

## Governance and Member Services

### Our aims and objectives are

- To deliver democratic and executive support services, which meet the needs of elected Members and the electorate
- To promote high, efficient, standards of governance throughout the organisation

### What's changed since last year...

- Significant recruitment has been undertaken since the target operating model restructuring proposals for the Governance, Members and Electoral Services were agreed in November 2021 and statutory consultation processes were completed in early 2022
- Following the governance review process, significant activity has been underway to implement the outcomes thereof and update corporate governance documentation
- Activity to embed the Members' remuneration scheme has also been effective, being now well-established with a take up of 106 (NB – this figure may include those former Members no longer on the Court who were eligible to make claims)
- 13 Elections were held in 2022 and annual registration is being undertaken. Registration levels of circa 20,000 electors was reached in 2021 and this is continuing to be built upon

### Our major workstreams this year will be...

- Implementing the outcomes of the governance review and post implementation review
- Design, approval and delivery of a comprehensive Member Development Strategy
- Prioritising the implementation of the Elections Act for the City of London Electoral Register, as well as the scheduled Aldermanic and BID elections
- The Committee Team will be undertaking report writing sessions across the organisation to help embed understanding of decision-making processes and improve collaborative working

### Our strategic commitments

- Governance review and post implementation review implementation
- The delivery of good governance and electoral services – it remains a high-level priority for the City Corporation, and it has not changed since the last Business Plan was considered
- Electoral Services and COD are performing a high-level software development and data migration to contain all data on one software system. The outcome will provide better data analysis and more responsive reporting to members



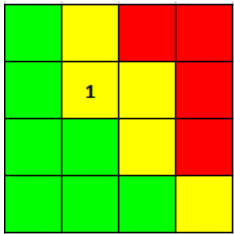
Medium Term Plans under consideration

Priority list (Include any known changes you are preparing for, e.g. new legislation, services, projects, automation)	2023/24	2024/25	2025/26	Funded or Unfunded
Comprehensive review of Standing Orders following the post implementation of the Governance Review	23/24			N/A
To consider the introduction of special responsibility allowances for Members	23/24			Funded
Implementation of the merged Electoral Services and City Occupier Database software	23/24			Requires Funding

Key Performance Indicators

#	KPI	Current Performance	Direction of Travel/ Target
1	Update of corporate governance suite of documents following post implementation review	N/A (dependent on outcomes	To present for final approval as required within three months of final decisions
2	Maintenance of Electoral Registration	Circa 20,000 Electors	Maintain or increase registration levels

Key Risks



Risk Title	Score
TC TCO 08 – Management of Public meetings (C&MS)	6



## **Our People**

- We are committed to an ongoing plan of regular team meetings, informal catch-ups, 1:1s and peer to peer training
- The Elections Team are developing a succession plan and as the team is new, officers will be attending training courses relevant to their grade and position
- The Committee Team will be undertaking report writing sessions across the organisation to help embed understanding of decision-making processes and improve collaborative working
- In support of the production of the new Member Development Strategy, Member Services officers will also undertake such training as required to deliver the strategy as effectively as possible
- The Committee Team will be attending training courses relevant to their grade and position

## **The Corporate Plan outcomes we have a direct impact on are...**

Governance, Member and Electoral Services support all 12 strategic outcomes of the Corporate Plan

## **Operational Property Requirements**

Staff in the department are mainly located in the Guildhall complex, an operational property asset shared by several departments. The Town Clerk's Department utilisation of its share of this asset is considered to be fully utilised, with a greater number of officers than desks and "hot-desking" utilised within sections.



## Office of the Policy Chairman

### Our aims and objectives are

- To deliver executive support services, which meet the needs of the Policy Chairman, Deputy Chairman, Vice Chairs and newly selected Policy Leads of the Policy and Resources Committee
- Further align effective civic leadership between the Mayoralty, Shrievalty, and City Leadership team to deliver better promotion of the City and its capabilities in the UK and overseas
- To optimize delivery against the Corporate Plan

### What's changed since last year...

- Newly recruited and onboarded team including a new Executive Director & Private Secretary, new Head of Private Office, Assistant Private Secretary, two Executive Assistants, Head of Policy Unit and two Policy Advisors
- Transition to a new Policy Chairman
- Identification and selection of 6 new Policy Leads to support the work of the PR Committee

