Committee(s): Corporate Services Committee	Dated: 12 July 2023
Subject: Chief Operating Officer's Departmental Business Plan – Quarterly Update	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	1, 2, 3, 8, 9, 10, 11
Does this proposal require extra revenue and/or capital spending?	No
If so, how much?	N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain's Department?	N/A
Report of: Emma Moore, Chief Operating Officer	For Information
Report author: Anna Clarke, Chief of Staff to the Chief Operating Officer	

Summary

This report provides an update on progress against the 2023/24 Business Plan for the Department of the Chief Operating Officer (COO), as well as the following Business Plans from those specific areas within the Department which fall within the remit of the Corporate Services Committee:

- Corporate Health and Safety (H&S)
- Human Resources (HR)

The intention is to provide the Committee with a clearer line of sight to our progress, and so a report like this will be brought to this Committee quarterly going forwards.

Recommendation(s)

Members are asked to note this report and our progress towards implementing our 2023/24 Business Plans.

Main Report

Background

1. This Committee approved the 2023/24 Business Plans for H&S and HR, as well as the overarching Plan for the COO Department, at its meeting on 27 January 2023. As explained at that meeting, following the creation of the Department in 2021 and the completion of the Target Operating Model work, these Plans represent the first year of the Department's multi-year transformation work. Our own continual improvement is key to supporting the Corporation's overall agility, effectiveness and impact, as our work reaches all parts of the organisation.

2. These Business Plans included our Key Workstreams for 2023/24 **(Appendix 1),** as well as Key Performance Indicators (KPIs) to enable us to better track and

report on our progress. The Departmental KPIs are overarching and are for every directorate within the COO Department to deliver. Our progress against these KPIs is set out at **Appendix 2.**

3. The KPIs and key workstreams in all our Plans are united by our four transformation objectives, which provide the golden thread throughout the entire Department:
   - Transparency
   - Credibility
   - Partnership, and
   - Enablement.

The detail behind these four objectives is set out at **Appendix 3.**

4. The Business Plans themselves are available on the COO Department homepage on COLNET (the Corporation's intranet).

Current Position

5. Our Plans for 2023/24 were designed to be ambitious but achievable. In addition to the progress against our KPIs at **Appendix 2**, this section covers some of the performance highlights to date against our Key Workstreams **(Appendix 1).**

COO Department

6. At the departmental level, we continue to work on building the identity, cohesion and credibility of the Department in line with our plan to build a collaborative and non-siloed approach.

7. This has included the development of monthly Performance Pack which we put in place from the start of the financial year. This has helped us to better capture, assess and demonstrate our progress. The pack is discussed at the monthly COO SLT meetings and then published on the intranet, so that our team can see how we are doing. The pack includes status updates against the KPIs in our business plans, and these status updates (from the June report) are attached to this report at Appendix 1. The pack also includes updates against our business plan milestones, which we have captured as a 'green brick road' to show staff how we are moving forwards. The document is a work in progress, and we will continue to evolve it as we mature in our approach to data. As it evolves, it will give us insights into our performance that enable us to take decisions and make interventions accordingly.

8. To increase engagement and embed our organisational priorities, we are continuing a rolling programme of in-person twice-yearly COO Conferences for the whole Department, as well as our partners from the professions across the Corporation's Institutions. The most recent Conference took place on 14 June, with mixed-directorate tables to breakdown silos and an agenda structured around transformation and our four themes. The COO leadership team provided a progress update on Business Plan implementation and highlighted and celebrated recent successes, and substantive agenda items on a focus on Partnership and Continuous Improvement were led by department colleagues.

This was our best attended conference yet, with over 150 colleagues, and initial feedback has been positive.

9. We have reorganised the structure of our risks on Pentana (the Corporation's risk management system) and undertaken a refresh of our risk content. Key colleagues have been trained in the Corporation's risk management approach, and a further training session is taking place on 22 June to support colleagues in using Pentana.

10. We have also put in place and continue to build a forward look for Corporate Services Committee, to better signpost our overall plan to the Committee and to give confidence that we are working to this plan. This new report itself is part of our endeavours against this workstream.

