



Establishment Committee

Date: MONDAY, 26 FEBRUARY 2018
Time: 1.45 pm
Venue: COMMITTEE ROOM - 2ND FLOOR WEST WING, GUILDHALL

Members: Deputy the Revd Stephen Haines (Chairman)
Deputy Edward Lord (Deputy Chairman)
Randall Anderson
Sir Mark Boleat
Deputy Keith Bottomley
Alderman Peter Estlin
Deputy Kevin Everett
Sophie Anne Fernandes
Deputy Jamie Ingham Clark
Jeremy Mayhew
Sylvia Moys
Deputy Joyce Nash
Barbara Newman
Deputy Richard Regan
Deputy Elizabeth Rogula
Ruby Sayed
Deputy Philip Woodhouse

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Lunch will be served in 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 15 January 2018.

For Decision
(Pages 1 - 6)
4. **OUTSTANDING ACTIONS REPORT**
Report of the Town Clerk.

For Information
(Pages 7 - 8)
5. **RECRUITMENT OF SENIOR POSTS - NOT CHIEF OFFICER**
Report of the Director of Human Resources

For Decision
(Pages 9 - 12)
6. **FINAL DEPARTMENTAL BUSINESS PLAN 2018/19**
Report of the Town Clerk and Comptroller & City Solicitor

For Decision
(Pages 13 - 22)
7. **GENDER PAY GAPS UPDATE**
Report of the Director of Human Resources

For Information
(Pages 23 - 26)
8. **MENTAL HEALTH AND WELLBEING UPDATE**
Report of the Director of Human Resources

For Information
(Pages 27 - 32)
9. **FUNDING ARRANGEMENTS FOR MATERNITY, ADOPTION AND SHARED PARENTAL PAY**
Report of the Director of Human Resources and the Chamberlain.

For Information

10. **COMPTROLLER AND CITY SOLICITOR'S DEPARTMENTAL RISK MANAGEMENT**

Report of the Comptroller and City Solicitor

For Information
(Pages 37 - 44)

11. **HR DASHBOARD**

Report of the Director of Human Resources

For Information
(Pages 45 - 62)

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

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

14. **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

15. **NON-PUBLIC MINUTES**

To agree the non-public minutes of the meeting held on 15 January 2018.

For Decision
(Pages 63 - 64)

16. **OUTSTANDING ACTIONS REPORT**

Report of the Town Clerk.

For Information
(Pages 65 - 66)

17. **PORT HEALTH & PUBLIC PROTECTION DIVISION CAR USER ALLOWANCES**

Report of the Director of Markets & Consumer Protection

For Decision
(Pages 67 - 90)

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

19. **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

20. **CONFIDENTIAL MINUTES**
To agree the Confidential minutes of the last meeting held on 15 January 2018.
For Decision
21. **STAFFING - GUILDHALL SCHOOL OF MUSIC & DRAMA**
Report of the Principal, Guildhall School of Music & Drama
For Decision
22. **STAFFING - CITY SURVEYOR'S DEPARTMENT**
Report of the City Surveyor.
For Decision
23. **CHAMBERLAIN'S DEPARTMENT - APPROACH TO ORGANISATIONAL REVIEW**
Report of the Chamberlain.
For Decision
24. **CHAMBERLAIN'S - REVIEW**
Report of the Chamberlain.
For Information
25. **IT DIVISION - CHAMBERLAIN'S**
Report of the Chamberlain.
For Decision
26. **JOINT CONTACT AND CONTROL ROOM (JCCR)**
The Assistant Town Clerk and Police Commissioner
For Decision
27. **BARBICAN PROJECTS**
Report of the Director of the Barbican
For Decision
28. **BRIDGING DIVIDES**
Report of the Town Clerk and Chief Grants Officer
For Decision
29. **REWARD STRATEGY**
Report of the Director of Human Resources
For Decision
30. **CONFIDENTIAL STAFFING MATTER**
Report of the Town Clerk
For Decision
31. **HOLIDAY PAY AND CONTRACTUAL PAYMENTS**
For Decision

Report of the Director of Human Resources

For Decision

32. **BARBICAN SECURITY**
Report of the Director of the Barbican

For Decision

33. **GUILDHALL SCHOOL OF MUSIC AND DRAMA - STAFFING ISSUE**
Report of the Director of the Barbican

For Decision

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ESTABLISHMENT COMMITTEE

Monday, 15 January 2018

Minutes of the meeting of the Establishment Committee held at the Guildhall EC2 at 1.45 pm

Present

Members:

Deputy the Revd Stephen Haines (Chairman)	Deputy Jamie Ingham Clark
Deputy Edward Lord (Deputy Chairman)	Sylvia Moys
Randall Anderson	Deputy Joyce Nash
Sir Mark Boleat	Barbara Newman
Deputy Keith Bottomley	Ruby Sayed
Deputy Kevin Everett	Deputy Philip Woodhouse

Officers:

Michael Cogher	-	Comptroller and City Solicitor
Chrissie Morgan	-	Director of Human Resources
Janet Fortune	-	Human Resources Department
Amanda Mays	-	Human Resources Department
Amanda Thompson	-	Town Clerk's Department
Matthew Lock	-	Chamberlain's Department
Nicholas Gill	-	City Surveyor's Department
Sufina Ahmad	-	The City Bridge Trust

1. CHAIRMAN'S ANNOUNCEMENTS

Sylvia Moys

The Chairman reported that Mrs Sylvia Moys had been appointed awarded a Member of the Order of the British Empire (MBE) for services to for services to the City of London Corporation and Education in Croydon.

On behalf of the Committee the Chairman expressed his congratulations to Mrs Moys on a richly deserved award from Her Majesty the Queen, and in particular her services to the Establishment Committee.

2. APOLOGIES

Apologies for absence were received from Alderman Peter Estlin, Sophie Anne Fernandes, Jeremy Mayhew and Deputy Elizabeth Rogula.

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

There were no declarations of interest.

4. **MINUTES**
RESOLVED – That the public minutes and summary of the meeting held on 5 December be approved as an accurate record.

Matters Arising

Maternity, Adoption and Shared Parental Pay

The Director of Human Resources queried the resolution concerning the future provision of a report on the possible central funding of maternity, adoption and shared parental pay and advised that she thought that this would be after one year of monitoring and only if it was found that any one department had suffered adversely.

The Deputy Chairman responded that it would be helpful for members to know what options were available in any event and it was agreed that an update be provided in a report to the February meeting.

5. **OUTSTANDING ACTIONS REPORT**
The Committee considered a report of the Town Clerk which provided details of outstanding actions from previous meetings.

RESOLVED – That the report be noted and updated as appropriate.

6. **PAY POLICY STATEMENT**
The Committee considered a report of the Director of Human Resources which asked the Committee to agree the draft Pay Policy Statement 2018/19.

Members noted that certain amendments had been made to the SMG staffing structure with recruitment to three of the posts, two losing residential status and the other acquiring significant additional responsibilities, and also the amendments to the City's redundancy payments system agreed from 25 October 2017.

Members asked that whilst these had been summarised in the covering report, in future it would be helpful for any changes to be highlighted within the Statement and for a copy of the Pay Scales to be included as an appendix.

Members made suggestions for minor changes and also sought clarification on the composition of the Senior Remuneration Panel which appeared to be at odds with the Establishment Committee's Terms of Reference.

The Director of Human Resources advised that she would look into this and also provide a refresher report on senior officer appointments.

RESOLVED – That the draft Pay Policy Statement 2017/18 be amended to reflect the comments made by Members and that delegated authority be given to the Town Clerk, in consultation with the Chairman and Deputy Chairman, to approve the final version prior to submission to the Policy and Resources Committee and Court of Common Council for further approvals.

7. **MARKET FORCES SUPPLEMENTS - APPROVAL PROCESS**

The Committee received a report of the Director of Human Resources summarising the current process, including authority levels and the checks and balances in place in the HR teams, for agreeing Market Forces Supplements.

RESOLVED – That the report be noted.

8. **UPDATE ON STRATEGIC APPROACH TO WORKING WITH VOLUNTEERS**

The Committee received a report of the Director of Human Resources updating on the development of a strategic approach which would strengthen practices relating to volunteering across the City of London Corporation. The approach was being led by the Corporate Strategy and Performance Team, within the Town Clerk's Department, and was informed by the work of the Volunteering Working Group and ongoing support from a range of departments and divisions.

Members were advised that in order to inform the development of the Volunteering Strategy, an appreciative enquiry has been conducted, consisting of structured meetings with Volunteering Working Group members and additional staff whose work related to volunteering.

A strategic development meeting with Volunteering Working Group members and additional staff took place on 9 January 2018, and Members requested that the slides from this session should be circulated to the Committee.

RESOLVED – To note

- 1) the scope and purpose of the strategy in relation to the Committee's original question;
- 2) the strategy milestones; and
- 3) the progress of the work to date.

9. **DEVELOPMENTS IN EMPLOYMENT LAW - UPDATE**

The Committee received a joint report of the Director of Human Resources and the Comptroller & City Solicitor updating on employment legislation developments and their implications.

RESOLVED – That the report be noted.

10. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
HR Dashboard

In response to a question concerning when the HR Dashboard would next be coming to the Committee, the Director of HR advised that this was a quarterly report and was scheduled for February/March 2018.

11. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**
There were no urgent items of business.

12. **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.

13. **NON-PUBLIC MINUTES**
The non-public minutes of the meeting held on 15 January were agreed as a correct record were approved as a correct record.

14. **OUTSTANDING ACTIONS REPORT**
The Committee noted a report of the Town Clerk which provided details of non-public outstanding actions from previous meetings.

15. **NON-PUBLIC QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
There were no questions.

16. **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.

17. **CONFIDENTIAL MINUTES**
The confidential minutes of the meeting held on 15 January were approved.

18. **OUTSTANDING ACTIONS REPORT**
The Committee noted a report of the Town Clerk which provided details of confidential outstanding actions from previous meetings.

19. **POTENTIAL TUPE TRANSFER**
The Committee received and approved a report of the City Surveyor in relation to a 150-year leasehold interest in 1-5 London Wall Buildings

20. **RETENTION PAYMENTS**
The Committee considered a report of the Director of Human Resources in relation to retention payments for HM Judges.

21. **MARKET FORCES SUPPLEMENT - REPORT OF URGENT ACTION TAKEN**

The Committee received and noted a report of Director of Human Resources and the Head of HR, Guildhall School of Music & Drama/Barbican regarding urgent action taken since the last meeting.

The meeting closed at 2.45 pm

Chairman

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Establishment Committee – Outstanding Actions

Item	Date	Action	Officer responsible	To be completed/ progressed to next stage	Progress Update
	5 December 2017	<u>Matters Arising</u> The DHR reported that in relation to mental health at work managers were now being trained to recognise the signs of stress and were being trained on how to raise this with staff and provide guidance on how to address it. It was agreed that a report on this should be brought to a future meeting.	HR	January 2018	On Agenda
	5 December 2017	<u>Maternity, Adoption & Shared Parental Leave</u> Members questioned why the costs could not be met from a central budget and it was agreed that a report back on alternative methods of funding should also be reported.	HR	Review January 2019 Update Feb 2018	On Agenda
	5 December 2017	<u>Revenue Budgets</u> The Assistant Town Clerk reported that he was aware that there was currently no budget for Member's facilities such as stationary and furniture and it was agreed that this be considered and reported back in the general budget report.	Chamberlains/TC	TBC	Ongoing

Item	Date	Action	Officer responsible	To be completed/ progressed to next stage	Progress Update
	5 December 2017 15 January 2018	<u>Register of Interests for Chief Officers</u> The DHR suggested that the guidelines for the Chief Officers Register of Interests should be reviewed.	HR	April 2018	
	15 January 2018	<u>Pay Policy Statement</u> Members made suggestions for minor changes and also sought clarification on the composition of the Senior Remuneration Panel which appeared to be at odds with the Establishment Committee's Terms of Reference. The Director of Human Resources advised that she would look into this and also provide a refresher report on senior officer appointments.	HR	February 2018	On Agenda
	15 January 2018	<u>Volunteers</u> A strategic development meeting with Volunteering Working Group members and additional staff took place on for 9 January 2018, and Members requested that the slides from this session should be circulated to the Committee.	HR		Ongoing

Committee	Dated:
Establishment Committee	26/02/2018
Subject:	Public
Recruitment of Senior Posts Not Chief Officer	
Report of:	For Decision
Chrissie Morgan, Director of Human Resources	
Report author: Janet Fortune, Assistant Director Hr.	

