

Town Clerk's Business Plan

Relevant

Responsible

Reliable

Radical

2016-19

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Introduction

1. This plan presents an overview of the aims and objectives of the Town Clerk's department, covering the areas of Policy and Democratic Services, Business Transformation, Communications, Corporate Human Resources, Contact Centre, Resilience and Community Safety; together with a summary of our Business Plan activity for the business planning period of 2016-2019.
2. Our activity fulfils a key role in delivering the City of London Corporation's Vision and Strategic Aims which are:

Vision

The City of London Corporation will support, promote and enhance the City of London as the world leader in international finance and business services, and will maintain high quality, accessible and responsive services benefiting its communities, neighbours, London and the nation.

Strategic aims

- To support and promote The City as the world leader in international finance and business services
 - To provide modern, efficient and high quality local services, including policing, within the Square Mile for workers, residents and visitors
 - To provide valued services, such as education, employment, culture and leisure, to London and the nation
3. We have set five key objectives, which focus on the delivery of the corporate vision and strategic aims. They are:
 - **Leadership, Policy and Strategy**– Providing corporate leadership, developing and co-ordinating corporate policies and strategies that set out the organisation's direction, leading corporate projects and driving improvement through effective project and performance management.
 - **Corporate Governance and Democracy** – Promoting high standards of governance throughout the organisation and providing support and democratic services which meet the needs of our elected Members and electorate.
 - **Communication and Media Management** – Creation and delivery of clear, consistent and confident media messages.
 - **Organisational and Departmental Development** – Developing and delivering key organisational and departmental improvement priorities to ensure the organisation is 'fit for purpose' and able to meet the challenges ahead.
 - **Resilience** – Promoting the resilience of the organisation and effective business continuity planning, ensuring that there are plans in place to provide support and assistance to the City's communities and the emergency services in the event of an incident.

4. Additionally, our planned activity has been assessed with a view to ensuring that we continue to be relevant, responsible, reliable, and where appropriate radical in the services that we provide.
5. Highlighted below is a brief summary of some of the key activity that will be undertaken over the coming business plan period that will contribute to the delivery of these objectives. A more detailed look at some of the key actions can be found in the activity statement attached at Appendix A.

Leadership, Policy and Strategy

6. We will continue to co-ordinate and oversee the delivery of the change projects such as the new operating model for Facilities and Asset Management and the replacement of the Customer Relationship Management System, aligning them with high-level projects and programmes from the HR and IS Strategies, and departmental reviews.
7. We will continue to lead the development of a Cultural Hub, which will redefine the north-west part of the City. Work continues to link the cultural groups together and a full programme of projects has been developed to facilitate this.
8. Funding for the One Safe City project has been approved by the Resource Allocation Sub Committee so that further work can be conducted to progress the scheme to the next gateway. There are three specific projects within the scope of the scheme which are Ring of Steel, Community Safety and the Joint Contact and Control Room.
9. The Community Safety Team and other Departments are developing closer working relationships with the City of London Police and other partners to improve the customer focus of services, deliver reductions in crime and disorder and fulfil our 'Prevent' obligations.
10. We will facilitate the embedding of the new officer governance arrangements, ensuring that all of the agreed cross-cutting Service Based Reviews are completed on-time, to plan, achieving the projected savings targets and realising the non-financial benefits.

Corporate Governance and Democracy

11. In the coming business planning cycle we will be striving to improve the service that is offered to Members. The results of the recent Members survey will form the basis of the improvement activity which will include enhanced Member development and improved agenda.
12. The Elections team will be involved in the running of the Mayor of London and London Assembly Election in May and the EU Referendum in June.
13. Activity will also start during the spring to ensure that as many people and businesses as possible are encouraged to register on the 2017-18 Ward Lists. A detailed report listing the planned promotional activity was approved by the Policy and Resources Committee in January 2016.

14. The full round of Ward Elections will take place in March 2017. Plans are currently being formulated to ensure that this process runs as smoothly as possible.

Communication and Media Management

15. Following the reconfiguration of the department in November 2015, the core components of the Public Relations Office are now organised more effectively to respond to the new political and media demands being placed on the organisation.
16. One of the new Director of Communications first objectives is to ensure that clear, consistent and confident media messages are delivered by the organisation and a programme of work has been set to facilitate that.

