



Establishment Committee

Date: THURSDAY, 11 JUNE 2015

Time: 11.30 am

Venue: COMMITTEE ROOM - 2ND FLOOR WEST WING, GUILDHALL

Members: Deputy the Revd Stephen Haines (Chairman)
Edward Lord (Deputy Chairman)
Nigel Challis
Deputy Billy Dove
Alderman Peter Estlin
Deputy Kevin Everett
Deputy Jamie Ingham Clark
Jeremy Mayhew
Wendy Mead
Sylvia Moys
Deputy Joyce Nash
Barbara Newman
Dhruv Patel
Deputy Richard Regan
Elizabeth Rogula
Angela Starling
Philip Woodhouse

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Lunch will be served in the Guildhall Club at 1pm
NB: Part of this meeting could be the subject of audio or video recording

John Barradell
Town Clerk and Chief Executive

AGENDA

Part 1 - Public Agenda

1. **APOLOGIES**
2. **MEMBERS' DECLARATIONS UNDER THE CODE OF CONDUCT IN RESPECT OF ITEMS ON THE AGENDA**
3. **MINUTES**
To agree the public minutes and summary of the meeting held on 29 April 2015.

For Decision
(Pages 1 - 8)
4. **OUTSTANDING ACTIONS REPORT**
Report of the Town Clerk.

For Information
(Pages 9 - 10)
5. **PUBLIC MINUTES OF THE JOINT CONSULTATIVE COMMITTEE**
To note the non-public minutes of the meeting held on 29 April 2015.

For Information
(Pages 11 - 12)
6. **PRESENTATION ON WORKFORCE PLANNING, MANAGEMENT INFORMATION AND CORPORATE MEMORY**
The Director of Human Resources to be heard.

For Information
7. **REVIEW OF GRANT FUNDING**
Report of the Town Clerk.

For Decision
(Pages 13 - 34)
8. **ANNUAL EQUALITIES AND INCLUSION MONITORING REPORT**
Report of the Director of Human Resources.

For Decision
(Pages 35 - 62)
9. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
10. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**
11. **EXCLUSION OF THE PUBLIC**
MOTION - That under Section 100A(4) of the Local Government Act 1972, the public be excluded from the meeting for the following items of business on the grounds that they involve the likely disclosure of exempt information as defined in Part I of Schedule 12A of the Local Government Act.

For Decision

Part 2 - Non-Public Agenda

12. **NON-PUBLIC MINUTES**
To agree the non-public minutes of the meeting held on 29 April 2015.
For Decision
(Pages 63 - 64)
13. **OUTSTANDING ACTIONS REPORT**
Report of the Town Clerk.
For Information
(Pages 65 - 66)
14. **NON-PUBLIC MINUTES OF THE JOINT CONSULTATIVE COMMITTEE**
To note the non-public minutes of the meeting held on 29 April 2015.
For Information
(Pages 67 - 70)
15. **NON-PUBLIC QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
16. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE COMMITTEE AGREES SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**

Part 3 - Confidential Agenda

17. **CONFIDENTIAL MINUTES**
To agree the Confidential minutes of the last meeting held on 29 April 2015.
For Decision
18. **STAFF APPEALS COMMITTEE MINUTES**
To note the minutes of a Staff Appeals Committee held on 14 May 2015.
For Information
19. **RETENTION PAYMENTS FOR STAFF WITHIN THE CITY SURVEYOR'S DEPARTMENT**
Joint report of the City Surveyor and the Director of Human Resources.
For Decision
20. **CITY OF LONDON POLICE CHANGE PROGRAMME**
Report of the Commissioner of the City of London Police.
For Decision
21. **TOWN CLERK'S DEPARTMENT**
Report of the Town Clerk.
For Decision

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ESTABLISHMENT COMMITTEE

Wednesday, 29 April 2015

Minutes of the meeting of the Establishment Committee held at the Guildhall EC2 at 11.30 am

Present

Members:

Nigel Challis	Sylvia Moys
Deputy Billy Dove	Deputy Joyce Nash
Alderman Peter Estlin	Barbara Newman
Deputy Kevin Everett	Dhruv Patel
Deputy the Revd Stephen Haines	Deputy Richard Regan
Edward Lord	Elizabeth Rogula
Jeremy Mayhew	Angela Starling
Wendy Mead	Philip Woodhouse

Officers:

Peter Lisley	Assistant Town Clerk
Christopher Braithwaite	Town Clerk's Department
Peter Kane	Chamberlain
Michael Cogher	Comptroller and City Solicitor
Chrissie Morgan	Director of Human Resources
Janet Fortune	Human Resources Department
Tracey Jansen	Human Resources Department
Jonathan Vaughan	Guildhall School of Music & Drama

Alderman Peter Estlin in the Chair.

1. APOLOGIES

Apologies for absence were received from Wendy Mead.

2. MEMBERS' DECLARATIONS UNDER THE CODE OF CONDUCT IN RESPECT OF ITEMS ON THE AGENDA

There were no declarations of interest.

3. ORDER OF THE COURT OF COMMON COUNCIL

The Order of the Court of Common Council of 23 April 2015 appointing the Committee and approving its terms of reference, which was put around the table at the start of the meeting, was noted.

4. ELECTION OF CHAIRMAN

The Committee proceeded to elect a Chairman in accordance with Standing Order No. 29. A list of Members eligible to stand was read and Deputy The Reverend Stephen Haines, being the only Member expressing willingness to serve, was duly elected Chairman for the ensuing year and took the Chair.

5. **ELECTION OF DEPUTY CHAIRMAN**

The Committee proceeded to elect a Deputy Chairman in accordance with Standing Order No. 30. A list of Members eligible to stand was read and the following members expressed an interest in serving:

Edward Lord
Angela Starling

A ballot of Members present was taken, and it was subsequently

RESOLVED – That Edward Lord be elected as the Committee’s Deputy Chairman for the ensuing year.

6. **EXCLUSION OF THE PUBLIC**

The Town Clerk advised the Committee that the Chairman had agreed to vary the order of business to consider the items within the confidential Members only section of the agenda at this point in the meeting.

RESOLVED - That under Section 100(A) of the Local Government Act 1972, the public be excluded from the meeting for the following items on the grounds that they involve the likely disclosure of exempt information as defined in Part I of the Schedule 12A of the Local Government Act.

Item	Paragraph
7, 10, 11, 12, 13	1, 2, 3
8	1, 3
9	1, 2

7. **MARKET FORCES SUPPLEMENT - INFORMATION SYSTEMS DIVISION OF THE CHAMBERLAIN'S DEPARTMENT**

The Committee considered and approved a report of the Chamberlain which recommended that a Market Forces Supplement be paid for a number of posts within the Information Systems Division of the Chamberlain’s Department.

8. **ORGANISATION REVIEW OF A DIVISION WITHIN THE CHAMBERLAIN'S DEPARTMENT**

The Committee considered and approved a report of the Chamberlain which requested approval for an organisation review to be conducted of a division within the Chamberlain’s Department.

9. **CHAMBERLAIN'S DEPARTMENT UPDATE**

The Committee considered and approved a report of the Chamberlain regarding the structure of the Chamberlain’s Department.

10. **CONFIDENTIAL MINUTES**

The confidential minutes of the meeting held on 19 March 2015 were approved.

11. **OPERATION OF THE SCHEME OF DELEGATION - CONFIDENTIAL APPENDIX**

The Committee noted the confidential appendix to the report of the Director of Human Resources on the operation of the Scheme of Delegation.

12. **HONORARIUM FOR A DIRECTOR AT THE CITY OF LONDON SCHOOL**

The Committee considered and approved a report of the Headteacher of the City of London School which requested the payment of an honorarium for a director of the City of London School.

13. **MARKET FORCES SUPPLEMENT - HEAD OF DEPARTMENT AT THE GUILDHALL SCHOOL OF MUSIC & DRAMA**

The Committee considered and approved a report of the Principal of the Guildhall School of Music and Drama which requested the payment of a Market Forces Supplement for a Head of Department at the Guildhall School of Music and Drama.

14. **MOTION TO ADMIT THE PUBLIC**

RESOLVED – That the meeting be reopened to the public for the following items.

Deputy Joyce Nash was invited to deliver a vote of thanks for the outgoing Chairman, Deputy John Barker.

RESOLVED UNANIMOUSLY: THAT at the conclusion of his three year term of office as their Chairman, the Members of the Establishment Committee wish to extend to DEPUTY JOHN BARKER OBE their sincere thanks and appreciation for the extremely able and courteous manner in which he has presided over their deliberations and the detailed care and interest he has shown in all aspects of the work of this Committee.

Since being elected in April 2012, John has been an extremely knowledgeable and committed Chairman and his hard work and good humour has helped to ensure that the City Corporation has continued to get the best possible outcomes for their staff, which has been particularly important in these trying times of austerity and reduced government funding. Throughout this difficult time he has overseen excellent relations with employees, Trade Unions and staff representatives.

During his time as Chairman, John has been heavily involved in recruitment, and been a Member of the Recruitment Panel for two vital appointments: the appointment of John Barradell as Town Clerk and Chief Executive in June 2012, and the appointment of Dr Peter Kane as Chamberlain in January 2014. While Deputy Barker has been Chairman of the Committee, the Corporation has also appointed a range of new Chief Officers and Senior Officers: a new Director of Community and Children's Services, Ade Adetosoye; the Chief Grants Officer, David Farnsworth, Director of Economic Development, Damian Nussbaum.

During Deputy Barker's tenure as Chairman, the Corporation has also appointed new Headteachers for each of the City's Independent Schools: Sarah Fletcher as Headteacher of the City of London School; Ena Harrop as

Headteacher of the City of London School for Girls; and Roland Martin as Headteacher of the City of London Freemen's School.

John has always shown a large degree of gratitude for the work of the City's Employees right across the board, in particular the efforts of staff to continue to grow and improve during their time with the City. This is demonstrated by his strong involvement in the Learning and Development Awards and the City Learning Live event in 2014. Under John's stewardship as Chairman, the Corporation has achieved a Bronze Award in the Investors in People scheme, and is seeking to achieve Silver and Gold in the coming years.

The Committee is sure that all staff of the Corporation would wish to signal their appreciation to Deputy Barker for his role in ensuring that pay awards have been made to all Corporation staff and Teachers. And the Committee is also sure that the staff who John has judged to be the winners of the Christmas Hat Competitions at the Staff Annual Lunches will be particularly grateful to him, and know that those who were not so fortunate will have appreciated his good-natured approach to the responsibility of judging such a crucial event.

The cuts in Government Funding has led to a drive towards further efficiency in the organisation of the Corporation's workforce, and John has led the Establishment Committee through a wide range of departmental restructures, including the creation of the City of London Procurement Service (CLPS) in October 2012 and the subsequent restructure of this service to City Procurement, as well as the insourcing of the City Revenues Service and restructures to the Epping Forest Operations Team and the Port Health Service.

AND SO in taking leave of Deputy John Barker as their Chairman, Members of this Establishment Committee wish to thank him for his service and excellent leadership to the Corporation's Human Resources agenda. The Committee gives to him their best wishes for his future health and happiness.

15. **MINUTES**

RESOLVED – That the public minutes and summary of the meeting held on 19 March 2015 be approved as a correct record.

16. **OUTSTANDING ACTIONS FROM PREVIOUS MEETINGS**

The Committee considered the report of the Town Clerk which set out the outstanding actions from previous meetings. The Town Clerk explained that the presentation on Corporate Memory referred to in the report would also include information on Workforce Planning and Management Information.

RESOLVED – That the Committee notes the report.

17. **APPOINTMENT OF THE JOINT CONSULTATIVE COMMITTEE**

The Committee considered the appointment of four representatives to the Joint Consultative Committee.

RESOLVED – That in addition to the Chairman and Deputy Chairman and the representative of the Finance Committee, four Members be appointed to serve on the Joint Consultative Committee as follows:-

Nigel Challis
Deputy Joyce Nash
Deputy Richard Regan
Angela Starling

18. TOWN CLERK'S DEPARTMENTAL BUSINESS PLAN - 2015/18

The Committee considered a report of the Town Clerk which set out the Town Clerk's Departmental Business Plan for 2015-2018.

The Town Clerk explained that there were two amendments proposed to the report circulated to the Committee, namely:

- The addition of two additional actions in the Organisational and Departmental Development:
 - o 3.8 – Health, Safety and Wellbeing - To ensure the Safety Management System remains effective and applied Corporately. Implement Wellbeing Strategy.
 - o 3.9 – Equalities and Inclusion Action Plan – To achieve the Equalities and Improvement Action Plan 2015 (EIAP).
- The replacement of the Key Performance Indicators in Appendix E to the report with those in Appendix B of the report.

A Member asked whether further key performance indicators would be added to the Business Plan in future in areas such as employee engagement, attrition levels, security, housing and the cultural hub. The Town Clerk explained that in areas such as housing and the cultural hub, specific objectives would be added as the City of London Corporation's work in these areas was further developed. With regard to employee engagement and attrition levels, it was explained that information in areas such as this was being gathered as part of the workforce planning process. Updates on KPIs would be provided in the quarterly monitoring reports which would be submitted to this Committee.

Members agreed that the Town Clerk should ensure that specific objectives in these areas were included by the six-monthly update report.

Members discussed the Member Development Programme. It was noted that the attendance of this Programme was lower than had been hoped, and Members requested that the Town Clerk's Department consider whether attendance could be improved by scheduling events to coincide with relevant Committee meetings, allowing training to be CPD accredited and considering whether more of the training areas should be mandatory.

In response to Member questions on other subjects, the Committee was informed that:

- There were currently no apprentices within the Town Clerk's department, but there were two Officers within the Graduate Scheme.

- The Department would seek to achieve 100% of draft minutes of meetings being circulated within seven days.
- The recent increased turnover within the Department, particularly in the Committee and Member Services Team had been due to Officers taking career-enhancing opportunities either within the Corporation or elsewhere, and this was always likely to be the case when employing the high calibre staff that the Corporation desired. Steps had been taken to make the existing roles more attractive to staff to seek to improve retention.

RESOLVED – That the Committee approves the Town Clerk’s Business Plan for 2015-18 subject to the amendments set out above.

19. **COMPTROLLER & CITY SOLICITOR'S BUSINESS PLAN 2015 - 2018**

The Committee considered the report of the Comptroller and City Solicitor which set out his Departmental Business Plan for 2015-2018.

Members asked for further information in relation to the retendering of the Barrister’s Framework and the number of complaints received.

RESOLVED – That the Committee approves the Comptroller and City Solicitor’s Departmental Business Plan for 2015-2018.

20. **EQUALITY AND INCLUSION UPDATE**

The Committee considered a report of the Director of Human Resources which provided an update on the internal equalities and inclusion initiatives within the City of London Corporation. The report also provided the Committee with the Equalities and Inclusion Action Plan.

Members asked for an update on the uptake of the Equality and Inclusion Staff Networks. The Director of Human Resources explained that these were being rolled out over the coming months, with the next to be rolled out being the Disability Network, which would be launched as part of Mental Health Week. It was expected that membership of the Networks would increase gradually as they became embedded within the Corporation.

With regard to the discussion that had taken place earlier in the meeting on the potential for some areas of training to be mandatory, it was suggested that Equalities and Inclusion was an area where training should be mandatory for Members of this Committee.

RESOLVED – That the Committee notes the report.

21. **OPERATION OF THE SCHEME OF DELEGATIONS - JANUARY TO MARCH 2015**

The Committee considered the report of the Director of Human Resources which provided information on any redundancies, early retirements and ill health retirements in the reporting period January to March 2015.

RESOLVED – That the Committee notes the report.

22. QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE

There were no questions.

23. ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT

There were no urgent items.

24. EXCLUSION OF THE PUBLIC

RESOLVED – That under Section 100(A) of the Local Government Act 1972, the public be excluded from the meeting for the following items on the grounds that they involve the likely disclosure of exempt information as defined in Part I of the Schedule 12A of the Local Government Act.

Item	Paragraph
25-27	1, 3

25. NON-PUBLIC MINUTES

The non-public minutes of the meeting held on 19 March 2015 were approved.

26. NON-PUBLIC QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE

There were no questions.

27. ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE COMMITTEE AGREES SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED

There was one item of Urgent Business.

The meeting closed at 12.40 pm

Chairman

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Establishment Committee – Outstanding Actions

Item	Date	Action	Officer responsible	To be completed/ progressed to next stage	Progress Update
1.	30 April 2015, Item 18	<u>Town Clerk's Departmental Business Plan</u> The Town Clerk to ensure that KPIs in relation to housing, the cultural hub, employee engagement and staff attrition are included within the six-monthly Business Plan update report.	Assistant Town Clerk	October 2015	Updated KPIs to be provided in October 2015.
2.	30 April 2015, Item 18	<u>Member Development</u> The Town Clerk's Department to consider whether attendance at Member Development events could be improved by scheduling events to coincide with relevant Committee meetings, allowing training to be CPD accredited and considering whether more of the training areas should be mandatory.	Assistant Town Clerk	Update to be provided at next meeting.	Events are currently scheduled as far as possible to coincide with relevant Committee meetings. Training provided through the Member Development Scheme is CPD accredited. It would be the role of the Member Development Steering Group to consider whether there should be any mandatory training, and the Committee's comments will be brought to the Steering Group in due course.
4.	19 March 2015, Item 4	<u>Workforce Planning</u> The Director of HR to make a presentation regarding work on the Workforce Planning, Management Information and Corporate Memory.	Director of HR	As soon as practical	Presentation to be made at the June meeting of the Committee.

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JOINT CONSULTATIVE COMMITTEE

Wednesday, 29 April 2015

Minutes of the meeting of the Joint Consultative Committee held at the Guildhall EC2 at 1.45 pm

Present

Members:

City of London Corporation Representatives

Deputy the Revd Stephen Haines (Chairman)

Edward Lord (Deputy Chairman)

Nigel Challis

Deputy Joyce Nash

Angela Starling

Trade Union Representatives

Guy Baker, GMB

Danny Byrne, GMB

Gary Carter, GMB

Dan Radusin, GMB

Dean Brown, UNITE

Colin Bull, UNITE

Officers:

Christopher Braithwaite

Town Clerk's Department

Chrissie Morgan

Director of HR

Janet Fortune

HR

Tracey Jansen

HR

1. **APOLOGIES**

Apologies for absence were received from Deputy Richard Regan, Mike Moore and Kevin Bedford.

2. **MEMBERS' DECLARATIONS UNDER THE CODE OF CONDUCT IN RESPECT OF ITEMS ON THE AGENDA**

There were no declarations of interest.

3. **MINUTES**

RESOLVED – That the minutes of the previous meeting held on 14 April 2014 are approved as an accurate record, subject to the inclusion of Guy Baker and Sean Davidson on the list of those present.

4. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**

There were no questions.

5. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**

There were no items of urgent business.

6. **EXCLUSION OF THE PUBLIC**

RESOLVED - That under Section 100(A) of the Local Government Act 1972, the public be excluded from the meeting for the following items on the grounds that they involve the likely disclosure of exempt information as defined in Part I of the Schedule 12A of the Local Government Act.