Summary

This report proposes a process for the recruitment of very senior posts which are outside of the A – J grading structure, not a Chief Officer post but for which the salary is anticipated to be £100k+. These posts are likely to have few suitable candidates and the normal recruitment process for that industry may vary, so this process has been designed to be flexible but with mandatory elements to meet City of London governance arrangements.

Recommendations

Members are recommended to consider the proposed process in Appendix 1 and to agree this for the recruitment of Senior Posts which sit outside of the grading structure, but which command a salary in excess of £100K. All posts within the A – J structure would remain in the recruitment process. New posts within A – J but with salaries over £100K would remain in the currently agreed recruitment process and would have to be agreed by Court of Common Council.

Main Report

Background

1. There have always been some posts which sit in a specialised field, which are not evaluated and rewarded under the City of London job evaluation and grading scheme. These posts are deemed to be F9, this is not a grade but a way of indicating that the salary is aligned to some other pay structure or market. Vets and Occupational Health Nurses are examples of these, although more recently Vets have been brought into the structure. Posts designated F9 have a 'spot salary' or are subject to a specific externally determined scale – such as Nurses.
2. Up until recently all of these posts, whilst they sat outside of the A – J grading structure, had salaries that are able to be contained within the A – J salary scale. More recently however, the need to respond to a rapidly changing economic environment has required the appointment of Senior Representative for EU and a Special Advisor in Asia. A restructure of the Brussels Office, has also brought with it the need to recruit in very different markets at rates in excess of £100K.

3. There are three recruitment processes currently in operation; General recruitment process, Senior Officer recruitment which is Member involved and Chief Officer recruitment which is Member led. Given the seniority and exceptional nature of posts over £100K which are not Chief Officer posts, Establishment Committee has discussed the need to have some form of agreed but flexible process.
4. At the meeting on 27th July 2017 Establishment Committee discussed the report on the restructure of the Brussels office and agreed the make up of the recruitment panel for the recruitment of the MD of the Brussels office. The decision of the Committee and its previous discussions have been used to develop a process for this type of exceptional recruitment. It is anticipated that the Service Committee for this type of recruitment is likely to be either P&R or Establishment Committee, however the process has been developed to include Service Committee representation separately, if needed.
5. The full proposed process is appended to this report but this process has incorporated the following principals;
 - a. The establishment of the post has to be agreed by the Service Committee, Establishment Committee, P&R and Court of Common Council. (In reality the post's Service Committee is likely to be either P&R or Establishment Committee.)
 - b. The recruitment will be Member led, in that Members will make the final decision, but that will be in consultation with the Town Clerk and Chief Officer responsible for the post.
 - c. The recruitment panel should be no more than 6 Members and no less than 3. These 3 Members are referred to as 'Mandatory Members' as they form the minimum that can make the decision.
 - d. The full recruitment panel does not need to be available for long and short listing, which is not always appropriate. Given the nature of these recruitments, and the availability of Members it is often difficult to arrange suitable mutually convenient dates, therefore the 3 'Mandatoy Members' can make the decsions up to final interview stage. All Members of the Recruitment Panel would however be invited to the key stages; agreeing the process timeline; appointing Executive Search; long and shortlisting, if these are appropriate.
 - e. The applications will be anomomised up to final interview stage.

Conclusion

6. There is a need to define the process for the recruitment of very senior posts which are likely to demand a salary of £100K+ but which are not Chief Officer posts. These posts will vary and cannot be put under one 'umbrella' process without allowing some flexibility, whilst maintaining the governace process of City of London.

Corporate & Strategic Implications

7. The establishment of all new posts over £100K are required to be agreed by Court of Common Council.

Janet Fortune, Assistant Director HR

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Appendix 1: Establishment Committee 26th February 2018. Public ; for Decision

Report Title; Recruitment of Senior Posts Not Chief Officer

Draft Process for Recruitment of Special Posts

Scope; This process is for posts which are outside of the grading structure A – J and not a Chief Officer, but for which the salary is anticipated to be £100K+.

Posts included: As of 2018 the posts included are;

1. Special Advisor Asia
2. Senior Representative to the European Union
3. MD of Brussels Office

Responsible for the recruitment;

The recruitment of the post will be the decision of Members in consultation with the Town Clerk and the Chief Officer with responsibility for management of the post.

Establishing the post

All posts over 100K must be agreed by Court of Common Council, recommended to them by both the Service Committee, Establishment Committee and P&R.

Process

The recruitment panel will be agreed by the Establishment Committee and will depend on the post, however it will always have a representative of the Service Committee, P&R and Establishment Committee. This will normally be the Chairman or Deputy Chairman of each Committee but can be any Member of the Committee depending on availability and appropriateness for the post.

The final recruitment panel will be no more than 6 Members plus the Town Clerk and Chief Executive and/or the Chief Officer responsible for the post.

Depending on the post and the availability of Members the final panel should be no less than 3 Members plus the Town Clerk and/or Chief Officer. Other Members can be involved in other parts of the process if appropriate. It is recommended that it is the Chairman or Deputy Chairman of P&R and Establishment Committee that should always be on the final panel.

The process and timeline for the recruitment will be agreed by the Chief Officer to whom this post reports in consultation with the 'Mandatory' Members. This includes appointing Executive Search consultants where appropriate.

It is recognised that these posts are specialist and unlikely to have a large number of applicants, so there may not be a need for a long and short listing process.

The process of reviewing applications and reducing these for a final interview will be the responsibility of the three Mandatory Members of the final recruitment panel (as above) in consultation with the Town Clerk and Chief Officer responsible for the management of the post, although other members of the panel may be involved if available.

All applications reviewed for shortlisting will be anonymised, that is that all personal details will be removed from the applicants details including qualifications and education history. Where a qualification is essential to the role this will be checked prior to the application going forward so Members can be assured.

Committee:	Date:
Establishment Committee	26 February 2018
Subject: Final Departmental Business Plan 2018/19 – Comptroller & City Solicitor Human Resources Corporate and Member Services	Public
Report of: Town Clerk and Comptroller & City Solicitor	For Approval
Report authors: Sarah Blogg, Town Clerk’s Department Amanda Mays, Corporate HR Nick Senior, Comptroller & City Solicitor’s Department	

Summary

This report presents for information the final high-level business plans for 2018/19 for the Town Clerk’s Department (Corporate and Member Services), Corporate HR and the Comptroller & City Solicitor’s Department.

Recommendation

Members are asked to approve and provide feedback on the final high-level business plans for 2018/19 for the Town Clerk’s Department (Corporate and Member Services), Corporate HR and the Comptroller & City Solicitor’s Department.

Main Report

Background

1. As part of the new framework for corporate and business planning, departments were asked to produce standardised high-level, 2-side business plans for the first time in 2017/18. These were presented as drafts to Service Committees in January/February and as finals for formal approval in May/June 2017. Members generally welcomed these high-level plans for being brief, concise, focused and consistent statements of the key ambitions and objectives for every department.
2. For 2018/19, departments were again asked to produce high-level plans in draft, which were presented to Service Committees in November and December 2017 alongside the departmental estimate reports, so that draft ambitions could be discussed at the same time as draft budgets. This represented the first step towards integrating budget-setting and priority-setting.
3. Discussions are also taking place on aligning other key corporate processes with business planning, such as workforce planning and risk management. Achieving this will represent a significant step towards the City Corporation being able to optimise its use of resources. The next step will be the presentation of the budget

alongside the refreshed Corporate Plan at the Court of Common Council on 8 March.

4. With these key documents in place, and a new corporate performance management process in development, the City Corporation will be able to drive departmental activities to deliver on corporate priorities and allocate resources in full knowledge of where it can achieve most impact on the issues and opportunities faced by the City, London and the UK.
5. Following the presentation of draft high-level business plans to Service Committees in November and December, a further refinement was made to the format to update departmental ambitions to refer to the Corporate Plan outcomes. Members should therefore start to see closer alignment between the departmental business plans and the Corporate Plan outcomes.
6. Work is also taking place on reviewing the content and format of the supporting detail that will sit beneath the high-level business plans. This includes: information about inputs (e.g. IT, workforce, budgets, property and assets); improved links to risk registers; value for money assessments, and schedules of measures and key performance indicators for outputs and outcomes. This will be a key element in the move towards business planning becoming a joined-up service planning process that links directly to Corporate Plan outcomes.

Final high-level plans

7. This report presents at Appendices 1, 2, and 3 the final high-level plans for 2018/19 for:
 - Town Clerk's Department (Corporate and Member Services)
 - Corporate HR
 - Comptroller & City Solicitor's Department

Town Clerk's Department (Corporate and Member Services)

8. The Town Clerk's Department (Corporate and Member Services) reports to both the Policy and Resources and Establishment Committees. The high-level business plan attached as Appendix 1 shows in bolder text those areas of the department that fall within the remit of this Committee.
9. The plan was produced following consultation with senior managers and their teams. The objective was to align the service ambitions and objectives with those of the Corporate Plan. The Corporate Outcomes that the department aim to impact on align with the three service ambitions:
 - The City of London Corporation is known to be relevant, responsible, reliable and radical in how it goes about governing a vibrant and thriving City, supporting a sustainable and diverse London, within a globally successful UK.
 - The City's communities live and work in a safe and resilient place.
 - The City Corporation optimises the quality of and access to its cutting edge cultural offer.

Corporate HR

10. Corporate HR's high-level 2018/19 business plan was developed by building on the achievements of the current 2017/18 plan and then to align the ambitions and objectives with those of the Corporate Plan. Specific outcomes in the Corporate Plan have been reflected in internal actions, for example providing the City Corporation with access to skills and talent, positively impacting people's lives and supporting employees to achieve their full potential. The Department's Senior Management Team initially developed high level objectives. The plan was then further developed through a series of focus groups with the whole HR team as well as using information from stakeholders across the organisation and the HR Business Partners who were familiar with issues affecting their departments.

Comptroller & City Solicitor's Department

11. The approach taken to developing the Comptroller & City Solicitor's Department (C&CS) high level business plan was to align the departmental ambitions and objectives with those of the Corporate Plan. This was achieved using a 'middle-up-down' approach whereby the C&CS Senior Management Team developed high level objectives which were further developed, refined and expanded following consultation with C&CS staff and using information from stakeholders across the organisation. The C&CS high level business plan is a live document and will be further developed as new priorities, corporate initiatives and statutory requirements emerge.

Conclusion

12. This report presents the final high-level plans for 2018/19 for the Town Clerk's Department (Corporate and Member Services), Corporate HR and the Comptroller & City Solicitor's Department, and asks Members to approve them and provide feedback.

Appendices - Final high-level business plans 2018/19

- Appendix 1: Town Clerk's Department (Corporate and Member Services)
- Appendix 2: Corporate HR
- Appendix 3: Comptroller & City Solicitor's Department

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We co-ordinate and ensure the resilience, good governance and reputation of the City of London Corporation

The corporate outcomes we aim to impact on are:

We will contribute to and support all twelve corporate outcomes through our ambitions, objectives, programmes and projects.

What we do is:

Corporate and Member Services:

Leadership, governance, scrutiny, programme management, Committee and Member support, Police Authority.

Corporate Strategy and Performance:

Lead, drive and quality assure corporate strategy development and corporate performance management.

Media and Communications:

Coordinating and overseeing all print, broadcast and digital communications of the City Corporation.

Elections:

Conducting elections, Member and democratic services, electoral canvassing.

Resilience and Community Safety:

Business continuity and emergency planning, community safety. Corporate strategic security advice.

Contact Centre:

One stop access to services

Our 2018-19 budget is:

Section	£000
Corp & Member Services (Inc. TC Office)	2,570
Corp Strategy and Performance	438
Media & Communications	2,137
Elections	302
Resilience and Community Safety	694
Contact Centre	542
Total net operational budget	6,683

Our top line objectives are:

- Drive and coordinate the delivery of our corporate ambitions and desired outcomes.
- Promote high standards of governance throughout the organisation.
- Deliver democratic services, which meet the needs of elected Members and the electorate.
- Create and deliver clear, consistent and confident messaging across the City Corporation.
- Ensure that there are plans in place to support and assist the City's communities in the event of an incident.
- In partnership with the City of London Police and others, help deliver a safer community.
- Develop Culture Mile as a vibrant and welcoming cultural and learning destination and therefore contribute to changing perceptions of the City to ensure it is recognised as a global leader in culture as well as commerce.
- Change the security culture within the organisation.
- Enhance the City's resilience around the Prevent, Protect and Prepare strands of the national Contest strategy.
- Implement improvements to project management procedures and practice across the organisation.