Organisational and Departmental Development

17. Having a flexible, skilled and motivated workforce is essential if the organisation is to deliver its strategic aims and objectives.
18. A detailed business improvement plan has been drawn up for the organisation to ensure that the third phase of the IIP review is a success.
19. The City of London Corporation's Health and Safety Strategy was assessed by the British Safety Council in February 2015, and was awarded four-star accreditation. The focus of the strategy for this year is behavioural change and the improvement of planning and monitoring activities.
20. A Corporate Wellbeing Strategy will be launched this year that has a three phase work programme. Its aim will be to deliver a Corporate Wellbeing programme that meets the needs of City of London Corporation employees and helps to attract and retain talent as well as support cultural change.
21. Equalities and Diversity – plans are in place to develop and support our senior managers so that they can lead and nurture a diverse and inclusive workplace. This is integral to the delivery of this organisation's vision and strategic aims and meeting the City of London Corporation's Public Sector Equality Duty.
22. An employee development plan, which covers management development, virtual learning through 'City People' and an extended Graduate scheme are all on target to be delivered by the end of next year.
23. Work is underway to review and improve the way that services are delivered in the Central Criminal Court. A report which details proposed changes to the Committee reporting arrangements for the Central Criminal Court is on the agenda of this committee.

Resilience and Security

24. The security threat level from international terrorism within the UK will continue to be rated as severe for the foreseeable future. Closer working with the City of London Police and other relevant external organisations has helped mitigate the threat that this poses to the City.

25. A review of the physical security arrangements across the organisation is being conducted to ensure the City of London Corporation's security procedures are consistent and appropriate for the threat level. Implementation of the review's findings will take place over the coming year.
26. The Resilience unit is responsible for overseeing and coordinating the City of London Corporation's involvement in cross sector exercises, which directly impact on the mitigation of corporate risk CR01. This year we will review the debriefs from the major pan-London exercise Unified Response to ensure lessons learnt are embedded in our processes.
27. A number of IT related incidents have tested Business Continuity arrangements over the last year and this remains an area where more work needs to be undertaken to ensure that as far as is possible our plans are fit for purpose and are not dependent upon potential single points of failure.

Other Issues

28. The assessment of business risk is integrated into the business planning process and a risk register is maintained to ensure that all identified risks are managed and appropriate mitigating actions are taken. The current summary risk register can be found at Appendix F, updates are reported quarterly to Members.
29. There are a number of workforce related issues that have been considered during the business planning process. The staffing changes related to Service Based Review savings and other changes to the structure of the department have resulted in the need to revise working practices to ensure we deliver our objectives with less resource.
30. Retaining staff key to the delivery of our services, has led to the consideration of the introduction of retention measures in some cases, and further consideration of succession plans.
31. The recruitment of apprentices in specific areas is also planned, offering work based learning opportunities for people under the age of 20, an age group that is underrepresented in our workforce. Further information about our workforce is included in the summary business plan (Appendix E).
32. The budget reductions that have been agreed as part of our service based review will continue in 2016/17. Overall, we have committed to saving £929k by April 2017. These savings are significant and will be challenging. Everything possible will be done to ensure service levels are maintained and redundancies are minimised.
33. The Town Clerk's Department is located largely in the West Wing of the Guildhall. The introduction of more flexible working practices within the Guildhall generally, could release some of this space for denser occupation as well as making the space more efficient and productive. There is a project under consideration that will explore this corporately.

34. The location of the Contact Centre (currently Guildhall Justice Rooms) will move, as part of the Joint Contact and Control Room project, to the temporary space allocated to the Police Control Room before eventually being based at Wood Street. The new location of this joint service will free up this space for alternate use.
35. The changes to the Print Unit may have space usage implications. A wider review of printing is currently underway, that will make recommendations for Member approval.

Conclusion

30. This business plan has been produced with the organisation undergoing a period of transition. Our challenge will be to achieve the required and future efficiencies, but ensure that the traditional values of reliability, responsibility and relevance that have been the basis on which the reputation of this organisation has been built, are maintained.

