



Establishment Committee

Date: THURSDAY, 20 SEPTEMBER 2018

Time: 1.45 pm

Venue: COMMITTEE ROOMS, 2ND FLOOR, WEST WING, GUILDHALL

Members:

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

Enquiries: Sacha Than
tel. no.: 020 7332 3419
sacha.than@cityoflondon.gov.uk

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. **RECRUITMENT BRANDING - TMP PRESENTATION**
TMP to be heard.
For Information
4. **MINUTES**
To agree the public minutes and summary of the meeting held on 9 July 2018.
For Decision
(Pages 1 - 8)
5. **OUTSTANDING ACTIONS REPORT**
Report of the Town Clerk.
For Information
(Pages 9 - 10)

Strategic Reports

6. **INTERIM REPORT ON GENDER IDENTITY POLICY**
Report of the Town Clerk.
For Information
(Pages 11 - 14)
7. **APPRENTICESHIPS STRATEGY FOR 2018-23**
Joint report of the Director of Human Resources and the Town Clerk.
For Decision
(Pages 15 - 28)
8. **THE CITY OF LONDON CORPORATION'S SOCIAL MOBILITY STRATEGY FOR 2018-28**
Report of the Chief Grants Officer and Director, City Bridge Trust.
For Information
(Pages 29 - 54)

For Formal Decision

9. **ANNUAL STAFF CHRISTMAS LUNCHES**
Report of the Town Clerk.

For Decision
(Pages 55 - 58)

For Information

10. **HR DASHBOARD - JUNE 2018**
Report of the Director of Human Resources.

For Information
(Pages 59 - 76)

11. **HR TRANSFORMATION PROGRAMME UPDATE**
Report of the Director of Human Resources.

For Information
(Pages 77 - 80)

12. **REVENUE OUTTURN 2017/18**
Joint report of the Town Clerk, the Chamberlain, and the Comptroller and City Solicitor.

For Information
(Pages 81 - 88)

13. **REPORT OF ACTION TAKEN**
Report of the Town Clerk.

For Information
(Pages 89 - 90)

14. **MINUTES OF THE JOINT CONSULTATIVE COMMITTEE**
To note the minutes of the meeting held on 12 July 2018.

For Information
(Pages 91 - 92)

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

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

17. **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

18. **NON-PUBLIC MINUTES**

To agree the non-public minutes of the meeting held on 9 July 2018.

For Decision
(Pages 93 - 94)

19. **OUTSTANDING ACTIONS REPORT**

Report of the Town Clerk.

For Information
(Pages 95 - 96)

20. **ATTRACTING TALENT**

Report of the Director of Human Resources.

For Decision
(Pages 97 - 100)

21. **NON-PUBLIC MINUTES OF THE JOINT CONSULTATIVE COMMITTEE**

To note the non-public minutes of the meeting held on 12 July 2018.

For Information
(Pages 101 - 104)

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

23. **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

24. **CONFIDENTIAL MINUTES**

To agree the Confidential minutes of the last meeting held on 9 July 2018.

For Decision

Restructure Reports

25. **MANSION HOUSE AND CENTRAL CRIMINAL COURT EVENTS**

Report of the Executive Director, Mansion House and Central Criminal Court.

For Decision

26. **COMMUNITY AND CHILDREN'S SERVICES REVIEW**
Report of the Director of Community and Children's Services.

For Decision

For Decision

27. **MFS REQUEST - GUILDHALL SCHOOL OF MUSIC AND DRAMA**
Report of the Principal, Guildhall School of Music and Drama. **TO FOLLOW**

For Decision

For Information

28. **TOWN CLERK'S UPDATE**
Town Clerk to be heard

For Information

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ESTABLISHMENT COMMITTEE

Monday, 9 July 2018

Minutes of the meeting of the Establishment Committee held at Committee Rooms -
Committee Rooms on Monday, 9 July 2018 at 1.45 pm

Present

Members:

Deputy Edward Lord (Chair)	Jeremy Mayhew
Deputy the Revd Stephen Haines (Deputy Chairman)	Sylvia Moys
Randall Anderson	Barbara Newman
Sir Mark Boleat	Deputy Elizabeth Rogula
Deputy Keith Bottomley	Alderman William Russell
Deputy Kevin Everett	Deputy Philip Woodhouse
Deputy Jamie Ingham Clark	

In Attendance

Officers:

Angela Roach	- Assistant Town Clerk
Bob Roberts	- Director of Communications, Town Clerk's Department
Sacha Than	- Town Clerk's Department
Carl Locsin	- Town Clerk's Department
Peter Kane	- Chamberlain
Christopher Bell	- Chamberlain's Department
Philip Black	- Chamberlain's Department
Matthew Lock	- Chamberlain's Department
Michael Cogher	- Comptroller and City Solicitor
Ian Dyson	- Commissioner of the City of London Police
Paul Wilkinson	- City Surveyor
Chrissie Morgan	- Director of Human Resources
Donna Dix	- Human Resources Department, GSMD
Colette Hawkins	- Human Resources Department
Tracey Jansen	- Human Resources Department
Carolyn Simpson	- Human Resources Department

The Chair advised Members that the format of the agenda had been amended to organise Committee business by overarching topics such as; strategy, restructure proposals, policy and procedure, and reports which were for information only.

The Chair noted that following the last meeting of the Committee, complaints had been received with regards to Member conduct and explained that in accordance with a request from the Policy and Resources Chairman, conduct such as interrupting officers and other Members would not be accepted.

1. **APOLOGIES**

Apologies for absence were received from Sophie Fernandes, Deputy Joyce Nash, Deputy Richard Regan, and Ruby Sayed.

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

There were no declarations of interest.

3. **MINUTES**

RESOLVED – That the public minutes and summary of the meeting held on 22 May 2018 be approved as an accurate record.

4. **OUTSTANDING ACTIONS REPORT**

The Committee considered a report of the Town Clerk which provided details of outstanding actions from previous meetings.

Revenue Budgets

The Chair asked the Town Clerk to undertake a review of expenditure on Member specific matters such as transport, facilities and Members' offices explaining that a single budget line would be useful to ensure the Committee was provided with a transparent budget.

In response to this request, a Member queried whether Members' spending was within the remit of the Committee, and the Chair explained that this was the service committee for the Members' Services division of the Town Clerk's Department and should therefore be sighted on the finances for which it has responsibility. The Chair added that this information should also be reported to the Members' Privileges Sub-Committee of the Policy and Resources Committee.

RESOLVED – That the Committee note the report.

5. **GUILDHALL WORKPLACE UTILISATION PROGRAMME - UPDATE REPORT**

The Committee received a joint report of the Town Clerk, Chamberlain and the City Surveyor which provided an update on the Accommodation and Ways of Working programme to support a clear vision for the target operating model for the use of Guildhall office space. The City Surveyor provided the Committee with an overview of the main progress highlights to date noting that the Chartered Institute Building of Insurance could provide decant space and one of the challenges of the project would be changing the physical working environment of the Guildhall Complex into a more collaborative and flexible space whilst staff continue to work within the Complex.

In response to Members' queries on whether some officers would have permanent office space, the City Surveyor explained this topic would come before the Committee at a later date, however discussion would take place with officers to consider their needs and functions when deciding whether a private and permanent office would be required, and this would be taken in balance with the number of meeting rooms available. The Director of Human Resources added that the project was being delivered in a way which ensured the maximum level of flexible working.

The Chairman of the IT Sub Committee commended the IT infrastructure in place which had been delivered as part of the project and had proved to be resilient when due to bad weather earlier in the year, staff had worked from home without any loss of IT services.

In response to a Member's request for a timetable for the project, the City Surveyor explained that the progress of the project would be dependent on the creation of a decant space and the securing of funding therefore an indicative timetable could be provided in October with information on what the project hoped to achieve and how this would be done. Members suggested that Aldermanbury could be used for the decant space and posed the question whether the project could be funded from capital rather than revenue budgets which may facilitate securing funding. In response, the Chamberlain offered to give this matter consideration.

RESOLVED – That the Committee note the report.

6. **MATERNITY, ADOPTION AND SHARED PARENTAL LEAVE - FUNDING MECHANISM**

The Committee considered a report of the Chamberlain which sought approval for enhanced maternity, adoption and shared parental pay provisions to be funded centrally. The Chair advised Members that a revised table demonstrating the financial impact of the proposed approach on individual departments had been tabled for information.

Discussion took place as to whether this revised approach would be a significant improvement on the current arrangements with Members noting the complicated nature of this approach. Members were reminded that the request to amend the pay provisions process had arisen because some departments were being penalised financially due to demographics, but Members noted that under these new arrangements, some departments would benefit, and others would not; therefore the proposals were not in line with the Committee's original motivation for change.

A Member suggested that further work be carried out on this matter with a revised approach being brought back before the Committee, to which another Member asked if this would be necessary and whether it was better to let the matter drop with no further work to be done. In recognition of there being two opposing views, the Chair called a vote to decide a way forward which resulted in:-

5 votes for further work to be carried out
7 votes against

RESOLVED – That the report be noted and the proposed amendments to the approach to fund maternity, adoption and shared parental pay provisions be not approved.

