departmental Business Plan, acknowledging that these teams provide both enabling and statutory functions which are scrutinised by different Committee and:
- ii. Approve, subject to the incorporation of any changes sought by the relevant Committee, the departmental Business Plan 2025/26.

## **Main Report**

### **Background**

1. As part of the new framework for corporate and business planning, departments were asked to produce standardised high-level, Business Plans for the first time in 2017 for the 2018/19 year. Members generally welcomed these high-level plans for being brief, concise, focused and consistent statements of the key ambitions and objectives for every department.
2. High-level Business Plans for FY 2025/26 align to our Corporate Plan 2024-2029. As a high-level plan, this document does not capture the granularity of departmental work but gives the overall picture of departmental activity, customer feedback, trends where applicable and direction of travel.
3. The Town Clerk's Department is comprised of several enabling teams which support the core business of the Corporation. It is responsible for ensuring the overall strategic objectives of the City Corporation implemented in accordance with our corporate governance framework. The Department provides the expertise and oversight to ensure that Members and Officers have the information they need to facilitate effective decision making. As a cross-cutting Department, the teams overseen by the Deputy Town Clerk within this wider area work closely with all Corporation departments and our Institutions in pursuit of this objective.
4. The Town Clerk's Department oversees the co-ordination of political and policy advice provided to our Leaders and Members, programme implementation and management of key initiatives such as initiatives within the Mayoral theme and Destination City, and the day-to-day logistical operations of the private offices supporting the Lord Mayor and Chairman of the Policy and Resources Committee, in addition to supporting the Town Clerk through their secretariat. It facilitates decision-making, Member scrutiny and oversight, and ensures statutory obligations are met (e.g. in relation to the accountability of the City of London Police, our health and safety obligations, our emergency planning and resilience functions, and so on).

## Draft final high-level Business Plan for 2025/26

5. This report presents, at Appendix 1, the draft final high-level Business Plan for 2025/26 for the Town Clerks' Department and the aforementioned teams.
6. The Office of the Lord Mayor and The London Archives (formerly the London Metropolitan Archives), which are also under the remit of the Deputy Town Clerk, will report in separate, individualised business plans to relevant committees.
7. While the teams which report into the Deputy Town Clerk have individualised deliverables, projects and activities – which often intersect – they share commonality in that they provide enabling support within 4 major workstreams:
  - a. Governance Support
  - b. Statutory and regulatory compliance
  - c. Member and Officer Support
  - d. Cross-corporate coordination
8. Taking on board feedback from Members in relation to last year's Business Plan, which for the first time sought to integrate various functions into a single Plan, this year's Plan has been integrated further to reflect and drive greater integration between the various functions, drawing on the commonality of activity and purpose across the service areas and moving away from the historic approach of discrete, individual Business Plans and workstreams for each area, towards a newer approach which will help to drive greater collaborative working and recognise the coherency and synergy across the various teams' areas of activity.
9. Following the appointment of the Executive Director and Private Secretary to the Policy Chairman as Senior Responsible Officer for Destination City, the Town Clerk's Departmental Business Plan also included the implementation and delivery of the new DC programme in a separate workstream.
10. The high-level plans have been developed in consultation with senior officers, with the intention of establishing and confirming core workstreams that reflect the functions and responsibilities of these teams at a high level – as opposed to separate workstreams for each team.
11. As mentioned above, in drafting their business plans, teams have focused on cross-departmental collaboration. The Office of the Policy Chairman business planning process and underlying items, for example, has involved liaison with Innovation & Growth, Corporate Communications, Remembrancer's and Mansion House; Governance and Member Services with the Corporate Strategy team; Health & Safety with HR and the key connectivity to the People Strategy, and so on.

12. These functions represent a headcount of 54 FTE all based in the Guildhall complex.

13. Governance and Member Services

- a. The Governance and Member Services team in the Town Clerk's Department is dedicated to supporting the Corporation's decision-making process and supporting Members in their work as elected officials and representatives of the City of London Corporation. The Team is comprised of 20 individuals who support with the day-to-day operations of committees, on matters of procedure, and by providing learning and development opportunities.
- b. Led by the newly-appointed Assistant Town Clerk, the Team oversees the formal process, reporting requirements and services of over 500 formal decision-making meetings each year, including meetings of the Court of Common Council and Court of Aldermen, their committees, sub-committees and working parties.

14. Office of the Policy Chairman

- a. The Office of the Chairman team works to support the Policy Chairman, Deputy Policy Chairman, Vice Chairs, and Lead Members in their roles in providing political leadership for the Corporation in the development of policy and drive the Corporation's aims and objectives, working closely with external stakeholders.