11. A key next step will be to develop and put in place a staff communications plan for the Department to give structure to our existing engagement with our team.

Corporate Health and Safety

12. As a new directorate, much initial activity this year has focused around recruitment, mapping and the review and refresh of exiting documentation. In addition, an overarching H&S reporting structure has been put in place, which gives the Corporation a framework within which to manage its overall approach to H&S risk. A separate, more detailed report on our Health and Safety performance is on the agenda for this Committee meeting.

13. We have successfully recruited to the previously vacant (new) roles in the H&S team. We are also bringing the H&S professionals within the City Surveyor's department within the central H&S team to improve our Corporation-wide approach and consistency of that approach.

14. An early win has been the development and roll-out of an in-house safety incident reporting system which is better tailored to our needs. Moving from an external supplier has also saved the Corporation £16k per year.

15. A training needs analysis has been undertaken and IOSH training has been identified as suitable to ensure standardisation in training and suitability across the City Corporation. The training delivery is in the planning stage. The City Corporate Health and Safety Policy has been reviewed and refreshed and the draft presented at Corporate Health and Safety Committee. Wider consultation will be carried out over the summer and ratification in the autumn.

HR

16. As well as linking into the overall departmental plan for transformation, HR is on its own transformation journey. A transformation plan for HR has been developed and shared with the Town Clerk and Chief Executive, which captures the planned activity against our transformation workstreams in one place.

17. A lot of progress has been made on recruitment, with almost all HR vacancies filled, including two of the three permanent Assistant Director posts. In addition, a new induction session for new employees has been rolled out with initial positive feedback. Following the 31 May Corporate Services Committee meeting and additional committee-level approvals, a contract has now been signed with our external partner for Phase 2 of the reward refresh. We are moving forward with recruitment of the small team to support this critical programme.

18. On working patterns, we developed and put in place a framework of employee categories to recognise the differing workplace needs of our workforce. We have also undertaken a pulse survey of our employees to help gauge the success of our new workplace attendance policy, and a separate paper reviewing the implementation of this at the six-month point is separately being considered by this Committee at this meeting.

19. In addition, separate papers on mandatory training and the reward refresh are being considered at this meeting.

20. The next priority for the directorate will be to make tangible progress around our corporation-wide engagement plan to inform the development of the Town Clerk-led People Strategy.

Corporate & Strategic Implications

21. Strategic implications – The cross-cutting nature of our Department's work means that we provide leadership and support to a number of our Corporate Plan deliverables. Embedded into our HR and Health and Safety work is our support of the following Corporate Plan outcomes: safety (outcome 1); health and wellbeing (outcome 2); equal opportunities (outcome 3); innovation in professional services (outcome 8); and accessing skills and talent (outcome 9). In addition, the overarching work of the COO Department also supports our desire to be digitally and physically well-connected (outcome 10), and to inspire excellence and collaboration (outcome 11).

22. Financial implications – None arising from this report.

23. Resource implications – None arising from this report.

24. Legal implications – None

25. Risk implications – None arising from this update report. Our Departmental and Corporate risks are captured and managed per the Corporation's framework.

26. Equalities implications – Our work on equality, diversity and inclusion is an important element of the work of the COO Department. Our ED&I (Equality, Diversity and Inclusion) Directorate Business Plan is the catalyst within the Department to embed this work corporation-wide and to have positive impacts on organisational equality. Similarly, to other Directorate-level Plans, the EDI Business Plan and associated Action Plan links back to our overarching Departmental Plan and our transformation objectives.

27. Climate implications – None.

28. Security implications – None.

Conclusion

29. At the end of Q1, good progress has been made against the 2023/24 Business Plans for the Department of the COO, and the Corporate H&S and HR directorates. There is clearly more for us to do this year to ensure that we deliver on the workstreams and KPIs in our plans, but the work done so far has given us strong foundations to build on and some notable initial successes.