Town Clerk's Business Plan - summary activity 2016-19

Key Objective		1 - Leadership, Policy and Strategy		
Aligns to Corporate Plan:		Rationale		
KKP1-6		Providing corporate leadership, developing and co-ordinating corporate policies and strategies that set out our direction, leading corporate projects and driving improvement through effective performance management.		
Action to meet aim	Detail	Measure of Success	Target Date	Lead Officer
1.1 Leadership of Corporate Projects and delivery of organisational change and transformation	Provide leadership and support for the delivery of cross-cutting corporate projects Manage, monitor and report on corporate work programmes, ensuring that: <ul style="list-style-type: none"> Resources are prioritised, managed and delivered effectively. Teams undertaking programmes are properly supported Opportunities to collaborate within and outside the organisation are exploited 	Corporate Projects are delivered on time, within budget and are aligned with the City of London Corporation's aims and objectives - and that the anticipated benefits are realised <ul style="list-style-type: none"> Cross-cutting Service based Review programme will improve the efficiency and effectiveness of cross organisation activity Delivery of agreed savings 	Separate programs with each project	Susan Attard/Peter Lisley/Simon Murrells
1.2 One Safe City	Undertake a series of projects to achieve a more coordinated approach to joint working, benefitting the safety of the City	Activity delivers quality improvement and efficiency savings. <ul style="list-style-type: none"> Develop and implement a Joint Contact and Control Room. Explore better ways of working on Community Safety (see also 1.5 below) Upgrade the ring of steel 	Each of these areas is in a different stage of development; plans and benefits will become quantifiable as they develop	Peter Lisley

Action to meet aim	Detail	Measure of Success	Target Date	Lead Officer
1.3 The Cultural Hub	Support the deliberations of the Cultural Hub Working Party and projects to deliver the City's Cultural Hub	The north-west of the City is redefined into a thriving cultural hub. The various cultural groups work together to develop and enhance the cultural offer within the City/ enhance the environment <ul style="list-style-type: none"> • Naming Branding exercise completion • Launch of new name, engagement programme 	Detailed programme of work with individual timeframes Dec 2016 April 2017	Peter Lisley
1.4 Police Authority	Provide support to Police Committee & City Police in delivering the policing priorities	<ul style="list-style-type: none"> • Ensure the force responds appropriately to HMIC recommendations, delivering efficiency targets and delivers value for money • Represent and promote the City of London Corporation's on national policing forums, maintain an effective working relationship with stakeholders 	On-going programme	Peter Lisley
1.5 Community Safety	Develop a closer working relationship with the CoLP and other partners	Community Safety becomes a more customer focused and more efficient service Reductions in: <ul style="list-style-type: none"> • Negative impacts of the Night Time Economy • Domestic Abuse • Antisocial behaviour/high risk cases 	Dec 2016 Mar 2017	Peter Lisley
1.6 Effectiveness of Grants	Implement the agreed recommendations from the 2015 review of the effectiveness of Grants	<ul style="list-style-type: none"> • Introduction of a more consistent coherent and co-ordinated approach to grant giving • Establishment of a central Grants unit 	April 2016 TBA	Susan Attard/David Farnsworth
1.7 Strategic Asset Management	Implement the agreed recommendations from the review of Facilities management	<ul style="list-style-type: none"> • Align the implementation of revised roles, reporting lines, process and contract management arrangements prior to mobilisation of new Building Repairs and Maintenance Contract (going live in July 2017) • Full adoption of new operating model 	March 2017	Susan Attard
1.8 Customer Services Working Group	The group is responsible for discussing and providing recommendations in regards to customer Services related projects, opportunities, and the prioritisation of agreed resources.	<ul style="list-style-type: none"> • Service improvement and consistency • Increased customer satisfaction • Greater collaboration • Consistent complaints handling • Cashable savings • Increased staff morale 	A detailed work prog/road map is being developed, with milestones and targets for each project	Susan Attard