Item	Paragraph
7 – 14	1, 3, 4

7. **NON-PUBLIC MINUTES**

The non-public minutes of the meeting held on 14 April 2015 were approved as an accurate record.

The Committee was informed that the Chairman had agreed to vary the order of business to move the item in relation to the 2015/16 Pay Claim to the final substantive item.

8. **LOCAL GOVERNMENT PENSIONS BOARD**

The Committee discussed issues in relation to the Local Government Pensions Board.

9. **HOLIDAY PAY**

The Committee discussed issues in relation to a recent High Court Judgement regarding Holiday Pay.

10. **LUNCH BREAKS AND FLEXTIME SCHEME**

The Committee discussed issues in relation to lunch breaks and the flexitime scheme.

11. **2015/16 PAY CLAIM**

The Committee discussed issues in relation to the 2015/16 Pay Claim.

12. **NON-PUBLIC QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**

There were no questions.

13. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE COMMITTEE AGREES SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**

There were no items of urgent business.

14. **DATES OF FUTURE MEETINGS**

The dates and times of future meetings were noted.

The meeting closed at 2.30 pm

Chairman

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Agenda Item 7

TO: **ESTABLISHMENT COMMITTEE**

Thursday 11 June 2015

FROM: **POLICY AND RESOURCES COMMITTEE**

Thursday, 28 June 2015

5. **REVIEW OF GRANTS**

The Committee considered a report of the Deputy Town Clerk concerning the outcome of the cross-cutting review of the City Corporation's grant giving activities.

It was noted that the proposals had been considered by the Resource Allocation Sub-Committee and were recommended for approval subject to responsibility for strategic oversight and performance management of the City Corporation's grant giving activities being given to the Finance Committee rather than to the Finance Grants Sub-Committee.

It was also noted that staff and other costs associated with the administration of the City Corporation's grant activities would be met by the relevant grant programme.

A Member stated that whilst she welcomed the consolidation of the City Corporation's grant activities, it was hoped that grants would be considered in a timely manner as currently some grants were taking up to six months to process.

The Committee acknowledged that a de minimis limit would need to be established as part of the governance process.

Reference was made to the Signor Pasquale Favale Bequest and the level publicity it attracted each year in return for a very modest sum. A Member also requested information relating to the Vickers Dunfee Memorial Benevolent Fund.

RESOLVED - That:-

1. the proposed change of approach to grant giving as in the report and in Appendix 2 be approved;
2. responsibility for strategic oversight and performance management of the City Corporation's grant giving activities be given to the Finance Committee rather than to its Finance Grants Sub-Committee;
3. the Resource Allocation Sub-Committee be authorised to:-
 - set the annual quantum for each City's Cash and City Fund grants programme (including for City's Cash funded open spaces grants); and
 - consider annual performance reports for all grants programmes from the Finance Committee.
4. subject to the approval of (2) above the Sub-Committee's terms of reference be altered accordingly.

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Committees		Dates
Resource Allocation Sub Committee	For decision	28 May
Policy and Resources	For decision	28 May
Open Spaces	For decision	8 June
Finance	For decision	9 June
Establishment	For decision	11 June
Epping Forest and Commons	For decision	6 July
General Purposes Committee of Aldermen	For information	8 July
City Bridge Trust	For information	9 July
Community and Children's Services	For decision	10 July
Culture, Heritage and Libraries	For decision	13 July
Hampstead Heath, Highgate Wood and Queen's Park	For decision	20 July
Education Board	For information	23 July
West Ham Park	For decision	27 July
<i>(Policy & Resources – if necessary)</i>	<i>(For decision)</i>	<i>(24 September)</i>
<i>(Court of Common Council – if necessary)</i>	<i>(For decision)</i>	<i>(15 October)</i>
Subject		
Grant Giving: Report of cross-cutting Service Based Review		Public
Report of:		For Decision
Deputy Town Clerk (on behalf of Chief Officers Group)		

Summary

A cross-cutting review of the grant giving activities of the City Corporation was commissioned as part of the Service Based Review programme. The objectives of the review were to identify the grants programmes which are offered by the City Corporation, to suggest how to improve value for money and drive up impact.

The review was undertaken from November 2014-January 2015, with a final report cleared by Chief Officers Group in April 2015. Summaries of the review report and its recommendations are attached at Appendices 1 and 2.

The review identified approximately £13.2m awarded in 2013/14 by the City Corporation across 15 different grants programmes, although by far the largest programme was the City Bridge Trust (these are listed in Appendix 3). The review concluded that there is no consistent approach across the City Corporation to governing or managing disbursements. This potentially exposes the City Corporation to financial, organisational and reputational risks.

Accordingly, a set of core principles have been identified to drive a more consistent, coherent and co-ordinated approach to grant giving across the City Corporation and several high level changes of direction are proposed:

1. Strategic allocation of resources

- Resource Allocation Sub Committee to set the annual quantum for City's Cash and City Fund grants programmes prior to the start of each financial year according to their relative priority, taking advice from the relevant grant-giving committees and Finance Committee.

2. Streamlined governance

- Finance Committee to adopt the more strategic role of performance managing and benchmarking all City Corporation grants programmes, rather than directly allocating a sub-set of programmes.
- The City Corporation's grants programmes to be consolidated under a smaller number of distinct themes which reflect the City Corporation's priorities (for example: Education; Social Inclusion; Employment Support; Open Spaces and Culture/Arts).
- Smaller charities (controlled by the City Corporation) sharing similar purposes to be merged (e.g. the five separate funds aimed at poverty relief, numbered 9 to 13 in Appendix 3).
- Where a grants programme relates specifically to the remit of a particular committee, that committee to have responsibility for the policy and operation of the programme in order to ensure alignment between policy and investment. Committees to avoid allocating funds to initiatives which cut across the remit of other committees.
- A more structured approach to be taken to the ad hoc (City's Cash funded) grants awarded by the various Open Spaces Committees – a formalised grants programme to be jointly governed by all Open Spaces committees and managed / publicised as one of the City Corporation's suite of grants programmes.

3. Consistent and proportionate customer experience

- All City Corporation grants programmes to be managed in a consistent way in relation to their spending, outcomes and risks.
- Monitoring and evaluation of individual grants to be consistently proportionate to the scale of individual awards.
- The spirit of the Government's Transparency Code and the Charity Commission's best practice guidelines to be followed in relation to public information, even where there is no legal requirement to do so for City's Cash grants: stakeholder expectations will be set by practice elsewhere.

4. Efficient and effective management

- Administrative and professional expertise on grants to be consolidated within the organisation to improve consistency of approach, drive economies of scale and promote best practice.
- Staff and other costs (e.g. legal, finance and audit) to be recharged to individual grant programmes to avoid unintended subsidy.

The benefits from adopting a more consistent, coherent and co-ordinated approach to grant giving across the City Corporation will include:

- Improved corporate grasp and transparency of the City Corporation's range of grant giving activities;
- Grants from City's Cash and City Fund better strategically aligned with the City Corporation's corporate objectives and policy priorities;
- Best practice identified and spread in terms of the prioritisation, assessment and governance of grants;
- Consolidation of expertise within the City Corporation to administer and manage grants, especially where these involve handling charitable grants;
- Reduction in operating costs resulting from the rationalisation of administrative services managing grants.

Recommendations

Resource Allocation Sub Committee

Members are asked to

- Consider the proposed change of approach to grant giving as outlined above and as set out in detail at Appendix 2.
- Make appropriate recommendations to the Policy and Resources Committee.

Policy and Resources Committee

Members are asked to

- Agree the proposed change of approach to grant giving as outlined above and as set out in detail at Appendix 2, subject to the comments of the Resource Allocation Sub Committee.
- Agree that Resource Allocation Sub Committee sets the annual quantum for each City's Cash and City Fund grants programme (including for City's Cash funded open spaces grants).
- Agree that Resource Allocation Sub Committee considers annual performance reports for all grants programmes from the Finance Committee.

Finance Committee

Members are asked to

- Agree that Finance Committee adopt a strategic oversight / performance management role in respect of all City Corporation grants programmes and relinquish its direct grant giving role.

Establishment Committee

Members are asked to

- Agree to take over responsibility from the Finance Grants Sub Committee for prioritising the (City's Cash) funds to support welfare initiatives (e.g. staff annual lunch and Guildhall Sports Club).

Community and Children's Services Committee

Members are asked to

- Agree to take on governance of the Combined Relief of Poverty charity (from Finance Grants Sub Committee) and of the various 'poverty relief' charities proposed for merger.
- Agree to review with the Education Board the most appropriate governance arrangements for the Combined Education Charity and City Educational Trust Fund (proposed for transfer from Finance Grants Sub Committee) in relation to the role of both Committees.

Education Board

Members are asked to

- Review with the Community and Children's Services Committee the most appropriate governance arrangements for the Combined Education Charity and City Educational Trust Fund (proposed for transfer from Finance Grants Sub Committee) in relation to the role of both Committees.

Open Spaces Committee

Epping Forest and Commons Committee

Hampstead Heath, Highgate Wood and Queen's Park Committee

West Ham Park Committee

Members are asked to

- Agree to adopt a more structured approach to grant giving which is jointly governed by all Open Spaces committees and which is publicised and managed as part of the City Corporation's suite of grants programmes.

Culture, Heritage and Libraries Committee

Members are asked to

- Agree to take on governance of a formal grants programme encompassing the current range of cultural / arts awards currently made by other committees (such as Finance Grants Sub Committee) provided the proposed overall change in direction is agreed by Policy and Resources, Resource Allocation Sub and Finance Committees.

City Bridge Trust Committee

Members are asked to

- Note that administrative management of the City Corporation's various programmes be consolidated under the Chief Grants Officer to improve consistency of approach, drive economies of scale and promote best practice.

Main Report

Background and Scope of Review

1. As part of the Service Based Review exercise it was identified that there was potential to improve the many different grant-giving functions across the City Corporation to achieve better transparency and accountability, improved value for money, greater traction and administrative efficiencies. In September 2014, the Policy and Resources Committee approved a proposal for a cross-cutting review of grant giving.
2. The review covered grants programmes funded from City's Cash, City Fund and the charitable grant-giving trusts which are either wholly or majority-controlled by the City Corporation. This excluded charitable grant-giving trusts with which the City Corporation is involved (e.g. via nomination rights to the governing board of trustees) but which the City Corporation does not control via majority control of the board – except for cases in which the City Corporation finances the activities of the trust from City's Cash.
3. The definition of a 'grant' for the purposes of the review was "*an award to an external organisation or individual to undertake an activity or produce an outcome which the City Corporation is not required to do under statutory obligation – or which furthers the charitable objects of the charity from which the payment is made - and which has been (or should be) awarded as a result of an openly publicised and transparent process of prioritisation against clearly pre-defined objectives.*" This definition excludes internal transfers between different parts of the City Corporation, commissioned services, discretionary donations, subscriptions, sponsorship, ongoing legal commitments and unallocated Community Infrastructure Levy.

Current Position

4. Applying the definition in paragraph 3 above to expenditure in 2013/14, the City Corporation awarded approximately £13.23m from 15 different grants programmes, under nearly 20 different themes. These are listed in Appendix 3. Around 90% of that figure was given out through City Bridge Trust (the grant giving arm of the Bridge House Estates charity). Also shown in Appendix 3 is the distribution of grants by theme from the City Bridge Trust and the other grant programmes for 2013/14. (Figures for 2013/14 for City Bridge Trust grants were untypically low.)
5. A further £7.8m was paid to external organisations as discretionary donations and strategic initiatives (including strategic initiatives funded by City Bridge Trust and the Policy Initiatives Fund). In addition, more than £0.5m was paid out as regular, ongoing payments (but not from grants programmes or via contracts or procurements) although the figure could be considerably higher. These payments are excluded from this review.

Key Findings – The Case for Change

6. A high level summary of the review report: *A More Strategic Approach to Grant Giving*, is attached as Appendix 1.
7. The review noted that the bulk of the City Corporation's grants are disbursed through the City Bridge Trust which has sound systems and processes in place for managing disbursements. However, there is no consistent approach to governing or directing the *totality* of the City Corporation's grants programmes in relation to each other. This gives rise to a number of challenges, which are discussed in section 3 of Appendix 1.
8. The review also identified financial, organisational and reputational risks and opportunities in not taking this opportunity to reform the City Corporation's grant giving activities. The financial risks centre on the unnecessary costs arising from a failure to achieve value for money, economies of scale, and drive appropriate due diligence. The organisational risks centre on the missed opportunities to set common purpose, achieve greater corporate coherence, and drive professional best practice.
9. The reputational opportunities arise from the potential for the City Corporation to:
 - Offer a strong and complementary suite of grants programmes which reflect its priorities;
 - Communicate clearly what grants can be applied for, how to apply and manage City Corporation grants;
 - Manage the grant applications and monitoring process in a consistent way;
 - Conform consistently to expectations of transparency and best practice (e.g. as set by the Charity Commission);
 - Publish a strong story about the difference made by City of London grants, and
 - Make a strategic impact on London.
10. The review concluded that in an environment in which public sector grants are coming under tighter pressure and closer scrutiny, the City Corporation has an opportunity to set a benchmark of good practice by channelling and directing its substantial grants offer in a more focussed way.

Core Principles – Seven Steps to Success

11. The review identified seven core principles, detailed in section 6 of Appendix 1, which would form the basis for a more consistent, coherent and co-ordinated approach to grant giving across the City Corporation. These were to:
 - 1) Set out a clear, corporate offer
 - 2) Allocate resources strategically
 - 3) Streamline governance
 - 4) Establish a common identity and branding for City Corporation grants
 - 5) Provide a consistent 'City of London' customer experience

- 6) Review all City Corporation grants programmes in a consistent and proportionate way
- 7) Manage City Corporation grants more efficiently and more effectively

12. These core principles were supported by a set of more detailed systemic and procedural changes and recommendations, which are summarised in Appendix 2. These were approved by the Chief Officers Group following a presentation on the review at their meeting in April 2015. The majority of these are operational changes, which will be implemented as part of the revised overall approach to grant giving, for which the approval of the Policy and Resources Committee is being sought.

13. However, there are a number of recommendations which require Member approval as they have an impact on the roles and remits of certain Committees. These are as follows:

- Resource Allocation Sub to gain setting of the annual quantum for each City Fund and City's Cash funded grants programme.
- Finance to gain strategic oversight / performance management of all City Corporation grants programmes but relinquish direct grant awarding functions.
- Community and Children's Services to gain Combined Relief of Poverty charity (from Finance Grants Sub) and the 'poverty relief' charities proposed for merger. To retain Combined Education charity and gain City Educational Trust Fund (from Finance Grants Sub Committee) but to explore the potential to transfer these to the Education Board.
- Education Board to explore with Community and Children's Services the potential to take on Combined Education charity and City Educational Trust Fund.
- Open Spaces committees to establish a formal grants programme which is jointly governed and accessible to all (based on levels of current payments made to external organisations).
- Culture, Heritage & Libraries *potentially* to establish a formal grants programme encompassing the current range of cultural / arts awards made by other committees (incl. Finance Grants Sub and the Policy Initiatives Fund).
- Establishment to take control over funds from Finance Grants Sub Grants Programme for payments made to staff (and former staff) to support welfare initiatives (e.g. staff annual lunch and Guildhall Sports Club).

Implementation

14. Assuming implementation starts once all relevant Committees have agreed the recommended changes (i.e. summer 2015), it should be possible for the new arrangements to commence from **1 April 2016**. (Merging the smaller charities will take 6-9 months.) A full implementation plan will be developed with appropriate resourcing to meet this this start date.

Corporate & Strategic Implications

15. The review was commissioned as part of the cross-cutting Service Based Review exercise, with the primary aim of improving service delivery. Proposals to streamline the City Corporation's grants offer in line with the stated priorities of the organisation are consistent with the Corporate Plan.

Appendices:

- Appendix 1: SBR Grants 2015: Summary of Final Report
- Appendix 2: SBR Grants 2015: Summary of Recommendations
- Appendix 3: Pie charts of grants expenditure 2013/14 and list of grants programmes

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A MORE STRATEGIC APPROACH TO GRANT-GIVING

SUMMARY OF SBR GRANTS 2015: FINAL REPORT

1. GRANTS, PROFILE AND INFLUENCE

1.1 The City of London's grant-giving and charitable heritage is one to be proud of. The quirky stories behind some of the centuries' old legacies which have helped countless Londoners over the years embody the Square Mile's rich and fascinating history. The resulting spectrum of grants which is on offer today from the City of London Corporation is distinguished by its size, its provenance, its London-wide reach and its stable base, which is not subject to party political control. This is a powerful asset, which if purposefully deployed, has the potential to build the profile, reputation and influence of the City Corporation as a major contributor to the maintenance of London – and in particular the City of London – as a globally attractive place to invest, work, live and play. This is achieved to an extent through the substantial funds distributed by the City Bridge Trust (CBT). However there is also an opportunity for the City Corporation to reap further dividends by strategically harnessing and managing the totality of its grants programmes as an overall package, rather than simply presiding over its constituent parts. This review sets out how to achieve that, whilst also ensuring that the purposes of the various charitable trusts which form part of the City Corporation's grants offer are faithfully met and that the distinctiveness of the City Corporation's interests are best showcased.

1.2 Such an exercise must be undertaken with due regard to the external environment in which the City Corporation makes grants. Grant-giving, by its nature, reaches out to form relationships with stakeholders to catalyse changes. The types of changes, stakeholders and relationships which are developed as a result of the City Corporation's interventions reflect back onto the profile and reputation of the City Corporation as a whole. That external environment is one in which the framework for grant-giving is changing and this changing landscape plays a large role in defining how the City Corporation's grant-giving activities are received and the impact they are seen to make.

2. THE BIG SQUEEZE

2.1 There is now a much more widely held and explicit consensus around best practice in making grants - partly driven by the Government's Transparency Code and partly driven by the Charity Commission's guidelines – in which grant giving bodies are expected to operate in an open, responsive and timely way. (The Government's Transparency Code requires local authorities to publish the amount, purpose and date the grant was awarded, its duration, the awarding department and the type of organisation in receipt of the grant for all grants awarded over £500). Whilst the Code does not apply to the bulk of the City Corporation's grants, it is worth noting that the Code is having the effect of normalising stakeholder expectations and benchmarks of good practice in grant-giving. This needs to inform how the City Corporation manages its grants programmes overall – whether public, private or charitable.

2.2 Another determinant of the grant-giving environment is the level of public funding available for grants across London, which is set to drop sharply, with many existing grants budgets being cut completely or transformed into commissioning contracts for service delivery or a combination of the two. Local authority budgets for non-statutory services are projected to drop by a further 43% over the next five years (based on Dec 2014 Autumn Statement figures) which will accelerate and intensify the extreme financial pressures on activities such as employment support, community development, extracurricular education, access to culture and the arts and enjoyment of open spaces, as well as grant giving itself. These are also typically the activities through which the City Corporation has reached out in partnership across London and it will continue to do so, being less reliant on local authority financing from Government than the 32 boroughs. This will put the City

Corporation in an increasingly prominent position as a champion of non-statutory but nonetheless very important social, environmental, educational, cultural and artistic initiatives by organisations and individuals from all walks of life.