Appendices

Appendix 1 – Key Workstreams from our 2023/24 Business Plans
Appendix 2 – Progress against the KPIs in our 2023/24 Business Plans
Appendix 3 – COO Department Transformation Objectives

Anna Clarke
Chief of Staff to the Chief Operating Officer
E: anna.clarke@cityoflondon.gov.uk

Appendix 1 – Key Workstreams from our 2023/24 Business Plans

COO Department

Business Plan Major Workstreams:
- **Priority 1:** Ensure the successful delivery of each COO division's priorities, as set out in their own Business Plans.
- **Priority 2:** Following recruitment in 2022/23, build a collaborative and non-siloed approach across all COO teams, including across the Senior Leadership Team. Increased staff engagement leading to a better engagement and identification as the Department of the COO.
- **Priority 3:** Work with colleagues across CoLC to embed our refreshed organisational priorities, and in particular to support the organisation in seeking opportunities for greater income generation and embedding a more commercially focused approach across all areas of operation.
- **Priority 4:** Put in place a performance management approach which ensures that we are able to track our progress and communicate this to stakeholders. This will be supported by robust KPIs, refreshed risk registers and insightful data.
- **Priority 5:** Ensure Member Committee confidence and understanding of our approach, and that it aligns with their expectations.

Corporate Health and Safety

Business Plan Major Workstreams:
- **Priority 1:** Update Officer level Health and Safety Governance, underpinned by a revised Corporate Health, Safety and Wellbeing Policy supported by a strong Health and Safety Professional Network and Corporate Health and Safety Team.
- **Priority 2:** Carry out a leadership health and safety training needs analysis and associated skills need analysis.
- **Priority 3:** Carry out a Health and Safety Risk Management Maturity Index assessment and a health and safety management system gap analysis to inform the Corporate Health and Safety Action Plan.
- **Priority 4:** A Corporation wide health and safety incident reporting system and hazard identification and assessment of risks and opportunities management system to enable oversight and assurance.

HR

Business Plan Major Workstreams:
- **Implement the HR Target Operating Model**: The Chief People Officer (CPO) will continue to drive and lead on the changes in HR brought about by the Target Operating Model. In 2023 all 20 vacant posts, including three Assistant Director posts should be filled, and candidates will have begun their on-boarding. The new HR Senior Management Leadership Team will put the HR Vision high on the agenda by embedding the concept and engaging with our key stakeholders, identifying diverse business needs.
- **Corporate People Strategy:** To look at the life cycle of our employees from recruitment to staff leaving the organisation. Ensure talent is harnessed in HR and across the Corporation including the approach to career pathways, talent management and diversity equality and inclusion.
- **Reward Refresh:** To carry out a complete review of the Corporation's reward offering. Areas of work to be looked at include the appropriateness of our current pay scales and salary ranges, our job evaluation scheme and our benefits package. To create a reward and benefit strategy that directly aligns with the overarching people strategy and addresses the full suite of Corporate issues in relation to reward and benefits.
- **HR Unit:** Reset the HR Agenda. Create better cross and joined up working within teams, upskilling staff by supporting and creating team learning and development plans. Improve HR staff engagement and boost staff morale. Set values to improve capabilities and standards and focus on customer service and employee support services. Ensure a series of engagement sessions take place and that departmental action plans are taken forward providing the organisation with a fit for purpose HR Unit. Review HR systems including City People (I-Trent), processes and ways of working to improve outcomes.
- **Working Patterns:** Introduce permanent working patterns by segmenting the workforce into four categories. Ensure attractive and stable on-site working arrangements that both attract new employees and recognise the significance of being a place-based organisation.
- **Learning & Development:** Review of training courses, both mandatory and bespoke, to support organisational learning with a better link to appraisals. Explore interactive training and face to face. Introduce two versions of staff induction (one for all new starters and a manager's induction). Strengthen people management skills for line managers.
- **HR Heads of Profession:** Work with our Institutions to establish community of best HR practice.

