

**CORPORATE SERVICES COMMITTEE**  
**Tuesday, 17 January 2023**

Minutes of the meeting of the Corporate Services Committee held at Guildhall on  
Tuesday, 17 January 2023 at 11.00 am

**Present**

**Members:**

Deputy Alastair Moss (Chair)  
Florence Keelson-Anfu (Deputy Chairman)  
Deputy Randall Anderson  
Deputy Keith Bottomley  
Alderman Sir Charles Bowman  
Deputy Henry Colthurst  
Steve Goodman OBE  
Gregory Lawrence  
Deputy Edward Lord  
Timothy James McNally  
Deputy Philip Woodhouse

**Officers:**

Michael Cogher	- Comptroller and City Solicitor/Acting Town Clerk
Emma Moore	- Chief Operating Officer
Dr Marcelle Moncrieffe	- Chief People Officer
Greg Moore	- Assistant Town Clerk
Juliemma McLoughlin	- Executive Director, Environment
Anna Clarke	- Chief of Staff to the COO
Sonia Virdee	- Finance Director
Jen Beckerman	- Executive Director Private Secretary to CPR
Shy'annco Pitter	- Senior HR Business Partner
Dionne Corradine	- Chief Strategy Officer
Mark Williams	- Interim Assistant Director of Talent & OD
Laura Marks	- Assistant Director of HR Operational Services
Pauline Shakespeare	- Interim Assistant Director of HR Business Partnering
Caroline Reeves	- Human Resources
Saida Bello	- Director of Equality Diversity & Inclusion
Chris Fagan	- Head of Reward & Benefits
Tim Fletcher	- Communications
John Cater	- Committee Clerk

1. **APOLOGIES**

Apologies for absence were received from Deputy Christopher Hayward, Alderwoman Susan Langley, Catherine McGuinness, Ruby Sayed, and Mandeep Thandi.

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

There were no declarations of interest.

3. **MINUTES**

**RESOLVED** – that the public minutes and non-public summary of the meeting held on 7<sup>th</sup> December 2022 be approved as an accurate record.

4. **EQUALITY, DIVERSITY INCLUSION SUB-COMMITTEE - TERMS OF REFERENCE**

The Committee considered a Report of the Town Clerk & Chief Executive concerning the Terms of Reference for the Equality, Diversity, and Inclusion Sub-Committee.

Members asked that the composition section in the Terms of Reference be amended to refer to the Chairman and Deputy Chairman as the Chair and Deputy Chair.

Members asked that explicit reference be made to a focus on socio-economic inequalities in order that it stands equally with other protected characteristics specified under the 2010 Equality Act.

A majority of Members were content with the composition of the Sub-Committee, i.e., including the respective Chairs or their nominees, three Members from each of the Corporate Services Committee and the Policy & Resources Committee.

Separately, in response to concerns raised by a Member about the transparency around Members' declarations of interest, the Committee, reflecting on the approach taken by the Houses of Parliament, asked the Town Clerk to biannually publish a centralised pdf document containing the full list of Members' register of interests (this would be in parallel to the regular updating of individual Member register of interests, which could be found on the webpage of each Member on the Corporation's website).

The Committee asked officers to submit the annual Chief Officer register of interests. Officers would bring this back to the next meeting of the Committee.

**RESOLVED** – that the Committee, with the amendments outlined above, approved the terms of reference of the Equality, Diversity & Inclusion Sub-Committee

5. **PROPOSAL TO AGREE TIMELINE FOR CONSULTATION ON EQUALITY OBJECTIVES 2023 TO 2027**

The Committee considered a Report of the Chief Operating Officer concerning the consultation on the new overarching Equality Objectives for the City of London Corporation from 2023 – 2027.

A Member commented that it was important that the City Corporation made efforts to measure the organisation's progress on ensuing social mobility across its workforce, particularly given that the City has championed this externally in industries such as the financial and professional services sector.

In the interests of efficiency, the Committee asked that officers did not take the proposed four new objectives to the Court of Common Council in April, and instead got on with external consultation before seeking final approval at Court in October. The Chair asked officers to highlight this suggestion to the Chair and Deputy Chair of the Equality, Diversity and Inclusion Sub-Committee to ensure all were clear on the governance approach.