### Our major workstreams this year will be...

- Creating a team with collaboration at the heart of its ethos to support the Policy Chair in line with the TOM; establishing the resources required for the Office of the Policy Chairman to run effectively.
- Develop, assess, and implement working practices for the effective operation of the Office of the Policy Chairman; manage the policy and political support function including human, financial and other resources to ensure that all activities are carried out effectively and efficiently
- Promote the City as the world leader in international, financial and professional services through a programme of international engagement, aligned and complementing the travel schedule of the Lord Mayor
- Advance the Policy Chairman's policy priorities through the establishment of a strong and effective network of working relationships and partnerships across the Corporation, Mansion House and externally across the City of London, Westminster, and the private sector
- Advance Corporate wide priorities through the establishment of a new policy unit and confirm the scope of their remit
- Support the work of the light touch governance review through the PR Committee
- Establishing the remit and function of the Policy Leads, leading to the development of strategies for SMEs, Sport Engagement and furthering the work of our strategies related to Advanced Markets, Emerging Markets, Innovation in Technology and Sustainable utilizing the experience of our elected Members



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## Corporate Strategy & Performance Team

*Driving an integrated, professional and insight-led approach to strategy, planning, risk management and change.*

### Our aims and objectives are



•Alignment to how the City Corporation achieves the Corporate Plan outcomes



•Fostering collaborative, partnership approaches in delivery and ensuring that dependencies are recognised and communicated.



•Using data to provide evidence-led decision making and continually monitor performance to optimise results.