What we'll measure:

1. Achievement of the aims of the Culture Mile programme, including projects being delivered within the allocated resources and on time.
2. Overall impact of corporate workstreams on outcomes set out in the Corporate Plan.
3. The extent to which corporate objectives and outcomes are being referred to, and intended impact is being set out, in decision-making papers going through governance processes (existing and new).
4. Member and staff feedback on the usefulness of the new governance documents, structures and processes.

Corporate Programmes and Projects:

- Lead the development and delivery of the Culture Mile programme (measure 1).
- Develop and manage a prioritised corporate strategy pipeline to drive increased impact on the outcomes set out in the Corporate Plan, and lead on corporate strategies including: Internal Responsible Business; Corporate Volunteering; Customer Services; Digital Strategy and Corporate Social Mobility (measure 2).
- Design and develop a new business planning and corporate performance management system that can be further developed over time as our capabilities build (measure 3).
- Lead the re-design of Chief Officer governance to support good decision-making regarding allocation of resources in order to increase our impact on the outcomes set out in the Corporate Plan (measure 4).
- Raise awareness across the City Corporation of why and how to use the Corporate Plan, align Business Plan and performance measures with it, and use both and governance processes to best effect.
- As part of the 'One Secure City' programme, move the Contact Centre Services to the new Joint Contact and Control Room, co-locating and providing a joint service with the City of London Police (measure 5).

Departmental Programmes and Projects:

- Oversee a review of the security of the City Corporation's operational estate (measure 6).
- Promote the refreshed prevent strategy and deliver training for all City Corporation staff (measure 7).
- Produce an Anti-Social Behaviour (ASB) Strategy in partnership with the City of London Police (measures 8 and 9).
- Continue to support work to deliver an effective response to VAWG (Violence Against Women and Girls).
- Ensure that the City Corporation exceeds the minimum Standards for London Resilience and works with partner London Boroughs to share best practice and increase capacity (measure 10).
- Undertake review of the City Corporation's approach to project management (including process, tools and templates). Launch new project toolkit to support officers in delivering projects across the organisation. (measure 11)

How we plan to develop our capabilities this year

- Build the Corporate Performance Team and business planning and corporate performance systems.
- Develop closer working relationships between the Police and our local authority community services to improve the effectiveness of response.
- Enhance retention and improve succession planning in the Committee Team by ensuring that talented staff are given professional development opportunities.

What we're planning to do in the future

- Continue to align Business Plans with the Corporate Plan, build more sophisticated corporate performance and officer governance capabilities to enable us to use our resources to achieve greater impact on our corporate outcomes over time.
- Evaluate the use of emerging information technology to improve efficiency and innovation.
- Develop democratic services in line with the needs of the newly elected 2017 Membership to ensure that elected Members can carry out their roles effectively.

5. Smooth transition of the Contact Centre and associated staff to the Joint Contact and Control Room.
6. Level of compliance with CPNI (Centre for the Protection of National Infrastructure) guidelines.
7. Percentage completion of Prevent on-line training by staff (target 100%); take up of bespoke Prevent toolkit for businesses; level of engagement with faith communities, residents and educational establishments
8. Number of repeat ASB incidents and appropriate use of warning letters, Community Protection Notices and injunctions.
9. Improved awareness of ASB Strategy and reporting methods.
10. Performance against minimum Standards for London Resilience requirements.
11. Member and Officer feedback on amendments to the projects procedure.

We will enable a skilled and committed workforce to work together to excel in delivering high quality, accessible and responsive services

The corporate outcomes we aim to impact on are:

1. People are safe and feel safe
2. People enjoy good health and wellbeing
3. People have equal opportunities to enrich their lives and those of others and reach their full potential
5. Businesses are trusted and socially and environmentally responsible
8. We attract and nurture relevant skills and talent
12. Our spaces inspire excellence, enterprise, creativity and collaboration

What we do is:

- Business Partnering, advice and operational & corporate support, HR support to Schools and external bodies via SLAs
- City People, HR Management Information and Self-Service
- Supporting managers with sick absence & case management
- Equality and inclusion, policy development, employee relations, workforce planning and staff networks
- Health, safety and wellbeing and Occupational Health Services
- Organisation development, learning and development, organisation capability, talent and change management
- Pay and reward, grading and performance management
- Recruitment, induction, contracts, agency provision, DBS and pre-employment screening and vetting
- Keep abreast of developments in the world of work, worker rights, responsibilities and compliance with employment related legislation

Our budget is (£000's):

HR Business Unit	1,272
Health and Safety	91
Corporate HR Unit	1,227
Indirect, Transport Supplies & Services	100
Total Expenditure	2,690
Total Income	(323)
Total Local Risk	2,367

¹ OH monies in COL Police Budget

Our top line objectives are:

- Deliver the Attracting Talent Project, to increase diversity, improve our Employer Brand and Talent Management Learning and Development Framework - implement a more blended and accessible approach
- Implement a Workforce Planning approach integrated into business and financial planning
- Implement the outcomes of the Total Reward Strategy review
- To deliver the Equality and Inclusion Action Plan
- Promoting a healthy and safe work environment

Deliverables within Corporate Programmes and Projects:

- Apprenticeship Strategy - maximise the draw down from the digital fund for development of all levels of staff for all levels in the organisation to support the increase of organisational capability and to meet the target of 100 Apprentices
- To develop policies and activities to support the City Corporation regarding the Social Mobility, Responsible Business Review, Employability Partnerships and the People Security & Policy Board
- To support a Corporate Cultural Change Programme by developing an Employee Engagement Strategy
- Support the implementation of the Workplace Management Project (AWOW)
- Ensure compliance with forthcoming employment related legislation including GDPR

What we'll measure:

- Satisfaction with the L&D provision by course evaluation and attendance at learning events
- An increase in diversity of applications, particularly at Grade I and above
- 100% of departmental Workforce Plans completed and the collation of information informing HR Strategy
- London Councils Human Capital Metrics Benchmark Survey

Departmental deliverables:

- Manage and recruit to the Graduate Programme and develop policy on work experience and internship placements in support of employability and social mobility principles.
- Refresh the Corporate Health, Safety and Wellbeing learning programme, including mental health
- HR Business Unit to increase customer satisfaction and subject to funds implement a digital Service Desk
- Job documentation review to support recruitment, performance management and grading
- Support and drive the Cross-Sector Leadership Partnership and develop a Cross Sector Coaching Network
- Implement the Digital Literacy Strategy
- Engage the organisation in developing a new Behaviours Framework that will help drive cultural change enabling change in behaviour to be measured, ready for the 2019/20 appraisal year
- Induction and on boarding for all staff to be refreshed
- Design, implement and host the Celebrating our People Awards 2018 and City Learning Live 2018
- Support the organisation to maximise attendance through health and safety risk reduction, proactive rehabilitation advice and promoting healthy lifestyles.
- Subject to agreement to begin the tender process for the Payroll and HR system
- Continue to review policies in accordance with planned programme of review
- Support the organisation with transformation activity and change management
- Research options for accreditation and external recognition as an employer of choice
- Deliver changes to reward, for example Holiday Pay and non-contractual payments

How we plan to develop our capabilities this year

- Develop the HR Professional Training Programme and agree CPD plans for all HR employees
- HR's One Team will progress initiatives to increase service standards
- Maximise the use of resources, including drawing on the digital fund, to support professional training and competence of the HR function to enhance skills

What we'll measure:

- HR's Service Standards
- Satisfaction with the HR Service by survey
- FOI responsiveness
- 100% of all managers to complete "Line Managers Guide to Mental Health"
- 30 additional Mental Health First Aiders
- 250 managers to complete 4-hour MH Awareness course
- Attendance at City Learning Live events
- Employee Engagement
- To record and report statutory and mandatory training interventions
- 6 work experience placements
- 5 HR apprenticeships

What we're planning to do in the future:

- Benchmark and horizon scan total reward packages and introduce innovative approaches to attracting and retaining talent
- Achieve the Mayor of London's Gold Healthy Workplace Award
- Ensure compliance with changing employment and related legislation
- Increase our diversity in relation to BAME and LGBTQ in the workplace and women at a senior management level
- Embrace the changing demographics of the population and a five-generation workforce to increase our external pool of talent and organisation design

We deliver high quality commercially focused legal, governance and data protection compliance advice that protects and supports the City of London Corporation's corporate ambitions, outputs and outcomes.

The corporate outcomes we aim to impact on are:

We will support the twelve corporate outcomes by continuing to deliver expert agile legal advice in response to increasing demand and complexity in support of corporate initiatives and outcomes.

What we do is:

- **Comptroller & City Solicitor:** Chief Officer
- **Litigation Division:** Legal advice and support on employment, environmental & consumer protection, prosecutions, licensing, police law, contracts & procurement, child and community care protection, debt recovery.
- **Public and Corporate Law Division:** Legal advice and support on charities, constitution & decision-making, planning & highways, education.
- **Property Division:** Legal advice and support on property, landlord & tenant.
- **Office Services Division:** business management, service development, project management, rent accounting and support.
- **Data Protection Compliance Team:** data protection and Freedom of Information.

Our Local Risk budget is:

	£ '000
Employees	4,030
Supplies & Services	203
Income	832
Net LRB	2,995

What we'll measure:

1. Client care survey – high quality rating – target 98%
2. Complaints against caseload - <5 per annum.
3. Fee-earner chargeable hours target achieved 100%
4. LEXCEL quality standard accreditation.
5. Inactivity on live files – <10% for a 6month period
6. Sickness absence <COL
7. Effective budget management & control – within LRB
8. Fol response times <20 days target 96%
9. Continue to benchmark the legal service

Our top line objectives are to:

- Deliver efficient, high quality, cost effective legal advice and support that meets client requirements and supports corporate ambitions, outputs and outcomes (see measures 1-5)
- Minimise reliance on external legal support to reduce risk and corporate legal costs
- Provide governance, regulatory advice and input to the City's on-going activities (including information, elections, open space, planning, infrastructure, health, BHE)
- Provide legal services commissioned by external or partner bodies engaged in the delivery of pan-London services (e.g. London Councils) or in the provision of public or philanthropic benefits to the City, London and the nation (e.g. Lord Mayor's Show, CLF).
- Deliver effective and efficient commercial rent accounting function to maximise income generation to fund corporate service delivery priorities outputs and outcomes
- In partnership with departments provide governance and expertise to support corporate compliance with data protection and general access to information legislation (see measure 8)
- Provide input and advice to the review of the C&CS financial operating model being undertaken by the Chamberlain's Department – linked to the SBR.

Corporate Programmes and Projects:

- To provide governance and legal advice to support corporate projects and programmes to enhance the City e.g. Multi Academy Trust, Museum of London relocation, Central London Forward, Centre for Music.
- Provide legal support, advice and transactional work to assist the City Surveyor in the management and development of the City's Investment portfolio to achieve increased rental income.
- Continue with the First Registration programme to comply with the proposed target date for completion in August 2018.
- Continue to deliver support to the City of London Police (CoLP) e.g. dealing with a suspected Ponzi schemes.
- Provide governance, guidance and advice to departments to ensure that the City of London is prepared for compliance with the General Data Protection Regulation, EU 2016/679 when it comes into force on 25 May 2018.
- Support the apprenticeship programme by assigning two apprentices to the Office Services Division and a trainee solicitor apprentice.
- Provide governance and support to the Agile Ways of Working Programme.
- Undertake an appraisal of external fee income and identify and report on opportunities to increase Income to deliver SBR savings.

Departmental Programmes and Projects:

- Achieve re-accreditation with a high level of compliance to the Law Society's LEXCEL quality standard.
- Deliver a transformational departmental information management project which will facilitate paper light working, achieve process efficiencies and improve customer communication due to commence in January 2018.

