

**CORPORATE SERVICES COMMITTEE**  
**Thursday, 30 June 2022**

Minutes of the meeting of the Corporate Services Committee held at Guildhall on  
Thursday, 30 June 2022 at 1.45 pm

**Present**

**Members:**

Deputy Alastair Moss (Chair)  
Florence Keelson-Anfu (Deputy Chair)  
Deputy Randall Anderson  
Deputy Keith Bottomley  
Alderman Sir Charles Bowman  
Steve Goodman  
Deputy Christopher Hayward  
Deputy Edward Lord  
Catherine McGuinness  
Timothy James McNally  
Mandeep Thandi  
James Tumbridge  
Deputy Philip Woodhouse

**Observer**

Henry Colthurst

**Officers:**

Bob Roberts	- Director of Communications
Michael Cogher	- Comptroller and City Solicitor
Caroline Al-Beyerty	- The Chamberlain
Emma Moore	- Chief Operating Officer
Marcelle Moncrieffe	- Chief People Officer
Claire Spencer	- CEO, Barbican
Marion Afoakwa	- Human Resources
Tracey Jansen	- Human Resources
John Cater	- Committee Clerk
Lisa Hughes	- People Insight
Anna McInnes	- People Insight

**1. APOLOGIES**

Apologies for absence were received from Henry Colthurst and Alderwoman Susan Langley.

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

There were no declarations of interest.

3. **MINUTES**

**RESOLVED** – That the public minutes and summary of the meeting held on 30<sup>th</sup> May be approved as an accurate record.

4. **STAFF SURVEY**

The Committee received a Report of the Chief Operating Officer concerning the findings of the 2022 'Your Voice Matters' Staff Survey.

Representatives of the Corporation's partner organisation, People Insight, opened the discussion by providing an overview of the findings of the Staff Survey and set out several recommendations. The Chief Operating Officer and the Chief People Officer provided some comments in response.

The Chair and Deputy Chair thanked officers for their work on the Survey and commended the breadth of data and insight captured. The Chair spoke for the Committee when highlighting that the Corporation's staff was its most important asset.

Several Members noted the poor feedback when it came to views on the performance and visibility of the senior leadership, emphasising the vital need for improvements in this area; One Member stressed that the findings could not be dismissed, they presented an unfettered and honest appraisal of the organisation and should be carefully considered and acted upon; it was up to senior managers to now step up and display the leadership that was required. The Deputy Chair added that the organisation should provide support to and investment in leaders in the form of training and coaching; leaders were not born but developed, and it was incumbent upon Members to nurture managers, as well as helping to create a more positive working environment for all staff members. A recent example in this regard, was the gratitude shown to staff members who had worked to deliver the City's contribution to the Platinum Jubilee celebrations.

A Member stressed that, in his view, the impact of the pandemic would have had a significant effect on the results of the Survey. In addition, whilst recognising that the medium-to-long term future of working patterns (both in the City Corporation and elsewhere) was still uncertain, concerns around poor morale would, he suggested, be mitigated by bringing more people back into the workplace on a more frequent basis.

Several Members expressed doubts about whether the pandemic had made as big an impact on staff sentiment as suggested, it was pointed out the concerns around the visibility of the senior leadership had been raised in the last Staff Survey, which was carried out before the pandemic. It was also apparent that the uncertainty created by the Target Operating Model and, before that, the Fundamental Review, had made a significant impact on staff morale. Another Member expressed shock at some of the results and suggested that Members and senior officers had to consider, as a matter of priority, what sort of organisation the Corporation needed to develop into to ensure that staff sentiment could be improved. Several Members agreed that a cultural shift was required, particularly in relation to giving officers greater freedoms to get on

with their day-to-day operational work, where currently, it was felt that too much bureaucracy hindered effective delivery.

A Member noted that, whilst the results recorded a positive narrative around staff being engaged with their areas of work, many believed that what they said could be improved won't be acted upon, and, that they had little or no idea about how the organisation as a whole was performing; whilst he recognised that work was now being developed, he was disappointed that, hitherto, the organisation had never reported against the aims in the Corporate Plan; when it came to measuring delivery, this should be a key focus, alongside focusing on finding out why people hold the views they have.

In response to a query, it was confirmed that benchmarking in the Survey was against other public sector organisations; it was also pointed out that over the Covid period, significantly more investment had been made by all types of organisations in both the public and private sectors in carrying out Staff Surveys, so the data to draw upon was richer than in previous years. Whilst recognising the unique role of the Corporation, a Member queried whether, in future, more consideration could be given to ways in which we can benchmark against organisations with similar facets to the Corporation's non-local authority functions.

In terms of engagement, officers confirmed that a programme of roadshows, involving all Chief officers going out to different operational sites, would be rolled out in July; crucially, as well as being a chance for officers to provide information to staff, these events would serve as an opportunity to listen to direct feedback which would then form the basis of meaningful action.

In response to a separate query, officers responded that they would share the broken-down departmental data with the relevant service committees.

Given the disruption and unique challenges caused by the pandemic, a Member queried whether any consideration had gone into thinking about the ideal timing of the next Staff Survey. Officers urged caution about going out with the next survey too quickly, it was firstly important to show to staff members that their concerns had been responded to with meaningful action. It was suggested that pulse surveys which drilled down on specific issues or similar types of analysis (e.g., spot surveys of two or three questions carried out on a frequent basis which collected "live" data) would be preferable to undertaking a full survey in the short-term. Whilst accepting the rationale outlined by officers, the Chair asked them to think about a medium-term timeframe for the next Staff Survey.