- 2.2 Whilst there are huge reputational dividends to be reaped in this scenario, greater prominence will also invite greater scrutiny. The size of the City Corporation's grants regime provides an opportunity to showcase leadership, creativity and best practice. It also means that the City Corporation, more than ever, will need to avoid any potential perceptions that precious resources are spent in a way which is out of touch with the challenging environment. The City Corporation's overall grants package will be judged on the extent to which the corporate offer is clear, coherent and well-targeted, administered in an exemplary way, easy to navigate, customer-focussed and recognisably branded.

3. CITY OF LONDON CORPORATION GRANTS CHALLENGES

- 3.1 The vast majority of the City Corporation's grants are disbursed through the City Bridge Trust, which has clear and open systems and processes in place for managing disbursements. However, if a broader corporate perspective is taken in which the CBT is viewed as only one of a wider suite of grants programmes offered by the City Corporation, the following challenges become apparent:

- i. **Lack of clarity on what constitutes a grant:** there is confusion about what constitutes a grant within the City Corporation, which arises partly because of the flexibility to finance such a wide range of initiatives from the City Fund. The term 'grant' has been applied to cover all payments (including a few contractual payments) – whether requested from or initiated by the City Corporation - as well as some internal budgetary transfers resulting from an internal bidding process (e.g. from the Policy Initiatives Fund). On other occasions, the term is much more restrictively used. Consequently there is no overview of the City Corporation's grants activities and no clear narrative which can be communicated.
- ii. **A large number of small, loosely focussed grants programmes:** an idiosyncrasy resulting from the incremental accumulation of funds over a long period of time. Even though applying a standardised definition of a grant (e.g. as also used in the Government's Transparency Code) significantly reduces the range of payments which might fall under a loose 'catch-all' category, there remains a proliferation of grants programmes, many sharing overlapping and/or obsolete objectives, giving an overall impression of a lack of focus.
- iii. **Lack of a consistent 'City of London' identity for City Corporation grants:** the City Corporation's grants programmes appear disconnected from each other, with little unifying public presentation or articulation of common purpose.
- iv. **Variable customer experience of the same service:** a consequence of the fragmentation of grants programmes is that applicants do not have a consistent 'City of London' experience when engaging with the organisation on grants. For instance, only 5 out of a potential 15 City Corporation grant programmes (including wholly controlled City Corporation charitable programmes) are highlighted on the City Corporation website.
- v. **Variable management practice for the same functions:** City Corporation's grant programmes are not managed in a consistent way and there is no overall benchmarking or standard setting for this function across the various programmes. The City Corporation has yet to comply with the Government's Transparency Code requirements for City Fund grants and the

Charity Commission's best practice guidelines in respect of City Corporation-controlled charitable trusts are not consistently followed.

- vi. **No overall performance review:** another consequence of the lack of coherence between the City Corporation's grants programmes is that they are not assessed for performance or impact in relation to each other, which would facilitate the spreading of best practice, drive better value for money and more effective targeting, as well as enable stronger communication with stakeholders about the difference made by the City Corporation's grants.
- vii. **Unintended duplication:** The City Corporation's grants programmes are largely managed separately from each other, which means management functions are replicated across the organisation to varying degrees of rigour, best practice is generally not shared and potential efficiencies are not realised.
- viii. **Untested subsidy:** the staff costs of managing grants (e.g. administrative, accounting, audit and legal) are not attributed to or reclaimed from the relevant programmes. This is the case for both City Corporation corporate grants programmes and City Corporation-controlled charities, despite each of the latter having additional funds available for immediate disbursement.
- ix. **Funding decisions which potentially cut across relevant service committee priorities:** the lack of co-ordination between the City Corporation's various grants programmes results in some grants being made without due reference to the priorities of the appropriate service committee charged with setting a policy and investment framework for the activities covered by the grant. This occurs in grants made in relation to poverty relief, education and culture.
- x. **Non-strategic resource allocation:** the organic way in which the City Corporation's grants has evolved over the years has meant that no direction has ever been set either for the overall or relative levels of grant funding to be made available for specific themes. There is scope to set City's Cash and City Fund grant programmes in relation to the given amounts available for disbursement through the City Corporation's trusts to improve targeting of resources.

4. RISKS

- 4.1 The scenario outlined above throws up potential risks and missed opportunities for the City Corporation. The risks are mainly reputational – for example, stakeholder uncertainty over what grants can be applied for, how to deal with the City Corporation on grants and inconsistent treatment by the City Corporation across its various grants programmes. But there are also missed opportunities to proffer a powerful set of grants programmes which work strategically for the City Corporation as much as for the specific purposes of each programme, to achieve economies of scale, to share best practice and to publish a coherent narrative about the impact made across London by the City Corporation's extensive range of grants.

5. A MORE COHERENT FRAMEWORK?

- 5.1 If “establishing a clear and well-run set of grants programmes which speaks to the needs of Londoners and represents the priorities and heritage of the City Corporation” is the aspiration of the City Corporation, then a more consistent approach to managing grants is required. This

would drive greater value from the City Corporation's extensive spending in this area, both in terms of reputation and material impact.

- 5.2 By reorganising how grants are managed into a more coherent policy framework, the City Corporation would be in a position to offer a more clearly defined and complementary suite of grants programmes, which reflects both the areas in which grants will be under acute pressure across London and the areas of investment in which City Corporation distinguishes itself from all others. Possible themes under which the City Corporation's grants could be brigaded might include:
- Social inclusion and poverty relief
 - Educational and employment support
 - Enjoying open spaces and the natural environment
 - Community development
 - Accessing culture and the arts

- 5.3 Steps towards achieving a more consistent approach to grant making would involve adopting a number of core principles, would then lead to a set of more detailed choices and operational changes.

6. CORE PRINCIPLES : 7 STEPS TO SUCCESS

- i. **Set out a clear, corporate offer:** The City Corporation's grants programmes should be clearly differentiated and complementary, easy to communicate, easy to understand and easy to engage with.
- ii. **Allocate resources strategically:** Resource Allocation Sub Committee should set the annual quantum for all City's Cash and City Fund grants programmes prior to the start of each financial year according to their relative priority, taking advice from the relevant grant-giving committees and Finance Grants Sub Committee.
- iii. **Streamline governance:** Where a grants programme relates specifically to the remit of a particular committee, that committee should have responsibility for the policy and operation of the grants programme in order to ensure alignment between relevant policies and other investments. Other committees should avoid allocating funds to initiatives which cut across the remit of those grant giving committees. Finance Grants Sub Committee takes on a performance management role for all City Corporation grants programmes
- iv. **Establish a common identity and branding for City Corporation grants:** All grants programmes which are controlled by City Corporation should share a common corporate 'Identity', with consistent branding which identifies them as belonging to the City of London Corporation family of grants – whether publicly, privately or charitably funded.
- v. **Provide a consistent 'City of London' customer experience:** All grants programmes should comply with the spirit of the Government's Transparency Code even where not legally required to do so, and charitable trusts should comply with the Charity Commissions' best practise guidelines. The handling of applications and the monitoring of spend should be consistent for all grants programmes and proportionate to the size of the award.
- vi. **Review all City Corporation grants programmes in a consistent and proportionate way** in relation to their spending, outcomes and risks, on the basis of a twice-yearly report to Finance Grants Sub Committee, Resource Allocation Sub Committee and appropriate Committees and boards of trustees.
- vii. **Manage City Corporation grants more effectively and more efficiently:** Administrative and professional expertise should be consolidated wherever possible to provide economies of scale and assist the sharing of best practice. Staff costs (e.g. legal, finance and audit) should be recharged to grant programmes to avoid the City Corporation having to subsidise operations.

6.1 Timing: Implement agreed changes on 1 April 2016

The organisational adjustments which would flow from adopting the above recommendations would require approximately 9-12 months to put in place, assuming implementation starts as soon as the recommendations are agreed. For example, negotiation of changes to City Corporation charitable trusts with the Charity Commission would require 6 – 9 months.

6.2 Process: Draw up an action plan and task a project manager to drive progress

Once decisions have been taken about the preferred way forward, it is recommended that an implementation plan is drawn up, staff resource be made available to pursue it and progress reported to Members on a quarterly basis to maintain momentum.

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SBR GRANTS 2015: FINAL REPORT

SUMMARY OF RECOMMENDATIONS

Core Principles: 7 Steps to Success	Detailed Recommendations: Principles into Practice
<p>1. Set out a clear corporate offer: City Corporation’s grants programmes should be clearly differentiated and complementary, easy to communicate, easy to understand and easy to engage with.</p>	<p>1.1 Be explicit about what is meant by a “grant” and adopt this single definition throughout the City Corporation.</p> <p>1.2 Classify payments as “grants” only if they are awards to external organisations or individuals to undertake an activity or produce an outcome which City Corporation is not required to do under statutory obligation or if they further the charitable objects of the charity from which the payment is made and if they are awarded as a result of an openly publicised and transparent process of prioritisation against clearly pre-defined objectives.</p> <p>1.3 Maintain accounting discipline for the coding and treatment of grants.</p> <p>1.4 Ensure that any ongoing discretionary City Fund payments to external bodies which have not been made as grants, or which do not arise from a legal obligation or which have not been formally commissioned or procured are compliant with procurement best practice and EU legislation</p> <p>1.5 Streamline the City of London Grants programming into consolidated themes which reflect the priorities of the City Corporation (for example: Education; Social Inclusion; Employment Support; Open Spaces and Culture/Arts)</p> <p>1.6 Merge smaller charities sharing similar purposes and consolidate other programmes as far as possible</p> <p>1.7 Formalise the de facto Open Spaces (City’s Cash) programme so that the available funding becomes more clearly identifiable and accessible.</p>
<p>2. Allocate resources strategically: Resource Allocation Sub Committee should set the annual quantum for all City’s Cash and City Fund grants programmes prior to the start of each financial year according to their relative priority, taking advice from relevant grant-giving committees and Finance Grants Sub Committee.</p>	<p>2.1 Ensure Resource Allocation Sub Committee is able to consider a comprehensive report on performance across the full range of City Corporation Grants Programmes (i.e. publicly, privately and charitably funded) via Finance Grants Sub Committee early in Q4 of each financial year in order for it to take well informed decisions about setting City’s Cash and City Fund allocations to corporate grants programmes for the following year.</p>

SBR GRANTS 2015: FINAL REPORT

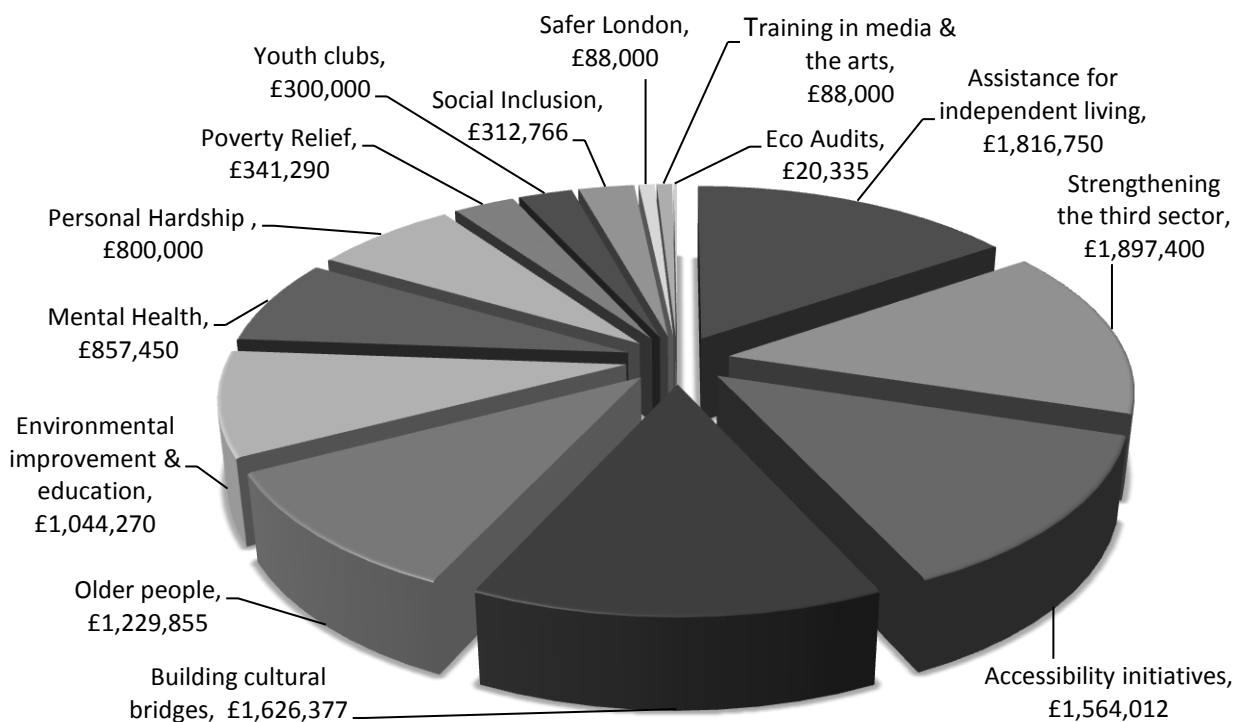
<p>3.Streamline governance: Where a grants programme relates specifically to the remit a particular committee, that committee should have responsibility for the policy and operation of the grants programme in order to ensure alignment between relevant policies and investments. Other committees should avoid allocating funds to initiatives which cut across the remit of those grant giving committees. Finance Grants Sub Committee should perform a more strategic performance management role for all City Corporation grants programmes and move away from a direct grant-giving function.</p>	<p>3.1 Agree that the proposed streamlined single poverty relief charity (if agreed) be accountable to the Community & Children’s Services (CCS) Committee to maximise synergies with wider City Corporation investment in poverty relief arising from professionally identified social needs - moving away from a range of different governance arrangements for each of the 5 trusts.</p> <p>3.2 Agree that the proposed new Open Spaces Grants programme (if agreed) be accountable to a new joint sub-committee of the various open spaces grand committees, rather than agreed on a request-by-request basis by each committee.</p> <p>3.3 Assign Finance Grants Sub Committee Grants Programme a more strategic performance management role, reviewing progress, outcomes and risks for all City Corporation grants programmes on a twice yearly basis and making recommendations to the relevant grants committees on relative performance issues.</p> <p>3.4 Reallocate the current Finance Grants Sub Committee Grants Programme to a specific theme or themes, to be governed by whichever committee sets the appropriate policy and funding framework for that area.</p> <p>3.5 Transfer the City Educational Trust Fund from Finance Grants Sub Committee to either CCS Committee or the Education Board for allocation consistent with the most appropriate policy framework. Explore longer term merger with the Combined Education Charity.</p> <p>3.6 Explore transferring the Combined Education Charity from CCS Committee to the Education Board for allocation consistent with the most appropriate policy framework. Explore longer term merger with the City Educational Trust Fund.</p> <p>3.7 Transfer the current annual value of continuing payments from the Finance Grants Sub Committee grants programme to staff-related initiatives to the Establishment Committee for allocation in accordance with HR priorities.</p>
<p>4.Establish a common identity and branding for City Corporation grants: All grants programmes which are controlled by City Corporation should share a common corporate ‘identity’, with a common branding which identifies them as belonging to the City Corporation family of grants – whether public, private or charitably funded.</p>	<p>4.1 Require all City Corporation grant recipients to carry City Corporation branding on any publicity relating to the funded activities as a condition of their grant.</p> <p>4.2 Include branding assurance as part of the City Corporation grants monitoring process.</p>

SBR GRANTS 2015: FINAL REPORT

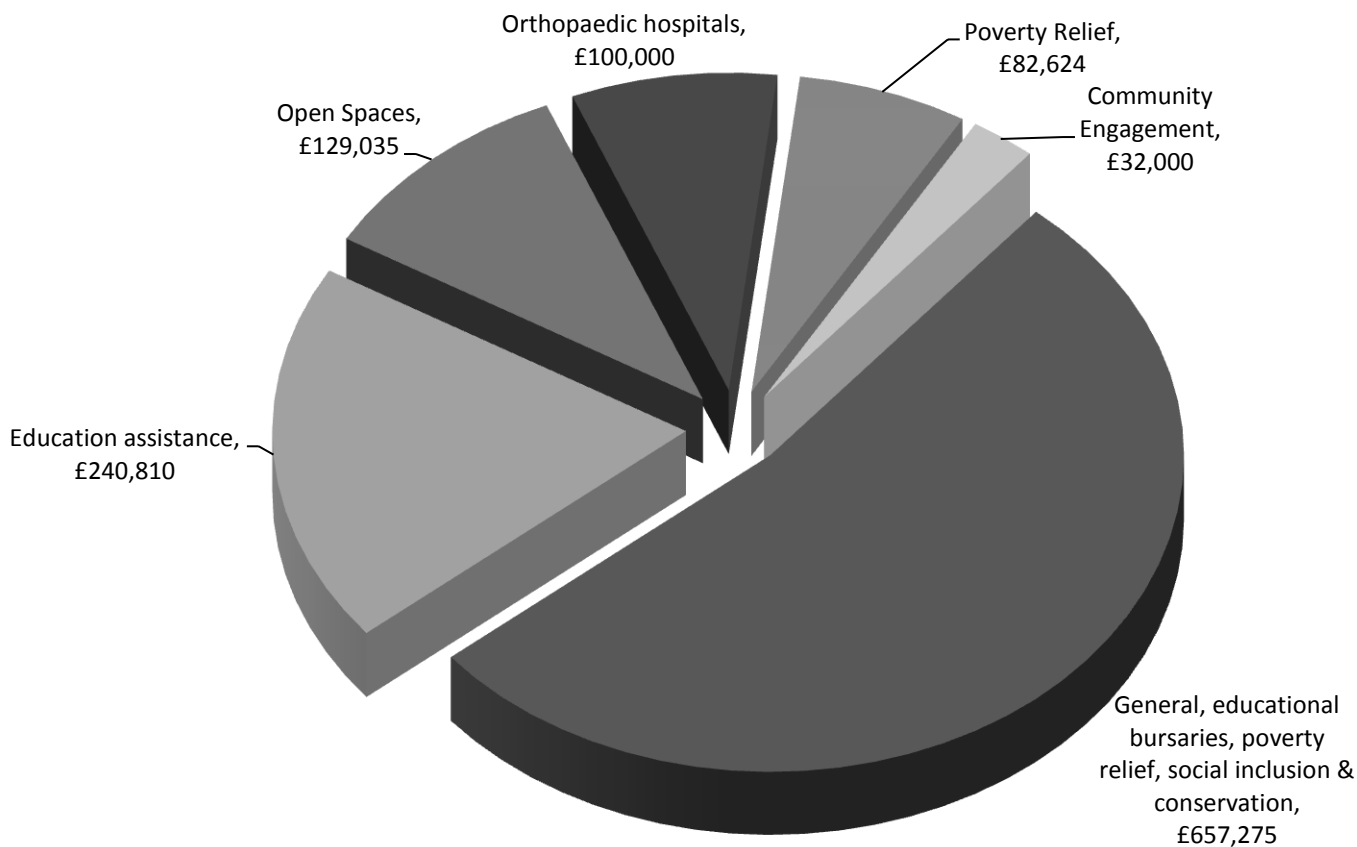
<p>5. Provide a consistent 'City of London' customer experience: All grants programmes should comply with the spirit of the Government's Transparency Code, even where not legally required to do so, and charitable trusts should comply with the Charity Commission's best practice guidelines. The handling of applications and the monitoring of spend should be consistent for all grants programmes and proportionate to the size of the award.</p>	<p>5.1 Publish on the City Corporation's website the information for all grants programmes required in the Government's Transparency Code for grant-giving and Charity Commission's best practice guidelines.</p> <p>5.2 Publish on the City Corporation's website a summary of all City Corporation grants programmes and a link to key funding criteria and approvals process for each grants programme, key common assurance criteria against which grants will be monitored, key common service standards which grant applicants can expect from the Corporation, an on-line, interactive "expression of interest form" covering all programmes and an advice-line number / availability times for assistance.</p> <p>5.3 Agree a set of common criteria for prioritisation of applications, due diligence assurance and monitoring procedures to be applied to small, medium sized and large grants (through City Bridge Trust and Finance Grants Sub Committees) following a cross-departmental officer-led initiative to harmonise and calibrate standards and operational practice.</p>
<p>6. Review all City Corporation grants programmes in a consistent and proportionate way: All on the basis of a twice yearly report to Finance Grants Sub Committee, Resource Allocation Sub Committee and appropriate service committees and boards of trustees.</p>	<p>6.1 Ensure twice yearly performance review includes an assessment of compliance with any obligations under the Government's Transparency Code and Equality Act 2010 (legally required for City Fund grants budgeting and management) and assesses the performance of charitable trusts against Charity Commission best practice guidelines.</p>
<p>7. Manage City Corporation grants more efficiently and more effectively: Administrative and professional expertise should be consolidated wherever possible to provide economies of scale and enable the sharing of best practice. Staff costs (such as legal, finance and audit) should be recharged to relevant programmes to avoid the City Corporation having to subsidise operations.</p>	<p>7.1 Agree that grants administrators for all City Corporation grants programmes (except in the case of Community & Children's Services grants) be co-located with the City Bridge Trust grants team, whilst remaining financed from and accountable to their sponsoring grants programmes and relevant committees.</p> <p>7.2 Agree that the Chief Grants Officer maintain an overview of all City Corporation grants programmes in order to prepare a twice yearly performance report and that s/he should manage any staff co-located with the City Bridge Trust team in order to facilitate consistency of approach and harmonised service standards.</p> <p>7.3 Agree that designated finance and legal officers (funded through the relevant programmes) be identified to ensure that knowledge and expertise is consistently and expertly applied to grants management.</p>