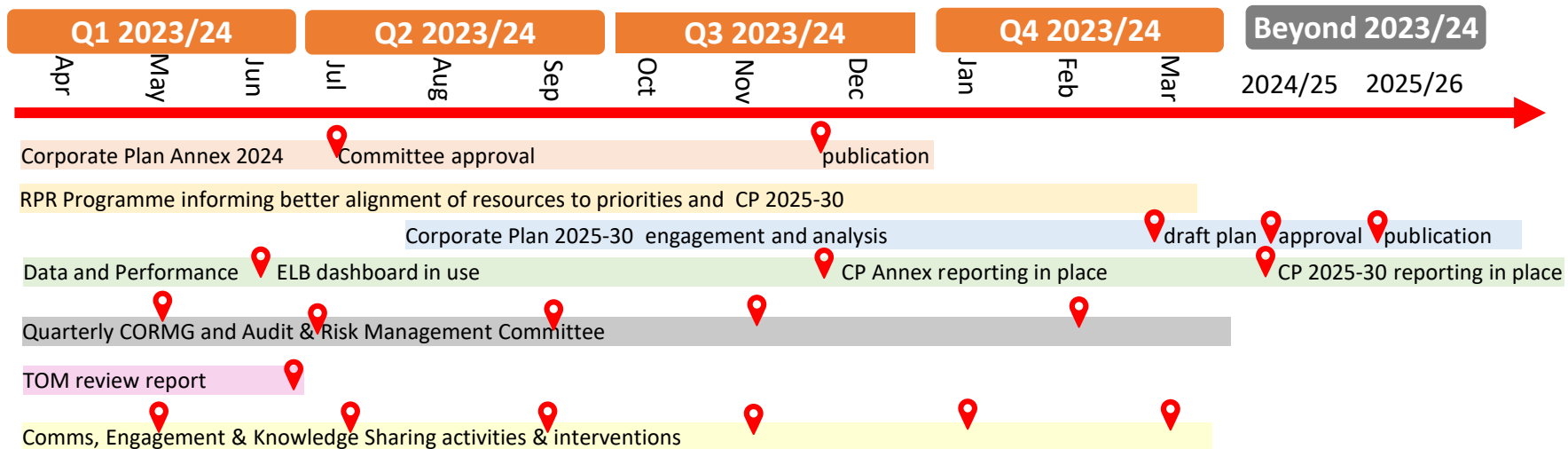
## What's changed since last year

- Following the recruitment (1 vacancy pending) and implementation of CSPT's TOM, new Strategy, Risk, Business Intelligence and Business Planning forums were created facilitating collaboration, increasing alignment of outcomes, growing capability and fostering robust processes.
- In April, CSPT took on Corporate Risk, working with CoLC and Members towards the right agile risk management culture/governance.
- In May CSPT delivered the City-wide Residents' Meeting. The CWRM January meeting has been planned.
- CSPT led the Resources and Priority Refresh (RPR) Programme, including securing Member agreement to an annex to the Corporate Plan 2018-23, bridging to a CP2025-30.
- A City Intelligence Dashboard was developed making data available on the CoLC intranet.
- CSPT produced and secured approval of the Annual Governance Statement 2021-22 and outlined areas relevant to governance for CoLC action in 2022-23.
- We facilitated the Executive Leadership Board (ELB)'s consideration of cross-cutting issues, strategy, policy and corporate performance and risk.
- We assumed responsibility of the Target Operating Model (TOM) Programme in March 2022, assisting departments to complete their TOM and producing an Interim Report (Dec 2022 / Jan 2023) in advance of a final report due later in 2023.
- We led work on an Ethical Policy Statement and produced CoLC's Communication of Progress report as a signatory of the UN Global Compact.

## Our major workstreams this year will be...

1. Corporate Plan Annex 2024 and commencing work on the Corporate Plan 2025-30 ensuring Institution, Service Area and Functional strategies and priorities align.
2. RPR Programme informing better alignment of resources to priorities.
3. Performance data and promoting transparency in reporting. Collaborating to generate a shared data lake that removes duplication and greater capability in business insight. Improving CoL teams' ownership of and accountability for producing and tracking relevant data that enables better delivery of outcomes. Creating a performance pack to enable Executive Leadership Board oversight, direction and management.
4. Support to and embedding of the right risk management culture within CoLC, ensuring corporate risks are consistently and correctly identified, effectively mitigated and actively monitored with lessons learnt informing ongoing improvements in risk management as an enabler to effective decision making.
5. Target Operating Model implemented as business as usual concluded with an end of TOM review report identifying and enabling continuous improvement.
6. Embedding collaboration and knowledge sharing through the Strategy, Risk, Business Intelligence and Business Planning Forums to build and grow CoLC capability, identify gaps, synergies, dependencies and opportunities for pan-CoLC delivery of outputs and outcomes.
7. In partnership with others, engage and grow understanding of CoLC's Shared Purpose, through our Internal Communications Core Narrative, Senior Leadership Forums Heads of Profession enabled activities, to positively impact CoLC's organization culture.

## Our timeline planner





## Our strategic commitments include

- Corporate Plan Annex 2024, securing publication by December 2023.
- Priority strategies and commitments
  - e.g. Destination/Tech/Green City, Competitiveness, Climate Action Strategy 2020-2027, EDI, Social Mobility Strategy 2018-2028, draft City Plan 2040 and LM priorities
- Focus and alignment of the Lead member policy areas
  - Innovation & Tech, Emerging Markets, Advanced Markets, SMEs, Residents & Sports Engagement, with the Corporate Plan.

## Medium Term Plans under consideration(2024/25 and 2025/26)

Priority list	2024/25	2025/26	Funded or Unfunded
<i>Enhance CoLC annual Business Planning process to support strategic planning and budgeting.</i>	Y		N/A

## Key Performance Indicators

#	KPI	Current	Target
1	Participation in CP 2025-30 engagement is in line with diversity data (measure via survey)	New	+/- 5%
2	Increase People Survey score for Q: I understand the aims of the Corporation	69%	+5%
3	City Intelligence Dashboard users	New	100 users

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## Our People & Budget

- **12 permanent roles** (1 vacant)
- **52% People Survey** Engagement Score (CoLC score shown as CSPT < 10 returns)

## Our plans to progress EDI

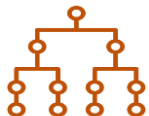
We contribute to wider TC and departmental action on EDI. Our team members sponsor, lead and participate in Staff Networks. At team level, we have focused prioritised action on our:



Wellbeing



Learning & Development



'Whole CoLC' corporate knowledge building

## We contribute to all 12 Corporate Plan outcomes, with particular focus on



4. Communities are cohesive and have the facilities they need

5. Businesses are trusted and are socially and environmentally responsible

## Our Stakeholders Needs



**78%** of respondents rated the May 2022 City Wide Residents Meeting as **GOOD** or **EXCELLENT**

## Our Impacts



Influencing collaborative working among 197 Strategy, Risk, Business Planning & Business Intelligence Forum participants