A new Member commented that, whilst some of the results were concerning, he was encouraged by the real enthusiasm and keenness of officers he had observed since being elected in March; this was something positive to build upon. He was also keen to see if the Corporation could draw upon best practice from elsewhere.

In response, officers cautioned that, whilst there were lots of nuance when comparing to other public sector bodies; we do have benchmarking with other local authorities, and whatever good practice we can use from elsewhere is to be welcomed.

Speaking on behalf of her department, the Chamberlain informed Members that she had found that an effective way to encourage a listening culture was the rollout of workshops which were led by a facilitator; whilst delivering these sessions was resource heavy, they were welcomed by staff members in her team and had produced some very useful feedback, particularly around frustrations about the level of bureaucracy in the organisation; on this point, she asked for Member support in encouraging the removal of unnecessary controls which delayed effective delivery – we needed to empower people to get on with the job in hand and move to a culture where sensible controls were present by exception and not ubiquitous, this shift needed full Member and officer buy in. Several Members expressed their support, suggesting that revisions to the Officer Scheme of Delegations should be reviewed on a much more regular basis, with the impetus being moving towards a more permissive regime. The Chair added that it was vital to encourage a climate of trust between Members and officers at all levels of the organisation, one recent example was the Planning Away Day where more junior officers were asked to set the agenda.

The Director of Communications cautioned that this should not just be seen as an internal communication issue; staff members had to be shown that meaningful changes were being delivered in response to their concerns – without this, any communications strategy would struggle to gain traction.

The Comptroller and City Solicitor remarked that whilst morale wasn't specifically low in his department, there was unhappiness about the level of rewards and remuneration which was beginning to resonate in the findings of recent Staff Surveys. A Member commented that it was apparent that the overall salary offer from the Corporation had declined in recent years compared to our peers.

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

**5. SECURITY POLICY - PEOPLE**

The Committee considered a Report of the Chief Operating Officer concerning the Review of the Security Policy - People.

In response to a query, the Comptroller & City Solicitor confirmed that departments had discretion about whether non-ICO (Information Commissioner's Office) data breaches should be reported to the Digital Services Committee. If a breach met the ICO reporting threshold, then the Comptroller would brief the Chairman of Digital Services Committee.

In response to a query, officers informed Members that there was not a consensus amongst the relevant officer groups as to whether the City Corporation's logo should be displayed on ID passes. There were potential security implications if the logo was made visible again but the benefits in terms

of allowing people easier access to different Corporation sites should also be borne in mind. The Chair proposed that the Committee approve the current policy to ensure good governance, but with the expectation that this specific element will come back to the Committee in due course for further consideration.

A Member pointed out that officers who have a regulatory function (e.g., being required to enter licensed premises) would possess a separate ID with the City Corporation logo visible. In a similar vein, they added, newly elected Members had not yet been provided with their alternative ID cards which did include the City Corporation logo; these were very helpful for Members when going about their duties across the City; the Member noted that the Civic Affairs Sub-Committee would be looking at rectifying this.

A Member asked that the penultimate bullet point on paragraph 15 was removed as this merely duplicated the final bullet point in this paragraph so was superfluous.

A Member asked that the term 'trademarks' on page 3 of the Policy was restored to the correct British English 'trade marks'.

**RESOLVED** – that the Committee approved the proposed changes to the Security Policy - People highlighted in (the track changed) Appendix 1 of the Report.

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

There were no questions.

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

There were no urgent items.

8. **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.

9. **NON-PUBLIC MINUTES**

**RESOLVED** – That the non-public minutes of the meeting held on 30th May be approved as an accurate record.

10. **CITY SCHOOLS STAFFING MATTERS**

The Committee received a Report of the Town Clerk concerning pay at the City of London School and City of London School for Girls.

**11. MARKETS CO-LOCATION PROGRAMME: RECRUITMENT OF PROGRAMME DIRECTOR**

The Committee considered a Report of the Chief Operating Officer concerning the recruitment of a Programme Director for the Markets-Co Location Programme.

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

There were no questions.

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

There were no items of urgent business.

**14. CONFIDENTIAL MINUTES**

The confidential minutes of the meeting held on 30<sup>th</sup> May were approved.

**15. ROLE UPDATE FOR ARTISTIC DIRECTOR TO SUPPORT HEAD OF PROFESSION UPLIFT AND SUPPORT FOR DESTINATION CITY PROGRAMME. MFS CHANGE RESULTING.**

The Committee considered a Report of the CEO Barbican; Chief Operating Officer & Acting Deputy Chief Executive; and Director for Innovation and Growth concerning the creation of a Head of Profession for the Arts for the Corporation.

**16. PAY 2022/23**

The Committee received an oral update of the Chief Operating Officer concerning the Pay Award in 2022/23.

**17. TOWN CLERK'S UPDATE**

The Town Clerk was absent for the meeting; however, the Comptroller & City Solicitor did provide a brief update regarding an employment matter.

**The meeting ended at 3.05 pm**

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Chair

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**Cater**