Key Objective	2 - Corporate governance and Democracy			
	Rationale	Promoting high standards of governance throughout the Organisation and provide support and democratic services which meet the needs of our elected Members and electorate.		
Aligns to Corporate Plan:	KPP1-6			
Action to meet aim	Detail	Measure of Success	Target Date	Lead Officer
2.1 Increasing the Business Vote	Conduct a campaign to raise the profile of the business vote within the City	Greater business representation through increased numbers of voters	Dec 2016	Simon Murrells
2.2 2017 Ward Elections	Organise, manage and deliver the 2017 Ward Elections	The elections are successfully delivered without procedural errors.	March 2017	Simon Murrells
2.3 Member Development	Implement a full programme of Member Development activity	The Member Development Strategy delivers appropriate Learning and Development, equipping Members to fulfil their elected role	On-going programme delivered on a quarterly basis	Simon Murrells
2.4 Improving support for Committees and Members	Continue to review and improve the support provided for Members	Member survey shows that service levels have improved and satisfaction levels are high <ul style="list-style-type: none"> Improvements achieved through targeted professional development sessions, based around the feedback from the 2015 survey 	Dec 2016	Simon Murrells
2.5 Report Writing	Continue to improve the quality of report writing across the organisation as part of a package of measures to ensure that we are providing the right Committee Services	All report authors are aware of the Committee report writing style and content requirements The reports presented to Committee are clear, concise and well written. <ul style="list-style-type: none"> Review, revise and promote the Committee report writing guidance amongst report authors across the CoL. Undertake 'targeted' training sessions with specific report authors to increasing awareness and compliance with the report writing guidance. 	Dec 2016 Mar 2017	Simon Murrells
2.6 Election Activity	Participate in the organisation and conduct of the Mayoral election and the EU referendum.	Both the Mayoral election and the EU referendum are conducted effectively without any errors	May/June 2016	Simon Murrells

Key Objective	3 - Communication and Media management			
	Rationale	Creation and delivery of clear, consistent and confident media messages.		
Aligns to Corporate Plan:	KPP1-6			
Action to meet aim	Detail	Measure of Success	Target Date	Lead Officer
3.1 Media engagement	Creation of clear, consistent and confident media messages	<ul style="list-style-type: none"> • Introduction of between 8 to 12 short 600 word core messages of what the City of London Corporation does in different areas, why it does it, for who and what the results are -with a series of statistics and Frequently Asked Questions attached. • Introduction of short, written message about the services we provide in London Boroughs. • Improve delivery of messages through increased training for media officers, Members and other senior staff; increased focus on drafting and presentation, as well as increased journalistic engagement. 	June 2016 December 2017	Bob Roberts
3.2 Media Team enhancement	Developing a modern, fit for purpose communications team	<ul style="list-style-type: none"> • Introduction of a week to view grid which lists by date when there is a media intervention planned by each department sent to Chief Officers and senior managers on a weekly basis. • Enhancements to the team structure to better reflect corporate strategies. • Review social media presence with a view to reducing potential reputational risk from more than 120 twitter feeds. • Update and practice emergency response procedure and link into other resilience procedures 	April 2016 May 2016 Dec 2016 April 2016	Bob Roberts

Key Objective		4 - Organisational and Departmental Development			
Aligns to Corporate Plan:		KPP1-6	Rationale	Developing and delivering key organisational and departmental development priorities to ensure the organisation is “fit for purpose” and able to meet the challenges ahead.	
Action to meet aim	Detail	Measure of Success	Target Date	Lead Officer	
4.1 Investors in People	To lead the City of London Corporation in achieving the core standard and the stretch standards	<p>The organisation benefits from the work conducted to achieve the standard, in terms of leadership and reputation</p> <ul style="list-style-type: none"> The focus this year will be on the skills of managers in evaluating the outcomes from learning and development activities 	2017	Chrissie Morgan	
4.2 Performance Development Reviews	To review the performance development framework to create a more streamlined and simplified process	<p>The appraisal framework becomes more efficient and less time consuming, whilst retaining the integrity of the process.</p> <ul style="list-style-type: none"> By 2016 to have developed and implemented an online form which directly links to iTrent allowing Managers greater control over the system Review the behaviour framework, building links with the Corporate values: Relevant, Responsible, Reliable, Radical and individual values of Pride, Professionalism, Passion and Pace. Review the contribution pay scheme and structure of the pay scheme (see 4.4) 	<p>Dec 2016</p> <p>2017</p> <p>2016/17</p>	Chrissie Morgan	
4.3 Employee Development Programme	To achieve a learning organisation where individuals lead their own development.	<ul style="list-style-type: none"> Develop a comprehensive programme of Learning and Development for City of London managers Develop the tools and frameworks for individuals to know what they need to achieve to progress in the organisation Create virtual learning environment in Core Zone 	2016	Chrissie Morgan	