15. Strategic Security and Resilience

- a. The City of London Resilience Planning team has a duty and statutory function that offers a specialist resource aimed at helping both the City Corporation and supporting the wider Square Mile community to maintain its resilience in the face of emergencies and other business disruptions.
- b. Led by the Strategic Security Director & Counter Terrorism Advisor, the team aims to raise awareness in the Square Mile community of all aspects of contingency planning, preparing for localised and Pan-London incidents supporting the wider City of London community with a key task to ensure the consistency of the Corporation's own preparedness to respond to an emergency.

16. Corporate Health & Safety

- a. The Corporate Health & Safety is dedicated to ensuring appropriate and sufficient systems are in place to support our governance of Health & Safety risk. These mechanisms support the Corporation's decision-making process and support Chief Officers in discharging the legal requirements set upon us as an ethical, modern employer.
- b. The team is comprised of eight individuals who provide advice, develop, maintain our policies, procedures, and safety data systems, such as accident reporting and are critical in setting our organisational

safety culture. Critically they make up the competent health and safety resource as required by statute under various safety related pieces of legislation, e.g. Fire.

#### 17. Police Authority

- a. The Court of Common Council is defined as the Police Authority for the Square Mile. The Court delegates this duty (except for the appointment of the Police Commissioner) to the Police Authority Board and its Committees (Strategic Planning and Performance; Resource, Risk and Estates; Professional Standards and Integrity; Economic Crime and Cyber; and Police Pensions Board). The Board is supported by the Director of the Police Authority and 6 staff members.
- b. The Police Authority team supports the Police Authority Board (PAB) in carrying out its essential role to scrutinise and support the City Police's delivery of effective and efficient services, ensure value for money in how it is run, and to agree its priorities across its national and local roles, taking into account the views of local communities and government priorities. The team ensures that PAB's statutory obligations in relation to the accountability of the City Police are fulfilled.

### Departmental Operational Property Assets Utilisation Assessment

18. In keeping with the requirements of Standing Order 56, a utilisation assessment has been undertaken of the corporate space occupied by the relevant sections of the Deputy Town Clerk function covered in this report.

### Corporate & Strategic Implications

- **Strategic implications** - CSPT has a key role in enabling the City of London Corporation achieve strategic outcomes and will continue to engage with Members, Officers, and external stakeholders to ensure the successful delivery of strategic priorities.
- **Security implications** - several of the functions within the Department directly support the security arrangements for the City Corporation.
- **Financial implications** - Budgetary resources allocated to each workstream noted in the high-level Business Plan have been considered and can be adjusted in-year to account for emerging needs and requirements.
- **Equalities implications** – All the services and functions covered in the report are committed to Equality, Diversity and Inclusion. We will continue working closely with the Director of Equality, Diversity and Inclusion and the Chief People Officer to enable the City of London Corporation to comply with all obligations under the Equality Act 2010 and the Public Sector Equality Duty relevant to respective functions
- **Resourcing implications** - Staff resources allocated to each workstream noted in the high-level Business Plan have been considered and can be adjusted in-year to account for emerging needs and requirements.
- **Risk Implications** – None.
- **Climate Implications** – None.

## **Conclusion**

19. This report presents the high-level Business Plan for 2025/26 for the relevant functions of the Deputy Town Clerk's Department for Members to consider and approve.

## **Appendices**

- Appendix 1 – Final high-level Business Plan 2025/26



## TOWN CLERK'S DEPARTMENT 2025/26 BUSINESS PLAN

### About us: Our purpose, aims and impacts

The Town Clerk's Department is comprised of several enabling teams which support the core business of the Corporation.

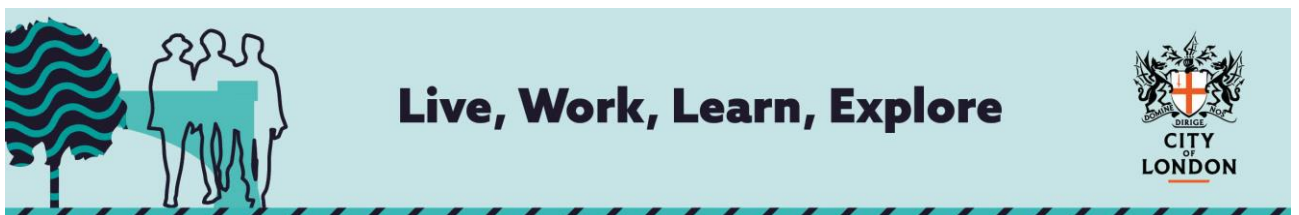
It is responsible for ensuring that the overall strategic objectives of the City Corporation, including those of our Institutions, are lawfully and actively implemented.

