

Committee(s): Corporate Services Police Authority Board Policy and Resources	Dated: 10 January 2024 10 January 2024 18 January 2024
Subject: Draft High-Level Business Plan 2024/25 – Town Clerk’s Department	Public
Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?	1,2,3,4,5,6,7,8,9,10,11 and 12
Does this proposal require extra revenue and/or capital spending?	N
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: Town Clerk	For Decision
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Summary

This report presents for approval the high-level business plans for several areas of the Town Clerk’s Department for 2024-2025.

Specifically, the report brings together the following functions which report into the Deputy Town Clerk:

- Governance and Member Services
- Office of the Policy Chairman
- Strategic Security and Resilience
- Police Authority
- Corporate Health & Safety

The Office of the Lord Mayor and the London Metropolitan Archives, which also sit under the Deputy Town Clerk, will report in separate, individualised business plans, as will other areas of the Town Clerk’s Department (e.g., Corporate, Strategy and Performance and Communications).

Recommendation(s)

1. Members of the **Corporate Services Committee** are asked to approve the sections related to Governance and Member Services, Office of the Policy Chairman and Corporate Health & Safety.
2. Members of the **Policy and Resources Committee** are asked to approve the sections related to the Office of the Policy Chairman and Strategic Security and Resilience.
3. Members of the **Police Authority Board** are asked to approve the sections related to the Police Authority.
4. Members are asked to note organisational changes which will affect the Town Clerk’s Department and Deputy Town Clerk reporting lines, particularly that Electoral Services has moved to the Comptroller and City Solicitor, and that Health and Safety will report into the Deputy Town Clerk.

Main Report

Background

1. As part of the new framework for corporate and business planning, departments were asked to produce standardised high-level, 2-side business plans for the first time in 2017 for the 2018/19 year. Members generally welcomed these high-level plans for being brief, concise, focused and consistent statements of the key ambitions and objectives for every department.
2. For 2024/2025, the high-level business plans have been further evolved to add more narrative and improve readability. These plans incorporate further changes to the organization since the TOM. As high-level plans, these documents do not capture the granularity of work but give the overall picture of activity, customer feedback, trends where applicable and direction of travel.

Draft final high-level Business Plans for 2024/2025

3. This report presents, at Appendix 1, the consolidated draft high-level business plans for 2024/2025 for the following functions within the Town Clerk's Department who report into the Deputy Town Clerk:
 - a. Governance and Member Services
 - b. Office of the Policy Chairman
 - c. Strategic Security and Resilience
 - d. Police Authority Team
4. These functions have individualised deliverables, but their size and remit do not necessarily warrant individualised business planning in a directly equivalent manner to the wider departmental submissions made by larger areas.
5. Given the transition of Health & Safety to the Town Clerk's Department at a late stage in the business planning process, a separate draft high-level business plan is presented in Appendix 2. (*N.B. – consequently, Appendix 2 has been omitted from circulation to the Policy & Resources Committee and Police Authority Board, in the interests of reducing superfluous paperwork to those bodies*).
6. The Office of the Lord Mayor and the London Metropolitan Archives, which also form part of the Deputy Town Clerk function, will report in separate, individualised business plans to the relevant committees.
7. The high-level plans have been developed in consultation with senior officers, considering the work activity, aspirations, and issues of each of the respective function. The intention is to establish and confirm the core workstreams for each function, so that management teams can set objectives and work plans to accomplish these overarching goals throughout the upcoming year.
8. In drafting their business plans, teams have focused on cross-departmental collaboration. The Office of the Policy Chairman business plan, for example, has been shared with Innovation & Growth, Corporate Communications, Remembrancer's and Mansion House. Governance and Member Services have consulted with the Corporate Strategy team.

