



Policy and Resources Committee

Date: THURSDAY, 6 SEPTEMBER 2018
Time: 1.45 pm
Venue: COMMITTEE ROOMS, 2ND FLOOR, WEST WING, GUILDHALL

11. **SOCIAL MOBILITY STRATEGY: RESOLUTION FROM PRED**
Resolution of the Public Relations and Economic Development Sub-Committee, to be read in conjunction with Item 11.
For Information
(Pages 1 - 2)
20. **LONDON LIVING WAGE CAMPAIGN**
Report of the Director of Economic Development.
For Information
(Pages 3 - 8)
22. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**
Recruitment of Managing Director, Brussels Office
Report of the Director of Economic Development.
For Decision
(Pages 9 - 10)

Items received too late for circulation in conjunction with the Agenda.

John Barradell
Town Clerk and Chief Executive

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TO: POLICY AND RESOURCES COMMITTEE

6 SEPTEMBER 2018

FROM: PUBLIC RELATIONS AND ECONOMIC DEVELOPMENT SUB (POLICY & RESOURCES) COMMITTEE

3 SEPTEMBER 2018

9. SOCIAL MOBILITY STRATEGY, 2018-2028

The Sub-Committee received a report of the Chief Grants Officer and Director of the City Bridge Trust presenting the proposed final version of the City Corporation's Social Mobility Strategy for 2018-28.

Members heard how this strategy was designed collaboratively across the organisation and represents a broad range of views.

Members were very supportive of the strategy and made the following comments:

- As the strategy spans ten years, it was important to consider the frequency of reviewing the strategy against its objectives. Members were in agreement that a deep analysis every three to four years would be sufficient, alongside an annual review.
- In addition, Members asked for more cross referencing of strategies to help evidence the measures achieved.
- Members commented on the messaging of the strategy and suggested that a more coherent narrative was put forward.
- It was noted that the City Corporation had a vulnerability in that more financial support is given to the City Corporation's independent schools than its academies.
- Social mobility had not progressed across the UK as the Government had envisaged, and a Member had first-hand experience of how young people lack soft skills, which make them less employable.
- Members noted how, particularly, children of a low socio-economic background will have become more disadvantaged over the Summer holidays, due to lack of learning and stimulation, and in some cases, lack of nutrition. Members felt quite strongly that this could be an area where the City Corporation could support and the Member who raised the issue offered to investigate the issue further, including how Livery Companies could support.
- The Chairman of the Establishment Committee asked for the report to be discussed by his Committee in order to note the equalities implications of the strategy.
- Whilst Members were supportive of the collaborative approach behind the strategy, there were some concerns that aspect could be lost if there was not a clear owner. Members noted, however that the Director of the City Bridge Trust would own the strategy until March 2019.
- The emphasis of the over-arching measures of success should be on the learners, residents and worker population we work with across London and beyond, rather than the main focus to be on how the City Corporation would be perceived.
- A Member noted that there was no mention of the prison sector and due to the City Corporation's strong links to the Old Bailey, there would be scope to include this.
- That this Sub-Committee should make a recommendation to the Policy & Resources Committee that they consider the outcomes of the Members Diversity Working Party as part of this strategy.
- Members noted that the recent GCSE and A Level results across the City Corporation's academies had been very high.

RESOLVED, that:

- The Social Mobility Strategy be endorsed for onward approval by the Policy and Resources Committee;
- The proposed next steps for its delivery be noted;

- That the Establishment Committee consider the equalities impact of the Social Mobility Strategy;
- That the Policy and Resources Committee be recommended to consider the outcomes of the Members Diversity Working Party as part of this strategy.

Committee(s): Policy and Resources Committee	Date: 6 September 2018
Subject: London Living Wage Campaign	Public
Report of: Damian Nussbaum – Director of Economic Development	For Information
Report author: Samantha Lagan – Economic Development Office	

Summary

This paper, presented for information, details a planned campaign in 2018/19 to encourage financial and professional services businesses in the Square Mile to pay the London Living Wage of £10.20 per hour. The City Corporation is an accredited Living Wage employer and this campaign seeks to build on our work in this area and promote the Living Wage more widely.