The Town Clerk's Department oversees the co-ordination of political and policy advice provided to our Members, programme implementation and management of key initiatives (such as the Mayoral theme and Destination City), and the day-to-day logistical operations of the private offices supporting the Lord Mayor and the Chairman of the Policy and Resources Committee.

The divisions of the team include:

- Governance & Member Services
- Office of the Policy Chairman
- Strategic, Security & Resilience
- Health & Safety
- Police Authority

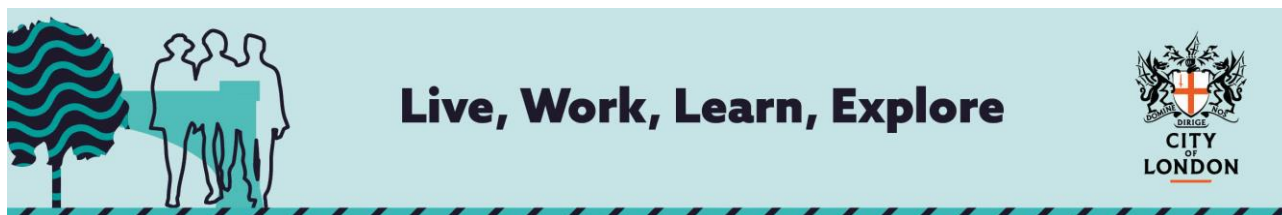
The Town Clerk's Department provides the expertise and oversight to ensure that Members and Officers have the recommendations and information they need to facilitate effective decision making and scrutiny, fulfilling our statutory obligations (such as in respect of the City of London Police).



## Our key objectives and priority workstreams and major projects

### Key Objectives / Priority workstreams:



1. **Governance Support** - facilitating effective decision-making and oversight ensuring that all Corporation activities align with established governance structures, promoting transparency and accountability across departments in accordance with our Standing Orders and wider corporate governance framework.
2. **Statutory and regulatory compliance** - monitoring compliance with all relevant laws and regulations, reducing legal risks and ensuring the Corporation is seen as a leader.
3. **Member and Officer Support** – providing Common Councillors and Aldermen with the necessary resources and information to fulfil their roles effectively, enhancing their ability to make informed decisions that reflect the City Corporation’s strategic objectives through the Court of Common Council, Court of Aldermen and our Committees.
4. **Cross-corporate coordination** - coordinating efforts and resources to support or drive successful implementation of cross-corporate organisational projects, transformation, and collaboration; ensuring coherence and alignment and ensuring corporate policies are up to date and remain effective given changing external and internal partnership landscapes.
5. **Destination City (DC)** - implement the recommendations from the Martin Review to deliver a new DC programme alongside partners to achieve our shared goal of positioning the Square Mile as a vibrant thriving destination, which contributes to dynamic economic growth.








Priority workstream	Funding allocation %	People resource %	Corporate Plan 2024-2029 Outcomes	Outcome focused Performance measures	Outcomes /Impacts
Westminster, Brussels, London local government and internationally					Improved and effective decision making at pace
<b>Cross-corporate coordination</b> <ul style="list-style-type: none"> <li>▪ Officer training for key response roles; executing a tabletop exercise for strategic security and resilience</li> <li>▪ Support the Policy Chairman to discharge their duties at Common Council, Policy &amp; Resources Committee and its sub-committees</li> <li>▪ Working with the City Police, the Community Safety Team in CCS and utilising the Safer City Partnership, to implement a revitalised approach to engaging the City's communities on crime and community safety issues.</li> </ul>	4%	50%	Vibrant Thriving Destination  Diverse Engaged Communities  Providing Excellent Services	Reduce local and neighbourhood crime and improve confidence in the CoLP	More effective use of resources  Better, and more coordinated engagement with key stakeholders
<b>Destination City</b> <ul style="list-style-type: none"> <li>▪ Recruit and onboard new DC programme Hub</li> <li>▪ Establish and confirm DC KPIs within a new DC Dashboard</li> <li>▪ Identify and deliver key activities or initiatives - alongside DC partners – which improve pedestrian connectivity between places, increase footfall Friday-Monday and ensure a vibrant, thriving ground floor experience e.g. Wayfinding and refresh of our visitor-focused communications channels</li> <li>▪ Launch a concierge service to support the relocation of businesses to the Sq Mile</li> </ul>	Funding allocation via Growth Bid £1.3 mil	4%	Vibrant Thriving Destination  Dynamic Economic Growth	Increase visitor numbers, expenditure and visits to our cultural attractions  Increase worker footfall Friday/Monday  Delivering regeneration and redevelopment projects	There are more businesses based in the Sq. Mile, more workers and visitors spend their leisure time here.

