**What's changed since last year**

**Governance and Member Services**

- 2020-22 saw a significant amount of change, including turnover in officers and Members (c. 50% of both groups). There is a new Team structure and several governance reviews which have fundamentally changed some aspects of how we work. 2023-24 sees a 'steady state' for the first time in several years and will hopefully allow the Team to 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.

**Electoral Services and Health & Safety**

- As a result of a structural realignment, the Electoral Services team have moved to the Comptrollers and City Solicitor's and Corporate Health & Safety have moved to the Town Clerk's Department.

**Office of the Policy Chairman**

- The Office of the Policy Chairman was fully staffed for the first time, albeit there was some churn within the team throughout; 2023-2024 represented the first year in which to establish the Office of the Policy Chair function and showcase the value this team can add across the organisation.

**Strategic Security and Resilience**

- Senior Security Board has been reviewed and updated, including a new Protect Bridges Board, linked with new corporate risk.

- Implementation and embedding integrated Protect Plans with COLP, COLC, stakeholders and businesses.

- Implementation of actions from debriefs of events, enhancing effective command, control and co-ordination.

- Resilience arrangements, business continuity, response, planning and implementation all developed significantly through the 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 Corporation's business portfolio. Post pandemic, the 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. Strategic leadership in major incidents training has been rolled out and we are ensuring our capability and resources through our staff volunteering roles to support major incidents are continually updated.

**Police Authority Team**

- The new target operating model for the Police Authority Team is bedding in; there is more capacity and capabilities in the Team. The City's Policing Plan was refreshed for 2023/24. The external policing context has evolved: public trust and confidence in policing is too low; financial pressures have increased; and Government has clarified expectations with the publication of a new Fraud Strategy, a second Economic Crime Plan and a revised Strategic Policing Requirement and Policing Protocol.

# Our aims and objectives are

**Governance and Member Services**

- To offer comprehensive support to Members in the exercising of their duties as elected representatives of the City of London Corporation – by providing governance advice and learning and development opportunities
- To oversee the formal decision-making 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

**Office of the Policy Chairman**

- Support the Policy Chairman, Deputy Policy Chairman, Vice Chairs and Policy Leads to coordinate and advance the development, promulgation and implementation of the Corporation's policies, programmes, and strategic aims in collaboration with senior and Chief Officers, focusing on the strategic priorities of the Policy Chairman which include our Competitiveness Strategy manifested through Vision for Economic Growth and reinvigorating activity in the Square Mile through the completion of the London Museum, Destination City, and a SME Strategy
- Advance the Corporation's policy priorities through the establishment of strong and effective networks and partnerships across the Corporation, the Lord Mayor and Mansion House, and externally across the City of London, Westminster, and the private sector
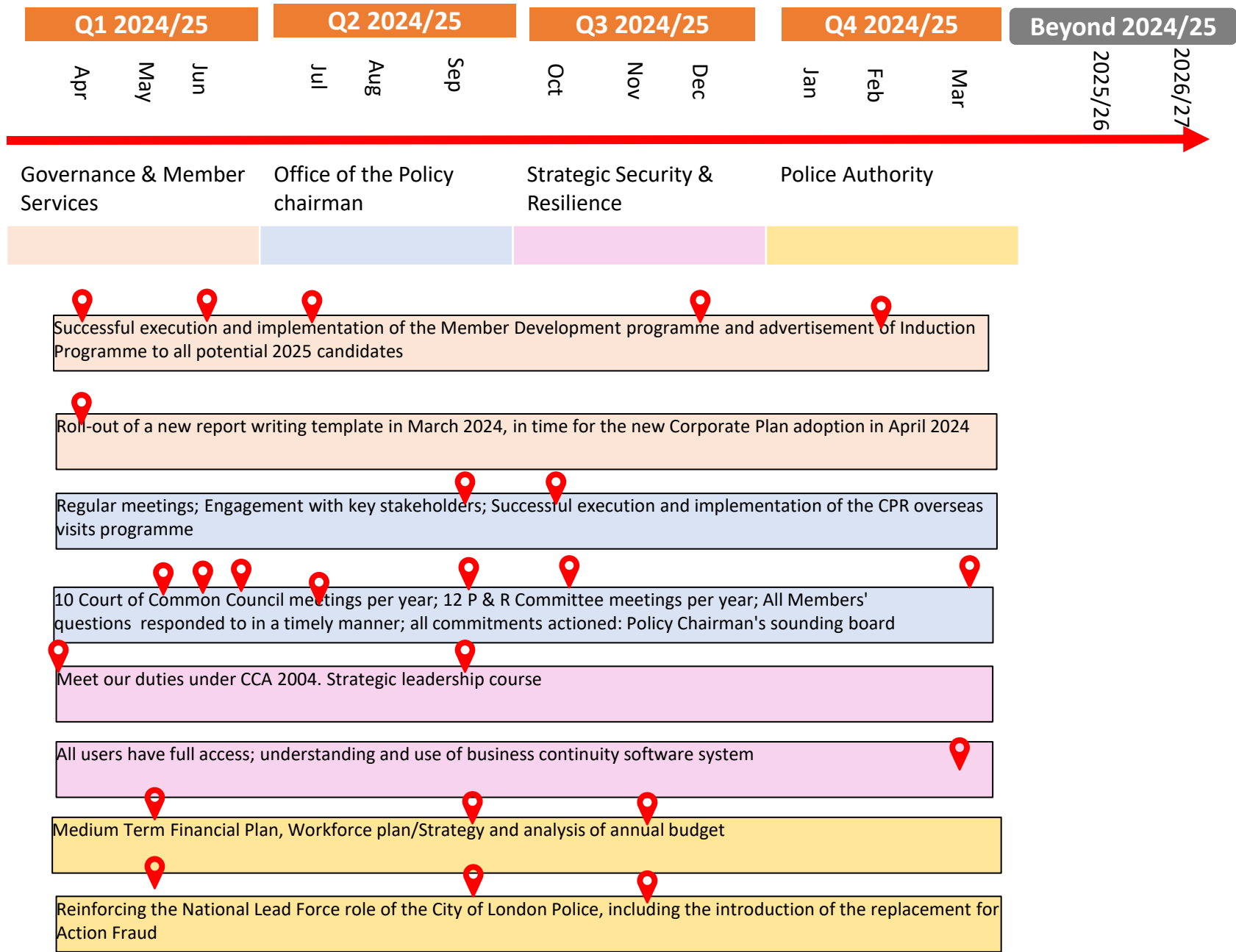
**Strategic Security and Resilience**