How we plan to develop our capabilities this year:

- Succession Planning is to be undertaken by the Senior Managers, with the support of the HR Business Partner to further develop the Workforce Plan.
- Further develop our business processes, systems and competencies to facilitate effective legal support utilising a new information case management system.
- Greater utilisation of training and development offered by the London Boroughs Legal Alliance.

What we're planning to do in the future:

- To further develop competencies and expertise to ensure that the service is agile and possesses the expertise to effectively anticipate and respond to new and changing legislation.
- Horizon scan corporate objectives and projects to more effectively plan and develop the legal resource and expertise required to protect the Corporation's interests and support the delivery of corporate objectives and outcomes.

Agenda Item 7

Committee(s)	Dated:
Establishment Committee	26 February 2018
Subject: Gender Pay Gap Update	Public
Report of: Director of Human Resources	For Information
Report author: Tracey Jansen and Carol Simpson – Human Resources, Town Clerk's Department	

Summary

This paper reports on the Corporation's Gender Pay Gap. With effect from 6 April 2017¹ all relevant employers² must publish their gender pay gap data, the deadline for the first reports are: 30 March 2018 for public sector employers and 4 April 2018 for the private / voluntary sector.

It is important not to confuse the gender pay gap with equal pay. The gender pay gap measures the differences between the average pay of male and female employees, irrespective of job role or seniority. Whereas equal pay concerns pay differences between male and female employees performing the same or similar work, or work of equal value.

Recommendation

The Committee is asked to note the report and endorse the proposed arrangements for Gender Pay Gap reporting outlined at Paragraph 9, in readiness for external publication.

Main Report

Background

1. The Gender Pay Gap Regulations require the capture of data on the specified date of 31 March annually. Employers must then publish this data on the government's online reporting service and their own website within 12 months of the data being captured³. The required information to be published is as follows⁴:

- average gender pay gap as a mean average
- average gender pay gap as a median average
- average bonus gender pay gap as a mean average
- average bonus gender pay gap as a median average

¹ Equality Act 2010 (Gender Pay Gap Information) Regulations 2017 (SI 2017/172). Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017 (SI 2017/353) (the Public-Sector Regulations).

² The employer must employ a headcount of 250 or more employees on the "snapshot date" in the year to which the required information relates: 31 March for government departments, the armed forces, local authorities, NHS bodies as cited in Schedule 2 of the Public Sector Regulations and 5 April for all other private, voluntary and public sector employers.

³ Employers must ensure the information is publically available on their own website for 3 years.

⁴ The "mean" is the "average", the difference between the average of men's and women's pay. The "median" is the difference between the midpoints in the ranges of men's and women's pay; and shows a more typical difference in pay i.e. one which is not distorted by very large or small pay rates or bonuses.

- proportion of males receiving a bonus payment and proportion of females receiving a bonus payment
 - proportion of males and females when divided into four groups ordered from lowest to highest pay.
2. Whilst there are different Regulations covering the public sector and those companies in the private and voluntary sector with a headcount of 250 employees or more, the Regulations are almost identical. The data capture is the same and the requirement to publish the data is the same.
 3. The differences are the requirement to take into account the Public Sector Equality Duty for public sector employers and secondly the calculation date (31 March 2017 for the public sector and 5 April 2017 for the private and voluntary sectors).
 4. It should be noted that a wider definition of who counts as an employee is used. Workers are included, as well as some self-employed people. Agency workers are included, but counted by the agency providing them and so not included in our data.
 5. We have reported our workforce profile, (which includes an analysis by grade and top 5% earners) and our Pay Policy for a number of years now. The Regulations have an option to provide a narrative with the published calculations to explain the reasons for the results and to give details about actions that are being taken to reduce or eliminate any gender pay gap.

Current Position

6. We are reporting on all of our workforce in accordance with both sets of Regulations as employees fall into both local authority and non-local authority functions and many undertake both or support both functions. In addition as we are one employer we are required to report accurately on all of our employees in the published information.
7. London Councils have been working with all London local authorities to apply definitions of pay in a consistent way. Most London local authorities intend to start publishing their information during February and March and it is our intention to do the same.
8. As we are reporting just ahead of the next data capture period, as are most other organisations, it is not the intention to publish commentary or an action plan in this first year. However it is our intention to produce the data for 2018 along with the annual workforce profile report and to build in a new section on Gender Pay Gap which will be reported to Committee in due course. This will form part of the Equality and Inclusion Annual Performance Summary which will provide readers with richer data and better context going forward.

9. Table 1 below reports the Corporation's gender pay gap i.e. the pay discrepancy between men and women irrespective of their job or position. The 2016/17 workforce profile indicates that 55.21% of our workforce is male and 44.79% is female:

Table 1: The Corporation's gender pay gap ("snap shot" date of 31 March 2017)

Pay rates	Gender pay gap - the difference between women's pay and men's pay as a percentage of men's pay		
Mean hourly rate	8.1% Lower		
Median hourly rate	1.4% Lower		
Pay quartiles	Women	Men	Total
Proportion of women and men in the upper quartile (paid above the 75th percentile point)	43%	57%	100%
Proportion of women and men in the upper middle quartile (paid above the median and at or below the 75th percentile point)	51%	49%	100%
Proportion of women and men in the lower middle quartile (paid above the 25th percentile point and at or below the median)	47%	53%	100%
Proportion of women and men in the lower quartile (paid below the 25th percentile point)	46%	54%	100%
Bonus pay	Bonus Gender Pay Gap - the difference women's bonus and men's bonus as a % of men's bonus		
Mean bonus	14% Lower		
Median bonus	0%		
Bonuses paid	Women	Men	
Who received bonus pay	11%	13%	

10. The Office for National Statistics (ONS) conducts an Annual Survey of Hours and Earnings (ASHE)⁵ for the whole economy this includes the median gross hourly earnings for men and women full-time employees. Between 2011 and 2017, men's pay has grown by 10.4% from £13.12 to £14.48 per hour whilst women's pay has grown by 12.0% from £11.75 to £13.16 per hour. In 2017, men on average were paid £1.32 more per hour than women, which, as a proportion of men's pay, is a pay gap of 9.1%. The pay gap across the UK economy has fallen from 10.5% in 2011 to 9.1% in 2017, but remains positive in value – meaning that on average men are paid more than women. The Corporation's women's average hourly rate is 8.1% lower than men's, consequently more favourable than the whole economy picture.

⁵ Article: Understanding the gender pay gap in the UK, 17 January 2018. <https://www.ons.gov.uk/employmentandlabourmarket/peopleinwork/earningsandworkinghours/articles/understandingthegenderpaygapintheuk/2018-01-17>

11. At present 884 organisations have submitted their returns using the government's on-line portal including one London Borough.

12. For the proportion of males and females in each quartile pay band, the figures in table 1 show the proportions of male and female full-pay relevant employees in four quartile pay bands, which is calculated by dividing the workforce into four equal parts. These quartile pay bands are established when making the calculation, so they do not correlate to the Corporation's own pay banding, but as an indicator they equate to:

- Lower Quartile Range: £5.48 to £13.73 per hour
- Lower Middle Quartile Range: £13.80 to £18.71 per hour
- Upper Middle Quartile Range: £18.85 to £28.34 per hour
- Upper Quartile Range: £28.40 to £141.96 per hour

13. Women who received a bonus did so at a marginally less rate than men i.e. 11% in contrast to 13%; but the bonus payments women received were on average 14% lower than their male counterparts. The zero percentage figure for the median bonus indicates there are a lot of employees concentrated in the same pay grade, therefore no gap between the bonuses of typical male and female employees. Bonuses include performance related payments i.e. eligible employees may earn: Grades A – C, a recognition award; and Grades D – J, a contribution based payment.

Proposal

14. It is proposed that we report all of our data (table 1) in accordance with both the public sector reporting date of 31 March and the private sector reporting date of 5 April, but in reporting, note that our data includes staff who also undertake non-public sector functions.

Conclusion

15. There is a requirement to report our data in accordance with the Gender Pay Gap Regulations. The data capture will inform HR strategy, Pay and Reward Strategy and HR policy and procedure; whilst allow us to compare ourselves with other organisations. Due to the complex nature of our workforce, it is considered appropriate to report on our entire workforce in line with both sets of Regulations relating to the public sector reporting date of 31 March each year. This is also aligned to our annual workforce reporting and annual Pay Policy Statement.

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Committee(s)	Dated:
Establishment Committee	26 February 2018
Subject: Mental Health Wellbeing Update	Public
Report of: Chrissie Morgan, Director of Human Resources	For Information
Report author: Justin Tyas, Health Safety and Wellbeing Manager	

Summary

The CityWell wellbeing strategy has been our established brand since 2015 and has helped embed the wellbeing programme at the City of London Corporation. Employee wellbeing is a growing area of interest in the field of health safety and wellbeing. Grounded in a growing body of evidence and awareness of best practice, the CityWell programme is being re-focused on mental health as the top priority, supported by a wider health promotion / wellness programme. Initial consultation is underway on the development of a workplace wellbeing action plan that will support the aims of what will be our new Corporate Plan.

The Town Clerk signed the *Time to Change Pledge*, committing to take action to end mental health discrimination. The City Corporation also supports the *This is Me* campaign, a Lord Mayor's mental health charity. Mental health training and development is now a mandatory requirement for managers and good progress is being made on the delivery.

Recommendation(s)

Members are asked to:

- Note the Report.

Main Report

Background

1. Estimates of occupational ill-health from the Labour Force Survey of Great Britain indicate that 1.3 million workers suffering from work-related ill health (new or long-standing) in 2016/17, which were classified as:
 - Stress/anxiety/depression (40%)
 - Musculoskeletal disorders (MSDs) (39%)
 - Other types of illness (21%)

2. Psychosocial factors have been associated as a risk for both mental ill-health and MSDs. The term 'psychosocial factors' describes a host of potential influences on health, including those relating to the environment, the nature of work or work tasks, relationships and individual factors such as beliefs, attitudes or personality traits.
3. According to the Mental Health Taskforce one in four persons will experience some form of mental health issue in any given year. The Chief Medical Officer, (Department of Health) indicate that mental illness being the largest single source of burden of disease in the UK – no other health condition matches mental illness in combined extent of prevalence, persistence and breadth of impact.
4. There is a strong body of published evidence to support the development of workplace health promotion and interventions. Approaches to improving the health of employees can be effective in several areas:
 - **Mental health programmes.** The evidence is strong around learning and development programmes for managers supported by targeted interventions.
 - **Organisational approaches.** There is good evidence to support holistic embedded organisational approaches with focus on an area of risk / concern supported by broader wellness programmes.
 - **Health promotion/wellness programmes.** Multi-component programmes covering a range of lifestyle issues (e.g. physical activity, diet, smoking cessation etc.), designed for employees but supported by senior management appear to be effective in improving aspects of employees' health, at least in the short term.
5. The *Thriving at Work* report commissioned by the Prime Minister was issued in October 2017, and it sets out ways that businesses and government can make a combined effort of boosting employee mental health.
6. Some of the heaviest hitting statistics from this (Thriving at Work) report were:
 - Poor mental health costs employers £42bn a year
 - The annual cost of poor mental health to the British economy is £99bn
7. Such large numbers do not describe the human cost of mental ill-health
8. The report reviewed how investing in supporting mental health issues in the workplace would be beneficial for both businesses and employee productivity. The most important lessons to be learned were that all employers, no matter the size or industry, must try and enforce six '*mental health core standards*', these are:
 - Create a mental health at work plan
 - Build mental health awareness by making information and support accessible
 - Encourage open conversations
 - Provide good working conditions and ensure employees have a healthy work-life balance

- Promote effective people management, with line managers holding regular conversations about health and well-being with their employees
- Routinely monitor employee mental health