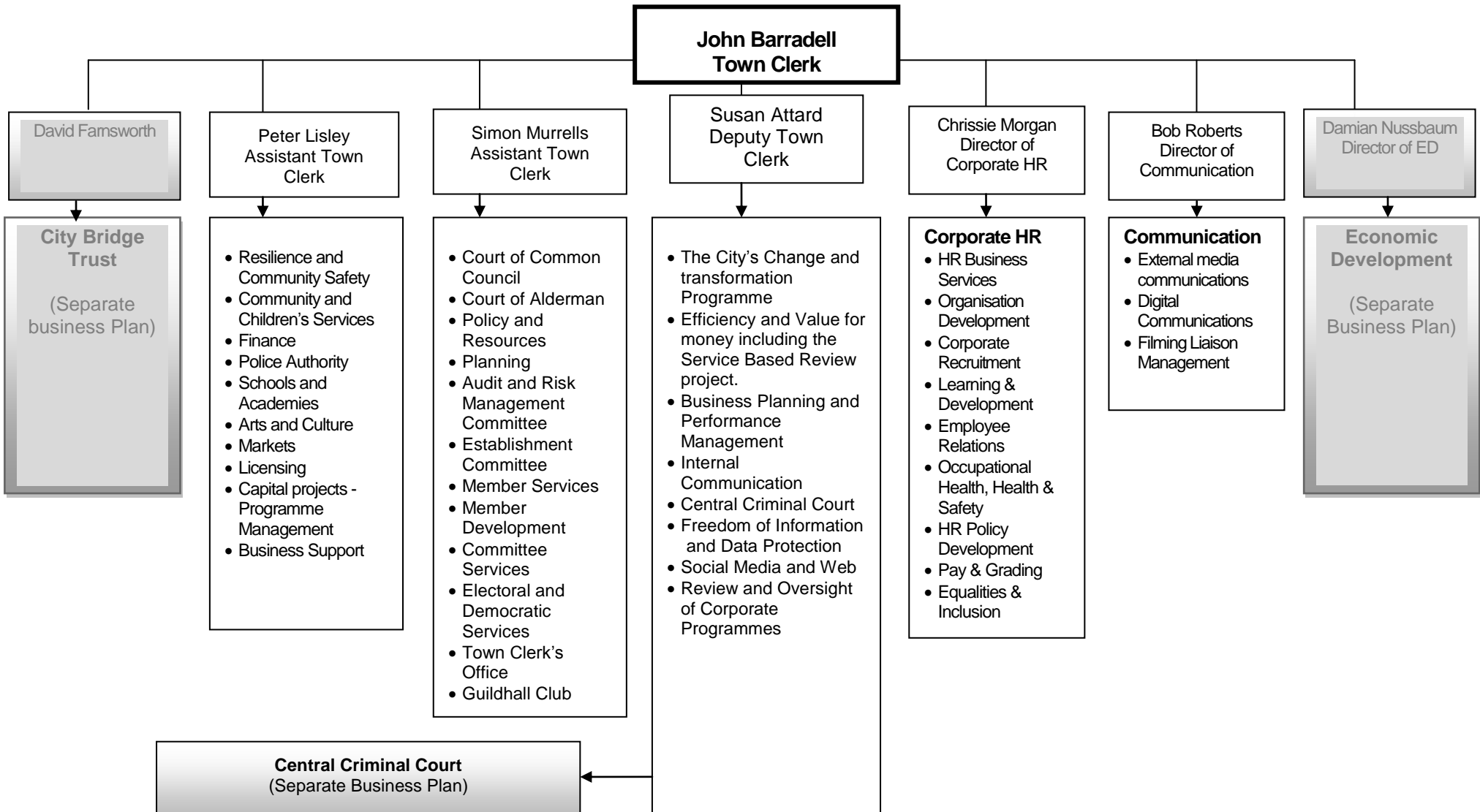
Action to meet aim	Detail	Measure of Success	Target Date	Lead Officer
4.4 Pay & reward structure	To review the pay and reward structure to achieve a system more aligned to the business	<ul style="list-style-type: none"> Salary survey on key roles and those with Market Forces Supplements to undertake a market comparison Research pay and reward to develop new strategy for implementation across the business To ensure that all interdependencies are identified and are aligned 	2016/17	Chrissie Morgan
4.5 Attracting Talent	Modernise the recruitment policy, process and branding	<p>Modernised process ensures that the City of London Corporation promotes an attractive career proposition and reduces barriers to entry and inclusion.</p> <ul style="list-style-type: none"> Develop, review and monitor the delivery of the project plan 	3 year program 2016-19	Chrissie Morgan
4.6 Health, Safety & Wellbeing	To ensure the Safety Management System remains effective and applied corporately	<ul style="list-style-type: none"> Deliver corporate compliance safety audits in line with programme. Continue with Wellbeing Strategy Maintain Corporate H&S systems: DSE Workrite, Accident Reporting, TopX (aligning this to corporate risk management process) and H&S Committee. Deliver a Corporate Wellbeing Strategy (three phase work programme) Deliver a Corporate Wellbeing programme, monitored through the Health and Safety Committee and regular Chief Officer Group updates/dashboard 	On-going 2017 May 2016	Chrissie Morgan
4.7 Equalities and Inclusion Action Plan	To achieve the Equalities and Inclusion Action Plan 2016 (EIAP)	<ul style="list-style-type: none"> The EIAP is reviewed and monitored at the Equalities and Inclusion Board Progress reports made to meetings of the Establishment Committee 	As per EIAP 2016	Chrissie Morgan/ Ade Adetosoye