A paper seeking approval for funding will follow in October, alongside a paper from Procurement outlining their approach to the London Living Wage in the CoLC supply chain. The campaign supports our work on diversity and social mobility, wellbeing and mental health. This is an important part of our work to help the sector to regain trust and enables the City Corporation to influence the ongoing debate about business's role in society.

We will approach this campaign in a positive way with the aim of demonstrating the commercial and societal benefits of paying the London Living Wage. It will not be about naming and shaming businesses who aren't paying the London Living Wage, but will be about taking the opportunity to respond to the public and political interest in creating positive social action. This is a pressing issue with both low and high pay generating headlines in the media and is a significant part of the trust debate focused around pay.

We plan to launch the three-month London Living Wage campaign in November, when the new rates are announced. The Economic Development Office intends to run events to convene the business sector and ask them to consider the London Living Wage as the campaign's key action/ask.

Recommendation(s)

Members of the Policy and Resources Committee are asked to note the position in respect of the London Living Wage Campaign and the forthcoming request relating to a business-facing London Living Wage campaign in 2018 with the aim of demonstrating the commercial and societal benefits of paying the London Living Wage.

Main Report

1. A process has recently been undertaken internally to review ways in which the City of London Corporation's commitment to the London Living Wage can be

strengthened.¹ One of the proposals emerging from this review was to suggest running a campaign with City businesses to pay the London Living Wage.

2. Like the City Corporation, City businesses are also being asked to consider the ways in which they create social value and build and retain public trust. The City Corporation is working to support City businesses to do so through the Lord Mayor's 'Business of Trust' initiative, with a significant part of the trust debate focused around pay. Both low and high pay generates public and political focus. The revised UK Corporate Governance Code 2018 highlights more demanding criteria for remuneration policies and practices.
3. At the same time, the current Mayor of London has also put the London Living wage at the heart of his economic fairness agenda and at the centre of a new good work standard – a pledge to encourage good employment practices. London boroughs including Lambeth, Islington and Southwark are also showing leadership in this space. This builds on the strong commitment of the previous Mayor, Boris Johnson.
4. The Financial and Professional Services (FPS) sector is a well-paid sector with people who are highly qualified and who demand a high wage. The Living Wage campaign is therefore of greater relevance to the FPS supply chain, e.g. where agency workers are used for security, hospitality and reception roles.
5. Many businesses in the FPS sector are accredited Living Wage employers, with 340 accredited Living Wage FPS employers in the UK. There are 240 larger FPS firms (250+employees) based in the City, of which 75 of those larger companies are accredited Living Wage organisations.
6. 21% of working Londoners are earning below the London living wage. This affects individuals in every London borough.²
7. The implications of not earning the London Living Wage for many people mean having to work overtime and taking on second jobs or night shift work to afford the basic essentials, the cost of which are continuing to rise. This can create a knock-on effect on people's wellbeing and mental health, which in turn means that employees' health and therefore performance suffers, and with it, productivity.
8. The benefits of receiving the London Living Wage gives workers a greater chance of fulfilling their potential within a single job, of accessing further education and training in their spare time, and consequently, the ability to achieve upward mobility.
9. There is increasing evidence that paying a real living wage does not just have an ethical dimension, it also makes good business sense (staff retained, morale better, productivity improved, attractive to consumers). Living Wage Foundation

¹ For more details, see Appendix 1

² <https://www.trustforlondon.org.uk/publications/londons-poverty-profile-2017/>

research found that 86% of respondents reported that Living Wage accreditation had enhanced their organisation's general reputation as an employer.

10. Paying the London Living Wage helps people to be able to spend more quality time with their family and friends, save a little for an emergency and alleviates the worry about affording the basics. Earning the London Living Wage enables people to be able to support themselves and their families giving them a dignified life.