Current Position

9. Sickness absence reporting (rolling year) to December 2017 at the City of London Corporation indicates that the top three recorded reasons for absence were:
 - Anxiety/stress/depression/other psychiatric illnesses (1st)
 - All MSD problems -including back and neck problems (2nd)
 - Cold, Cough, Flu (3rd)
10. Mental ill-health and MSDs are often skewed towards longer-term absence. A manager will be aware if an employee considers any sickness to be work related or not and will manage sickness accordingly. However, only the type of sickness is recorded for monitoring purposes and so it is not possible to differentiate between absence due to home and/or work factors in the statistics.
11. Grounded in a growing body of the evidence including awareness of best practice, the CityWell programme is being re-focused on mental health as the top priority, supported by a wider health promotion / wellness programme. Initial consultation is underway on the development of a workplace wellbeing action plan.
12. CityWell is the City Corporation's employee health and wellbeing strategy. The aim has been to establish a resilient health and wellbeing programme which continues to develop and adapt to the changing needs of City Corporation employees over the life of the strategy. The interventions were inspired by the New Economics Foundation's Five Ways to Wellbeing, Framework includes; Take Notice, Learn, Be Active, Connect and Give.
13. The CityWell strategy is a strong employee brand and has helped embed the wellbeing programme at the City Corporation since 2015. CityWell actively supports the *This is Me* campaign, a Lord Mayor's mental health charity.
14. The corporate Health Safety and Wellbeing Strategy 2018 – 23 has six strategic themes under *CityWell* and *CitySafe* including:
 - **Tackling work-related ill-health:** Developing the wellbeing of our workforce, reducing the stigma around mental ill-health, and providing a safe and healthy working environment
15. A significant element of this is the training and development framework and to date we have achieved:

- **Mental Health First Aid Instructors (2):** The Head of Responsible Business and the Health Safety and Wellbeing Manager are accredited MHFA Instructors
- **Mental Health First Aid Training (2-day Adult):** The 2 MHFA Instructors have co-delivered 2 Adult in-house courses training 30 colleagues as Mental Health First Aiders. A further course is scheduled for April 2018
- **Mental Health Awareness:** 7 half-day Awareness courses have been scheduled with 4 completed and 100 managers trained to date including 2 Chief Officers.
- **Line Managers Guide to Mental Health:** A bespoke e-learning course on City Learning has been developed and 150 managers have successfully completed this to date including 3 Chief Officers.
- **A CityWell Ambassadors Network** is being developed and consideration is being given to having a lead ambassador for mental health. The first meeting of the network took place in January 2018 and there are over 20 Ambassadors.
- Agreement has been reached with Mental Health First Aid (England) to hold a joint **mental health conference / seminar** at Guildhall on 18 May 2018. The Town Clerk will be speaking at the event, and Poppy Jaman, CEO of MHFA (England) will lead a panel discussion.

Proposals

16. The new Corporate Plan includes a top-level objective - people being healthy and safe. This has been developed in our top level Human Resources Business Plan. The Town Clerk signed the '*Time to change*' pledge and committed to act to reduce mental health discrimination.

17. The actions that are in development or progress include:

- Embedding of mandatory mental health learning and development training for all managers / supervisors
- Developing a holistic wellbeing workforce action plan with SMART objectives / measurable outcomes aligned to corporate needs
- Championing an interdisciplinary approach to prevention and early intervention

18. The Establishment Committee is asked to note and actively support the CityWell strategy and to consider whether training on Mental Health awareness should be offered to Members. Member awareness alongside the engagement of Chief Officers and Senior Management teams in promoting the mental health training within their departments will demonstrate leadership and support.

Corporate & Strategic Implications

19. The above relates to the draft Corporate Plan (2018 - 23), where a corporate outcome within the strategic objectives as health and wellbeing. Specifically, that "people enjoy good health and wellbeing"

20. In turn our draft Human Resources Business Plan (2018 – 19) includes the embedding of mandatory mental health training and development for managers.

Conclusion

21. The CityWell wellbeing strategy is a strong employee brand and has helped embed the wellbeing programme at the City of London Corporation. The CityWell programme is being re-focused on mental health as the top priority, supported by a wider health promotion / wellness programme.

22. Initial consultation is underway on the development of a workplace wellbeing action plan.

23. Mental health training and development is now a mandatory requirement for managers and good progress is being made in this regard.

24. Mental health training for Members will support the City Corporations commitment to wellbeing.

Appendices

- Appendix 1 – Mental health whole organisation training framework

Background Papers

- Thriving at work: The Stevenson / Farmer review of mental health and employers (October 2017).
- Work-related ill-health and occupational disease in Great Britain (2016/17).
From: <http://www.hse.gov.uk/statistics/causdis/>

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Appendix 1: Mental Health Awareness whole organisation Learning and Development Framework

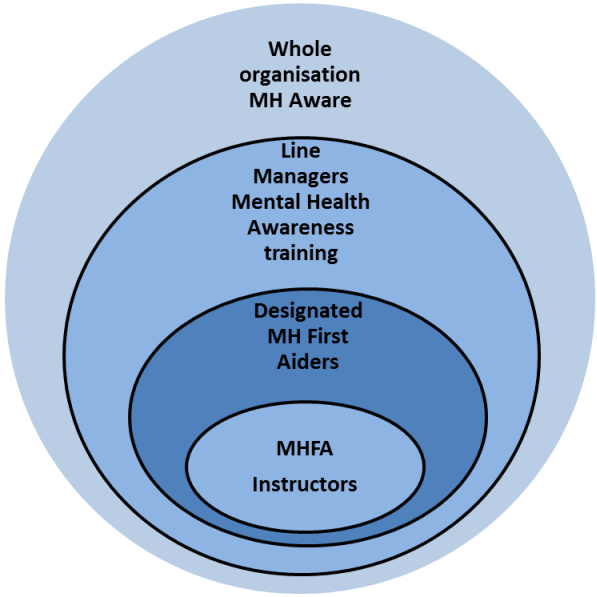
An effective way to develop a healthy working environment (and continue to break down the stigma often associated with mental ill-health) is to train people in mental health awareness and develop skills at a mixture of levels throughout the City of London Corporation.

Mental Health Awareness
All managers / supervisors undergo a half-day awareness course as a minimum requirement

Mental Health E-Learning
All managers / supervisors undertake the bespoke e-learning course '*Line Managers Guide to Mental Health*'

Wellbeing Ambassadors
Wellbeing Ambassadors are City Corporation employees who act as champions for the wellbeing programme

Lead Ambassador for Mental Health



Mental Health First Aiders
MHFA is a 2-day course that gives people the skills to help someone who is developing a **mental health** problem or experiencing a **mental health** crisis

Mental Health First Aid (MHFA) Instructor Training
The MHFA instructor course is internationally recognised and aims to teach people how to recognise the symptoms of **mental health** problems, how to provide initial help and how to guide a person towards appropriate professional help

Committee(s) Establishment Committee	Dated: 26 February 2018
Subject: Funding arrangements for maternity, adoption, shared parental pay and other similar costs	Public
Report of: Chrissie Morgan, Director of HR Peter Kane, Chamberlain	For Information
Report author: Colette Hawkins, Strategic HR Projects Manager Matt Lock, Assistant Director – Strategic Resources	

Summary

Members of the Establishment Committee asked officers to report on the funding options which were considered by Chief Officers as part of the recent policy change with regards to the increased pay provisions for maternity, adoption and shared parental leave.

Recommendation

Members are asked to:

- Note the report.

Main Report

Background

1. In December 2017 members of the Establishment Committee received a report asking for them to consider enhancing the current maternity, adoption and shared parental pay for employees with 52 weeks service.
2. As part of this change in provision a return to work clause of 6 months would be included in order for staff to retain the ½ pay element of the occupational pay element of maternity, adoption and shared parental pay.
3. The Establishment Committee agreed these two recommendations and the changes were implemented for staff whose maternity, adoption or shared parental leave commenced from 1 January 2018. Consideration was also given to staff who commenced their maternity, adoption or shared parental leave from 5 December 2017 (the date members agreed the changes) and it was agreed that they would also be moved to the new provisions if they met the eligibility criteria.

4. Members also asked the Director of HR and the Chamberlain to report back on the rationale regarding the funding arrangements for maternity, adoption and shared parental pay.
5. As part of the review of the maternity, adoption and shared parental pay provisions, Chief Officers gave consideration as to how the costs would be met. Currently the employing department funds the full cost of maternity, adoption and shared parental pay. Whilst the statutory payments are reclaimed through the HMRC, the additional (occupational) pay is a direct cost and cannot be reclaimed. It was determined that costs continue to be met from within departmental local risk budgets for the next year at least.
6. Costs relating to maternity, adoption and shared parental leave cover are not fully funded. Cover arrangements will differ by department and role; in some cases, like-for-like cover would be arranged, or it may be through agency workers or duties picked up across the team.

Financial Options

7. As part of the review of these policies consideration was given to to the funding arrangements based on the following options:
 - a. Department to continue to meet the full cost of maternity, adoption and shared parental pay within their existing local risk budget;
 - b. Cost of maternity, adoption and shared parental pay to be met from a central budget.
8. Chief Officers considered the above options and the decision was made that funding should continue to be met locally. While historic trend analysis provides some indication of the likely future cost of maternity, adoption and shared parental pay, it is impossible to predict when and where these costs will occur, or indeed the total sum required to form a central contingency for this purpose. Should a central contingency be created, this would need to be on a revenue neutral basis, effectively top-slicing all local risk budgets.
9. It was acknowledged that smaller departments will be impacted by a local risk policy and the Chamberlain offered reassurance that overspending occurring as a result of maternity, adoption and shared parental leave provisions that cannot be accommodated within existing budgets will be looked at sympathetically at year end.
10. It was also agreed that the enhanced pay provisions will be forward looking, to be implemented following committee approval. This was agreed by Establishment Committee.

Corporate & Strategic Implications

11. A test of relevance, as required by the Public Sector Equality Duty (PSED) was undertaken and identified that the actions identified in the report would be positive in the approach.

Implications

12. The decision to meet the costs of enhancements to maternity, adoption and shared parental leave provisions will increase pressure on Chief Officer local risk budgets.

Conclusion

13. This report provides Members with those options considered by Chief Officers in relation to funding maternity, adoption and shared parental leave provisions and the rationale behind remaining with the existing model of meeting this from local risk budgets.

Appendices

- None

Background Papers

- Establishment Committee Report: Maternity, Adoption and Shared Parental Pay, December 2017
- Test of Relevance – Maternity, Paternity, Adoption and Shared Parental Pay
- Establishment Committee Report: Family Friendly Policies – Amendments to Promote Parity, October 2016

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Committee(s)	Dated:
Establishment Committee	26 February 2018
Subject: Comptroller and City Solicitor's Departmental Risk Management report	Public
Report of: Michael Cogher - Comptroller & City Solicitor	For Information
Report author: Nick Senior – Comptroller & City Solicitor's Department	

Summary

The purpose of this report is to provide an update on the Comptroller and City Solicitor's departmental risks as at 30 January 2018.

Recommendation(s)

The Committee is recommended to note the report.

Main Report

Background

1. The Audit and Risk Management Committee require departments to maintain a risk register using the Pentana risk management system and provide a quarterly risk management report to their respective committee.

Current Position

2. The departmental risks are summarised in Appendix 1.
3. Strategic and operational risks are reviewed by the C&CS Senior Management Team on a monthly basis.
4. The Committee are requested to note that a new Corporate Risk CR25 General Data Protection Regulations (GDPR) Project has been created in recognition of the risk arising from non-compliance with the GDPR Regulations due to come into force on 25 May 2018.