7. OVER-ARCHING POLICY ON GENDER IDENTITY FOR THE CITY OF LONDON CORPORATION

The Committee considered a report of the Town Clerk which proposed tasking officers with a piece of work to explore the development of an over-arching policy on gender identity for the City Corporation.

The Chair explained that a question had arisen over who could use the gender specific Hampstead Heath bathing ponds, the decision communicated to people was that gender identity should be self-identified. Following some minor protest against this decision, the Chairman of the Hampstead Heath, Queens Park and Highgate Wood Committee had approached the Establishment Committee to ask whether a central policy on gender identity and trans-inclusion could be created, the Chair added that this proposal had the support of the Town Clerk.

In response to a Member's query on timelines for the development of the policy, the Chair explained that whilst it was intended for the draft policy to return to Committee for the September – November cycle, if the Committee agreed the proposal before them today, a press statement would be released immediately with public consultation taking place over the summer.

RESOLVED – That the Committee:

- a) note the current general commitments to equality and inclusion; and
- b) endorse the proposal that officers develop an over-arching policy on gender identity for the City of London Corporation.

8. COMMITTEE AND MEMBERS SERVICES TEAM - REQUEST FOR ADDITIONAL RESOURCES

The Committee considered a report of the Town Clerk which sought approval for increased staff resources within the Committee & Members' Services Section of the Town Clerk's Department.

The Chair noted the growth in the number of Member bodies and the overloading effect this had on the work of the Town Clerk's Department. A review had been undertaken of the current arrangements within the Team and the recommendation to create three further full-time posts and one part-time post had arisen as a result of this.

Members raised the point that when a proposal was made to create a new committee, sub-committee or working party, consideration should be given as to whether this would be an efficient way to deal with work. The Committee asked this matter be brought to the attention of the Policy and Resources Committee noting the number of that Committee's sub-committees and working

parties had grown significantly in recent years. Members asked that the Policy and Resources Committee note the Establishment Committee's concerns on the growth of sub-committees and working parties in general, and whether consideration could be given to governance and the way in which Members make decisions. The Chair noted that it was almost ten years since the last governance review and questioned whether it was time for the Corporation's Corporate Governance Model to be reviewed.

RESOLVED – That:

- a) The Committee support the creation of three further full-time posts within the Town Clerk's Committee & Member Services Section (two at grade D and one at grade E), together with a part-time post (pro-rata grade F), based on 1-2 days of work each week, to support the work of the Livery Committee; and
- b) a resolution noting the Committee's concerns on the growth of sub-committees and working parties be submitted to the next meeting of the Policy and Resources Committee.

9. ACCEPTABLE USE OF IT POLICY

The Committee considered a report of the Director of Human Resources which sought approval of the updated IT Policy. The Chair raised the point that Members had disparate IT needs to officers, for example Members used social media channels, and should therefore have a separate IT Policy to be put before the Members' Privileges Sub-Committee for approval.

A Member asked that the wording be amended within the Policy at paragraph six to "This policy *shall* be reviewed at regular junctures...".

RESOLVED – That:

- a) the Committee approve the Acceptable Use of IT Policy for staff;
- b) a separate Acceptable Use of IT Policy for Members be provided to the Members Privileges Sub Committee; and
- c) the policy be sent to the Information Technology Sub (Finance) Committee for information.

10. DECLARATION OF INTERESTS

The Committee received a report of the Director of Human Resources which sought approval of revisions to the Officers' Declaration of Interest process.

It was noted that a further report would be forthcoming in the autumn with revised guidelines for the Chief Officers' Register of Interests. The Chair explained that in his view, the Chief Officers' Register of Interests and that of Senior Officers, all of whom shared with Members responsibility for procurement decisions, should mirror that of Members. This view was supported by the Committee and the Comptroller and City Solicitor.

RESOLVED – That the Committee approve the revisions to the declaration of interest process within the Code of Conduct including a refreshed declaration form.

11. **ANNUAL EQUALITIES IN EMPLOYMENT MONITORING REPORT 2017-2018**

The Committee received a report of the Director of Human Resources which set out the workforce profile information for the year 2017-18 and summarised the main equalities and inclusion initiatives over the same period.

RESOLVED – That the Committee note the report.