## Our timeline planner of activities and milestones

Key	
	Duration of activity
	Milestone

	Quarter 1			Quarter 2			Quarter 3			Quarter 4			Beyond 2025/26	
	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	2026/ 2027	2027/ 2028
Member Induction	Will be delivered April - July													
Governance Training														
Governance support in the delivery of cross-org objectives & workstreams	Milestones will match those of the service department													
Strategic and tactical leadership training	Ongoing throughout the year													
Internal volunteering to support emergency centres	Ongoing throughout the year													
Leadership Safety inductions	1,125 Leaders to be trained													
Safe365 annual assurance assessment across all High-Risk departments														
	Assurance programme to commence May - September review by Corporate Services Committee													

PAB Community Engagement	Report quarterly to the Strategic Planning and Performance (Police) Committee																					
PAB Governance Reform	◆		◆				◆		◆			Police Authority in May (to agree the reform proposals – implementation throughout the rest of the year)										
Relaunch of visitor/communications Launch of concierge service Launch Destination City Partnership Fund	◆	Planned for Spring																				
Worker Demographic Fund Launch Destination City Dashboard		◆	Planned for Summer																			
Reset Bid Relationship	Ongoing throughout the year																					
Publish report on vibrant and lively ground floor experience							◆	Planned for Autumn														
Destination Advisory Board meetings		◆			◆			◆														

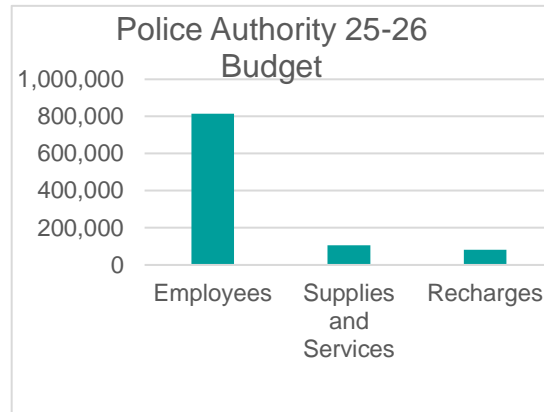
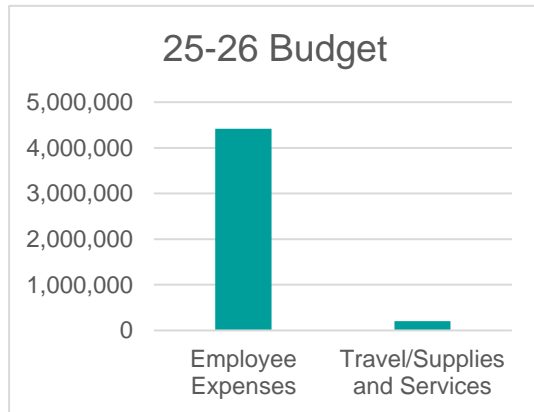
## People

2024 Staff Survey engagement score 64%

56 staff, 54 FTE

Percentage identifying as female 51.8%

## Budget



## Our key actions are

- Improve Member behaviour and/or perceptions of behaviour
- Hold Deputy Town Clerk Town Hall sessions to enhance the understanding of the vision and overall direction of the Senior Leadership Team
- Improve the way in which we communicate Learning & Development opportunities and prioritisation of time for learning
- Review and introduce measures to improve physical environment/Cross working at Deputy Town Clerk sites

## Equity, Equality, Diversity and Inclusion

- Greater compliance with PSED through committee reports
- Developing L&D sessions for Members that, for example, remove perceived barriers to those who may be interested in leadership positions
- Continuous improvement in the accessibility of public meetings and committee paperwork
- Training for crisis support volunteers encompasses humanitarian assistance training to understand the diversity and needs of those affected by major incidents
- Continuous improvement in the accessibility of meetings and paperwork.
- Improve PEEP (Personal Emergency & Evacuation Plans)
- Directly supporting the City Police's EDI ambitions, including through engagement with the Stephen Lawrence Day Foundation