Conclusion

5. The Establishment Committee is requested to note this report.

Appendices

- Appendix 1 – Comptroller and City Solicitor’s Departmental Risk Register

Nick Senior

Business Manager, Comptroller and City Solicitor’s Department

T: 020 7332 1668

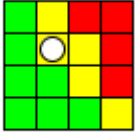
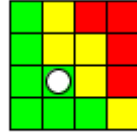
E: nick.senior@cityofLondon.gov.uk

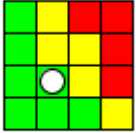
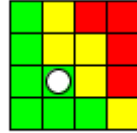


CCS Risk Register summary

Generated on: 08 February 2018



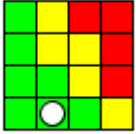
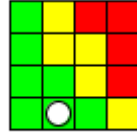
Risk No, Title, Department, Risk creation date	Description (Cause, Event, Effect)	Current Risk Score		Risk Owner	Risk update and risk update date	Target Risk Score		Target date	Current Risk score indicator
CR25 General Data Protection Regulation Project (previously CCS 006) Comptroller & City Solicitors Creation Date 01-Dec-2017	Cause: Insufficient resources, inadequate corporate/departmental systems and procedures are established and tested which meet the additional requirements of GDPR legislation. Event: CoL is unable to comply with GDPR requirements - poor, non-secure and non-compliant processing of personal data by the 25 May 2018 when GDPR is live. Effect: CoL exposed to adverse publicity, reputational damage, financial penalties imposed by the Information Commissioners Office. Increased volume of Subject Access Requests.	 Likelihood Impact	12	Michael Cogher	The GDPR compliance project is progressing: • Additional Officer resource recruited to the Information Compliance Team to support GDPR project • Frequent project progress monitoring and action by the GDPR project team • Training has been deleivered to all Access to Information Network Representatives with subsequent drop in training sessions scheduled. • Member training sessions have been scheduled. • Mandatory online corporate GDPR training is in development • Policies have been developed and approved further policies being drafted • Record of Processing Activities - most departments have now completed the ROPA returns which are being analysed by the C&CS Information Team 08 Feb 2018	 Likelihood Impact	4	18-May-2018	 No Change

Risk No, Title, Department, Risk creation date	Description (Cause, Event, Effect)	Current Risk Score		Risk Owner	Risk update and risk update date	Target Risk Score		Target date	Current Risk score indicator
CCS 002 Data Protection Compliance & loss of information assets Comptroller & City Solicitors Creation Date 04-Mar-2015	Cause - Failure to follow agreed procedures in compliance with Data Protection requirements. Event - Personal data breach Effect - Severe financial penalty, reputation damaged, breach of confidentiality	 Likelihood	6	Michael Cogher	A new corporate risk CR25 in relation to the GDPR project has been has been created. C&CS are leading on the governance and advisory elements of this project so are well placed to understand and comply with the increased data protection requirements. 08 Feb 2018	 Likelihood	4	31-May-2018	↔ No change

Risk No, Title, Department, Risk creation date	Description (Cause, Event, Effect)	Current Risk Score		Risk Owner	Risk update and risk update date	Target Risk Score		Target date	Current Risk score indicator
CCS 001 Recruitment and retention of experienced legal staff Comptroller & City Solicitors Creation Date 12-Feb-2015	Cause - Private sector legal firms and other local authorities may offer more attractive remuneration packages Event - Loss of critical expertise and competence Effect - Delivery of legal advice and documentation delayed, loss of income, assets exposed to higher risks	 Likelihood	4	Michael Cogher	Continuing salary benchmarking has demonstrated that C&CS salaries are competitive, monitoring will continue. 08 Feb 2018	 Likelihood	4	31-Mar-2018	↔ No Change
CCS 003	Cause - Lawyers not up to date with	 Likelihood	4	Michael Cogher	C&CS Risk Management procedures were	 Likelihood	4	31-Mar-2018	↓

Managing Legal Risk Comptroller & City Solicitors Creation Date 04-Mar-2015	law, poor communication, lack of supervision, agreed procedures not followed, file reviews not completed Event - physical and intellectual property assets at risk, court hearings missed, high risk matters not reported, inadequate advice provided, cases not progressed in a timely fashion Effect - financial penalty, loss of client confidence in the legal service, reputation				audited independently in June 2017 and were found to be highly compliant with the Law Society LEXCEL quality mark standard. Compliance with the standard is also tested internally. 22 Sep 2017				Decreased Risk Score
---	--	--	--	--	---	--	--	--	----------------------

Risk No, Title, Department, Risk creation date	Description (Cause, Event, Effect)	Current Risk Score		Risk Owner	Risk update and risk update date	Target Risk Score		Target date	Current Risk score indicator		
CCS 005 Ability to access critical ICT systems - Business continuity Comptroller & City Solicitors Creation Date 04-Mar-2015	Cause - Critical ICT systems not available in the event of a significant incident. Event - System accessibility failure off site. Effect - key officers unable to identify current legal work and access key legal documents.	 Likelihood	 Impact	4		The wider use of laptops and mobile devices has improved agile working opportunities has improved remote access to ICT systems 08 Feb 2018	 Likelihood	 Impact	2	31-Dec-2018	↔
									No change		

Risk No, Title, Department, Risk creation date	Description (Cause, Event, Effect)	Current Risk Score		Risk Owner	Risk update and risk update date	Target Risk Score		Target date	Current Risk score indicator
CCS 004 Successful operation of Oracle OPN Comptroller & City Solicitors Creation Date 04-Mar-2015	Cause - Oracle OPN replaced the Manhattan commercial property management and rent system Event - Continued operational difficulties caused by OPN Effect - If the application does not function as planned commercial income will not be invoiced on the due dates resulting in increased arrears	Likelihood  Impact	2	Nick Senior	Oracle OPN continues to function though functional shortcomings continue to be evident and hinder the efficiency of the finance team 08 February 2018	Likelihood  Impact	2	31-Mar-2018	↔

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Committee	Dated:
Establishment Committee – For information	26/02/2018
Subject:	Public
HR Dashboard - December 2017	
Report of:	For Information
Chrissie Morgan, Director of Human Resources	
Report author:	
Amanda Mays	

Summary

This report provides data to the Establishment Committee from the Corporate HR Dashboard. It also comments on the highlight data for the two departments to which the Establishment Committee is the Service Committee - the Town Clerk's Department and the Comptroller and City Solicitor's Department.

The general trend in the dashboard is a slight increase in headcount with turnover and sickness absence relatively stable.

Recommendations

The Establishment Committee is asked to note the report.

Main Report

Background

1. The information source for the monthly dashboard reports is the Corporate HR / Payroll system (CityPeople) utilising the BI4 reporting tool.
2. The following reports are available:
 - A dashboard report for the whole of the City Corporation which is split by department and is included here as an appendix.
 - A departmental dashboard report for each departmental management's use.
 - A departmental sickness report for HR Business Partner's use which shows sensitive detailed sickness data against named individuals. For Data Protection reasons, the information in this report is not forwarded to departmental managers without appropriate reason.

- Information on pay, Health and Safety, recruitment and agency staff are not included and can be produced separately as required.

Current Position

Highlight Information

Based on the December 2017 figures the following should be noted at corporate level.

- The City Corporation employs 3,798.6 Full Time Equivalent (FTE) employees with a total headcount of 4022. This includes all directly employed staff, including teaching staff but excluding City of London Police Officers.
- Since January 2017 the total headcount has increased by 187 (3,835 as at 1st Jan 2017 and 4,022 as at 31st Dec 2017) and FTE by 178.39 (3,620.21 as at 1st Jan 2017 and 3,798.60 as at 31st Dec 2017). These figures include 66 Apprentices in place as at 31st Dec 2017.
- Turnover remains constant at 14.20%, increasing slightly by 1.42% in the last year.
- The split of staff by gender is 46.82% female against 53.18% male, with 3.08% of staff declaring a disability.
- Sickness (average days per person per month) since the last reporting period has increased slightly to 0.45 although this is below our target of 0.50. Short term sickness is at 0.21 and long term at 0.24
- The top 3 reasons, as a percentage of the total, for sickness absence are:

Sickness Reason	Overall	Short-term	Long-term
Anxiety, stress, depression, other psychiatric illnesses	18.1%	16.3%	83.7%
Cold, cough, flu (influenza)	12.4%	93.4%	6.6%
Other musculoskeletal problems	9%	30%	70%

The CIPD conduct an annual Absence Management Survey, with the latest information published for 2016. Whilst a direct comparison cannot be made to the City Corporation's figures the two tables below highlight that of the organisations who responded the following were in the Top 5 most common causes of absence:

Most common causes of **Short-term** absence (in top 5 of most common causes by respondents)

Minor illness, for example colds, flu, stomach upsets,	95
--	----

headaches and migraines	
Stress	47
Musculoskeletal injuries	44

Most common causes of **Long-term** absence (in top 5 of most common causes by respondents)

Stress	53
Acute medical conditions, for example stroke, heart attack and cancer	53
Mental ill health, for example clinical depression and anxiety	49

The figures for the City Corporation are broadly in line with those organisations who responded to the CIPD survey. A separate report to this committee on Mental Health and Wellbeing provides an update on actions being taken regarding wellbeing and the management of stress.

10. There have been 26 disciplinary cases in the last year with 5 cases still open. 12 formal grievances have been submitted with 5 open and 226 sick absence cases with 62 still being actively managed. This is in line with the Corporation's average number of cases over the last few years.
11. The Town Clerk's department has a headcount of 395 (369.91 FTE) with a staff turnover higher than the Corporate turnover at 23.14%. Sickness absence (average days per person per month) in the Town Clerk's is lower than the average at 0.36 and is in line with target.
12. The Comptroller and City Solicitor's department has a headcount of 59 (53.36 FTE) with a staff turnover of 10.62% Sickness absence in this department is also below average at 0.34.

Corporate & Strategic Implications

13. The HR Dashboard provides a key information source for tracking performance and undertaking Workforce Planning both at a Departmental and Corporate level.

Conclusion

14. Members are asked to note this report.

Appendices

Appendix 1 – Corporate Dashboard December 2017

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City of London Figures 01/01/2017 to 31/12/2017

4022	Current Staff - Headcount
3798.6	Current staff FTE

14.20%	Staff Turn over
Starters	737
Leavers	558
- Voluntary	12.42% 488
- Involuntary	1.78% 70

Disciplinaries			
In the last year	26	Currently open	5
Grievances			
in the last year	12	Currently open	5
Sickness Cases			
In the last year	226	Currently open	62

Monthly Sickness Level	0.45
Long Term	0.24
Short Term	0.21
Previous level January2017	0.37

Dash Board Notes

Current Staff is as at report end date. Headcount refers to employees against position, those with multiple positions would be counted against each position. FTE is Full time Equivalent and is calculated based on contractual hours / FTE hours x weeks worked 52, staff whose contractual hours exceed their FTE hours are counted as 1 FTE. Figures are based on permanent staff paid on the monthly payroll and do not include casual staff, agency workers or consultants/contractors.

Turnover is calculated as the number of leavers divided by the average number of staff as a percentage. Average staff numbers are calculated using employee numbers at the beginning and end of the reporting period. Voluntary leavers are organisation leavers who have resigned or retired, involuntary leavers relate to all other leaving reasons.

Disciplinary, Grievances and Sickness Cases are based on formal casework, informal cases are not included. Grievances may also be referred to as complaints.

Overall monthly sickness levels are measured against the corporate target of 6 days per FTE person in the year (divided by 12 for a monthly level of 0.5). The value for the monthly sickness level is calculated based on total number of sick days in the period divided by number of FTE employees in the month.

For completeness the corporate Dashboard contains turnover data for the former Culture & Heritage & Libraries employees, since this Department was disbanded in April 2017, the Dashboard will no longer include annual figures after April 2018.

The separate units of the central Criminal Court and the mansion house will continue to show on the report until they have been Empty for a year.

The sickness figures are based on absence days lost on employee's working patterns, since City of London Police enter their data as individual days lost rather than based on working patterns this is not reflected in the report.