Appendix 2 – Progress against the KPIs in our 2023/24 Business Plans

Department of the Chief Operating Officer

#	KPIs 2023/24	Target	By when?	Data source	Status update
1	Transparency: All seven COO teams have an Operating Level Agreement (OLA) or other service agreement in place with all Chief Officer departments and institutions	100% by Year End	Year End	Confirmation of OLAs from each of the seven COO Directorates	Initial scoping under way. DITS have signed a Shared Service Agreement with COLP.
2	Credibility: All COO department employees have completed mandatory training	95%	Year End	HR – L&D team	Dashboard being developed to track and measure this and update being provided to Corporate Services Committee meeting on 12 June.
3	Credibility: Forecasts to be increasingly accurate: +/- 10% at Period 6; +/- 5% at Period 9 and +/-1% by Year End.	99% forecast accuracy by Year End	To be measured at P6, P9 and Year end	Chamberlain's	New meeting cycle being put in place with Finance Business Partners to provide better grip of budgets, leading to greater forecast accuracy.
4	Partnership: Client pulse survey showing a % satisfaction with COO Department services – in P5 and P12	10% improvement over the year (baseline to be set in Q4 2022/23)	P5 and P12	Pulse surveys	Additional survey to create baseline being issued in June, which will better enable us to measure our progress across the year.
5	Partnership: All queries responded to within defined timelines (which vary across the COO Department)	95%	Year End	All COO SLT to confirm timelines	Not due yet: first step will be to confirm timescales for responses by department.
6	Enablement: Productivity increase from continuous improvement (excluding EDI, which will have different measures)	-5% of time per COO area per year	Year End	Productivity improvement initiatives within teams will be captured by the COO's Office	Measure has been changed from -100 hours per COO area per year (which was in the COO Department business plan) to -5% of time per area per year. Focus on saving time reinforced at COO Conference on 14 June.

Corporate Health and Safety (1)

#	KPIs 2023/24	Target	By when?	Data source	Status update
1	Health and Safety Risk Management Maturity Index	Improvement	Mar 24	Director of H&S	NOT STARTED: Due to start Jul 2023.
2	All scheduled health and safety meetings and committees identified in the Corporation's Governance arrangements occur and recorded minutes within a 12-month period.	100%	Dec 23	Director Head of Profession and Chairs	ON TRACK: Corporate H&S Committee on track to meet this. STARTED: Other health and safety meetings/groups/committees identified. June 2023.
3	The ToR Chair and required membership (or suitable deputy when necessary) attend the scheduled health and safety meetings and committee identified in the Corporation's Governance arrangements occur within a 12-month period.	100%	Dec 23	Director Head of Profession and Chairs	ON TRACK: Corporate H&S Committee on track to meet this. STARTE: Other health and safety meetings/groups/committees reviewing or reviewed terms of reference. June 2023.
4	All business areas evidence integration of the requirements of the Policy into their local arrangements.	All business areas provide evidence	Dec 23	Director Head of Profession, Chief Officers	ON TRACK: Professional colleagues' consultation ongoing. Draft Policy to Corporate H&S Committee June 2023.
5	All new employees successfully complete Health, Safety and Wellbeing Induction, Fire Safety Online Module and Driver Check within one month of joining the Corporation.	95%	Dec 23	O&D HR records	NOT STARTED: New CityLearning Mandatory Training Dashboard created. Currently with L&OD as data owner.
6	All T1 Leaders complete IOSH Leading Safely within 90 days of registering	100%	Dec 23	O&D HR records	STARTED: Exploration of alternative funding arrangements in train May 2023. Executive training analysis started April 2023. IOSH Safety for Executives and Directors training identified.

Corporate Health and Safety (2)

#	KPIs 2023/24	Target	By when?	Data source	Status update
7	All business areas' identified staff complete the relevant IOSH course within 90 days of registering	100%	Dec 23	O&D HR records	STARTED: Exploration of alternative funding arrangements in train April 2023. Local arrangements in place for IOSH Managing Safely.
8	Health and safety investigation are completed within 21 days of reporting	100%	Dec 23	H&S Director, H&S Incident database	STARTED: The new Accident Report Form and database implemented Dec 2022. Reporting dashboard work in progress. IN PROGRESS: Jan - May 2023. 74% (173) of investigations completed within 21 days.
9	DSE users complete training and workstation assessment within one month.	95%	Dec 23	H&S Director, Agile Working DSE database	IN PROGRESS: 25 May 2023. 3028 live records. 41% staff have completed training and assessment. 7% started but not completed the assessment and/or training. 21% logged on and no further engagement. 31% staff never logged on. Current dashboard unable to provide completion timeframe metrics. Work in progress.
10	Audit actions closed within 3 months		Dec 23	Audit team	STARTED: Management response plan agreed and monitored by Corporate Health and Safety Committee. Update to June 2023 Committee.
11	All business areas review health, safety, fire and/or wellbeing risks at least annually and record on Pentana	100%	Dec 23	Pentana Manager, H&S Director	NOT STARTED: Hazard identification and assessment of risks and opportunities management system to enable oversight and assurance.