- 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
- The overarching Aim is still linked to the CR01 risk of all the ingredients above and are a part of providing the capability and resource to ensure that the Colc can respond to a major incident impacting on the City of London and supporting the emergency services

**Police Authority Team**

- To support the work of the City of London Police Authority Board in fulfilling its statutory and other responsibilities to ensure the public receives an efficient and effective service from the City of London Police, and the priorities in the City of London Policing Plan are delivered

**Our 2024/25 timeline planner priority workstreams and key milestones**

| Q1 2024/25 | | | Q2 2024/25 | | | Q3 2024/25 | | | Q4 2024/25 | | | Beyond 2024/25 | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Apr | May | Jun | Jul | Aug | Sep | Oct | Nov | Dec | Jan | Feb | Mar | 2025/26 | 2026/27 |

Governance & Member Services

Office of the Policy chairman

Strategic Security & Resilience

Police Authority

Successful execution and implementation of the Member Development programme and advertisement of Induction Programme to all potential 2025 candidates

Roll-out of a new report writing template in March 2024, in time for the new Corporate Plan adoption in April 2024

Regular meetings; Engagement with key stakeholders; Successful execution and implementation of the CPR overseas visits programme

10 Court of Common Council meetings per year; 12 P & R Committee meetings per year; All Members' questions responded to in a timely manner; all commitments actioned: Policy Chairman's sounding board

Meet our duties under CCA 2004. Strategic leadership course

All users have full access; understanding and use of business continuity software system

Medium Term Financial Plan, Workforce plan/Strategy and analysis of annual budget

Reinforcing the National Lead Force role of the City of London Police, including the introduction of the replacement for Action Fraud

# Our major workstreams this year will be

| Workstream Name | Funding allocated | People resource | Prioritisation category | Dependency | Outcomes/ Impacts | KPI | Update Schedule | 24/25 Target | 22/23 Baseline |
|---|---|---|---|---|---|---|---|---|---|
| **Member Development and Induction** Development, approval, delivery and evaluation of a Member Development Programme / new Member Induction Programme | 8% | 8% | Political Expectation; Duty & Discretionary | Sub committee approval/ Member buy in/ Chief Officer buy in | Improved L & D Programme leading to increased attendance and the development of Member skillsets that allow them to better exercise their duties; More efficient meetings/Less ad-hoc member questions; Potential introduction of mandatory training; An appropriate induction plan designed to provide key information and guidance to help newly elected Members | Successful execution and implementation (measured through attendance and feedback results)<br><br>Delivery of quarterly programmes<br><br>Advertisement of induction programme to all potential 2025 candidates in good time | Quarterly<br><br>Quarterly<br><br>End of Feb 2025 | Increase level of attendance by 25%<br><br>100%<br><br>100% | N/A<br><br>95%<br><br>N/A |
| **Governance** To establish a new report writing template(s), taking into account the new Corporate Plan | 4% | 4% | Duty & Discretionary | Approval of the corporate plan; Relevant Chief Officer and Member approvals | The roll-out of a clear template that will assist in the production of reports; and assist Members in their consideration of the reports; leading to more effective and timely decision-making. | Roll-out of a new report writing template and training to support the adoption of the new template | End of April 2024<br><br>Progress monitoring quarterly | 90% Adherence to new template | N/A |