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City Bridge Trust 2013/14
Grants awarded : £11,986,505



Other City Corporation Grants Programmes 2013/14 (see list overleaf)
Grants awarded : £1,241,744



City Corporation Grants Programmes (other than City Bridge Trust)

(excluding The Honourable The Irish Society, administered in Northern Ireland)

1. Finance Grants Sub Committee
2. Early Years Foundation Stage Programme
3. Community Small Grants Scheme
4. Estate Community Grants
5. City Educational Trust Fund
6. City Corporation Combined Education Charity
7. Sir William Coxen Trust Fund
8. The Vickers Dunfee Memorial Benevolent Fund
9. Emanuel Hospital
10. City of London Corporation Combined Relief of Poverty
11. Ada Lewis Winter Distress Fund
12. Mansion House Staff Fund
13. Signor Pasquale Favale's Marriage Portion Charity
14. Open Spaces de facto grants (incorporating: Epping Forest and City Commons, Hampstead Heath, Highgate Wood and Queen's Park, Kilburn)

Committee	Date:
Establishment Committee	11 June 2015
Subject: Equalities and Inclusion Monitoring Report 2014-2015	Public
Report of: Director of Human Resources	For Information

Summary

This report sets out the workforce profile information for the year 2014-2015. It also provides Members with a summary of the main equalities and inclusion initiatives and actions that have taken place over the year.

Recommendation

Members are asked to note the report.

Main Report

Background

1. This report is the annual update presenting data on the workforce profile broken down by 6 of the protected characteristics defined by the Equality Act 2010. These are gender, age, disability, ethnicity, sexual orientation and religion or belief.
2. This report includes an analysis by salary and grade; the top 5% earners; turnover; recruitment and new starter and leaver information over the year.

Current Position

Workforce profile

3. Attached as Appendix 1 is a breakdown of the workforce as at the end of March 2015. The reported number of employees during this reporting period stands at 3,154. Whilst gender and age can be captured corporately, it is a matter for individual employees to provide their own sensitive data in relation to religion or belief, ethnicity, sexual orientation and disability. The campaign to encourage employees to provide their sensitive data has been re-run prior to reporting.
4. The level of sensitive data held across the reported protected characteristics ranges between 67.47% and 100%. The City of London Corporation still remains within the top quartile in London Local Authorities for completed data. In addition we are aware that in comparison to other organisations within the City, our data capture is significantly better than others and we have provided guidance and advice to a number of them about how they can start and improve data capture.

5. Data is also presented on salaries grades and the top 5% of earners. These have not significantly changed since last year.
6. Appendix 1 also provides a breakdown of recruitment activity for the period January – December 2014. The level of recruitment compared to 2013 has remained fairly constant. A more detailed analysis of new starter and leaver data by grade and protected characteristic has been undertaken this year. This has highlighted a number of areas where further work can be undertaken and these will be built into the updated Equalities and Inclusion Action Plan. The starter data does indicate that whilst overall the make-up of the workforce remains broadly the same as last year, in terms of new starters to the organisation we have recruited proportionately more women and younger workers, and have also made marginal improvements in most of the other protected characteristics monitored. Clearly care needs to be taken with extrapolating statistical significance given the small numbers involved, but overall the information provides a reasonable guide. Further work will be undertaken this year to look at movement once in employment. We will also look at ways to simplify the recruitment process for posts at grade A –C which make up three quarters of all applications received.

Summary of equalities and inclusion initiatives during 2014 -15

7. The City Learning Live staff learning and development week in October 2014 aligned with Alderman Fiona Wolf's 'Power of Diversity' programme during her Mayoral year. The City Learning Live week focussed on leadership, inclusivity and diversity. It included a conference for senior managers with a number of speakers including John Amaechi, OBE, former NBA basketball player, psychologist, organisational consultant and high-performance executive coach. John talked about his own experience and observations which was compelling and thought-provoking. Simon Fanshawe, OBE delivered an entertaining and engaging talk about how difference can drive the organisation's performance.
8. **An Equalities and Inclusion Action Plan 2015** has been developed covering both service delivery and employment and it is currently on target. Actions to date include the following:

Equalities and Inclusion Board

9. The establishment of the Equalities and Inclusion Board chaired by the Town Clerk and with the Director of Community and Children Services and Director of Human Resources as Board members. The Board monitors and reviews the Equalities and Inclusion Action Plan. Once established, the Staff Networks (see paragraph 10 below) will also be represented on the Board to contribute to the strategic direction of the equalities agenda.

Staff Networks

10. Facilitating the establishment of 6 Staff Networks for Women; Disability; Carers; Lesbian, Gay, Bisexual and Transgender (LGBT); Black Asian and Minority Ethnic (BAME); and Faith and Spiritual Wellbeing (FSWB). There are senior officer sponsors for each of the groups. To date the Women's Network has been

launched and is now up and running. The senior officer sponsor of the group is David Farnsworth, Chief Grants Officer. The Disability Network, sponsored by Peter Kane, Chamberlain, has been launched and due to have the first meeting of the Network in July. The Carers' Network, sponsored by Sue Ireland, Director of Open Spaces and the LGBT Network sponsored by William Chapman, Private Secretary and Chief of Staff, Mansion House are due to be launched in June. The BAME Network sponsored by Susan Attard, Deputy Town Clerk and FSWB Network sponsored by Paul Double, Remembrancer are due to be launched in July.

Equality and Inclusion Annual Performance Summary

11. The 2014 summary of all corporate and departmental equalities related service delivery activities and actions and employment statistics has been published on the City's internet site to comply with the Public Service Equality Duty.

Working in partnership

12. The City has become a member of Radius Business. Radius work with private and public sector organisations to demonstrate how tangible improvements can be made in employee engagement, talent and business development when diversity and inclusion activities are brought into the heart of an organisation.
13. Membership of Radius provides opportunities for senior leaders, equalities and inclusion specialists and Staff Network members to meet counterparts across London and industry. Radius has been instrumental in helping to set up our Networks and has run a workshop for the Network sponsors to help shape and develop their role. Radius has also hosted a workshop for staff interested in running the Networks to help them plan and develop the Networks' objectives and actions for the first year and to examine how the Networks can work together on activities and initiatives.
14. Following his well received contribution at the City Learning Live event in October, Simon Fanshawe is working with the Chief Officer Group and undertaking a staff survey in one frontline service and one corporate service. The survey will be supported by a facilitated discussion with each of the senior management teams in those departments. The findings of the survey will be reported back in the autumn.

New Employment Policies

15. In response to new legislation the City has established a Right to Request Flexible Working Policy and a Shared Parental Leave Policy. Other smaller changes have been made to parental leave and leave in relation to changes to time off for ante-natal appointments and adoption leave.

Embedding Equalities and Inclusion into the business planning process

16. The Town Clerk has built in both generic and individual appraisal objectives to Chief Officers' appraisals for 2015/16.
17. The Establishment Committee's remit has been expanded to cover an overview of service delivery and employment equalities and inclusion responsibilities.
18. Equalities and inclusion objectives are now built into the Equalities and Inclusion Action Plan which is reviewed and updated by the Equalities and Inclusion Board.

Proposals

19. Members are asked to note the report.

Corporate & Strategic Implications

20. This report identifies a number of actions and activities that contribute towards meeting our Public Service Equality Duty. The Equalities and Inclusion Action Plan is reviewed regularly at the Equalities and Inclusion Board. The Establishment Committee's Terms of Reference for the Committee have been amended to have oversight of the City of London Corporation's policies and practices in respect of equality and inclusion, including the implementation of the Equality Act 2010 and other relevant legislation.

Implications

21. The budgetary implications in relation to the various initiatives are being identified and will be reported to the Equalities and Inclusion Board in due course.

Conclusion

22. The profile of equalities and inclusion has been significantly raised over the past year with a number of achievements and on-going new initiatives and actions. The setting up of the Equalities and Inclusion Board and expanded remit of the Establishment Committee together with the Equalities and Inclusion Action Plan support a holistic approach to cross-cutting equalities issues and will seek to mainstream these within service delivery and employment.

Appendices

Appendix 1 – Employee Profile March 2015

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City of London - Employee Profile

March 2015

1 Introduction

This document illustrates and describes the profile of the workforce which informs the City of London's Public Service Equality Duty and is used to inform HR policy review and development.

2 Scope

The analysis provides information on all employees both full time and part time working and directly employed temporary employees with more than one years' employment. The departments covered are:

- Central Criminal Court, Chamberlain's, City Surveyor's, Community & Children's Services, Comptroller & City Solicitor's, Culture Heritage & Libraries, Mansion House, Markets & Consumer Protection, Open Spaces, Remembrancers, The Built Environment and Town Clerk's.

This report also includes, unless where stated, the following:

- Barbican Centre and Guildhall School of Music & Drama, all school based employees i.e. both teachers and non-teaching employees working in the City's three schools i.e. City of London Freeman's School, City of London School (Boys) and City of London School for Girls.

Excluded are: City of London Police Officers and support employees whose data is reported separately to the Police Committee and Police & Performance Management Group; casual and agency workers; contractors and consultants; and directly employed temporary employees with less than one year's service.

The workforce profile data reflects the workforce profile recorded as at the 31 March 2015 unless otherwise stated. Recruitment analysis reflects the calendar year 2014. Starter and leaver information covers the financial year April 2014 – March 2015.

Because employees are not required to provide all personal and sensitive information this means that not all of the categories relate to 100% of the workforce. These are indicated as 'Unknown'. Information is drawn from basic payroll and HR data from the HR information system. Additional sensitive information is added on a voluntary basis by employees through the self-service facility on the HR Information System.

Workforce Profile - Protected Characteristics: The data analysis looks at 6 out of the 9 nine protected characteristics identified in the Equality Act 2010. These are: Gender, Age, Ethnicity, Disability, Religion and Belief and Sexual Orientation. Where numbers in relation to protected characteristics are very small these have been grouped together, where it is appropriate to do so, to maintain the integrity of the data, but also to ensure that no individual/s can be easily identifiable.

Categories of analysis This report covers an analysis of the overall workforce profile; salary and grade; top 5% of earners; turnover; recruitment; starters and leavers.

3 Overview of the Workforce

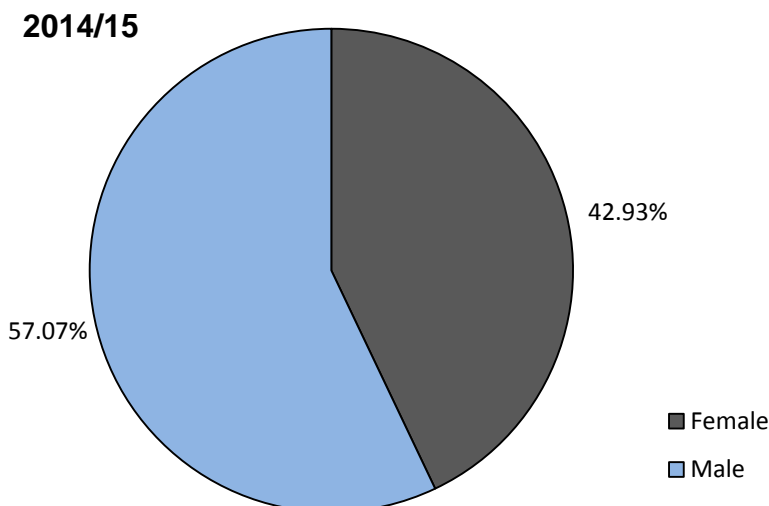
As at 31 March 2015 there were a total of 3,154 employees across the departments and functions in scope, covering a wide range of service areas. This figure is similar to last year. There have been starters (486) and leavers (449) during the reporting period. 2,781 employees are full time and 373 are part time (defined as employees working less than 85% of a full time equivalent (FTE) post). For ease of reference it should be noted that 1 employee is equivalent to 0.03% of the workforce and 1% of the total workforce is approximately 32 employees.

3.1 Gender

Gender data is held on 100% of the workforce.

As shown below, 42.93% of the workforce is female and 57.07% are male. This is comparable to the split for 2013/14 (43.55% female and 56.45% male). The average for all London Councils is 62.39% female and 37.61% male respectively (Source: London Councils- Human Capital Metrics Survey Scorecard 2013/14). It should be noted that whilst some comparison can be useful, the unique nature of the City of London Corporation makes a direct comparison with other Councils difficult. For example, other local authorities have a larger education and schools provision, which is traditionally a more female-oriented service and which impacts on the overall statistical comparison. An alternative comparison can be made with the 2011 census, which identifies the workday population of the “square mile” as 360,075 and is split 61% male to 39% female (Office for National Statistics).

The proportion of part-time employees who are female is just under 73% of the total of 373 part-time employees. This figure is the same as the national picture of women as a percentage of all part-time workers according to the most recent data (as at February 2015) provided by the Office of National Statistics (ONS).



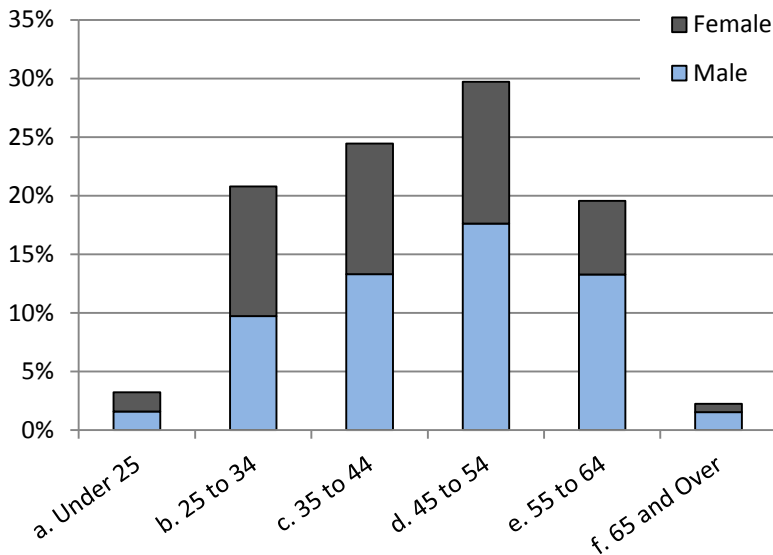
Headcount		
Gender	2013/14	2014/15
Female	43.55%	42.93%
Male	56.45%	57.07%
Grand Total	100.00%	100.00%

FTE		
Gender	2013/14	2014/15
Female	41.49%	41.33%
Male	58.51%	58.67%
Grand Total	100.00%	100.00%

3.2 Age

Age data is held on 100% of the workforce.

The age distribution is essentially unchanged from the previous year.



Age Range	Female	Male
a. Under 25	1.65%	1.59%
b. 25 to 34	11.06%	9.73%
c. 35 to 44	11.13%	13.32%
d. 45 to 54	12.08%	17.63%
e. 55 to 64	6.28%	13.28%
f. 65 and Over	0.73%	1.52%
Grand Total	42.93%	57.07%

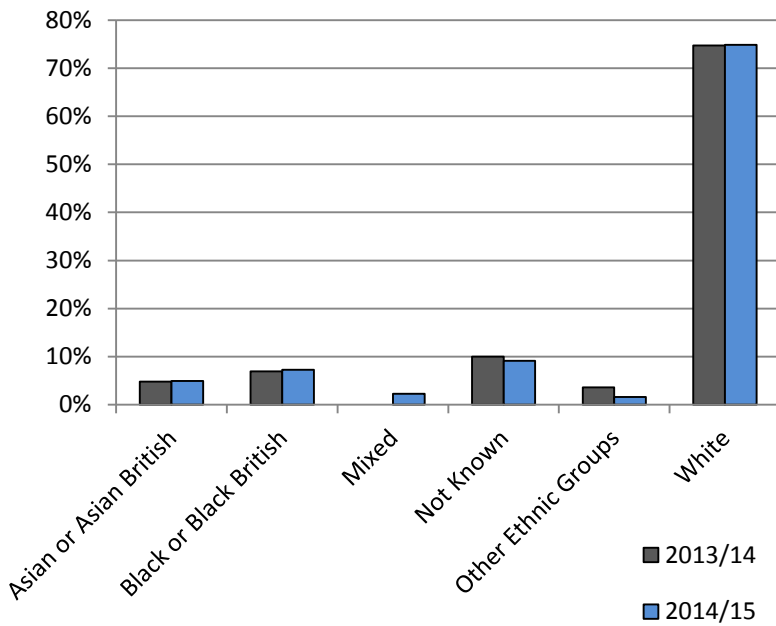
3.3 Ethnicity

Ethnicity data is held on 90.87% of the workforce.

