

Committee(s): Establishment Committee – <i>for information</i>	Dated: 19 January 2022
Subject: TOM Team Update – 2021 activity	Public
Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?	The design and delivery of the TOM underpins all outcomes of the Corporate Plan.
Does this proposal require extra revenue and/or capital spending?	N
If so, how much?	£-
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain’s Department?	N/A
Report of: TOM Programme Director, Peter Lisley	For Information
Report author: Helena Egan, TOM Communications Lead & Emma Cunnington, TOM Change and Implementation Manager	

Summary

This report sets out the key activities supporting the delivery of the TOM in 2021, across the themes of Organisation Design, Ways of Working, Enabling Functions, Institutions and Communications.

Recommendations

- Members are asked to note the report.

Main Report

Background

1. The TOM Programme Team was set up in November 2019 to help facilitate and oversee the design and delivery of a new Target Operating Model for the City of London Corporation. By April 2021, the team was expanded by seconding officers from across the organisation to the team to resource workstreams relating to Organisation Design, Ways of Working, Talent and Leadership, Behaviours & Culture, Enabling Functions and Communications. Following the recruitment of new senior leaders into the organisation, the leadership of the TOM Programme Team changed in May 2021 when Peter Lisley became TOM Programme Director. This report sets out some of the key activities that the team have delivered in 2021.

Current Position

2. Activities can be summarised across the themes of Organisation Design, Ways of Working, Enabling Functions, Institutions and Communications.

Organisation Design

3. As of December 2021, all Corporate Departments had begun redesigning their organisational structures. By this point, four of those departments had completed and begun implementing their new organisational design.
4. By the end of 2021, there had been 19 Design Advisory Board meetings (officer governance ahead of OD reports going to Service Committees and the Establishment Committee), during which proposals for all departments/institutions were considered.
5. 23 OD workshops were held over the last year, guiding senior leaders on the best way to manage their organisational design process.

Ways of Working

6. A pilot project with the City of London School was approved with the aim of removing barriers to collaboration, causes of friction, inertia and non-value adding activity, and has been assessing the feasibility of introducing proposals enabling institutions and departments to work more effectively with corporate departments such as Procurement, City Surveyors, HR and Chamberlains. Anecdotally, the proposals being piloted are adding value for both the City of London School and the corporate departments involved. A paper has been submitted for the Establishment Committee to consider extending this pilot to other departments and institutions, where appropriate, to gain more data and understanding of how the City Corporation empowers its institutions and departments.
7. The “Finding Quick Wins” portal was launched in March 2021 to understand what internal processes colleagues were finding frustrating and to look into how these processes could be streamlined, removed or simplified. 60 ideas were submitted to the Finding Quick Wins portal. 31 of these ideas fitted the criteria of a ‘Quick Win’ and were therefore taken forward and resolved.
8. In October 2021, the Collaborative Tech Pilot was launched. This pilot seeks to use a technical solution to improve the process of Committee Report Writing. There are currently 34 Report Author Champions who are supporting colleagues across the organisation use this new tech in committee report writing.
9. Work has been undertaken by the TOM Programme Team to understand the culture, values and behaviours that the City Corporation aspires to live by. Working with the Senior Leaders Board (all officers in the top two tiers of the organisation) and the Executive Leadership Board (direct reports to the Town Clerk & Chief Executive and Heads of Institutions), the TOM Programme Team have facilitated workshops and team meeting discussions on themes such as *collaboration*, with plans for further workshops in 2022 on *shared purpose, inclusivity, taking ownership, creativity/new ideas, organisational agility, taking measured risks, encouraging talent, pursuing opportunities, and permission to make mistakes*.

Enabling Functions

10. Enabling Functions reviews have in the main been undertaken at the same time as Organisational Design and changes will be made as part of the implementation of

those proposals. However, the following Enabling Functions reviews, whilst underway and in some cases advancing through appropriate governance, still require further work and it is anticipated proposals will be made within the first half of the financial year 2022/23.

- a. Information Technology
- b. HR and Employee Services
- c. Fleet Management
- d. Estates, FM and Security
- e. Business Administration

Institutions

11. All institutions have reviewed their governance arrangements in line with the Governance Review and TOM. By the end of 2021, all institutions will have had (or will have) practical proposals agreed to enable them to become more autonomous from the Corporation whilst still remaining part of the family.

Communications

12. A core narrative was drafted and agreed for the TOM programme in March 2021. This narrative was updated and adapted to suit all communications throughout 2021, keeping colleagues updated via the intranet.

13. TOM FAQs were updated three times over the course of 2021 and currently contain 35 questions addressing queries about the TOM. The most recent FAQs, updated in November 2021, has already been viewed over 200 times as of January 2022.

14. The Town Clerk & Chief Executive's podcast series was launched in 2021 and 15 podcasts were delivered, supported by the Internal Communications team and the TOM Programme Team.

15. The TOM Programme Team contributed to 30 Town Clerk staff emails with updates about the TOM Programme.

16. Three webinars were held to explore important TOM themes, attracting over 400 participants in total.

17. 10 departments were supported on their Departmental Comms with regular check-ins and support from the TOM Programme Team.

Conclusion

18. This report covers briefly, some of the key achievements of the Target Operating Model Programme Team in 2021, structured thematically under Organisation Design, Ways of Working, Enabling Functions, Institutions and Communications.

Emma Cunnington

TOM Change and Implementation Manager

E: emma.cunnington@cityoflondon.gov.uk