| Workstream Name | Funding allocated | People resource | Prioritisation category | Dependency | Outcomes/ Impacts | KPI | Update Schedule | 24/25 Target | 22/23 Baseline |
|---|---|---|---|---|---|---|---|---|---|
| **Supporting the Policy Chairman discharge their duties as a key spokesperson and lead the Corporation's external relations with Westminster, Brussels, London local government and internationally** | 80% | 50% | Priority Outcome (Organisation) Political Expectation | Medium and long term planning impacted by ongoing unforeseen events and conflicting priorities UK Elections EU, US and other global elections Availability of external stakeholders | Positioning the City as a welcoming, diverse and accessible place that is open to everyone, as well as being the centre of the UKS trading and financial services industries | The CPR is well known, and well regarded across major institutions and corporations within the Square Mile – our Vision for Economic Growth is promoted and adopted by major political parties<br><br>The CoLC is viewed as the national representative of the FPS sector due to increased regional engagement – we are a well-respected voice and advocate across European and global capitals | Quarterly<br><br>Quarterly | 90% engagement with identified priority stakeholders<br><br>N/A | N/A<br><br>N/A |
| **Supporting the Policy Chairman discharge their duties at Common Council, Policy & Resources Committee and its sub-committees** | 20% | 50% | Duty & Discretionary | Coordination with the work of all of our Departments | CoLC is able to meet its organisational aims and objectives according to our governance procedures and obligations in a collaborative manner | The Corporation makes timely progress against our commitments; our resources are allocated effectively and within our means<br><br>The work of our Committees is coordinated, well-planned and there is less duplication of work or the need to handle urgencies<br><br>Member questions are responded to in a timely manner; they are well informed of progress against our commitments | Quarterly | 90% adherence with new PIF/ Contingency guidelines and resource allocation processes, resulting in controlled and effective spend | N/A<br><br>N/A |

| Workstream Name | Funding allocated | People resource | Prioritisation category | Dependency | Outcomes/ Impacts | KPI | Update Schedule | 24/25 Target | 22/23 Baseline |
|---|---|---|---|---|---|---|---|---|---|
| **Strategic leadership in major incidents training** | 10% | 10% | Duty and Statutory | Availability of senior leaders to participate in strategic leadership in major incidents training | Capability to respond to a major incident | Meet our duties under CCA 2004 Ensuring competent professional development within this capability and resource | Monitor attendance | 80% of staff trained (SLT & selected senior staff) | One strategic leadership course completed for 20 senior staff in September 2022 |
| **Continue to integrate and fully implement the business continuity software system** | 8% | 8% | Duty and Statutory | Departments identifying via business impact analysis their most critical dependencies and continued engagement with the software system | Business Continuity software system will enable departments to maintain business continuity management | All users have full access, understanding and use of the software system | Regular Business Continuity Leads meetings and regular interaction with the system provider | 100% (System fully used by departments) | The introduction and implementation process has begun |
| **Police funding and value for money Oversee and work with the Force to improve the 'line of sight'** | **20%** | **20%** | Duty & Statutory | Data availability | It will ensure the future Police Estate and other change programmes are proportionate to operational requirements and improve policing outcomes | Informal assessment by HMICFRS of improvement against 21/22 PEEL 'requires improvement' rating on strategic planning, organisational management, and value for money Balanced revenue and capital budgets aligned to workforce plans, priorities and demands | Quarterly through PAB Committee Structure | HMICFRS informal assessment indicates improvement; Balanced budget | HMICFRS "requires Improvement" rating |

| Workstream Name | Funding allocated | People resource | Prioritisation category | Dependency | Outcomes/ Impacts | KPI | Update Schedule | 24/25 Target | 22/23 Baseline |
|---|---|---|---|---|---|---|---|---|---|
| **National Lead Force role and FCCRAS implementation** **Support the expansion of political engagement at national and local levels** **Focus on supporting the successful implementation of the new FCCRAS fraud reporting and analysis system by City Police** | 20% | 20% | Addresses a risk on Corporation Register | Political will (national and local) | Continued improvements in national capabilities and the response to economic and cyber crime; a better service to victims of crime and law enforcement | The political direction signalled by Government supports the National Lead Force of the City of London Police The replacement service for Action Fraud is launched successfully launched in 2024/25 | Quarterly through PAB Committee structure | The City Police meet The NLF Performance Measures in the 2024/25 Policing Plan | Performance against the 2022/23 Policing Plan |