For the purpose of this analysis employees are classified as belonging to the following ethnic groups. These are the standard classifications on the HR Information System and allow for comparison with other London Councils:

- **White:** White - British, White - EU, White - Other European, White - Any other White background, Irish
- **Asian or Asian British:** Asian - Bangladeshi, Asian - British, Asian - Indian, Asian - Pakistani, Asian - Any other Asian background
- **Black or Black British:** Black – African, Black – British, Black – Caribbean, Black - Any other Black background
- **Mixed:** Mixed - Asian & White, Mixed - Black & White, Mixed - Any other Mixed background
- **Other Ethnic Groups:** Chinese, Any Other background, Any Other ethnic group

The ethnicity profile is displayed on the next page. It shows no discernable change over the past 12 months. The most recent comparative data for London Councils shows that across all London Boroughs, the workforce is 61.88% White and 38.12% Black Asian and Minority Ethnic (BAME). This compares to 74.82% White; 16.05% (BAME) and 9.13% unknown at the City of London Corporation.

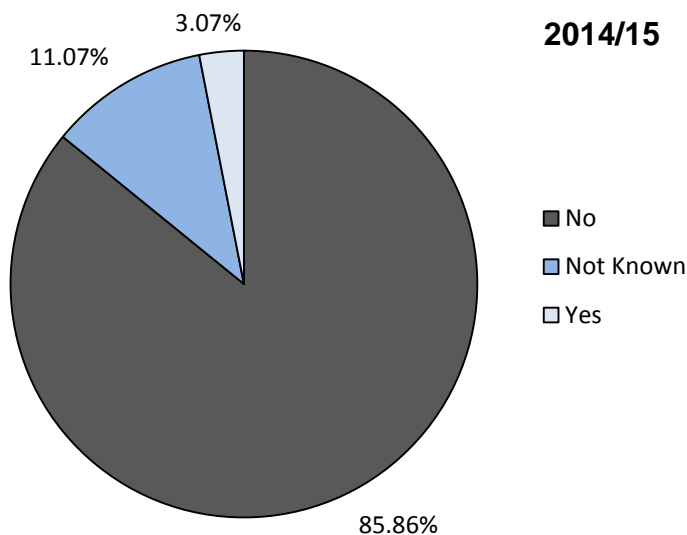


Ethnic Group	2013/14	2014/15
Asian or Asian British	4.78%	4.95%
Black or Black British	6.93%	7.26%
Mixed		2.25%
Not Known	9.98%	9.13%
Other Ethnic Groups	3.63%	1.59%
White	74.68%	74.82%
Grand Total	100.00%	100.00%

3.4 Disability

Disability data is held on 88.93% of the workforce.

3.07 % of the total workforce have declared themselves as having a disability. Employees are asked to state whether they “self-certify” as having a disability on the HR Information System and similarly job applicants are asked to indicate Yes or No to the statement of “I consider myself to have a disability”. Therefore this indicator does not necessarily accurately measure whether an employee meets the definition of “disability” under the Equality Act 2010.

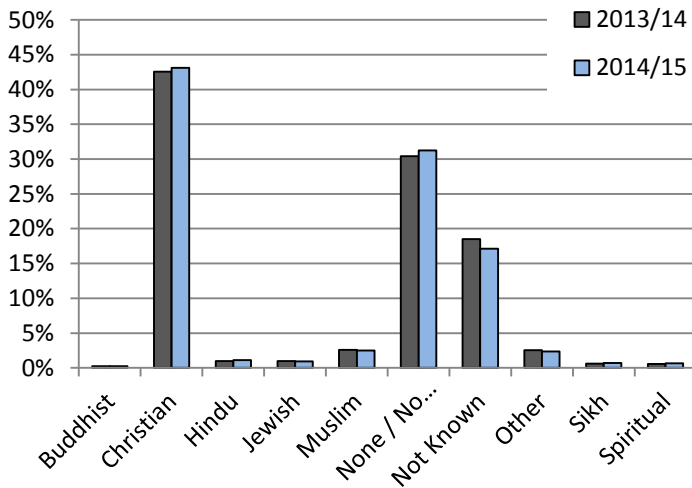


Disability	2013/14	2014/15
No	85.00%	85.86%
Not Known	11.90%	11.07%
Yes	3.10%	3.07%
Grand Total	100.00%	100.00%

3.5 Religion and Belief

Religion and belief information is held on 82.88% of the workforce.

Of the overall workforce, just under half, 43.11% are Christian. 31.23% stated that they have None/No religion or belief. Other religions and beliefs remain at around 2.5% or less.



Religion & Belief	2013/14	2014/15
Buddhist	0.25%	0.26%
Christian	42.56%	43.11%
Hindu	0.99%	1.11%
Jewish	0.99%	0.92%
Muslim	2.58%	2.51%
None / No religion	30.42%	31.23%
Not Known	18.48%	17.12%
Other	2.55%	2.37%
Sikh	0.62%	0.70%
Spiritual	0.56%	0.67%
Grand Total	100.00%	100.00%

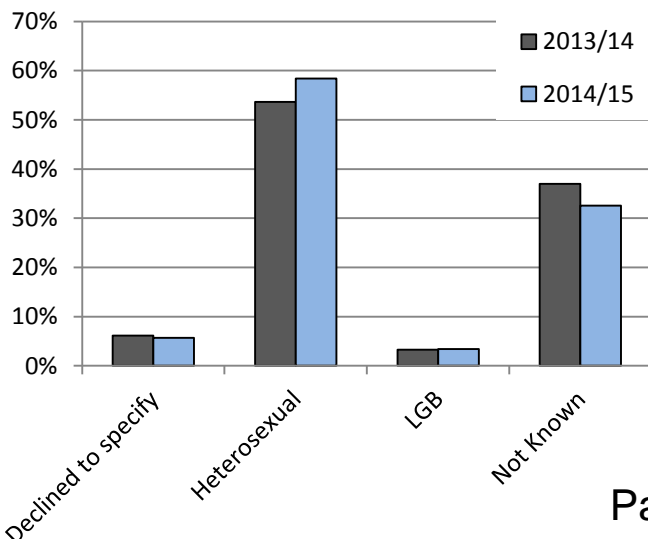
3.6 Sexual Orientation

Sexual orientation information is held on 67.47% of the workforce.

Information on the sexual orientation of the workforce has only been monitored relatively recently, since 2010/11. The percentage of data entry has increased from 49% to 63% to 67.47%. This is the largest percentage increase in data capture of sensitive data this year.

The Government uses a figure of 5% - 7% of the population as Lesbian, Gay or Bisexual (LGB) which the LGB charity *Stonewall* feels is a reasonable estimate.

In the table below LGB are grouped together as they are individually small in numbers:



Sexual Orientation	2013/14	2014/15
Declined to specify	6.15%	5.67%
Heterosexual	53.62%	58.37%
LGB	3.26%	3.43%
Not Known	36.97%	32.53%
Grand Total	100.00%	100.00%

4 Salary and Grade Profile

This section provides details of salary and gradings in relation to protected characteristics.

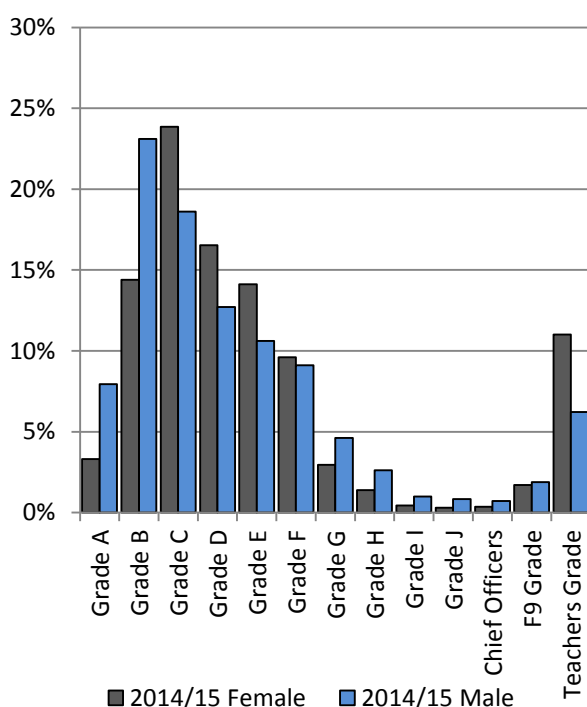
Salary Scales

The pay of City of London Corporation employees is determined locally. This differs from most of the other Local Authorities whose pay is governed by the National Joint Council for Local Government (NJC).

Grade	Min Salary (£)	Max Salary (£)	% Workforce
A	£12,940	£14,120	5.96%
B	£15,870	£18,430	19.37%
C	£20,730	£24,050	20.86%
D	£26,250	£30,450	14.36%
E	£30,450	£35,270	12.11%
F	£38,550	£44,720	9.32%
G	£46,040	£53,400	3.90%
H	£53,400	£61,870	2.09%
I	£61,870	£71,120	0.76%
J	£73,880	£85,660	0.60%
Chief Officers Group*	£75,360	£231,660	0.57%
F9 Grade	No fixed values		1.81%
Teacher Grades	£27,120	£79,870	8.29%

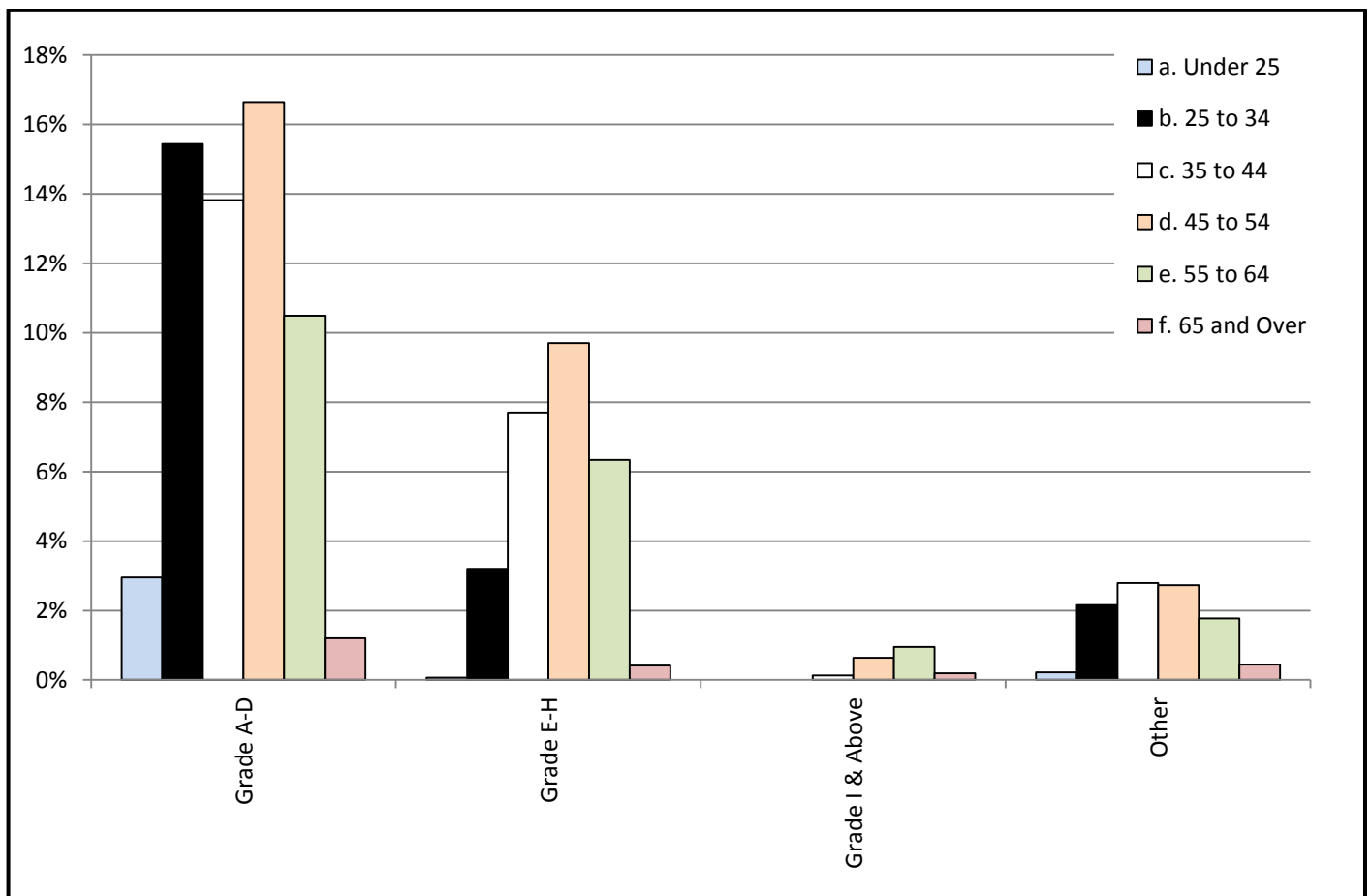
Figures exclude London Weighting and other allowances
***Chief Officers have individual salary scales within this broad range.**
This group also includes Head Teachers.

4.1 Gender and grade profile



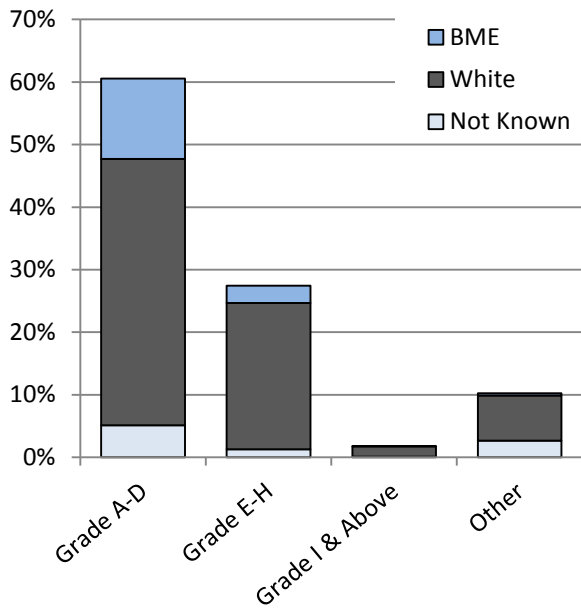
Grade Range	2013/14 Female	2014/15 Female	2013/14 Male	2014/15 Male
Grade A	5.49%	3.32%	8.55%	7.95%
Grade B	14.78%	14.40%	23.02%	23.11%
Grade C	25.46%	23.86%	19.75%	18.61%
Grade D	15.73%	16.54%	11.71%	12.72%
Grade E	12.58%	14.11%	10.75%	10.61%
Grade F	9.58%	9.60%	9.40%	9.11%
Grade G	2.78%	2.95%	4.73%	4.61%
Grade H	1.46%	1.40%	2.42%	2.61%
Grade I	0.22%	0.44%	1.13%	1.00%
Grade J	0.29%	0.30%	0.90%	0.84%
Chief Officers	0.29%	0.37%	0.84%	0.72%
F9 Grade		1.70%		1.89%
Teachers Grade	11.34%	11.01%	6.80%	6.22%
Grand Total	100.00%	100.00%	100.00%	100.00%

4.2 Age and grade profile



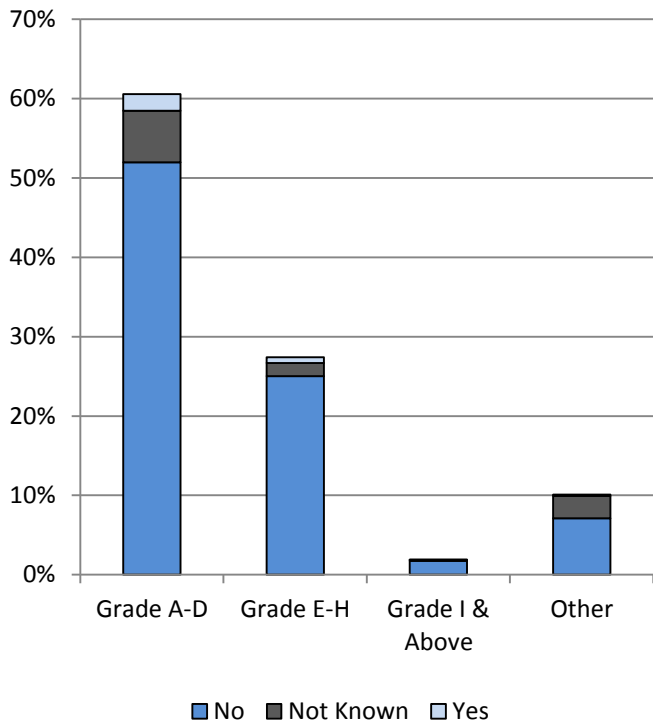
Grade	a. Under 25	b. 25 to 34	c. 35 to 44	d. 45 to 54	e. 55 to 64	f. 65 and Over
Grade A-D	2.95%	15.44%	13.82%	16.65%	10.49%	1.20%
Grade E-H	0.06%	3.20%	7.70%	9.70%	6.34%	0.42%
Grade I & Above	0.00%	0.00%	0.16%	0.63%	0.95%	0.19%
Other	0.22%	2.16%	2.77%	2.73%	1.78%	0.44%
Grand Total	3.23%	20.80%	24.45%	29.71%	19.56%	2.25%
2013/14 Total	3.24%	20.74%	24.94%	29.93%	18.92%	2.23%