Priorities and plans being considered in the medium term	2026/27	2027/28	Is this Funded or Unfunded?
Developing a City of London Policing Plan which maintains its relevance as the City itself evolves (including through its Destination City ambitions) and national government ambitions in relation to police reform become clearer	Y		Funded
Ensuring the Police Authority Board fully supports and enables the City Police to be a thought leader in relation to tackling fraud, economic and cyber-crime, and plays a key part in relation to the Corporation having a prominent national role in terms of economic security	Y	Y	Funded
Health & Safety Strategy	Y		Funded
Automated Assurance of Risk Assessment	Y		Unfunded
Working with IT to develop and AI bot for Governance FAQs, which should reduce the ask of the Governance and Member Services team. This is funded through IT	Y		Funded
Working with HR to develop a more comprehensive training package for Governance and Report writing.	Y		Unfunded

### Risks

Risk Title	Score
Insufficient staff resource to maintain BAU whilst delivering the various workstreams	
Insufficient staff experience to deliver goals effectively	
CR01 – Resilience Risk	12
CR09 – Health, Safety & Fire Risk Management system	12
CR36 - Protective security	16
TC DTC TCO 008 – Management of Public Meetings (C&MS)	6
TC DTC PA 001 – Police Funding	12
TC DTC PA 002 – Police Estates	12
TC DTC PA 03 - Fraud and Cyber Crime Reporting & Analysis Service (FCCRAS) Procurement	24
TC DTC PA 04 - Changes to Police Authority Governance	8
TC DTC HS 001 - Corporate H&S Team professional competency	2

### Health & Safety

- Reduce the risk of stress in the workplace
- Ensure completion of DSE Assessments
- Model Safety Behaviour

### Operational Property

All operational properties have been assessed as utilised, part utilised, or not utilised, and confirmation has been provided to the City Surveyor's Department. **Yes**



## City of London Corporation Committee Report

<b>Committee(s):</b> Corporate Services Committee – For Information	<b>Dated:</b> 12/02/2025
<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.

### Recommendation(s)

Members are asked to: Note the report.

### Main Report

#### Background

1. Following the external review of the City Corporation’s Health & Safety arrangements undertaken by Quadriga, 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.

## Current Position

2. Progress against the audit findings remain at 80%. Whilst this constitutes no percentage increase from last month, all work plans are tracking favourably.
3. The team continues to embed the newly launched framework across the City's Portfolio and have various dates booked in over February and March to continue its change implementation plan by visiting key remote locations to ensure understanding and awareness of the changes. So far, we have key operational areas such as the animal Reception Centre, the Commons and Market locations booked in for visits.

## Key Updates

4. As a reminder for the Committee, the approval our Health & Safety framework, on 9 December 2024, closed three major recommendations:-
  - i. Establishing a minimum standard in terms of numbers and qualifications of health and safety advisers for the higher complexity areas of the Corporation
  - ii. Making IOSH (Institution of Occupational Safety and Health) approved Managing Safely training mandatory for all managers
  - iii. Introducing 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 Environment Department, having the arguably one of the most prominent safety risk profiles, has also begun the process of fitting the framework into their operations. A key workstream being initiated in the last week of January 2025 has been to review their competent people resources and current operational safety structures. The Barbican Centre, also a prominent area, has now fully completed its recruitment process and can now count on a fully competent safety team in time to support its operations as well as the Barbican Renewal Project. The Department of Community & Children's Services is also reviewing its competency structures against the backdrop of the new Safety Management Framework.
6. The new "Managing Safely" training will run its first pilot course on the 3-5 March, we currently have a full course (16) booked, predominantly from the Environment Department. A second course, 19-21 March, is also being planned to capture colleagues in other Departments. Once the course is set, the aim is to then scale it organisationally. We are progressing funding bids to support the program being executed across all City of London people managers, currently 1125.
7. Following the successful implementation of the new risk assessment and incident reporting systems in January, we are now observing positive engagement with the system. Site usage data indicates that we have received 865 site visits and 97 unique viewers, with traffic increasing by an average of 35.5% week on week. Appendix 1 provides a snapshot of the management information we can now access. Additionally, we are preparing to introduce cleansed historical data to generate trend information for the first time, which will provide an invaluable analysis tool.
8. The new Risk Assessment tool repository is being utilised effectively, albeit currently only by three departments and for limited assessments, but importantly, we can now capture and track actions from both the incident reporting and assessment tools. This capability allows us to centrally track, manage, and support departments in closing out actions, maintaining expected performance standards, and verifying closures as necessary. Once

established, this data will be invaluable to both the Senior Leadership Team (SLT) and Committees for tracking, interrogating, and influencing safety performance. While the dashboard is still in its early stages, it is currently functioning well.