**Partners we work with**

- GLA/LB Newham/LB Barking & Dagenham/LB Tower Hamlets and Westminster. Electoral Commission; DLUHC and Cabinet Office
- Under Civil Contingencies Act 2004, all partners are category 1 and category 2 responders (essentially emergency services, transport networks and utility companies) and in the City, specific City Business groups who sit on the Local Resilience Forum
- London boroughs - specifically those in the Northeast sub region resilience group
- City of London Police
- Police and Crime Commissioners
- Central Government Departments
- The Home Office

## Our Impacts

Launch of Action Fraud Replacement



Improved reports and decision making



Business Continuity systems fully implemented



Strong external political Replacement



**Our Strategy and Cross-cutting strategic commitments**

- Climate Action Strategy (as spokesperson; support via Policy Lead)
- Competitiveness Strategy (via international, regional and EU travel, and throughout London at major events, hosting events etc)
- Vision for Economic Growth implementation and continued advocacy (promotion across UK and across London)
- Advanced Markets and High-Growth Markets Visits and engagement programme (i.e. international travel)
- Policy Lead for Innovation in Technology
- Policy Lead for Sustainability
- Destination City (revised and expanded mandate)
- Chair of City Envoy Network
- Chair of BIDs (Deputy Chair)
- SME Strategy (delivery and approval at Court)
- Leadership in London (i.e. London Councils, Central London Forward, London Museum Tripartite)
- SMEs - wider business continuity advice to local business and promotion by local authorities under CCA 2004
- Destination City – Resilience work contributes to providing more resilient and safer Cities – LRF strengthening programme 2022-2030
- City of London Policing Plan 2022 – 2025

**Our People**
2022 Engagement Score  - Town Clerk's Department 51%
**Our work locations**
Guildhall Complex FTE 59.7

| Asset Name | Assessment complete | Assessment completion date |
|---|---|---|
| Guildhall | Yes | 4 December 2023 |

**Equality, Diversity & Inclusion**
There have been recent personnel changes and structural changes within the Town Clerk's Department. The aim and focus is now on realigning the main priorities; working with colleagues to merge and formulate cohesive EDI plans encompassing all sections. We continue to contribute significantly on EDI through cross-cutting activity, leading and driving change in a number of areas, including but not limited to: accessibility improvements for report templates, governance documents and meeting accessibility; developing and implementing a fair selection process for external member recruitment across all committees; meeting the diverse needs of our elected membership to ensure they can participate in meetings and exercise their democratic mandate; designing and responding to Member training requests and needs with positive EDI implications. At an individual level, we support and encourage Team members in sponsoring, leading, and participating in the new Social Mobility Network, City Pride, DAWN and CLEAR networks, amongst others. At a Team level, we have also prioritised action on wellbeing and integration; helping to embed improved EIA activity informing decision-making through report writing guidance and support; and corporate knowledge building, with team-wide and individual L&D visits to CoLC locations.

**Town Clerk's Department 2024-25 budget estimate allocation is £4.363M**
Where our money comes from and what we spend it on

## Local & Central Risk



- ■ Employees
- ■ Other
- ■ Transport
- ■ Supples & Services
- ■ Capital Charges
- ■ Income
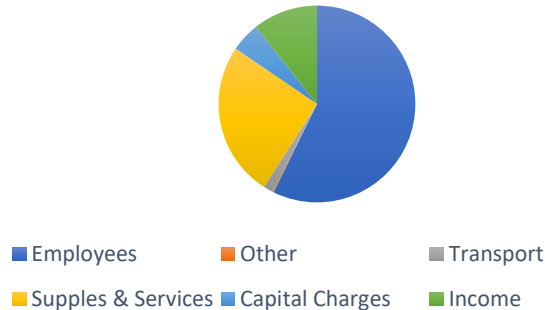
**Police Authority 2024-25 budget estimate allocation is £1M**
Where our money comes from and what we spend it on



**Police Authority**
- ■ Employees  ■ Other

**Our stakeholders (or customers) Needs**
- Members
- Residents & City Businesses
- The Livery
- Officers

**Key Risks**

| Risk Title | Score |
|---|---|
| TC TCO 08 – Management of Public meetings (C&MS) | 6 |
| CR01 – Resilience Risk | 12 |
| CR36 – Protective Security | 12 |
| TC PA 01 Police Funding | 8 |
| TC PA 02 Police Estates | 12 |
| TC PA 03 Fraud & Cyber Crime Reporting & Analysis Service Procurement | 24 |
| TC PA 04 Changes to Police Authority Governance | 8 |

Impact

|  | Minor | Serious | Major | Extreme |
|---|---|---|---|---|
| **Likely** |  |  |  |  |
| **Possible** |  | 1 | 3 | 1 |
| **Unlikely** |  |  | 2 |  |
| **Rare** |  |  |  |  |

Likelihood