4.3 Ethnicity and grade profile



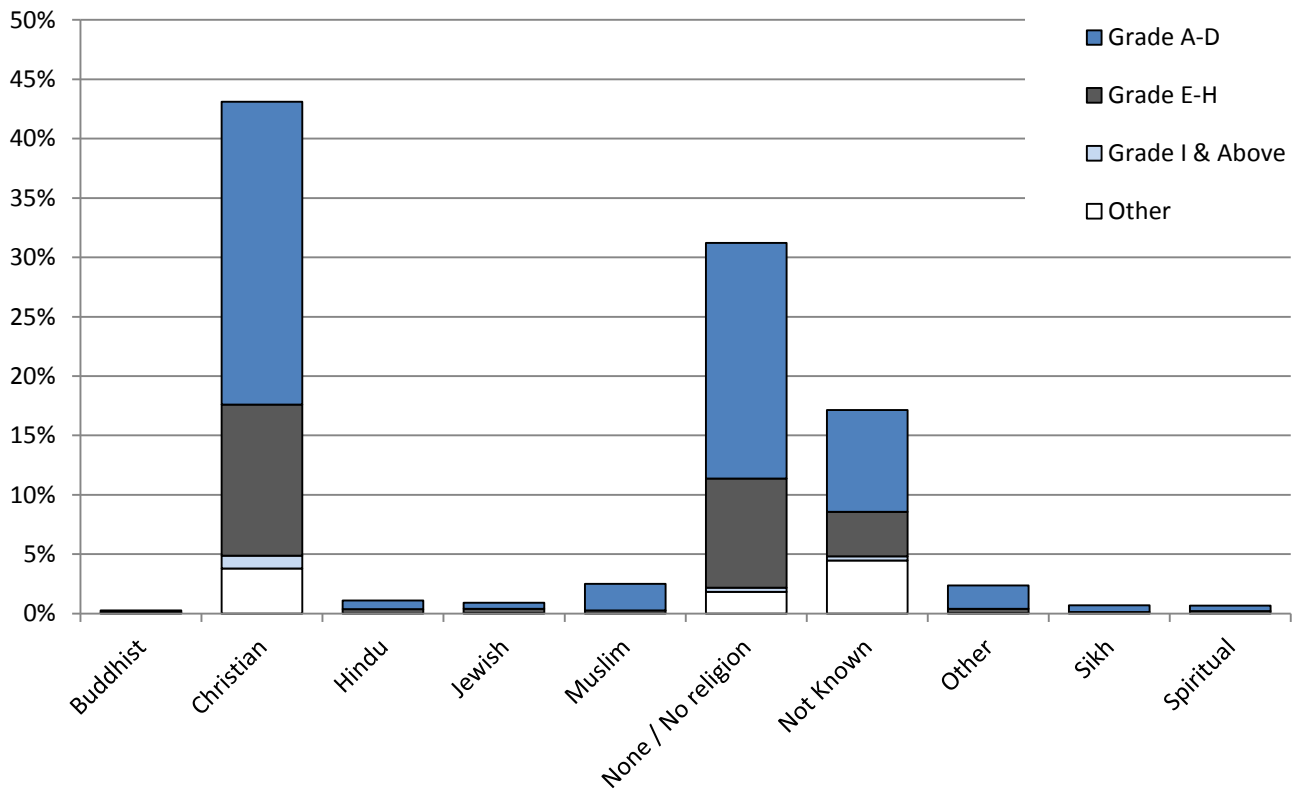
Grade Range	BME	White	Not Known
Grade A-D	12.87%	42.58%	5.10%
Grade E-H	2.76%	23.40%	1.27%
Grade I & Above	0.06%	1.71%	0.16%
Other	0.35%	7.14%	2.60%
Grand Total	16.04%	74.83%	9.13%
2013/14 Total	18.54%	81.46%	

4.4 Disability indicator and grade profile



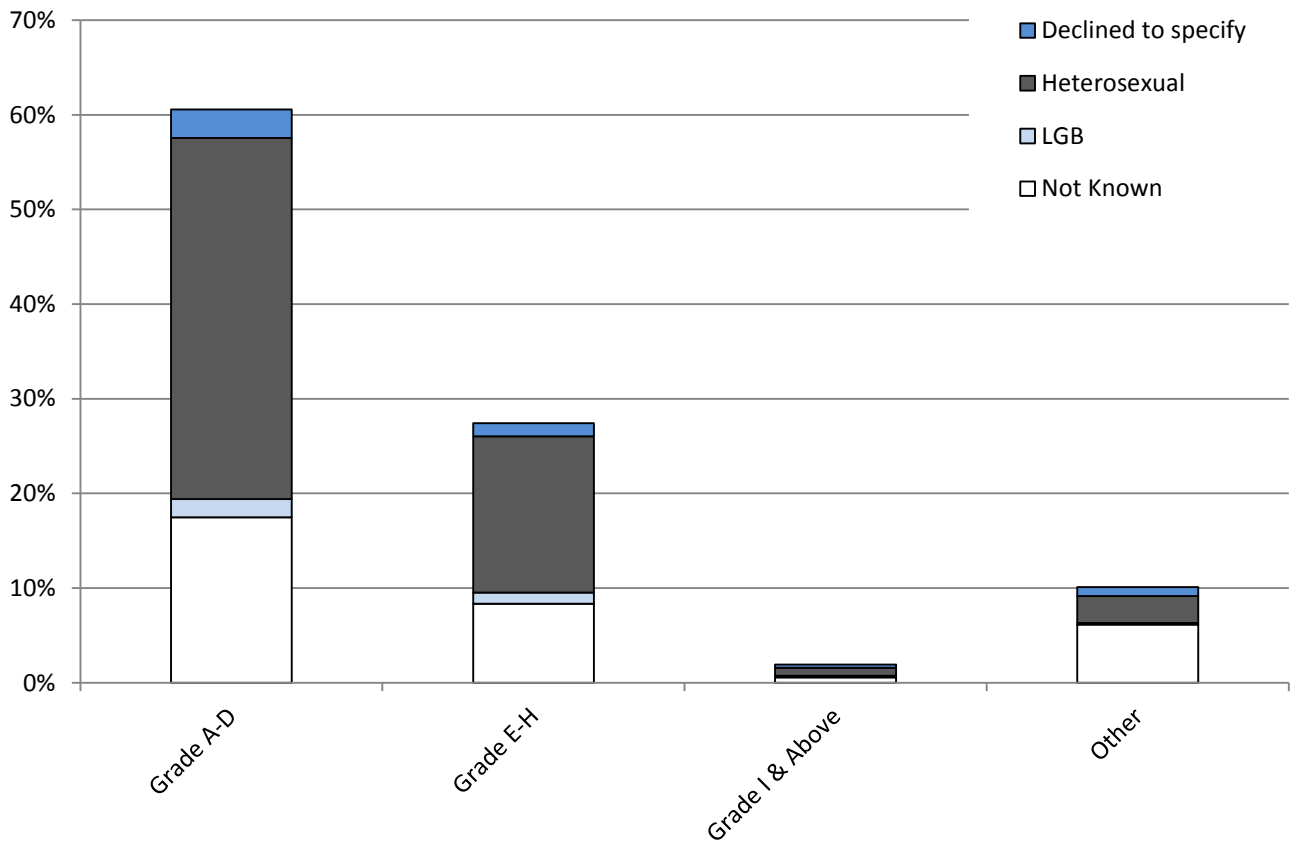
Disability	No	Not Known	Yes
Grade A-D	52.00%	6.46%	2.09%
Grade E-H	25.02%	1.65%	0.76%
Grade I & Above	1.77%	0.13%	0.03%
Other	7.08%	2.82%	0.19%
Grand Total	85.87%	11.06%	3.07%
2013/14 Total	86.82%	10.09%	3.09%

4.5 Religion and belief and grade profile



Religion & Belief	Buddhist	Christian	Hindu	Jewish	Muslim	None / No religion	Not Known	Other	Sikh	Spiritual
Grade A-D	0.16%	25.52%	0.73%	0.51%	2.25%	19.85%	8.56%	1.97%	0.57%	0.43%
Grade E-H	0.10%	12.71%	0.38%	0.35%	0.26%	9.19%	3.74%	0.35%	0.13%	0.22%
Grade I & Above	0.00%	1.14%	0.00%	0.00%	0.00%	0.35%	0.44%	0.00%	0.00%	0.00%
Other	0.00%	3.74%	0.00%	0.06%	0.00%	1.85%	4.38%	0.06%	0.00%	0.00%
Grand Total	0.26%	43.11%	1.11%	0.92%	2.51%	31.24%	17.12%	2.38%	0.70%	0.65%
2013/14 Total	0.26%	43.07%	1.10%	1.01%	2.82%	32.16%	15.66%	2.65%	0.70%	0.57%

4.6 Sexual orientation and grade profile



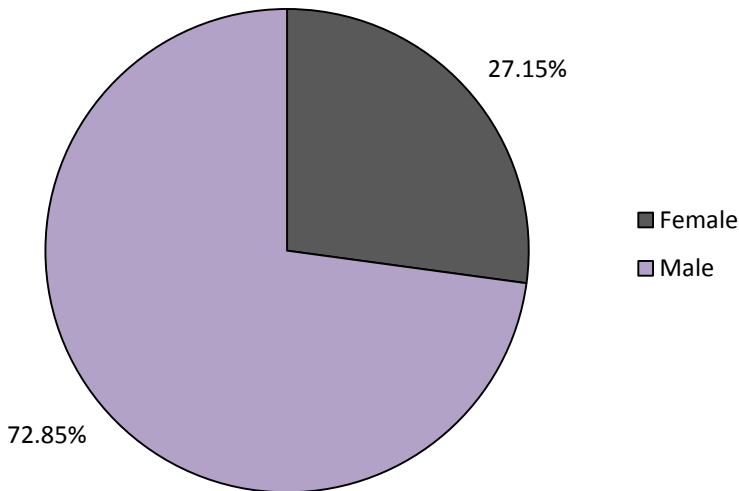
Sexual Orientation	Declined to specify	Heterosexual	LGB	Not Known
Grade A-D	3.01%	38.14%	1.93%	17.47%
Grade E-H	1.40%	16.52%	1.17%	8.34%
Grade I & Above	0.35%	0.86%	0.16%	0.56%
Other	0.92%	2.85%	0.16%	6.16%
Grand Total	5.68%	58.37%	3.42%	32.53%
2013/14 Total	5.81%	57.70%	3.49%	33.00%

5 Top 5% of Earners

The following section examines the profile of the top 5% of earners. This includes basic pay, London Weighting and Market Forces Supplements. There are currently 151 employees in the top 5% of earners in the City of London Corporation as at 31 March 2015. The ranking used to establish the top 5% of earners is based on the top 5% of gross salaries. This actually equates to 4.79% of the workforce.

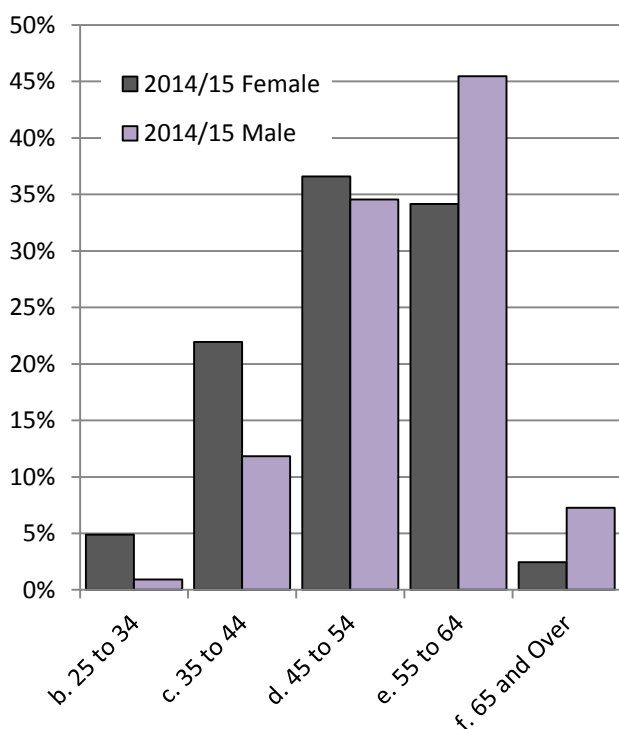
5.1 Top 5% earners by gender

2014/15



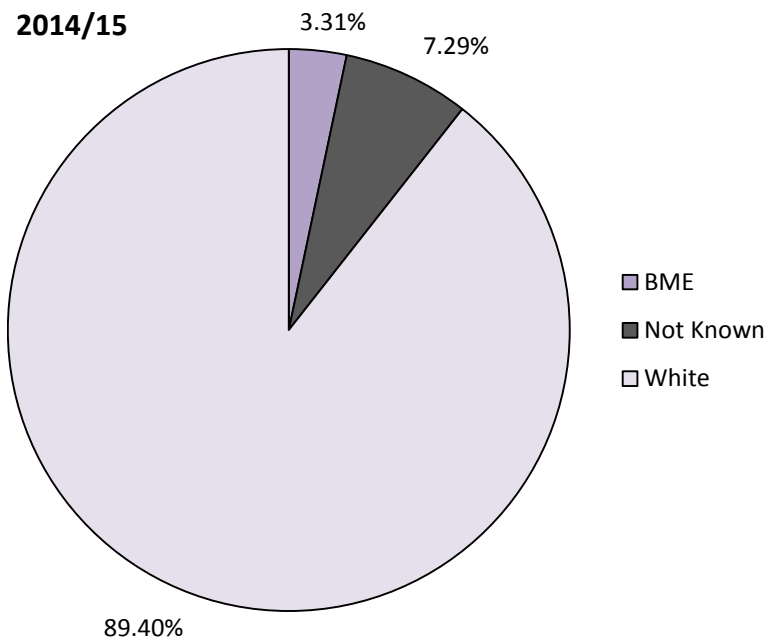
Gender	2013/14	2014/15
Female	26.11%	27.15%
Male	73.89%	72.85%
Grand Total	100.00%	100.00%

5.2 Top 5% earners by age



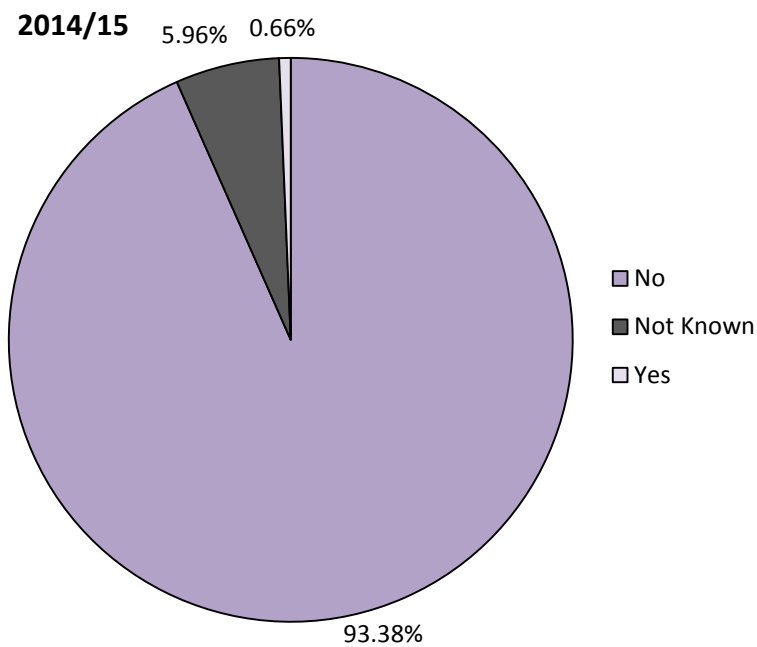
Age Range	2013/14 Female	2014/15 Female	2013/14 Male	2014/15 Male
b. 25 to 34	2.44%	4.88%	0.00%	0.91%
c. 35 to 44	21.95%	21.95%	13.79%	11.82%
d. 45 to 54	48.78%	36.58%	36.21%	34.55%
e. 55 to 64	26.83%	34.15%	43.10%	45.45%
f. 65 and Over	0.00%	2.44%	6.90%	7.27%
Grand Total	100.00%	100.00%	100.00%	100.00%

5.3 Top 5% earners by ethnicity



Ethnic Group	2013/14	2014/15
BME	3.19%	3.31%
Not Known	7.64%	7.29%
White	89.17%	89.40%
Grand Total	100.00%	100.00%

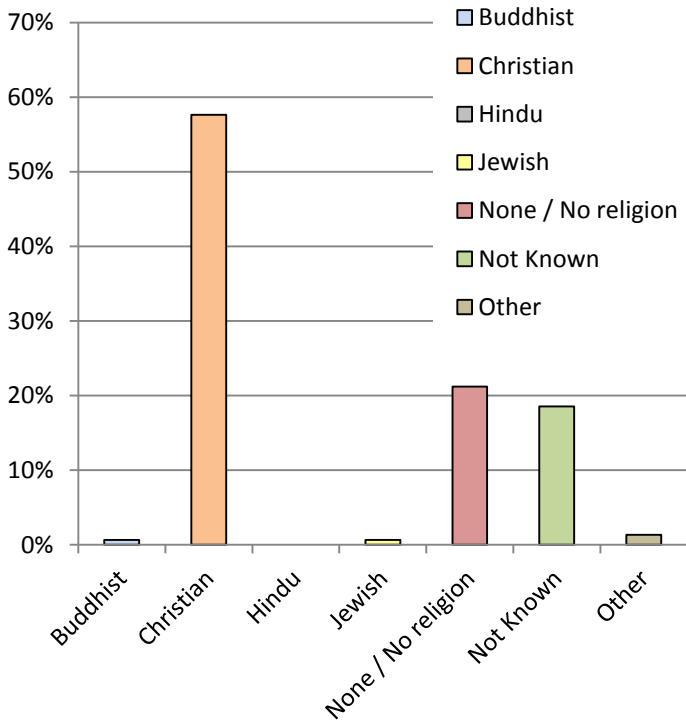
5.4 Top 5% earners by disability indicator



Disability	2013/14	2014/15
No	92.36%	93.38%
Not Known	5.73%	5.96%
Yes	1.91%	0.66%
Grand Total	100.00%	100.00%

5.5 Top 5% earners by religion and belief

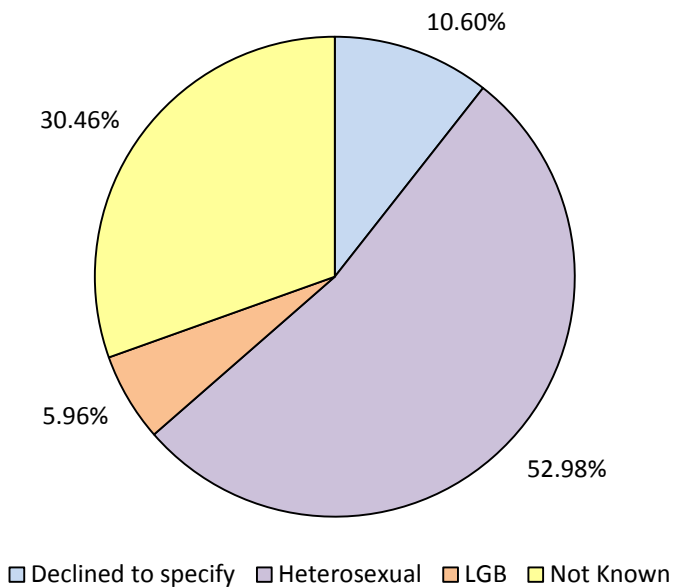
2014/15



Religion & Belief	2013/14	2014/15
Buddhist	0.64%	0.66%
Christian	57.96%	57.61%
Hindu	0.64%	0.00%
Jewish	0.64%	0.66%
None / No religion	21.02%	21.20%
Not Known	17.83%	18.55%
Other	1.27%	1.32%
Grand Total	100.00%	100.00%

5.6 Top 5% earners by sexual orientation

2014/15



Sexual Orientation	2013/14	2014/15
Declined to specify	10.19%	10.60%
Heterosexual	50.96%	52.98%
LGB	4.46%	5.96%
Not Known	34.39%	30.46%
Grand Total	100.00%	100.00%

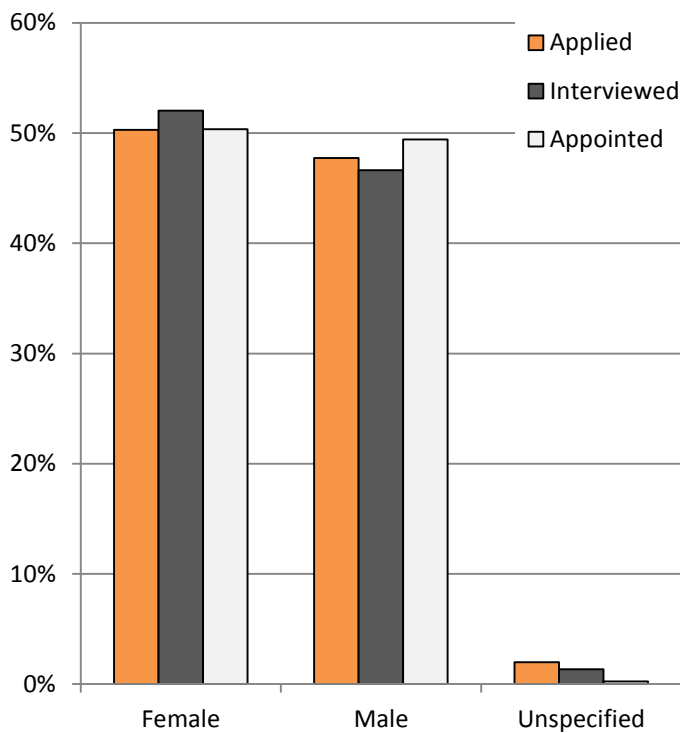
The turnover rate is 13.97%. This has decreased slightly since last year when it was 14.1%. This figure compares closely to the overall turnover across London Councils and a national level of 14.6% according to the Hay Group.