Steering development of 20 Team & Department Business Plans, aiding alignment and identification of dependencies

	Impact			
	Minor (1)	Serious (2)	Major (3)	Extreme (4)
Likely (4)	1	6	18	12
Possible (3)	1	6	12	12
Unlikely (2)	1	6	6	12
Rare (1)	1	6	6	6

SRO for all Corporate Risks, reshaping oversight of CoLC risk management



26 DAB sessions held ensuring adherence to TOM principles



Facilitating senior officer governance through 17 ELB meetings, away days & touchdowns



Fostering organisational knowledge, contributing to our Internal Comms core narrative

## Strategic Security and Resilience

### Our aims and objectives are

- To assist and facilitate across the organisation a co-ordinated response of HM Contest Strategy of Protect, Prepare and Prevent strands, relevant to Local Authorities, through the Senior Security Board, considering our people, places, communities and customers. Oversee high risk events and incidents, through competent command structures.
- Local resilience/emergency planning & business continuity planning follows the core principles of legislation under the CCA -Civil Contingencies Act 2004 and echoes the principles that subsidiarity is at the core of local resilience emergency planning arrangements. It must also be mentioned that emergency and resilience planning underpin the Government Contest strategy particularly the 'Prepare' strand

### What's changed since last year...

- Senior Security Board has been reviewed and updated, including a new Protect Bridges Board, linked with new corporate risk.
- Implementation and embedded integrated Protect Plans with COLP, COLC, stakeholders and businesses.
- Implementation of actions from debriefs of events, enhance effective command, control and co-ordination.
- Resilience arrangements, business continuity, response, planning and implementation over unprecedented response to the global Covid 19 pandemic . Strategic and operational arrangements were a key feature of the City of London response from health for the local community and ensuring local business continuity planning arrangements were in place across the whole of the Corporations business portfolio
- Post pandemic and recovery to a 'new normal' has presented several challenges across the resilience spectrum. Covid provided proof that the key to success in planning and response to major incidents and events is via relationships and partnership working arrangements
- With this in mind it is worth noting the challenges highlighted and experienced with the tragic events at Grenfell Tower and inquiry , Manchester Arena Inquiry , Civil Contingencies Act review , Lord Toby Harris review into Counter Terrorism preparedness and the local experience of 2 terror related attacks London Bridge 2017 & Fishmongers Hall 2019 which saw the City of London Corporation provide a full response and support to the emergency services & local community initially with rest and survivor reception centres to provide humanitarian assistance to those affected and caught up in the incidents as well as longer term support and supporting the fishmonger's hall inquest at our own Guildhall