9. As can be noted from Appendix 1, we have already had 35 events reported (eight Accidents, sixteen First Aid Records and seven Near Miss reports. We hope as the data set increases and use across the CoL grows; we will be able to bring relevant insights to this committee. We are also planning to use data from this set to contribute to the overall Performance Management Indicators dashboard project being managed by the Strategy Team.

## **Corporate & Strategic Implications**

10. **Strategic implications** – None at this stage
11. **Financial implications** - None at this stage
12. **Resource implications** - None at this stage
13. **Legal implications** - None at this stage
14. **Risk implications** - None at this stage
15. **Equalities implications** - None at this stage
16. **Climate implications** - None at this stage
17. **Security implications** - None at this stage

## **Conclusion**

18. In conclusion, we want to highlight the good progress and ongoing efforts in enhancing the safety framework across the City of London Corporation. The team has successfully launched and continues to execute the change plan in order to embed the new framework, with key operational areas scheduled for visits to ensure understanding and awareness of the changes over the coming months.
19. The approval of the Health & Safety framework has closed three major Quadriga recommendations, including establishing minimum standards for health and safety advisers, making IOSH approved Managing Safely training mandatory for all managers, and introducing the SafetyNet software system. The Environment Department and the Barbican Centre have been rapid in taking action towards fitting the framework into their operations and ensuring competent safety teams. The Managing Safely training pilot will allow us to test material before we scale across the organisation, with two pilot courses planned for March.

## **Appendices**

- **Appendix 1** – Extract of the New H&S Dashboard

### **Oli Sanandres**

Director of Health & Safety

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

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Filter By:

Date and time of Incident

1/8/2025

2/1/2025

Department

All

Business Area

All

Type of Event

All

Injured Person

All

Status

All

# Accident and Incident Reporting

35

Events

8

Accidents

0

RIDDOR Events

2.00

Days Lost

0

HRB Safety Occurences

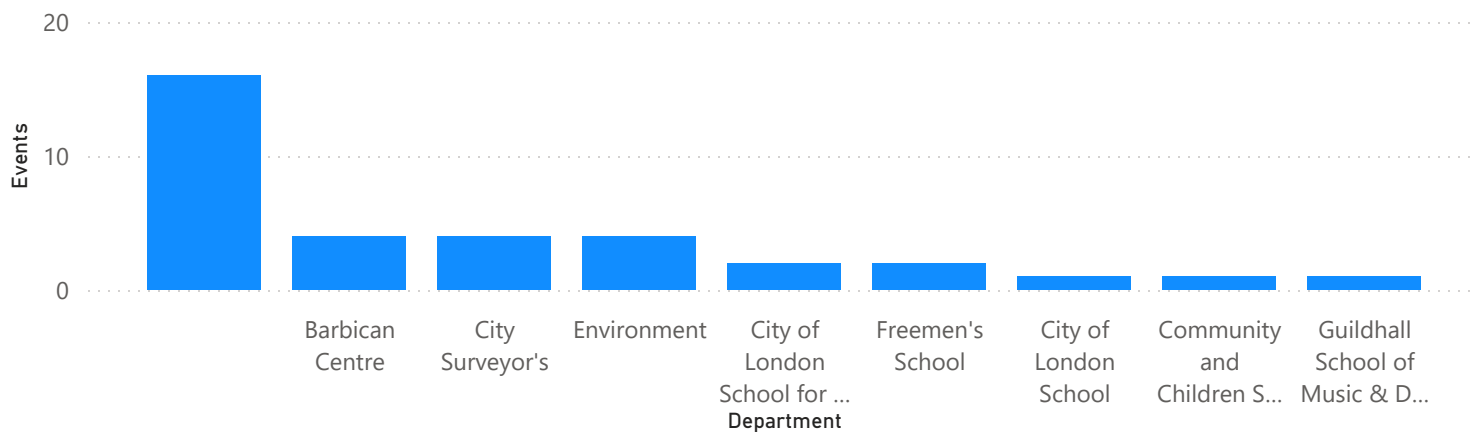
1

Average Days taken to report

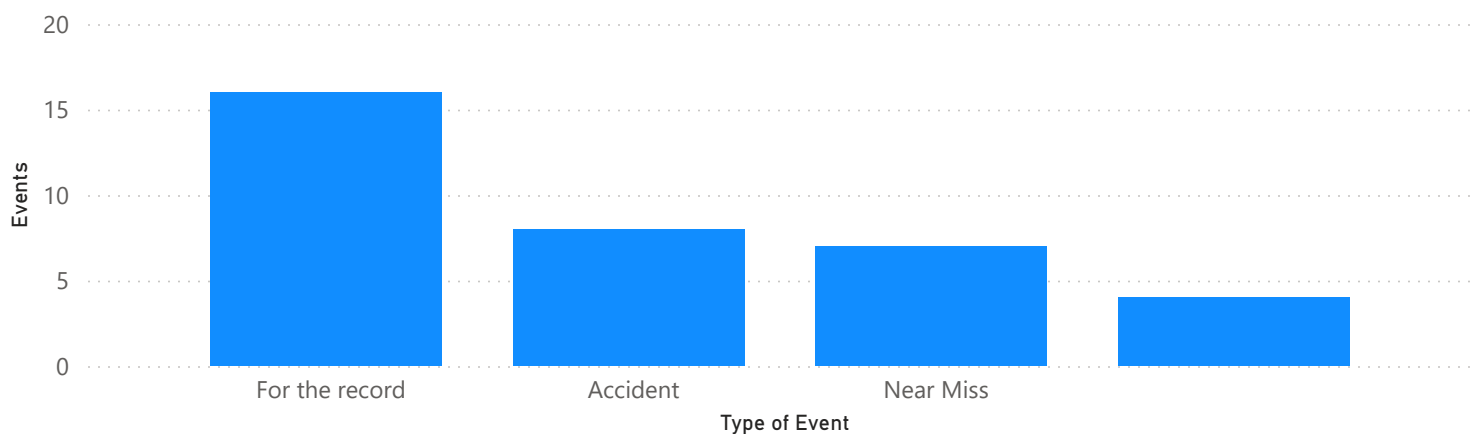
2

Days taken to Investigate

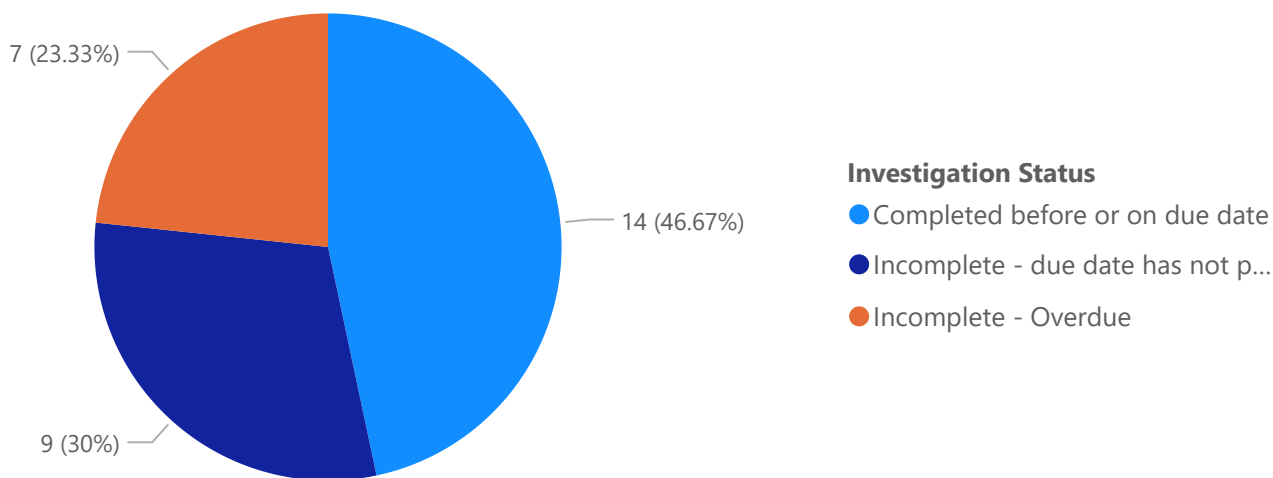
## Events by Department



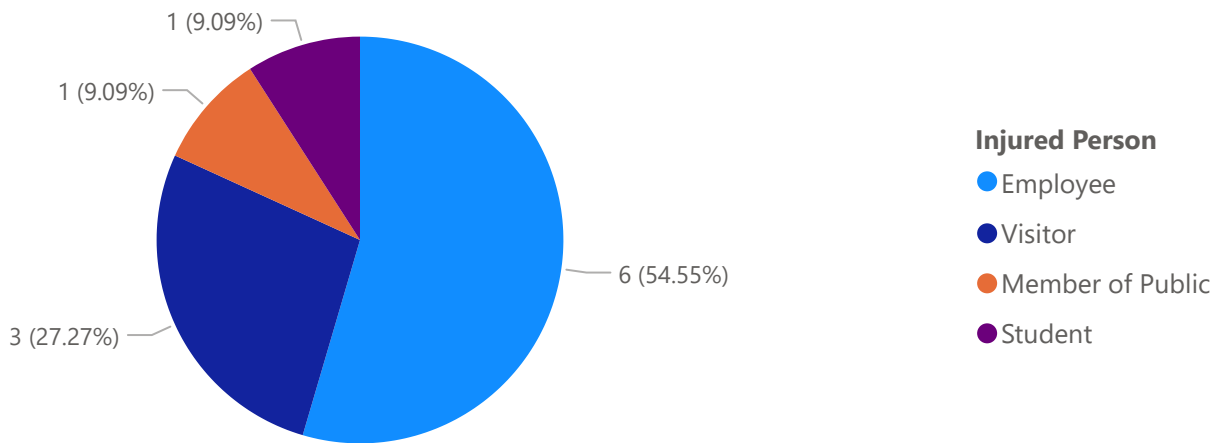
## Events by Type of Event



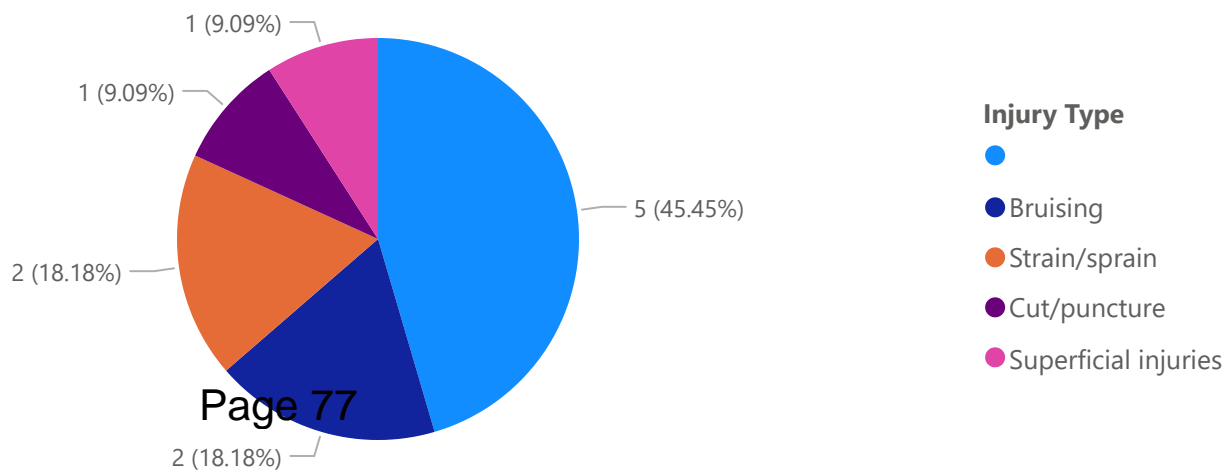
## Events by Investigation Status



## Injuries by Injured Person



## Injuries by Injury Type



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**CORPORATE SERVICES COMMITTEE FORWARD PLAN**

	<b>12 February-25</b>	<b>7 May-25</b>	<b>18 June-25</b>	<b>10 September-25</b>	<b>22 October-25</b>	<b>3 December-25</b>
<b>Standing Annual Items</b>	CSC Forward Agenda  Health & Safety  Pay Policy Statement	CSC Forward Agenda  Health & Safety  Annual Workforce Report  SMG Register of Interest	CSC Forward Agenda  Health & Safety	CSC Forward Agenda  Health & Safety	CSC Forward Agenda  Health & Safety	
<b>HR Department Reports</b>		Ambition 25  Agency Workers Guidance for Managers  Benefits Refresh  Casual Workers	Ambition 25  People Strategy –Bi-annual	ET Cases and Settlement Agreements		
<b>Other Department Reports e.g. MFS, Restructures etc.</b>	Business Plans – C&CS, Town Clerk’s Dept  Environment Dept – City Business Investment Unit  City Bridge Foundation Org restructure  Member Led Recruitment – Barbican CEO					

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By virtue of paragraph(s) 3 of Part 1 of Schedule 12A of the Local Government Act 1972.

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