6 Recruitment Data 2014

The following charts summarise the recruitment activity covering the calendar year 1 January to 31 December 2014. This covers a slightly different period compared to the main workforce profile of current employees, owing to the time it takes between completing a recruitment exercise and new employees joining the organisation, processing references and completing starter information on the HR Information System.

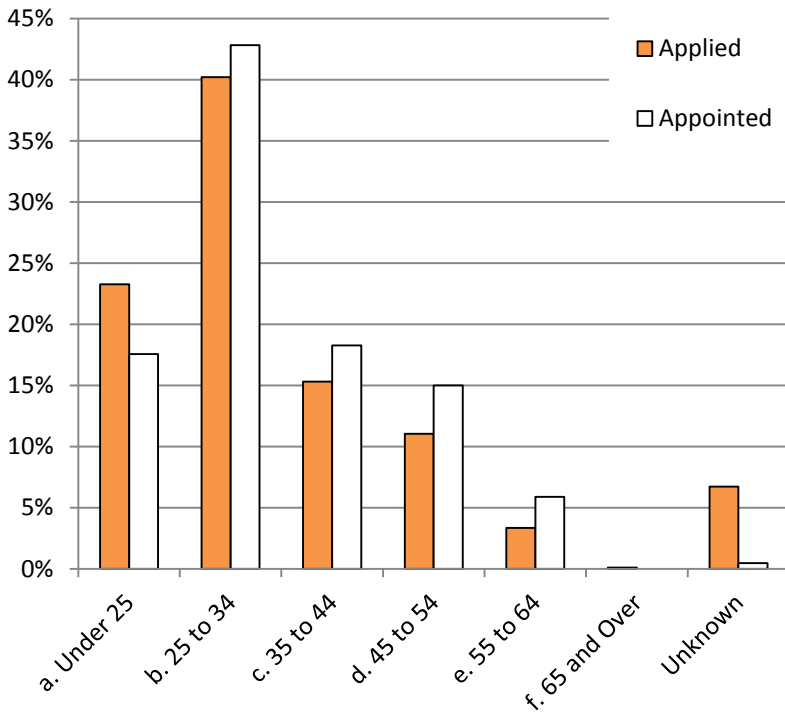
Over the period, there were 13,207 job applicants, 1,995 of those were shortlisted for interview (15.11% of applicants) and 427 appointments were made (3.24% of applicants).

6.1 Recruitment by gender



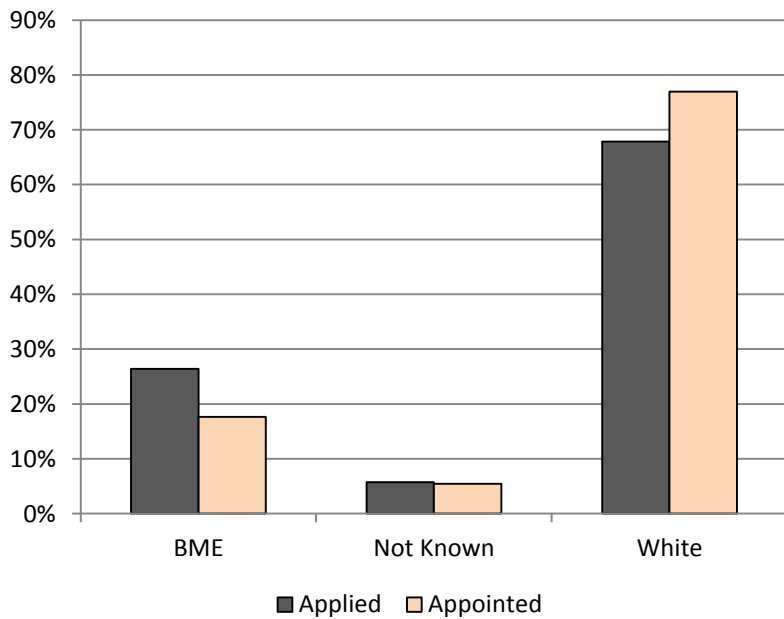
Stage	Female	Male	Unspecified
Applied	50.28%	47.72%	2.00%
Interviewed	52.03%	46.62%	1.35%
Appointed	50.35%	49.42%	0.23%

6.2 Recruitment by age



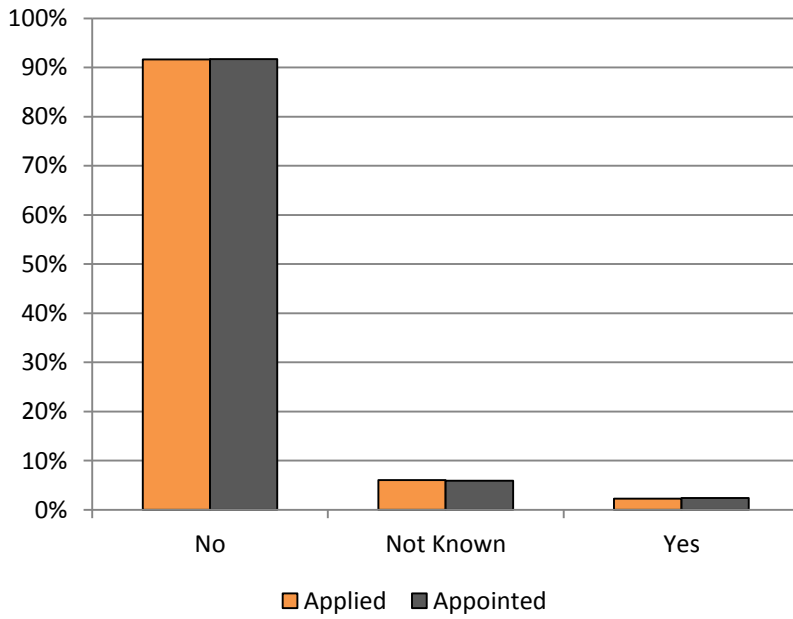
Age Range	Applied	Appointed
a. Under 25	23.26%	17.57%
b. 25 to 34	40.19%	42.81%
c. 35 to 44	15.30%	18.27%
d. 45 to 54	11.04%	15.00%
e. 55 to 64	3.36%	5.88%
f. 65 and Over	0.11%	0.00%
Unknown	6.74%	0.47%
Grand Total	100.00%	100.00%

6.3 Recruitment by ethnicity



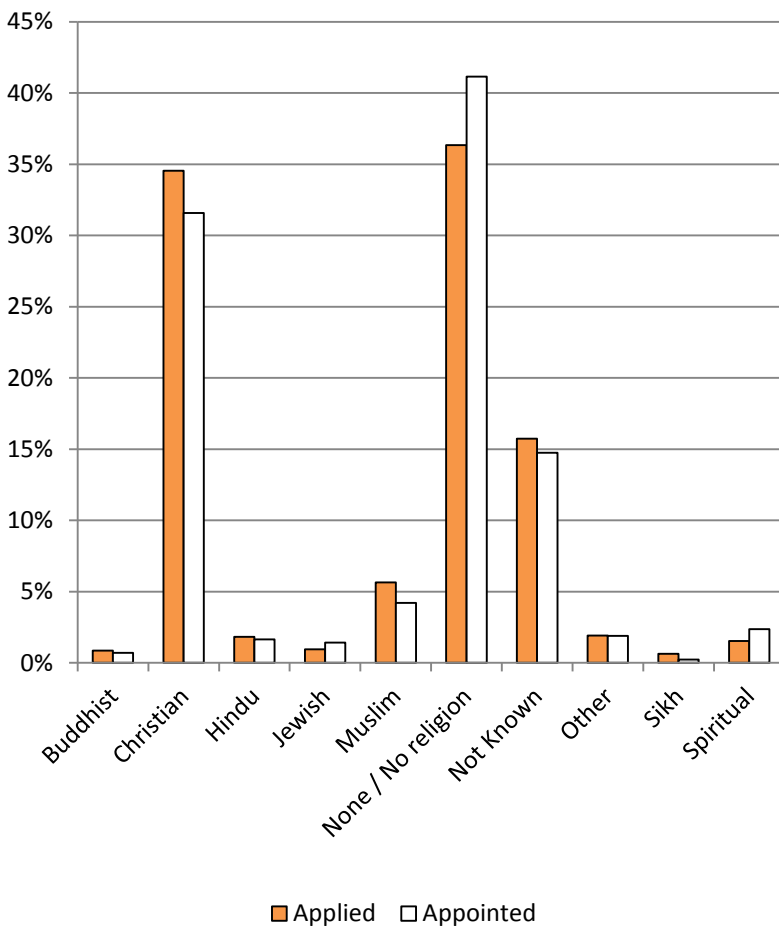
Ethnic Group	Applied	Appointed
BME	26.42%	17.65%
Not Known	5.75%	5.42%
White	67.83%	76.93%
Grand Total	100.00%	100.00%

6.4 Recruitment by disability indicator



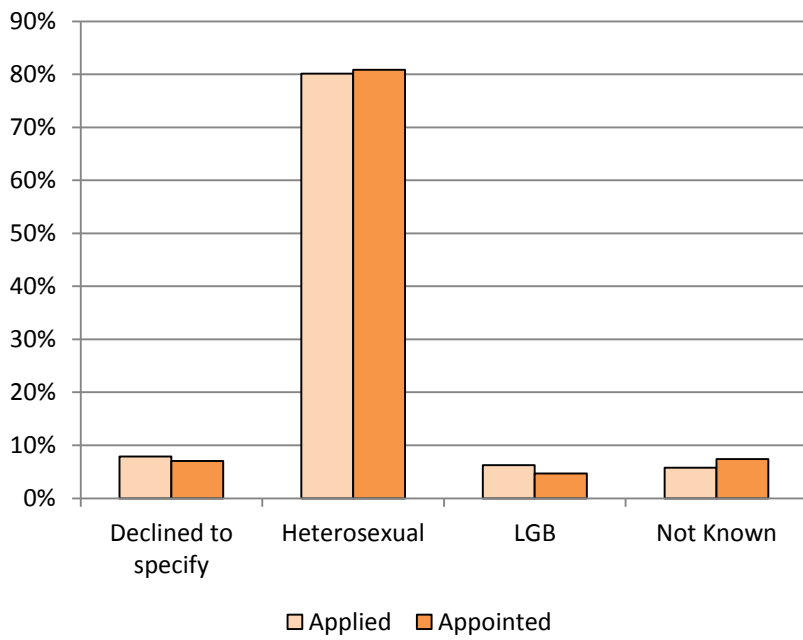
Disability	Applied	Appointed
No	91.66%	91.68%
Not Known	6.05%	5.92%
Yes	2.29%	2.40%
Grand Total	100.00%	100.00%

6.5 Recruitment by religion and belief



Religion & Belief	Applied	Appointed
Buddhist	0.86%	0.71%
Christian	34.54%	31.58%
Hindu	1.82%	1.65%
Jewish	0.95%	1.43%
Muslim	5.66%	4.22%
None / No religion	36.34%	41.16%
Not Known	15.73%	14.74%
Other	1.92%	1.90%
Sikh	0.64%	0.24%
Spiritual	1.54%	2.37%
Grand Total	100.00%	100.00%

6.6 Recruitment by sexual orientation

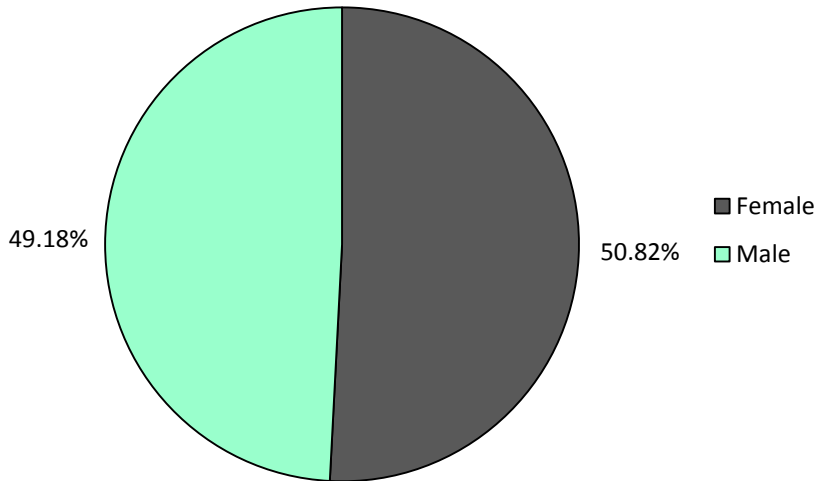


Sexual Orientation	Applied	Appointed
Declined to specify	7.90%	7.02%
Heterosexual	80.10%	80.87%
LGB	6.25%	4.69%
Not Known	5.75%	7.42%
Grand Total	100.00%	100.00%

7 Starter information April 2014 – March 2015

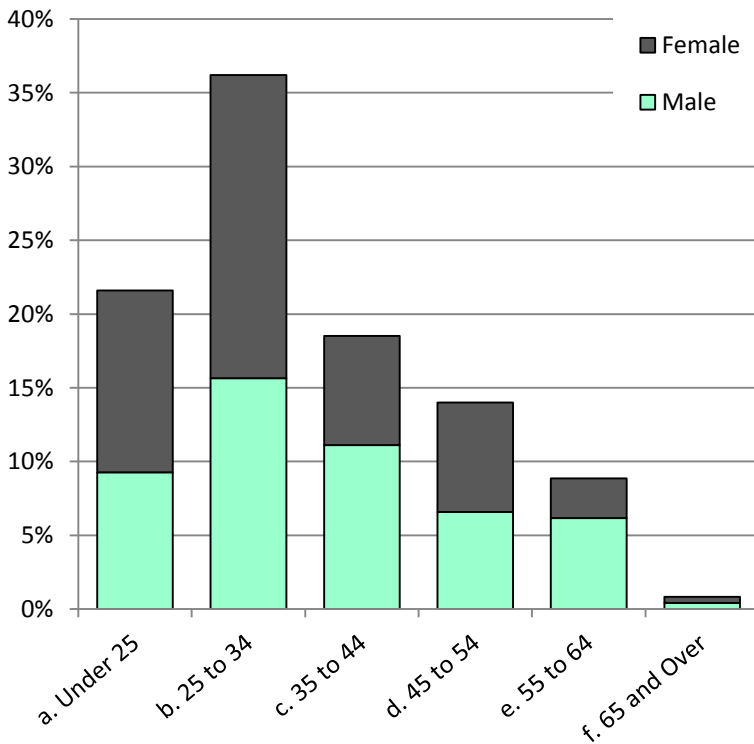
The tables below give a breakdown of the 486 new starters to the organisation. This data does not include those employees who already work for the City of London Corporation but have changed jobs.