9. These functions represent a headcount of 67.7 FTE all based in the Guildhall complex.

10. *Governance and Member Services*

- a. The Governance and Member Services team in the Town Clerk's Department is dedicated to supporting the Corporation's decision-making process and supporting Members in their work as elected officials and representatives of the City of London Corporation. The Team is comprised of 20 individuals who support with the day-to-day operations of committees, on matters of procedure, and by providing learning and development opportunities.
- b. The Team oversees the formal process and services of over 500 formal decision-making meetings each year, including meetings of the Court of Common Council and Court of Aldermen, their committees, sub-committees and working parties.
- c. In 2023/2024 this team saw significant change with the appointment of a new interim Assistant Town Clerk. As of writing there were 3 vacancies against a headcount of 20. We hope in the year ahead that we can get back to basics and better deliver against the core functions of our team and help the organisation (Members and Officers) better understand the role of Members and the City Corporation's decision-making functions.
- d. In 2024/2025, the team will focus on the development and implementation of a Member Development programme and the development of an Induction Programme for all potential candidates in the 2025 election. The team will also work to define a new Report Template and associated guidance and training to align with the new priorities of the 2024-2029 Corporate Plan and facilitate improved decision making.

11. *Office of the Policy Chairman*

- a. Led by the Executive Director and Private Secretary, the team works to support the Policy Chairman, Deputy Policy Chairman, Vice Chairs and Policy Leads in their role in providing leadership for the Corporation in the development of policy and drive the organization's aims and objectives.
- b. Within the Policy Unit, the team works across the organization with all Departments to deliver on the strategic priorities of the Policy Chairman, including the implementation of recommendations proposed by the sector through Vision for Economic Growth, reinvigorating activity in the Square Mile through the completion of the London Museum, the definition of an expanded Destination City remit, and SME Strategy, as well as day-to-day governance within the Corporation.
- c. In 2024/2025, the team will continue to drive a programme of external engagement that includes regular meetings/activities with key stakeholders, ensure the successful execution of the CPR overseas visits programme, support the Chair in their duties at Common Council, Policy and Resources

and RASC, and ensure timely response to inbound correspondence, while also supporting cross-cutting policy responses to emerging issues.

12. *Strategic Security and Resilience*

- a. The City of London Resilience Planning team has a duty and statutory function that offers a specialist resource aimed at helping both the City Corporation and supporting the wider Square Mile community to maintain its resilience in the face of emergencies and other business disruptions.
- b. Led by the Strategic Security Director & Counter Terrorism Advisor, the team aims to raise awareness in the Square Mile community of all aspects of contingency planning, preparing for localised and Pan London incidents supporting the wider City of London community with a key task to ensure the consistency of the Corporations own preparedness to respond to an emergency. Promote business continuity in the Square Mile providing advice and assistance to City businesses those undertaking commercial activities and voluntary organisations in the development of their business continuity management planning arrangements, as well as a responsibility to warn and inform the community of any emergencies and how to mitigate their effect.
- c. Much of the emergency planning activity which affects the Square Mile is carried out on a London wide basis. City of London Contingency Planning Team ensures that the Square Mile is adequately represented as part of these pan-London planning activities. In addition, The City of London Police and the City of London Corporation have a close working relationship in many areas including contingency planning.
- d. In 2024/2025, the team will ensure that 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. The Head of Resilience Chairs the Local City of London Resilience Forum (Borough Resilience Forum) the partnership and multi-agency mechanism for planning for emergencies within the Square Mile and beyond

13. *Police Authority*

- a. The Court of Common Council is defined as the Police Authority for the Square Mile. The Court delegates this duty (except for the appointment of the Police Commissioner) to the Police Authority Board and its Committees (Strategic Planning and Performance; Resource, Risk and Estates; Professional Standards and Integrity; Economic Crime and Cyber; and Police Pensions Board). The Board is supported by the Director of the Police Authority and 6 staff members.
- b. The Police Authority team supports the Police Authority Board to make sure that the City of London Police runs an effective and efficient service by holding the Commissioner to account; ensure value for money in the way the police is run and assist in setting policing priorities taking into account the views of the community.