Current Position

11. According to our research, the main challenges for firms to commit to the London Living Wage are:
 - Lack of awareness of the Living Wage campaign.
 - Confusion between the mandatory National Living Wage and the voluntary Real Living wage.
 - Difficulty implementing future annual rises in the Living Wage and maintaining pay differentials across the whole of the organisation.
 - Lack of awareness about the existence and impact of low pay (not aware of other staff working in the same building e.g. Cleaners, Security guards, caterers in building).
 - Lack of interest/sense of responsibility for the impact of low pay.
 - Reputational considerations are found to play an important role in the decision to become a Living Wage employer with organisations seeking to improve either their reputation as an employer or their corporate reputation.
12. There is a clear need for a campaign that addresses these issues and we are in a good position to lead on publicity to encourage City businesses to pay the London Living Wage, as an accredited employer ourselves. The City Corporation has been committed as an accredited member of the Living Wage Foundation since 2012 and from 2016 has been fully compliant in line with the licence for direct staff, temporary workers, contractors and supplier staff.
13. As the City Corporation can demonstrate the impact of working this way, we are in a good position to rally others to do the same. The City Corporation will be able to demonstrate the commercial and societal benefits of paying the London Living Wage.
14. The City Bridge Trust is a Living Wage Friendly Funder and a Living Wage Friendly Funder Champion amongst its prospective and existing grantees. A member of the City Bridge Trust team sits on the National Steering Committee of Living Wage Friendly Funders and regularly champions the benefits to external organisations.
15. Although it is not a requirement of the Living Wage Foundation accreditation, the City of London pays its Interns, Work experience placements over two weeks and Apprentices the London Living Wage as a minimum. This was recognised

as an outstanding contribution in an independent responsible business review undertaken for the City of London Corporation in 2017.

Proposals

16. Members of this Committee are asked to support in principle a City Corporation campaign encouraging Financial and Professional services firms to pay the London Living Wage to all their directly employed staff and to regular, onsite sub-contracted staff as well, noting that a request for funding will be presented in October.
17. The objective of the campaign is to accelerate the number of Financial and Professional services companies paying the London Living Wage and improve the public's perception of Financial and Professional services.
18. We would approach this campaign in a positive way, raising awareness and celebrating the benefits of paying the London Living Wage to all staff and supply chains. We would want to ensure that paying the London Living Wage is understood by business and is a recognised initiative that leading businesses choose to embrace.
19. The approach we would take is to make this a publicly visible and creative campaign across the Square Mile with high profile publicity. This would be supplemented by events and reinforcement of the message in speeches and other communications, such as social media and on our website.
20. To gain maximum media exposure, we would plan to launch a campaign in November to tie in with Living Wage Week, when the new rates get set/announced.
21. The City of London Corporation has a good story to tell as an accredited organisation, and there is already some momentum amongst the sector. The Corporation can use its unique position to lead by example and work with businesses to raise awareness and demonstrate the commercial and societal benefits of paying the real living wage.
22. We can add value by leveraging our networks, through which we can encourage business to consider the benefits of paying the London Living Wage by bringing sectors together. We have influence over a range of assets and can use the space across the Square Mile to run an engaging campaign. This campaign would support the Living Wage campaign to target a key sector and would help to improve the lives of those within the sector's reach.

Corporate & Strategic Implications

23. The campaign will support the City Corporation to deliver the following outcomes within the Corporate Plan for 2018-23:
 - Outcome 2 – People enjoy good health and wellbeing.
 - Outcome 3 – People have equal opportunities to enrich their lives and reach their full potential.
 - Outcome 8 – We have access to the skills and talent we need.

24. The campaign also links to the following existing activities within the City Corporation:
- The Business of Trust
 - Towards a Sustainable Future Strategy for 2018-23,
 - Social Mobility Strategy for 2018-23.