7.1 Starters by gender



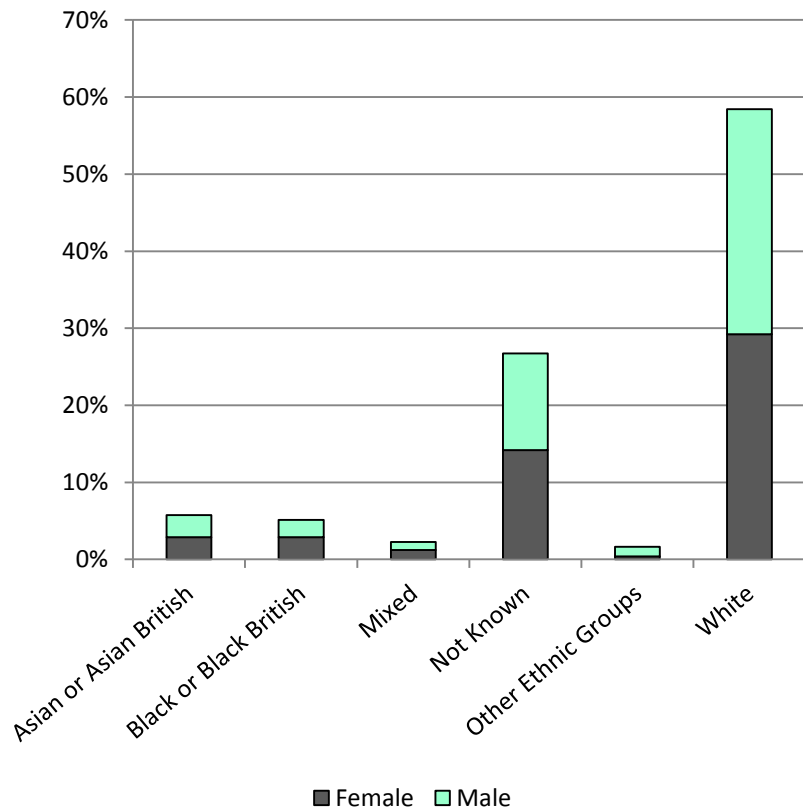
Gender	Total
Female	50.82%
Male	49.18%
Grand Total	100.00%

7.2 Starters by age



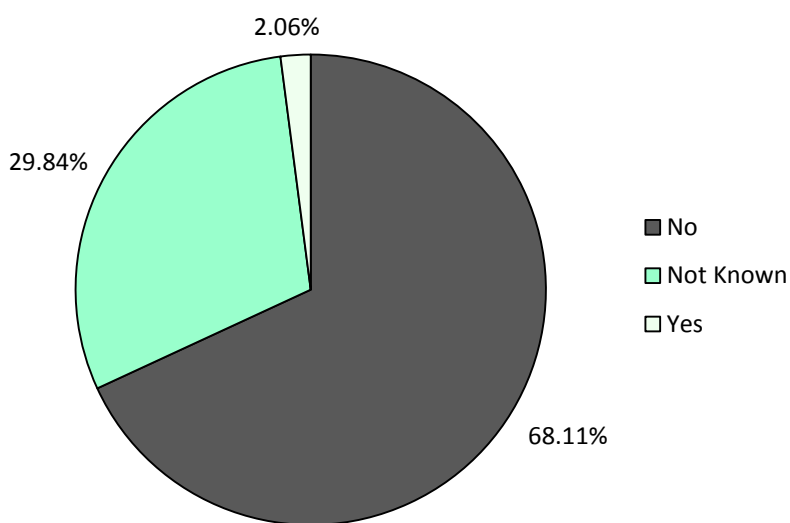
Age Range	Female	Male
a. Under 25	12.35%	9.26%
b. 25 to 34	20.58%	15.64%
c. 35 to 44	7.41%	11.11%
d. 45 to 54	7.41%	6.58%
e. 55 to 64	2.67%	6.17%
f. 65 and Over	0.40%	0.42%
Grand Total	50.82%	49.18%

7.3 Starters by ethnicity



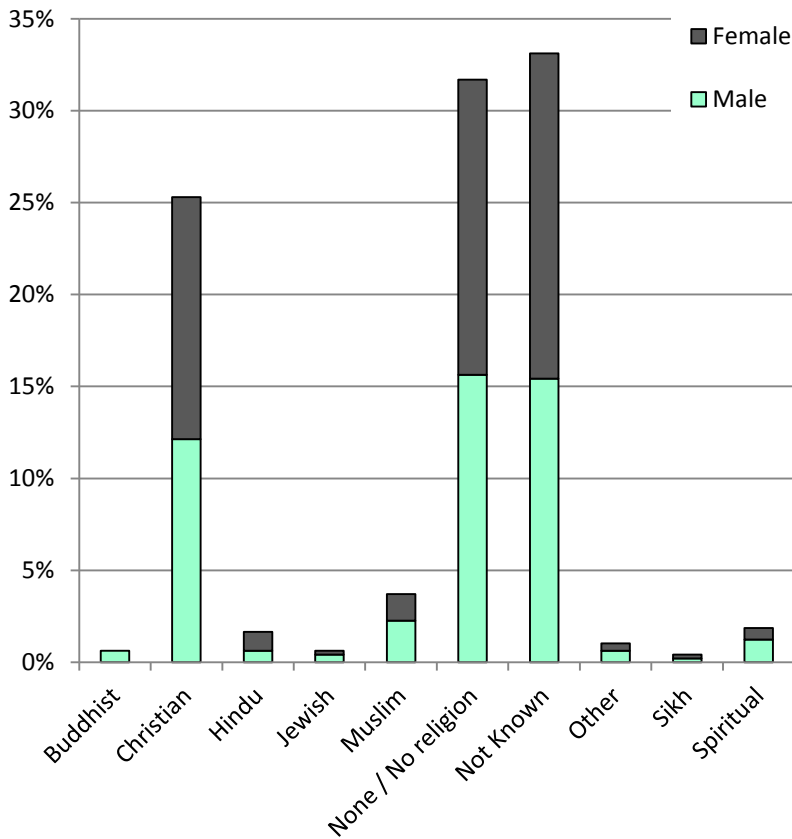
Ethnic Group	Female	Male
Asian or Asian British	2.88%	2.88%
Black or Black British	2.88%	2.26%
Mixed	1.23%	1.03%
Not Known	14.20%	12.56%
Other Ethnic Groups	0.41%	1.23%
White	29.22%	29.22%
Grand Total	50.82%	49.18%

7.4 Starters by disability indicator



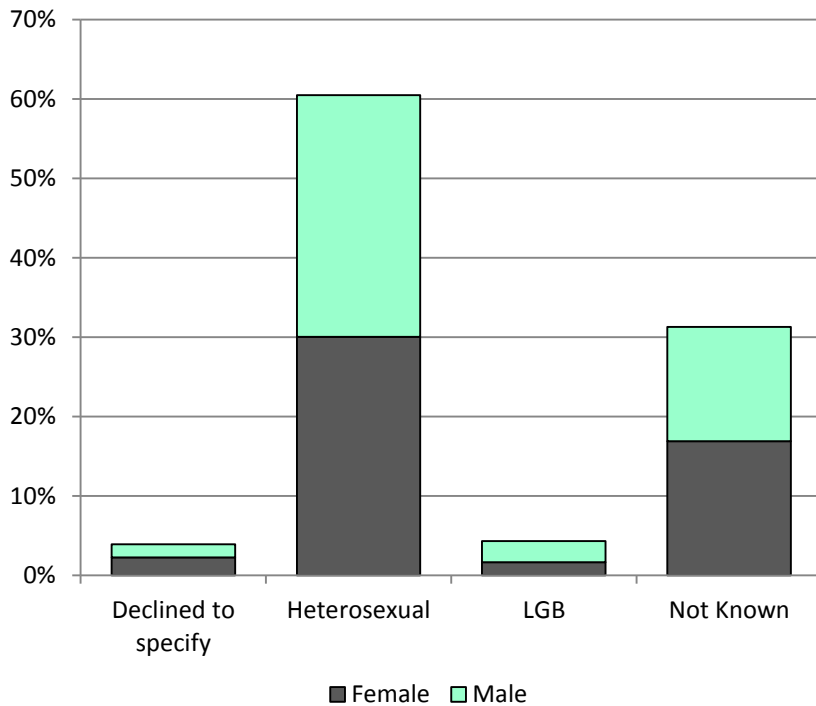
Gender	Female	Male
No	34.16%	33.95%
Not Known	15.84%	13.99%
Yes	0.82%	1.24%
Grand Total	50.82%	49.18%

7.5 Starters by religion and belief



Religion & Belief	Female	Male
Buddhist	0.00%	0.62%
Christian	13.17%	12.14%
Hindu	1.03%	0.62%
Jewish	0.21%	0.41%
Muslim	1.44%	2.26%
None / No religion	16.05%	15.64%
Not Known	17.69%	15.43%
Other	0.41%	0.62%
Sikh	0.20%	0.21%
Spiritual	0.62%	1.23%
Grand Total	50.82%	49.18%

7.6 Starters by sexual orientation

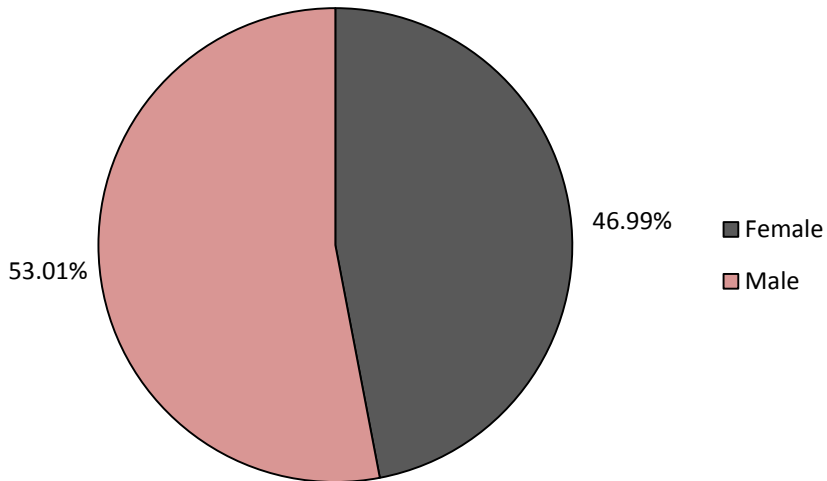


Sexual Orientation	Female	Male
Declined to specify	2.26%	1.65%
Heterosexual	30.04%	30.45%
LGB	1.65%	2.67%
Not Known	16.87%	14.41%
Grand Total	50.82%	49.18%

8. Leaver information April 2014 – March 2015

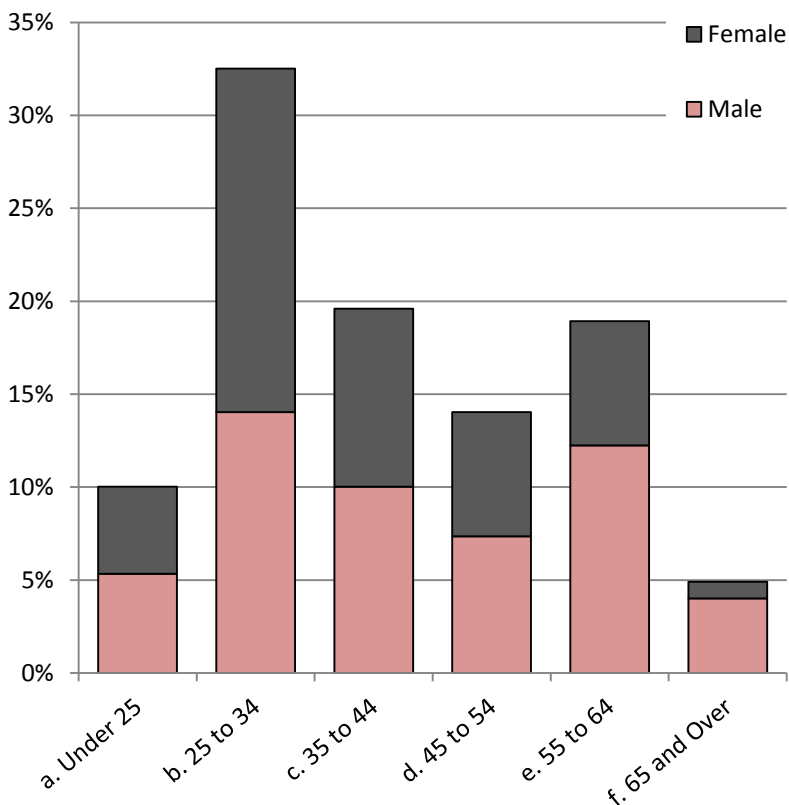
The tables below give a breakdown of the 449 leavers from the organisation.

8.1 Leavers by gender



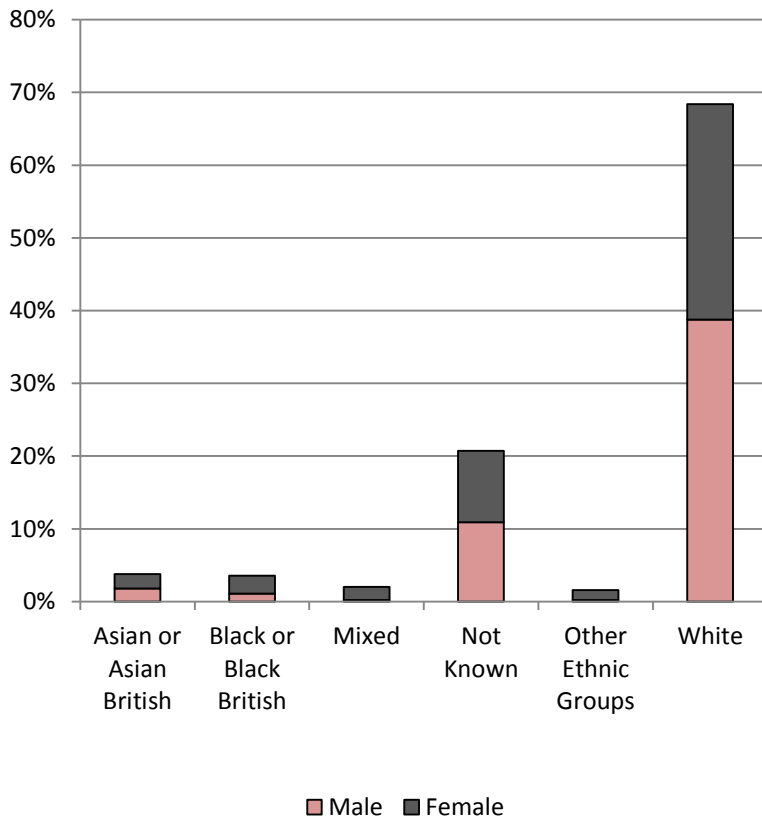
Gender	Total
Female	46.99%
Male	53.01%
Grand Total	100.00%

8.2 Leavers by age



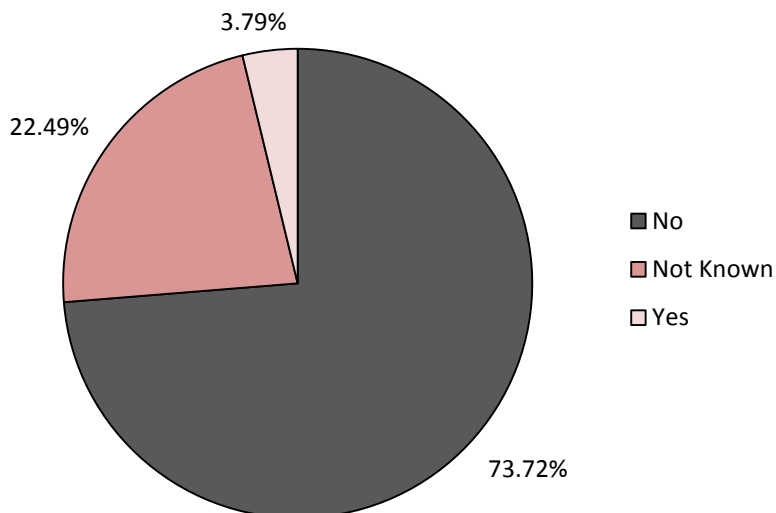
Age Range	Female	Male
a. Under 25	4.68%	5.35%
b. 25 to 34	18.48%	14.03%
c. 35 to 44	9.58%	10.02%
d. 45 to 54	6.68%	7.35%
e. 55 to 64	6.68%	12.25%
f. 65 and Over	0.89%	4.01%
Grand Total	46.99%	53.01%

8.3 Leavers by ethnicity



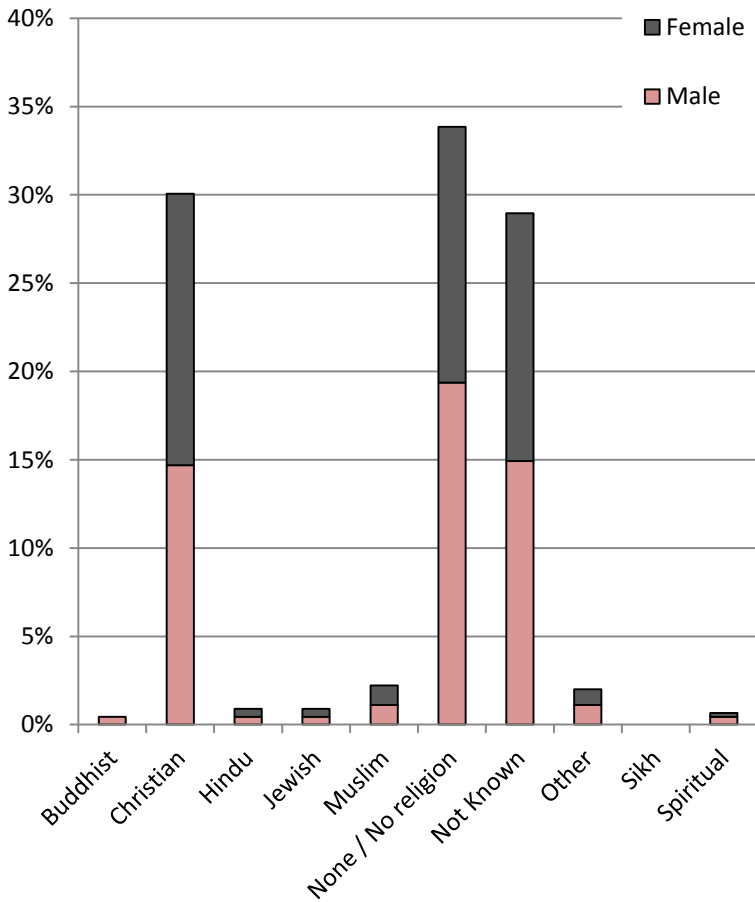
Ethnic Group	Female	Male
Asian or Asian British	2.00%	1.78%
Black or Black British	2.45%	1.12%
Mixed	1.78%	0.22%
Not Known	9.80%	10.91%
Other Ethnic Groups	1.34%	0.22%
White	29.62%	38.76%
Grand Total	46.99%	53.01%

8.4 Leavers by disability indicator



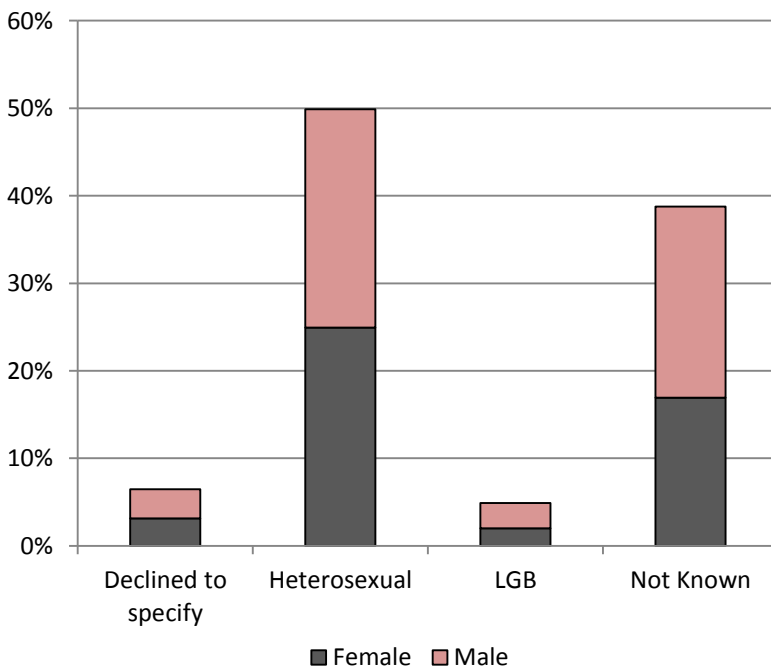
Disability	Female	Male
No	34.74%	38.98%
Not Known	10.91%	11.58%
Yes	1.34%	2.45%
Grand Total	46.99%	53.01%

8.5 Leavers by religion and belief



Religion & Belief	Female	Male
Buddhist	0.00%	0.45%
Christian	15.37%	14.70%
Hindu	0.45%	0.45%
Jewish	0.45%	0.45%
Muslim	1.11%	1.11%
None / No religion	14.48%	19.38%
Not Known	14.03%	14.92%
Other	0.89%	1.11%
Sikh	0.00%	0.00%
Spiritual	0.22%	0.45%
Grand Total	46.99%	53.01%

8.6 Leavers by sexual orientation



Sexual Orientation	Female	Male
Declined to specify	3.12%	3.34%
Heterosexual	24.94%	24.94%
LGB	2.00%	2.90%
Not Known	16.93%	21.83%
Grand Total	46.99%	53.01%

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