Members asked that the description of Equality Objective 4 is expanded to include the words "suitably skilled" before "...workforce that reflects the composition of our communities".

**RESOLVED** – that the Committee agreed that internal consultation can commence on the proposed Equality Objectives 2023 to 2027, subject to the proposals outlined above.

6. **PROGRESS ON STAFF SURVEY FEEDBACK - UPDATE**

The Committee considered a Report of the Chief People Officer concerning the progress made on the feedback from the Staff Survey.

A Member asked that any proposed Pulse Survey expressly asked staff about whether they felt the Corporation was acting upon their feedback.

Members were keen that future surveys drilled down into the reasons why staff think what they do and asked that questions in the survey are drafted in order that this data can be collected more effectively.

A Member raised his concern that it appeared that a total of only approximately 25% of the Corporation's workforce had responded positively in the Staff Survey. Whilst pointing out that the Survey had not included some of the institutions (e.g., the City of London Police) officers acknowledged the low figure and that a great deal of work was needed in order to re-engage large sections of the workforce, most notably, by demonstrating that we were acting on their feedback.

Several Members reiterated the need for a transformation of the culture at the Corporation. It was critical that the leadership team was enabling managers to address the negative feedback revealed in the Survey. Due to the multiple areas of interest across the organisation, it was also apparent, given the varied feedback, that different cultures existed; notably, those individuals working in

areas outside of the corporate centre at Guildhall frequently had differing attitudes about the organisation. It was important to acknowledge and understand the reasons for this, as our ability to frame the core purposes of the City Corporation was difficult to articulate when views differed to such an extent across the organisation. It was also pointed out that the Survey was carried out a time of significant organisation change and context should be accounted for when trying to draw conclusions.

When considering future Staff Surveys, a Member suggested that the respective committee chairmen be asked to write a brief foreword to accompany the Surveys which went to the staff members in the department's their committees had a remit over. The Committee endorsed this proposal and asked officers to review ways in which this could be done for the planned autumn Survey.

Officers pointed out the Staff Survey, whilst vital as a benchmarking tool, was just one way in which the organisation could engage with staff, other methods included engaging ED&I groups, ad hoc focus groups, narrower pulse surveys focusing on specific areas, road shows, which the new Town Clerk would be engaged with, and other internal communications.

In response to a query, the Chief Strategy Officer informed Members that work was currently taking place to deliver the Corporate Plan Annex for 2024 (the Corporate Plan 2025 – 2030 would follow thereafter) – the Annex would bring together the work being undertaken by Destination City around the external branding of the City (including being an “Employer of Choice”) and the internal work around better defining the Corporation’s key purpose and ensuring that staff understood the aims of the organisation. Departments and institutions were now feeding into this work and this would be accelerated upon the arrival of the new Town Clerk in February when a series of workshops would be launched

**RESOLVED** – that the Committee:

- Noted the action that has been taken by Chief Officers and that a further report will be brought to this committee in June 2023, providing a further update on progress and the outcomes of Pulse Surveys that are being introduced.
- Agreed that the next Staff Survey will take place in Autumn 2023 and thereafter annually.
- Noted that there will be regular Pulse Surveys during 2023

**7. DRAFT HIGH-LEVEL BUSINESS PLANS 2023/24 – TOWN CLERK’S DEPARTMENT**

The Committee considered a Report of the Town Clerk & Chief Executive concerning the draft high-level Business Plan for the Town Clerk’s Department in 2023/24.

In response to several concerns about the consistency and clarity of the Business Plans, the Chief Strategy Officers informed Members that, given the recent organisational changes and resourcing pressures, consistency across the board was not where it should be, however, she assured Members that improvements were being made incrementally, and that they would see an improvement with the next iterations of the Plans; she informed Members that every Business Plan now went through the Executive Leadership Board before being submitted to Committee, among other things, the Board scrutinised the plans to check for cross-cutting independencies, references back to the Staff Survey and general clarity (“plain English”), furthermore, once the Plans had reached Committee, feedback from Members was being collated by a cross group of Business Planners.

Members were keen that the Plans were short and kept at a summary high-level which laid out the objectives for the year ahead and related KPIs, reviewed briefly how the department had performed over the previous year, and highlighted the identified risks for the department. They acknowledged the work being undertaken to align and improve the respective plans but given its importance, asked whether this could be achieved in full for 2024/25 as opposed to a longer time frame.