Human Resources

#	KPIs 2023/24	Target	By when?	Data source	Status update
1	Number of appraisals completed (HR)	90% of eligible staff	July 2023/ Annually	iTrent/PowerApps	HR will report back on appraisal completion rates in July 2023.
2	Time to hire	Within 45 days - Measured using working days from advert close – candidate start date.	May 2023/ Monthly	iTrent/ Recruitment dashboard	The average time to hire in May was **47 days** (in instances where targets were not met, this was due to candidate notice periods).
3	Response times - HR Helpdesk	72 hours for resolution (once ticketing system in place)	April 2023/ Monthly	Outlook/ SharePoint	In May 2023, the average response time for the HR Service Desk was **83.4 hours**. Over 700 queries were received, with a 77% first contact resolution rate. The SLA was impacted this month by a higher proportion of complex annual leave queries being received in May. The HR Helpdesk team have piloted a feedback form to drive continuous improvement and learn from current experiences of engaging with the HR Helpdesk.
4	Voluntary Turnover (HR enabler)	15%	April 2023/ Monthly	iTrent	Our rolling voluntary turnover is currently reporting at **13.4%** across the City of London Corporation. This reflects a slight decrease from last month where voluntary turnover was at **13.8%** and the **14.9%** reported in April 2023.
5	Level of Employee Relations cases (HR enabler)	<50	May 2023/ Monthly	HR team	Currently exceeding this target: ER cases are <50.
6	Staff Survey results (HR)	Engagement score to be agreed by CSC	TBC/ Annually	Staff survey/pulse survey results	A target engagement score still needs to be agreed by CSC. Further discussion required.
7	Absence Management	0.5% below the public sector average from the preceding year (from ONS stats)	April	ONS stats/ ITrent	Current rolling average number of sick days per employee at the COL is 5.7 days per year. The most common reason for absence is mental health related which is in line with other external comparator organisations.

Appendix 3 – COO Department Transformation Objectives

Transparency
- Our clients (all users of our services and ultimately those of the Corporation) are clear on the core services we do and don't provide, with robust and visible operating level agreements and KPIs to show how we are delivering
- The process to access our services and contact points are easy to follow and user-friendly
- We provide clear and transparent templates and costings for non-core requests and project resource

Credibility
- Our clients understand our capabilities, where we can add value through strategic insight and market knowledge, and trust our expertise
- Our team are skilled, capable, and operate respected processes and procedures
- We work efficiently, are financially disciplined with forecast accuracy, strive for best value and are right-sized to match the needs of the organisation

Partnership
- It is our job to understand the complex and diverse priorities and objectives of our clients, working collaboratively and seamlessly with our partners, and using our expert knowledge to meet their needs and shape the future of the organisation
- We are proactive in supporting, advising and protecting the organisation, in offering our expertise to drive continual improvements, and have a defined process for issue resolution and responding to feedback
- We have a shared sense of purpose with our clients: their success is our success

Enablement
- We ensure that people across the organisation are empowered and trained to use the resources they need to do their jobs, so that they know when to use our services and expertise and when they can support themselves
- We use technology to automate processes where possible and are open to improving our ways of working, so we can truly add value over and above transactional support
- We empower colleagues to navigate corporate processes and governance to facilitate their work, applying flexibility or bespoke solutions where needed

OUTCOME: If we are successful in achieving our objectives, then we will see an improvement in productivity and effectiveness. In addition, our clients will feel supported and understood; will know the value of the services we provide and trust us to deliver them; and involve us early enough for our advice to make a difference. This will be reflected in positive feedback from our clients and other partners.