- c. In 2024/2025, in addition to fulfilling our statutory obligations, the team will promote the value of our National Lead Force role and FCCRAS implementation. In addition, they will oversee and work with the Force to improve the line of sight between inputs, activity and outputs/outcomes in relation to the delivery of the City of London Policing Plan

14. *Corporate Health & Safety*

- a. The Corporate Health & Safety function in the Town Clerk's Department is dedicated to ensuring appropriate and sufficient systems are in place to support our governance of Health & Safety risk. These mechanisms support the Corporation's decision-making process and support Chief Officers in discharging the legal requirements set upon us as an ethical, modern employer.
- b. The team is comprised of eight individuals who maintain our policies, procedures, and safety data systems, such as accident reporting and are critical in setting our organisational safety culture. Critically they make up the competent health and safety resource as required by statute under various safety related pieces of legislation, e.g. Fire.
- c. In 2023/2024 this team saw significant change with the appointment of a new Health & Safety Director and Head of Profession and the merging together of the Property and People safety functions. These changes were driven in order to: i. better improve risk visibility, ii. streamline safety processes to support governance, iii. to better support the risk profile of the Corporation and iv. to provide the Town Clerk with assurance.
- d. This year the function will ensure our safety management system is fit for purpose, following key organisational changes resulting from the Target Operating Model. We will ensure we are able to reflect back accurately our significant safety risk profile. We will also set a clear direction for all departments by implementing safety strategy that not only supports our People Strategy as part of our Corporate Plan but can develop the maturity of our risk culture. One workstream in particular will focus on the reduction of harm in order contribute to cost reduction. This work will provide clarity on safety risk, improve risk literacy for our managers, members and encouraging the use of systems, such as accident reporting and ensuring that learnings from incidents are implemented effectively to minimise recurrence and the risk of harming employees, service users and subsequently prosecution from the Health & Safety Executive.

Operational Property Assets Utilisation Assessment

- 15. In keeping with the requirements of Standing Order 56, a utilisation assessment has been undertaken of the corporate space occupied by the relevant sections of the Deputy Town Clerk function covered in this report.
- 16. Recent changes to departmental structure (with elections moving to the Comptroller & City Solicitor's department and Health & Safety relocating to join the function and changing physical location), together with the disparate geographical locations and space requirements of various sections have necessarily limited the ability to report desk usage coherently across the piece or to compare all sections in a like-for-like

fashion. Nevertheless, an assessment has been undertaken and did not identify any surplus operational property assets and currently assets allocated for the delivery of services are fully utilised. Excluding operational spaces (e.g., the Print Unit), an apportionment of 206.58 sqm is made for the various functions located on the West Wing, second floor. The utilisation assessment will continue to be kept under review, in line with the requirements of Standing Order 56 and any changes in the CoLC's Workplace Attendance Policy.

Corporate & Strategic Implications

17. Strategic priorities and commitments are expressed in Appendix 1 and Appendix 2.

Security implications

18. The department is responsible for co-ordinating the City of London Corporation's strategic security provision.

Financial and resourcing implications

19. The budgets for the various functions represented by this report within the Town Clerk's Department are set out in the attached appendices.

20. New and existing functions developed under the TOM included some requests which (in advance of a reprioritisation review) are temporarily funded via repurposed transformation or security funds. Funding for FY 2024/5 is expected through adopting an invest to save model and identifying funding through initiatives including the Resource Priority Refresh Programme.

Equalities Implications

21. All the services and functions covered in the report are committed to Equality, Diversity and Inclusion.

22. We will continue working closely with the Director of Equality, Diversity and Inclusion and the Chief People Officer to enable the City of London Corporation to comply with all obligations under the Equality Act 2010 and the Public Sector Equality Duty relevant to respective functions.

Conclusion

23. The Town Clerk's Department is a combination of disparate functions which work together in support of key corporate functions and encompassing a number of statutory responsibilities. This report presents the key workstreams for the coming year in line with the new business plan reporting template; as the new departmental structure embeds alongside the new business planning process, the connectivity across areas will be strengthened for future years.

Appendices

- Appendix 1 – Final high-level business plan 2024/25
- Appendix 2 – Final high-level Corporate Health & Safety business plan 2024/25

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