Conclusion

25. The campaign is designed to be a positive, proactive and influential response to public, political and business concerns around levels of pay and inequality.
26. The proposed campaign will provide an opportunity for the City Corporation to continue to build our position as an influential leader and practitioner around the Living Wage to encourage and engage key business, political and charitable stakeholders.
27. Based on the above, this campaign is a key driver through which the City Corporation can fulfil its vision of a 'vibrant and thriving City, supporting a diverse and sustainable London within a globally-successful UK' and its aims to 'contribute to a flourishing society, shape outstanding environments and support a thriving economy'.

Appendix 1:

The Living Wage Foundation is an independent organisation behind the Living Wage campaign. They accredit employers who are paying their directly employed staff a living wage, and who have a plan in place to extend that to regular, onsite sub-contracted staff as well. Accreditation is the only way we know if the London Living wage is being paid by employers, however, this doesn't mean that other businesses aren't paying it.

There are important differences between the Government's 'national living wage' and the independently calculated, voluntary Living Wage rate of pay. The 'national living wage' is a statutory minimum and all employers have to pay it to employees over 25 years of age. There is one rate (£7.83 per hour as of April 2018) for the whole country with no allowance for the higher costs of living in the capital.

Only the real Living Wage is independently calculated each year based on an assessment of what employees and their families need to live on. It is an hourly rate that provides a benchmark for employers that voluntarily choose to ensure their staff earn a wage that meets their cost of Living.

Calculation

Year	London Living Wage	UK Living Wage	National Minimum/National Living Wage
2016 – 17	£9.75	£8.45	£7.20
2017 – 18	£10.20	£8.75	£7.50
2018 - 19			£7.83

Committee(s): Policy & Resources Committee Establishment Committee	Date(s): 6 September 2018 Urgency
Subject: Recruitment of Managing Director, Brussels Office	Public
Report of: Director of Economic Development	For Decision
Report author: Giles French	

Summary

Following the inconclusive recruitment process for the appointment of the new Managing Director for the City of London Corporation office in Brussels, two new potential candidates have been identified.

It is proposed that a new recruitment round is commenced as soon as possible, in accordance with the process for recruitment of special posts approved by the Establishment Committee in February 2018.

Recommendation

Members are recommended to agree to the commencement of the new recruitment process and to the composition of the interview panel as detailed in the report.

Main Report

Background

1. Following approval by the July 2017 meetings of the Policy & Resources Committee and Establishment Committee, the September 2017 meeting of the Court of Common Council approved the establishment of a new position of Managing Director of the City of London Corporation's office in Brussels.
2. Subsequently, a tendering process was completed to appoint a recruitment consultancy to assist with the search for a candidate. However, following the short-listing and interview process earlier this year, it was not possible to appoint an appropriate candidate to the position.
3. Since the inconclusive search, two new candidates have been identified. Both have been approached informally by officers and have confirmed their interest in the position. They have indicated they would apply for the position when advertised and are aware of the broad parameters of the remuneration package.
4. Consequently, it is recommended that the recruitment process is repeated as soon as possible. Given two new candidates have already been identified, we will not be appointing a recruitment agency.

Next Steps

5. It is recommended that the new recruitment process should commence as quickly as possible and be completed in September or early October 2018. The process will be in line with the policy agreed for the recruitment of special posts approved by the Establishment Committee in February 2018.
6. The interview panel will therefore consist of the Chairman of the Policy & Resources Committee, the Chairman of the Establishment Committee plus the Town Clerk and / or Director of Economic Development.
7. In addition, and depending on availability, it is recommended that the Chairman of the General Purposes Committee of the Court of Aldermen, Sir David Wootton be invited to sit on the interview panel, together with Tom Sleight as Vice-Chairman of the Policy and Resources Committee (or another Deputy or Vice-Chairman of Policy and Resources in his absence), and finally another Member of the Public Relations and Economic Development Sub-Committee with relevant experience of engagement with EU institutions. Members may wish to consider gender balance when appointing to the panel.

Recommendation

8. Members are requested to approve the following:
 - a. The commencement of the new recruitment round for the position of Managing Director of the City of London Corporation office in Brussels.
 - b. To the proposed composition of the interview panel, in accordance with the process for recruitment of special posts approved by the Establishment Committee in February 2018.

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