Key Objective		5 - Resilience and Community Safety			
Aligns to Corporate Plan:		KPP2 and KPP5	Rationale	Promoting the resilience of the Organisation and effective business continuity planning and to ensure that there are plans in place to provide support and assistance to the City's communities and the emergency services in the event of an incident.	
Action to meet aim	Detail	Measure of Success	Target Date	Lead Officer	
5.1 Review of Premises Security	Complete a full review of the high level security arrangements across the CoL operational estate leading to a new CoL security strategy.	The security arrangements across the estate are consistent and 'fit for purpose' with appropriate peer challenge and senior oversight.	Draft Strategy by May 2016	Peter Lisley/Gary Locker	
5.2 Multi Agency Exercises	Hold Multi Agency exercises to validate our response arrangements	Exercises are held, review process identifies good practice and areas for development	To be agreed	Gary Locker	
5.3 Business Continuity	Assess the organisation's business continuity needs and produce a priority based business impact assessment for use in the event of any disruption to services. In Addition, incorporate the learning from Exercise Unified Response into plans and further exercises.	<ul style="list-style-type: none"> A corporate approach is developed for assessing the impact of disruption so that resources can be used effectively until services are restored Further work is conducted, particularly around single point of failure and over reliance on IT solutions 	June 2016 Sept 2016	Peter Lisley/Gary Locker	
5.4 Safer City Partnership	Ensure that the Safer City Partnership undertakes activities to meet its priorities	<p>A re-invigorated partnership with more joint working and engagement by a wider range of participants.</p> <ul style="list-style-type: none"> New SCP Strategy agreed Input to One Safe City project, Community Safety Theme 	On going May 2016 On-going	Peter Lisley/David Mackintosh	

Performance Indicators

Appendix B

Performance Indicators				
Measure Ref.	Measure Name	Division	Latest Performance	Target 2016-17
LTC 1	Circulation of Draft Minutes- to produce and circulate draft minutes to Members within 7 working days of the meeting.	Policy and Democratic Services	94.42%	95%
LTC 2	Telephone Answering- to answer telephone calls within 20 seconds.	Town Clerk's Office	94.60%	95%
	Call Answered Rate	Contact Centre	96.90%	98%
	Call Answered within 20 seconds	Contact Centre	88.50%	90%
LTC 3	Sickness Absence - To keep sickness absence levels below the Corporate target (Working days lost per employee, per annum)	Town Clerk's Office	6.57	6.00
LTC 4	Freedom of Information Requests - To manage responses under the FOI Act within the statutory 20 working days.	City of London Corporation	95%	85% (Information Commissioner's target)



Town Clerk's Office Local Risk Budget	Original Budget 2016-2017 £000	
Expenditure		
Employees		
Policy and Democratic Services	3,209	
Corporate HR	3,332	
Communications	1,314	
Resilience	502	
Total Employees		8,357
Supplies and Services		
Policy and Democratic Services	312	
Corporate HR	491	
Communications	410	
Resilience	126	
Total Supplies and Services		1,339
Third Party Payments		
Policy and Democratic Services	45	
Corporate HR	6	
Total Third Party Payments		51
Total Expenditure		9,747
Income		
Customer and Client Receipts		
Policy and Democratic Services	(50)	
Corporate HR	(681)	
Communications	(50)	
Resilience		
Total Customer and Client Receipts		(781)
Total Income		(781)
Net Local Risk		
Policy and Democratic Services	3,516	
Corporate HR	3,148	
Communications	1,674	
Resilience	628	
Total Net Local Risk		8,966