A Member raised a query regarding the lack of accompanying detail around the risk rating for the Strategic Security and Resilience team (page 66 of the agenda pack). The Town Clerk pointed out that the Policy & Resources Committee had the remit for the Strategic Security and Resilience team as opposed to Corporate Services Committee, an answer to the query would be provided after the meeting and highlighted in the introductory remarks to this item at the meeting of P&R which was due to take place later that week.

**RESOLVED** – that the Committee approved the 2023/24 business plans for Governance, Member and Electoral Services: Office of the Policy Chairman, and, Corporate, Strategy and Performance.

8. **DRAFT HIGH-LEVEL BUSINESS PLANS 2023/24 – CHIEF OPERATING OFFICER'S DEPARTMENT**

The Committee considered a Report of the Chief Operating Officer concerning the draft High-Level Business Plans for the Department of the Chief Operating Officer (COO) for the 2023/24 Financial Year.

In response to a query, the Chief People Officer gave Members an update concerning the City Corporation's contract and work with Korn Ferry. It was emphasised that Korn Ferry offered the best solution when it came to reviewing and considering job evaluations, this work was specialised and heavy in volume, and the current in-house Corporation resources would be unable to deliver this without the significant support of Korn Ferry. The original specification for this work was approved by the Committee, however, the spend (circa £200,000) did not require the sign off by Members.

Phase 1 will take place over the coming three months and will involve Korn Ferry undertaking a “diagonal slice” of the organisation – essentially this would

involve them looking at a cross-section of 150 jobs. A high-level review of pay and conditions would potentially follow, however, it was stressed that further work with Korn Ferry (i.e., beyond phase 1) would be dependent on Members agreement; recommendations, which were still be scoped out, would be submitted to Members in due course. In the meantime, officers would arrange for Korn Ferry to hold a discussion with Members and senior/chief officers on a more informal basis. Several Members, whilst expressing concern about the cost, acknowledged that this work was vital and that clearly, in-house resources were not currently geared up to deliver this.

Whilst appreciating that this work was at an initial stage, a Member expressed their concern that the implementation of any new job evaluation was carefully considered, as this was a complicated challenge to introduce successfully.

A Member highlighted his concerns about the lack of robust data around take-up (and completion) of mandatory training, from a compliance and reputational perspective it was clearly vital that this information was known. The Chief Operating Officer informed Members that a wash of what training is considered mandatory was currently being undertaken and the IT team was also working on a centralised portal which would capture this data. It was also important to emphasise that those working in sensitive areas such as DCCS and Comptrollers would have had to assure the organisation of their professional qualifications at interview/recruitment stage; the training concerned here was internal Corporation specific requirements some of which would be required under statutory obligation. Members were keen to see high-level assurance provided at pace and asked officers to return to the Committee and to relevant colleagues with the Audit & Risk Management Committee as soon as practicable.

Noting the risk rating on page 79 for the Health and Safety team, the Chief Operating Officer thanked Members for their earlier funding support for the H&S team and stressed that work was now being undertaken to address these risks.

In response to a query, the Chief Operating Officer asked a Member to reach out to her after the meeting to provide details about staff members being put on emergency tax. She informed Members that Internal Audit had awarded the pay roll function with a high level of accuracy, she was however, keen to include consideration of the timing of the pay run (currently mid-month) as part of the Reward Refresh.

**RESOLVED** – that the Committee:

- Noted the direction of travel within the Department of the COO and the associated transformation planning within the team Business Plans.
- Approved the Department of the COO Business Plan for 2023/24 (Appendix 1).
- Approved the 2023/24 Business Plans for the following COO divisions:
  - Human Resources (Appendix 2)
  - Corporate Health and Safety (Appendix 3)
  - Equality, Diversity and Inclusion (Appendix 4)

9. **DEPARTMENTAL BUDGET ESTIMATES 2023-24 FOR THE CORPORATE SERVICES COMMITTEE**

The Committee considered a Report of the Chamberlain concerning the Departmental Budget Estimates 2023/24.