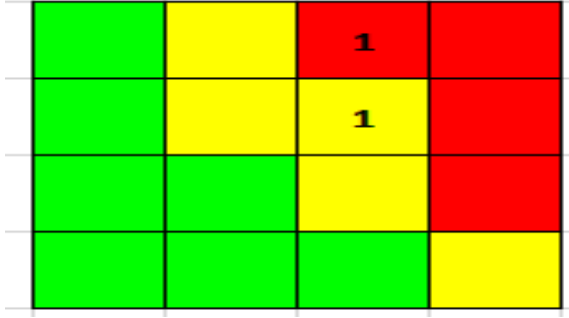


## Our major workstreams this year will be...

- Protect, Prepare and Prevent work will continue, working with Government agencies and business and all stakeholders, this will be strategically lead through the Senior Security Board.
- Events and incidents risk assessed with appropriate occupationally competent command structures, with debriefing and learning implemented and audited.
- Maintain engagement around future legislative changes and ensure resilience in place to meet the these.
- The Resilience arena focus will continue to consider local emergency and business continuity planning both Pan London and Nationally across the ever-changing environment of threat , hazard, and risk .
- There is a Pan London Fundamental Review that is currently under consideration and local planning arrangements will also need to consider any recommendations coming from this review.
- Maintain the Corporate Emergency Plan through lessons learnt and post event debrief process ensuring the plan is continually fit for purpose
- Maintain and support the key local emergency response plans to include for example the provision of Humanitarian Assistance , flood planning
- Training and exercise locally and participate in the Pan London Exercise and training process via Exercise Safer City , Exercise Preparer and Exercise Connects
- Through Local Resilience Steering Group ensure Corporation departments are informed of developing changes to business continuity, resilience planning locally, Pan London , Nationally and in some cases Internationally and provides the internal platform for sharing information and situational awareness
- Working with Corporation departments and teams to guide , advise and support emergency and business continuity management arrangements
- Maintain and review the City Risk register pertaining to local threats and hazards
- Through the responsibility of Chairing the Borough Resilience Forum ensure local partners across emergency services , voluntary services and local business are informed of developing changes to business continuity , resilience planning locally , Pan London sharing information and situational awareness , Nationally and in some cases Internationally . Provide a platform for training and exercise opportunities
- Continued development of Corporation Command & Control process to provide suitably trained Senior staff and ensure the City has a capability and resource at the Gold strategic and Silver tactical level of command and can support the response to a spontaneous major incident/planned event in the City and when requested across London
- Ensure the continued development and training of staff volunteers to maintain local capability and resources to support the operational response to a spontaneous major incident or pre planned event in the City and where requested via the Pan London mutual aid process. For example, to provide suitable trained staff to support the provision of rest centres and survivor reception centres



## Key Risks

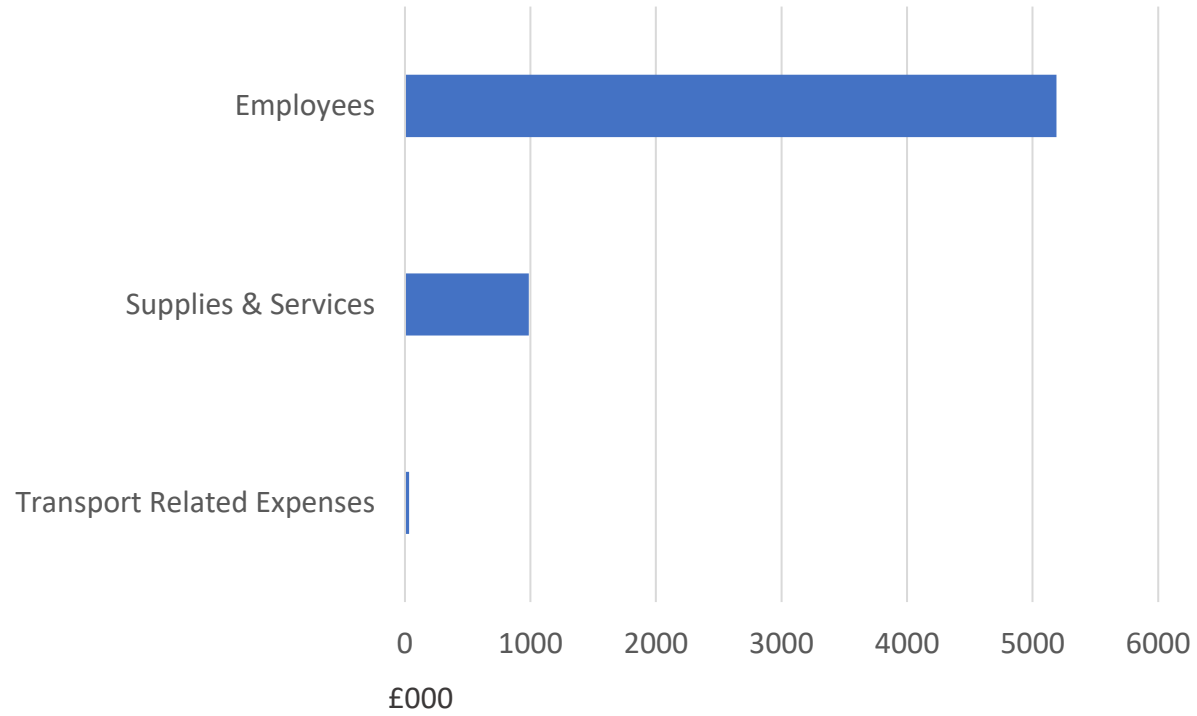


Risk Title	Score
CR01 – Resilience Risk	12
CR36 – Protective Security	16

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## Budgeted Expenditure Breakdown



## Budget vs Actual