Staff Turnover 01/01/2017 to 31/12/2017

Type / Detail	Headcount	FTE
Staff as at 01/01/2017	3835	3620.21
Staff as at 31/12/2017	4022	3798.6
Average Staff	3928.5	3709.4
Leavers In period	558	515.58
Overall Turnover	14.20%	13.90%
Involuntary Turnover	1.78%	1.62%
Voluntary Turnover	12.42%	12.28%

Note: The leaving reasons of Voluntary Redundancy, Resignation and Retirement are voluntary all other leaving reasons are involuntary

HR Dashboard – Corporation of London – December 2017

Corporation of London
Departmental Dashboard 01/01/2017 To 31/12/2017

Department	Head count	Current FTE	Staff Turnover	Starters	Leavers
BARBICAN CENTRE [05]	347	337.64	20.57%	89	69
CENTRAL CRIMINAL COURT [09]	4	4	13.59%	14	7
CHAMBERLAIN'S DEPARTMENT [111]	275	267.89	12.48%	23	35
CITY OF LONDON POLICE (CIVILIANS) [55]	457	445.52	12.94%	90	57
CITY OF LONDON SCHOOL [61]	171	158.86	11.55%	35	19
CITY OF LONDON SCHOOL FOR GIRLS [63]	145	122.44	19.86%	27	29
CITY SURVEYOR'S DEPARTMENT [73]	251	248.4	12.60%	24	32
COMMUNITY & CHILDREN'S SERVICES DEPARTMENT [25]	353	341.98	15.71%	72	49
COMPTROLLER & CITY SOLICITOR'S DEPARTMENT [15]	59	53.36	10.62%	7	6
CULTURE & HERITAGE & LIBRARIES [33]			2.14%	2	3
FREEMEN'S SCHOOL [65]	184	157.69	17.46%	40	31
GUILDHALL SCHOOL OF MUSIC & DRAMA [19]	284	249.67	19.53%	73	54
MANSION HOUSE [35]	4	4	35.29%	7	6
MANSION HOUSE & CENTRAL CRIMINAL COURT [09]	135	122.64	1.48%	6	1
MARKETS & CONSUMER PROTECTION [41]	260	248.31	5.63%	35	14
OPEN SPACES DEPARTMENT [50]	438	415.24	13.78%	56	54
REMEMBRANCE'S OFFICE [59]	28	28	21.43%	6	6
THE BUILT ENVIRONMENT [54]	232	223.06	5.79%	28	13
TOWN CLERKS DEPARTMENT [77]	395	369.91	23.14%	103	73
Corporation of London	4022	3798.61	14.20%	737	558

Department	Annual Sick lost	Annual sick per FTE	Annual sick Short term per FTE	Annual sick Long term per FTE	December 2017 Monthly Sickness Level	Long Term	Short Term	Previous level January 2017
BARBICAN CENTRE [05]	1170	3.47	2.01	1.45	0.4	0.16	0.24	0.22
CENTRAL CRIMINAL COURT [09]	19	4.75	4.75		0	0	0	0.01
CHAMBERLAIN'S DEPARTMENT [111]	1119	4.18	2.75	1.43	0.38	0.21	0.17	0.27
CITY OF LONDON POLICE (CIVILIANS) [55]	3336	7.49	2.56	4.93	0.26	0.26	0	0.53
CITY OF LONDON SCHOOL [61]	619	3.9	1.71	2.18	0.77	0.6	0.18	0.33
CITY OF LONDON SCHOOL FOR GIRLS [63]	566	4.62	1.91	2.71	0.23	0.14	0.09	0.42
CITY SURVEYOR'S DEPARTMENT [73]	1536	6.18	2.98	3.2	0.61	0.26	0.35	0.24
COMMUNITY & CHILDREN'S SERVICES DEPARTMENT [25]	2097	6.13	3.58	2.55	0.57	0.35	0.23	0.59
COMPTROLLER & CITY SOLICITOR'S DEPARTMENT [15]	204	3.82	3.26	0.56	0.34	0.11	0.22	0.72
CULTURE & HERITAGE & LIBRARIES [33]	0	0				0		
FREEMEN'S SCHOOL [65]	525	3.33	1.55	1.78	0.22	0.11	0.11	0.33
GUILDHALL SCHOOL OF MUSIC & DRAMA [19]	819	3.28	1.73	1.55	0.53	0.38	0.15	0.25
MANSION HOUSE [35]	0	0				0		
MANSION HOUSE & CENTRAL CRIMINAL COURT [09]	593	4.84	3.3	1.53	0.51	0.11	0.41	
MARKETS & CONSUMER PROTECTION [41]	1872	7.54	3.46	4.08	0.52	0.23	0.29	0.44
OPEN SPACES DEPARTMENT [50]	3140	7.56	3.23	4.33	0.54	0.27	0.27	0.65
REMEMBRANCE'S OFFICE [59]	86	3.07	3.07		0.39	0	0.39	0.54
THE BUILT ENVIRONMENT [54]	1276	5.72	2.87	2.85	0.52	0.3	0.22	0.27
TOWN CLERKS DEPARTMENT [77]	1399	3.78	2.4	1.38	0.36	0.11	0.25	0.43
Corporation of London	20376	5.36	2.66	2.7	0.45	0.24	0.21	0.37

Note: The 4 staff listed under both The Central Criminal Court and The Mansion house departments are staff who are either in the process of leaving or being transferred to the new structure.

Workforce information at 31/12/2017

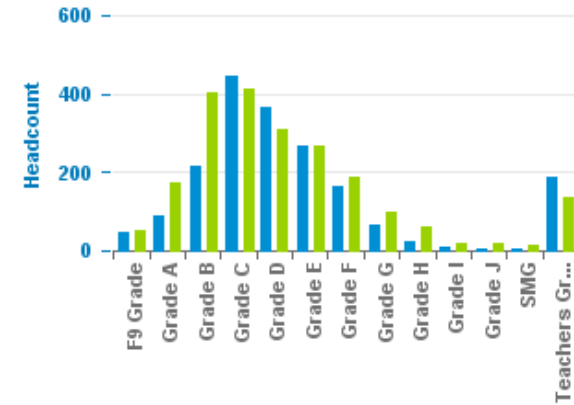
Gender Profile

Female	Male
46.82%	53.18%

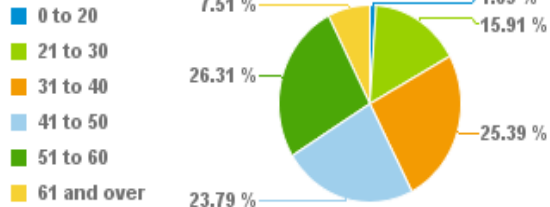
Workforce Breakdown

	Head Count	Full Time Equivalent
Full-Tim	3458	3451.63
Part-Tim	564	346.97
Total	4022	3798.6

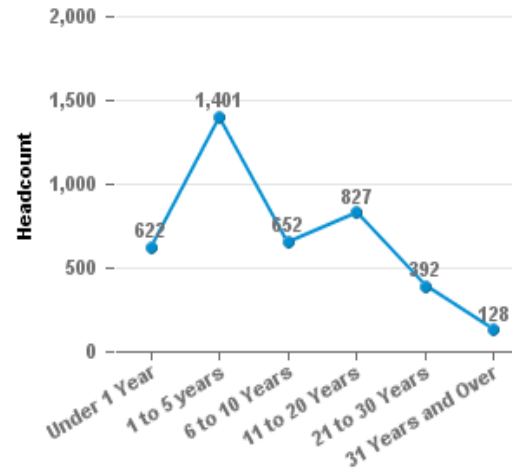
Grade Breakdown



Age Groups



City of London Service



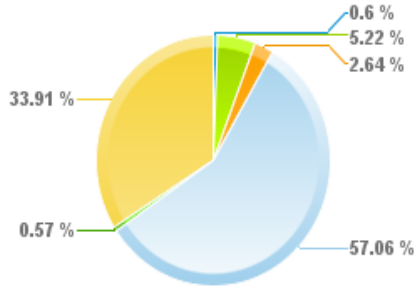
Stated Disability

No	78.10%
Not Known	18.82%
Yes	3.08%

Sexual Orientation

Sexual Orientati...

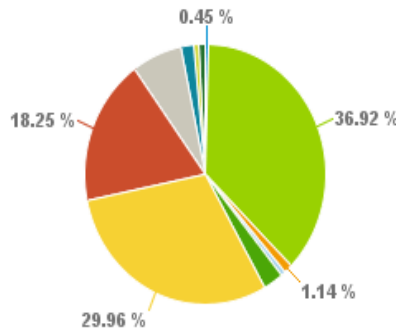
- Bisexual
- Declined to specify
- Gay
- Heterosexual
- Lesbian
- Not Known



Sexual Orientation	Total	%
Bisexual	24	0.60%
Declined to specify	210	5.22%
Gay	106	2.64%
Heterosexual	2295	57.06%
Lesbian	23	0.57%
Not Known	1364	33.91%
Total	4022	100.00%

Religious Beliefs

Religious Belief	Total	%
Buddhist	18	0.45%
Christian	1485	36.92%
Hindu	46	1.14%
Jewish	24	0.60%
Muslim	108	2.69%
None / No religion	1205	29.96%
Not Known	734	18.25%
Not stated	271	6.74%
Other	69	1.72%
Sikh	27	0.67%
Spiritual	35	0.87%
Totals	4022	100.00%



Religious Belief

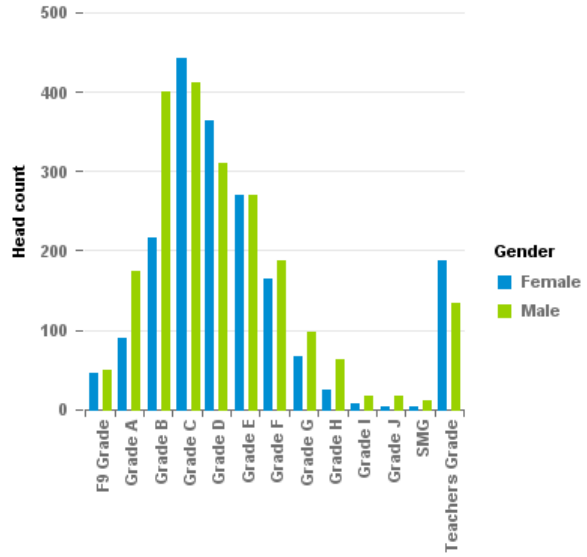
- Buddhist
- Christian
- Hindu
- Jewish
- Muslim
- None / No religion
- Not Known
- Not stated
- Other
- Sikh
- Spiritual

City of London Grade & Gender Breakdown as at 31/12/2017

Gender Breakdown

Female	Male
46.82%	53.18%
1883	2139

Grade	Female	Male	Total
F9 Grade	46 47.92%	50 52.08%	96
Grade A	90 34.09%	174 65.91%	264
Grade B	216 35.01%	401 64.99%	617
Grade C	443 51.87%	411 48.13%	854
Grade D	364 54.01%	310 45.99%	674
Grade E	269 50.00%	269 50.00%	538
Grade F	164 46.72%	187 53.28%	351
Grade G	66 40.24%	98 59.76%	164
Grade H	24 27.91%	62 72.09%	86
Grade I	7 30.43%	16 69.57%	23
Grade J	4 20.00%	16 80.00%	20
SMG	3 21.43%	11 78.57%	14
Teachers Grade	187 58.26%	134 41.74%	321
Totals	1883	2139	4022



New starter information 01/01/2017 to 31/12/2017

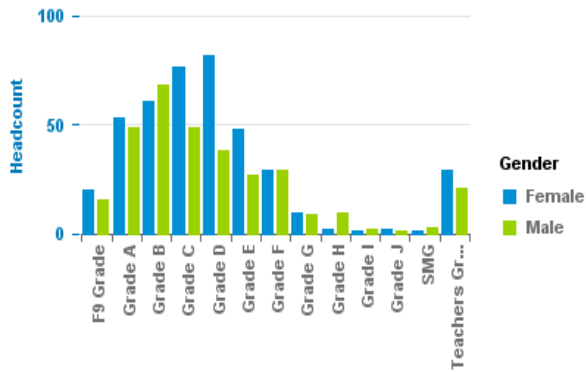
Gender Breakdown

Female	Male
56.31%	43.69%
415	322

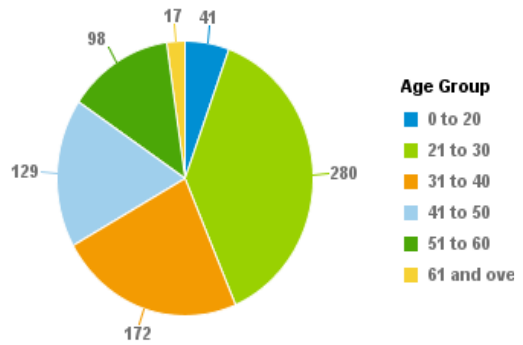
Workforce profile

	Full-Time	Part-Time	Total
Head count	629	108	737
Full Time Equivalent	628.06	61.6	689.66

Grade & Gender Profile



Age Grouping

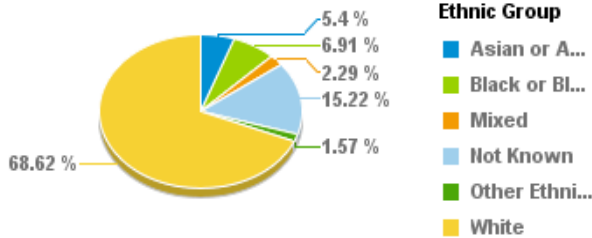


Grade	Female	Male	Total
F9 Grade	20	16	36
Grade A	53	49	102
Grade B	61	68	129
Grade C	77	49	126
Grade D	82	38	120
Grade E	48	27	75
Grade F	29	29	58
Grade G	10	9	19
Grade H	2	10	12
Grade I	1	2	3
Grade J	2	1	3
SMG	1	3	4
Teachers Grade	29	21	50
Totals	415	322	737