**RESOLVED** – that the Committee:

- noted the latest revenue budget for 2022/23 and transfer of the Project Governance Budget to P & R,
- reviewed and approve the estimate for 2023/24 for submission to the Finance Committee,
- authorised the Chamberlain, in consultation with the Deputy Town Clerk, the Chief Operating Officer, 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,
- noted the reward review process for later in the year is proposed to be funded by utilising the provision within the 2023/24 budget for performance related pay. This pay type has not been used in recent years whilst objective setting and performance management processes were being reviewed.
- authorised the Chamberlain to agree minor amendments for 2022-23 and 2023-24 budgets arising during budget setting be delegated to the Chamberlain.

10. **2023/24 PAY POLICY STATEMENT**

The Committee considered a Report of the Chief People Officer concerning the 2023/24 Pay Policy Statement.

A Member raised a concern that the current wording in paragraph 43 in the Statement did not respond to the concerns of Members of the Senior Remuneration Sub-Committee, who felt it improper for the Town Clerk to have complete discretion to set the salaries of their senior colleagues, it should instead be for the Town Clerk to recommend pay progression of colleagues within the individual salary band before consideration the Senior Remuneration Sub-Committee which, on the whole, should have a greater degree of oversight in these matters.

The Chairman asked officers to circulate revised wording of paragraph 43 to the Committee before this was considered under delegated authority by the Acting Town Clerk, in consultation with the Chair and Deputy Chair of the Corporate Services Committee.

Separately, in response to the Chief Operating Officer reminding Members that performance related pay had not been applied for the past two years due to the pandemic, Members asked that the reference to performance pay was retained

in the Statement but that the application of performance pay this year was again deferred. The Deputy Chair asked that her opposition to this decision was recorded.

**RESOLVED** – that the Committee:

- Provided delegated authority to the Acting Town Clerk, in consultation with the Chair and the Deputy Chair of the Committee to approve the Statement (for onward submission to the Policy & Resources Committee and the Court of Common Council) once amendments had been made to paragraph 43.
- That the awarding of performance pay for 2023 was deferred.

**11. IMPLEMENTATION OF THE WORKPLACE ATTENDANCE PROJECT - ORAL UPDATE**

The Committee received an oral update of the Chief People Officer concerning the implementation of the workplace attendance project.

In response to a query, the Chief Operating Officer confirmed that the six months post-implementation review would be submitted to the Committee at its July 2023 meeting.

It was pointed out that no changes had been made to contractual arrangements with either current or new staff, the reduction to two days a week (the minimum) was a policy shift which would be kept under review. Whilst no formal consultation had taken place with staff about either the reduction to two days or the establishment of the workplace categories, discussions had been held with the recognised unions and individuals were able to raise concerns about their workplace classification should they need to.

It was clarified that the options around London Weighting would be a component considered as part of the Reward Refresh work.

A Member expressed his significant misgivings about the reduction to two days a week and emphasised that the City Corporation should set an example to others in bringing footfall back to the Square Mile.

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

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

There were no questions.

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

There were no urgent items.

**14. 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.

15. **NON-PUBLIC MINUTES**

**RESOLVED** – that the non-public minutes of the meeting held on 7<sup>th</sup> December 2022 be approved as an accurate record.

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

There were no questions.

17. **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.

18. **CONFIDENTIAL MINUTES**

**RESOLVED** – that the confidential minutes of the meeting held on 7<sup>th</sup> December 2022 be approved as an accurate record.

19. **TARGET OPERATING MODEL PROPOSALS OF THE ENVIRONMENT DEPARTMENT – PHASE 2: NATURAL ENVIRONMENT DIVISION**

The Committee considered a Report of the Executive Director, Environment concerning the Phase 2 Target Operating Model proposals of the Environment Department.

20. **FUNDING AND APPROVAL OF MARKET FORCE SUPPLEMENTS TO INVESTMENT PROPERTY GROUP, CITY SURVEYOR'S DEPARTMENT**

The Committee considered a Report of the City Surveyor concerning the funding and approval of MFSs for the Investment Property Group.

21. **NOTICE OF INDUSTRIAL ACTION BALLOT - GMB TRADE UNION**

The Committee received a Report of the Chief People Officer concerning the Notice of a Ballot for Industrial Action involving the GMB.

22. **CONFIDENTIAL AOB**

There was one item of any other business.

**The meeting ended at 1.30 pm**

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Chairman

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