Age Group	Female	Male	Total
0 to 20	25	16	41
21 to 30	178	102	280
31 to 40	84	88	172
41 to 50	72	57	129
51 to 60	47	51	98
61 and over	9	8	17
Totals	415	322	737

Ethnic Groups

Grade	Asian or Asian British	Black or Black British	Mixed	Not Known	Other Ethnic Groups	White	Total
F9 Grade	3.13%	1.04%	1.04%	26.04%	1.04%	67.71%	100.00%
Grade A	3.79%	21.97%	3.03%	12.88%	4.92%	53.41%	100.00%
Grade B	5.83%	11.83%	3.08%	12.48%	2.11%	64.67%	100.00%
Grade C	7.26%	7.26%	2.81%	13.00%	1.52%	68.15%	100.00%
Grade D	5.34%	6.82%	1.78%	14.99%	1.34%	69.73%	100.00%
Grade E	6.32%	4.09%	2.97%	10.59%	0.93%	75.09%	100.00%
Grade F	7.12%	3.13%	0.57%	8.55%	1.42%	79.20%	100.00%
Grade G	3.05%	3.05%	2.44%	5.49%	1.83%	84.15%	100.00%
Grade H	2.33%		3.49%	4.65%		89.53%	100.00%
Grade I				4.35%		95.65%	100.00%
Grade J	5.00%			10.00%		85.00%	100.00%
SMG				42.86%		57.14%	100.00%
Teachers Grade	0.93%		0.93%	48.29%	0.31%	49.53%	100.00%



Ethnic Group	Total	Percentage
Asian or Asian British	217	5.40%
Black or Black British	278	6.91%
Mixed	92	2.29%
Not Known	612	15.22%
Other Ethnic Groups	63	1.57%
White	2760	68.62%
Total	4022	100.00%

Leaver information 01/01/2017 to 31/12/2017

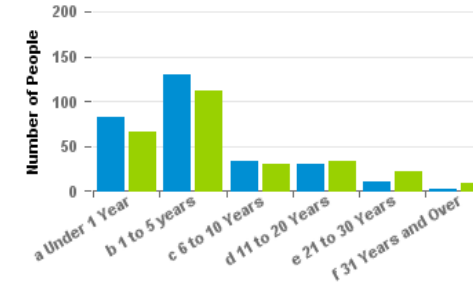
Breakdown

Female	Male
51.43%	48.57%
287	271

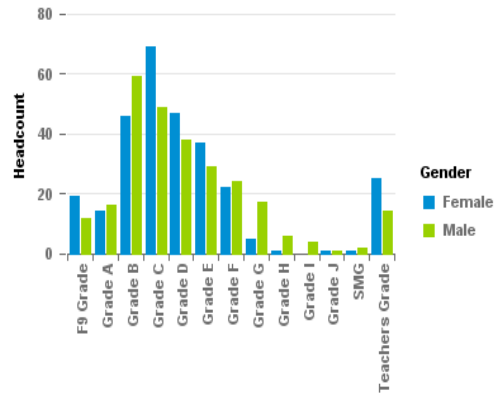
Workforce Profil

	Full Time	Part-Time	Total
Head count	457	101	558
Full Time Equivalent	456.33	59.25	515.58

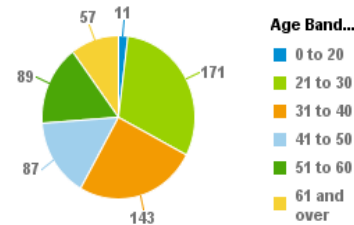
Service History



Grade & Gender Profile



Age Grouping



Gender

Female Male

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Grade	Female	Male	Total
F9 Grade	19	12	31
Grade A	14	16	30
Grade B	46	59	105
Grade C	69	49	118
Grade D	47	38	85
Grade E	37	29	66
Grade F	22	24	46
Grade G	5	17	22
Grade H	1	6	7
Grade I	0	4	4
Grade J	1	1	2
SMG	1	2	3
Teachers Grade	25	14	39
Totals	287	271	558

Age group	Female	Male	Total
0 to 20	7	4	11
21 to 30	103	68	171
31 to 40	78	65	143
41 to 50	40	47	87
51 to 60	40	49	89
61 and over	19	38	57
Totals	287	271	558

Service groups	Female	Male	Total
a Under 1 Year	82	66	148
b 1 to 5 years	129	111	240
c 6 to 10 Years	34	30	64
d 11 to 20 Years	30	34	64
e 21 to 30 Years	10	22	32
f 31 Years and Over	2	8	10
Totals	287	271	558

Leaving Reasons	Total
Death in Service	6
Dismissal	4
End of Fixed Term Contract	36
Other Reason	6
Redundancy	14
Resignation	444
Retirement	44
Transfer	4
Totals	558

Sickness Absence reporting - December 2017

Average Working days lost

	January2017	December2017
Short Term Sickness	0.3	0.21
Long Term Sickness	0.07	0.24
Total	0.37	0.45

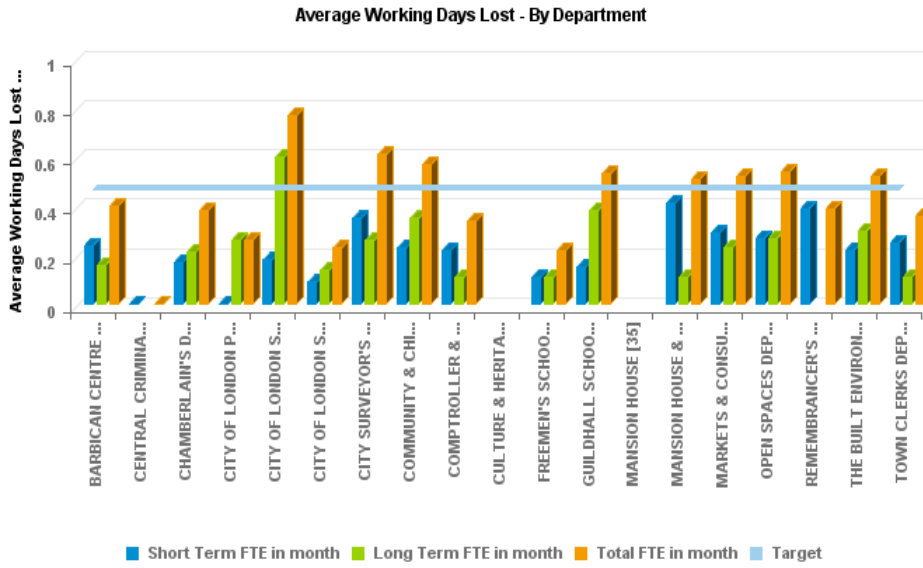
Top 3 Reasons as % of Total absence

Sickness Reason	%
Anxiety/stress/depression/other psychiatric illnesses	18.09%
Cold, Cough, Flu (Influenza)	12.38%
Other musculoskeletal problems -excluding back problems, i	8.99%
Total of top 3 Reasons	39.47%
Other Reasons	60.53%
Total	100.00%

Short-Term/ Long-term split

Top 3 Sickness Reasons	Short-Term split	Long-Term split
Anxiety/stress/depression/other psychiatric illnesses	16.26%	83.74%
Cold, Cough, Flu (Influenza)	93.38%	6.62%
Other musculoskeletal problems -excluding back problems, including neck problems	29.99%	70.01%
Average	46.54%	53.46%

Sickness Absence per Department - December 2017



Department	Total	Short Term	Long Term	Occurrences	Target
BARBICAN CENTRE [05]	0.4	0.24	0.16	18	0.5
CENTRAL CRIMINAL COURT [09]	0	0	0	0	0.5
CHAMBERLAIN'S DEPARTMENT [11]	0.38	0.17	0.21	13	0.5
CITY OF LONDON POLICE (CIVILIANS) [55]	0.26	0	0.26	0	0.5
CITY OF LONDON SCHOOL [61]	0.77	0.18	0.6	8	0.5
CITY OF LONDON SCHOOL FOR GIRLS [63]	0.23	0.09	0.14	8	0.5
CITY SURVEYOR'S DEPARTMENT [73]	0.61	0.35	0.26	18	0.5
COMMUNITY & CHILDREN'S SERVICES DEPARTMENT [25]	0.57	0.23	0.35	16	0.5
COMPTROLLER & CITY SOLICITOR'S DEPARTMENT [15]	0.34	0.22	0.11	3	0.5
CULTURE & HERITAGE & LIBRARIES [33]	0	0	0	0	0.5
FREEMEN'S SCHOOL [65]	0.22	0.11	0.11	3	0.5
GUILDHALL SCHOOL OF MUSIC & DRAMA [19]	0.53	0.15	0.38	11	0.5
MANSION HOUSE [35]	0	0	0	0	0.5
MANSION HOUSE & CENTRAL CRIMINAL COURT [09]	0.51	0.41	0.11	8	0.5
MARKETS & CONSUMER PROTECTION [41]	0.52	0.29	0.23	17	0.5
OPEN SPACES DEPARTMENT [50]	0.54	0.27	0.27	22	0.5
REMEMBRANCER'S OFFICE [59]	0.39	0.39	0	5	0.5
THE BUILT ENVIRONMENT [54]	0.52	0.22	0.3	15	0.5
TOWN CLERKS DEPARTMENT [77]	0.36	0.25	0.11	15	0.5
Total	0.45	0.21	0.24	180	0.5

Notes: Totals sickness days lost / Total of FTE in department

Sickness lost by Absence reason - December 2017

Absence Reason	Working days lost in last month	Percentage of working days lost in last month	Working days lost in year	Percentage of working days lost in year
Anxiety/stress/depression/other psychiatric illnesses	401	23.40%	3893	19.11%
Cold, Cough, Flu (Influenza)	358	20.89%	2890	14.18%
Other Reason (not classified elsewhere)	163	9.51%	1684	8.26%
Chest & respiratory problems	157	9.16%	1022	5.02%
Gastrointestinal problems	105	6.13%	2086	10.24%
Other musculoskeletal problems -excluding back problems, including neck problems	98	5.72%	1845	9.05%
Back Problems	91	5.31%	1318	6.47%
Injury, fracture	91	5.31%	929	4.56%
Headache / migraine	60	3.50%	542	2.66%
Ear, nose, throat (ENT)	50	2.92%	536	2.63%
Skin disorders	25	1.46%	165	0.81%
Pregnancy related disorders	24	1.40%	250	1.23%
Dental and oral problems	21	1.23%	136	0.67%
Benign and malignant tumours, cancers	18	1.05%	1007	4.94%
Blood disorders (e.g. anaemia)	17	0.99%	182	0.89%
Heart, cardiac & circulatory problems	11	0.64%	442	2.17%
Asthma	7	0.41%	75	0.37%
Endocrine / glandular problems (e.g. diabetes, thyroid, metabolic problems)	6	0.35%	49	0.24%
Eye problems	5	0.29%	251	1.23%
Infectious diseases	4	0.23%	149	0.73%
Genitourinary & gynaecological disorders - excluding pregnancy related disorders	2	0.12%	697	3.42%
Burns, poisoning, frostbite, hypothermia	0	0.00%	36	0.18%
Nervous system disorders - excluding headache/migraine	0	0.00%	188	0.92%
Other musculo-skeletal problems	0	0.00%	4	0.02%
Total	1714	100.00%	20376	100.00%

HR Casework - December 2017

Grievances

Total cases in rolling year	12
Cases currently open	5
Open cases that relate to Leavers	1

closure rate	Cases	%
0 to < 3 Months	5	71.43%
3 to <6 Months	0	
6 to <9 Months	2	28.57%
9 to <12 Months	0	
over 12 Months	0	
Total Cases closed	7	

Disciplinaries

Total cases in rolling year	26
Cases currently open	5
Open cases that relate to Leavers	0

closure rate	Cases	%
0 to <3 Months	13	61.90%
3 to <6 Months	5	23.81%
6 to <9 Months	2	9.52%
9 to <12 Months	1	4.76%
over 12 Months	0	0.00%
Total Cases closed	21	100.00%

Sickness Management

Total cases in rolling year	226
Cases currently open	62
Open cases that relate to Leavers	10

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