12. **COMMERCIAL CONTRACT MANAGEMENT FUNCTION UPDATE (CITY PROCUREMENT)**

The Committee received a report of the Chamberlain which provided a highlight of the outputs from the new Commercial Contract Management Team and reflected on lessons learned.

RESOLVED – That the Committee note the report.

13. **REPORT OF ACTION TAKEN**

The Committee received a report of the Town Clerk which advised Members of action taken by the Town Clerk in accordance with Standing Order No. 41(b) in relation to the Mental Health and Wellbeing Policy.

RESOLVED – That the Committee note the report.

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

There were no questions.

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

The following items of urgent business were raised –

Senior Remuneration Sub-Committee Minutes

The Chair advised Members that the public Senior Remuneration Sub-Committee minutes had been circulated in advance of the meeting for information.

RESOLVED – That the minutes be received.

Deputy Chairman

The Chair advised Members that the Deputy Chairman would be away until September and sought the Committee's approval for Deputy Kevin Everett in the absence of the Deputy Chairman to sign off urgency and delegated authority requests in accordance with Standing Order 41(a) and 41(b).

RESOLVED – That Deputy Kevin Everett be granted the authority to sign off urgency and delegated authority requests in accordance with Standing Order 41(a) and 41(b) over the summer of 2018.

Pride

The Chair thanked the Town Clerk and the City Pride Network for the City Corporation's first appearance at Pride on 7 July 2018 which had been a huge success.

16. **EXCLUSION OF THE PUBLIC**

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

Item	Paragraph
17,24,25	1
18,21	3
22,26	1,3
23,29	1,2
27	1,2,3
28	4

17. **NON-PUBLIC MINUTES**

The non-public minutes of the meeting held on 22 May were approved.

18. **OUTSTANDING ACTIONS REPORT**

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

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

There were no questions.

20. **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.

21. **CONFIDENTIAL MINUTES**

The confidential minutes of the meeting held on 22 May 2018 were approved.

22. **CITY REVENUES**

The Committee considered a report of the Chamberlain in relation to City Revenues.

23. **MARKET FORCES SUPPLEMENT REQUEST - GSMD**

The Committee considered a report of the Principal of the GSMD requesting a market forces supplement.

24. **MANSION HOUSE AND CENTRAL CRIMINAL COURT EVENTS**

The Chairman advised the Committee that this report had been withdrawn.

25. **CITY OF LONDON POLICE HR**

The Committee received a joint report of the Police Commissioner, Town Clerk and Director of Human Resources in relation to the City of London Police Human Resources.

26. **STAFF APPEAL RESULTS SUMMARY**

The Committee received a report of the Comptroller and City Solicitor which summarised a staff appeal.

27. **TRIBUNAL TREND ANALYSIS**

The Committee received a report of the Comptroller and City Solicitor in relation to tribunal trend analysis.

28. **PAY NEGOTIATIONS 2018**

The Committee considered a report of the Director of Human Resources with regards to the Pay Negotiations for 2018.

29. **SENIOR REMUNERATION SUB-COMMITTEE MINUTES**

The Committee received the senior remuneration sub-committee minutes of 2 July 2018.

The meeting ended at 2.57 pm

Chairman

Contact Officer: Sacha Than (interim cover)
tel. no.: 020 7332 3419
sacha.than@cityoflondon.gov.uk

Establishment Committee – Outstanding Actions

Item	Date	Action	Officer responsible	To be completed/ progressed to next stage	Progress Update
	5 December 2017 26 February 2018	<u>Revenue Budgets</u> The Committee asked to receive information on Member related spending within Town Clerks, including staffing support, transportation costs, as well as ad hoc expense reclaims.	Chamberlains/TC	TBC	Ongoing
	5 December 2017 15 January 2018 26 February 2018 9 July 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	Autumn 2018	A report would be provided in the Autumn with the revised guidelines for the Chief Officers' Register of Interests.
	9 July 2018	<u>Guildhall Workplace Utilisation Programme</u> A timetable for the Project to be provided to the Committee in October 2018	HR/City Surveyor	October 2018	
	9 July 2018	<u>Gender Identity Policy</u> A draft policy to be provided to the Committee following the public consultation	HR/TC	September-November 2018	An interim report would be provided to the Committee for the September meeting.

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Committee(s) Establishment Committee	Date(s): 20 September 2018
Subject: Gender Identity – Progress Update	Public
Report of: Town Clerk and Chief Executive	For Information
Report author: Tracey Jansen Town Clerk's Department and Simon Cribbens Directorate of Children and Community Services	

Summary

This report summarises the current response to the questionnaire issued as part of City of London Corporation's exploration of the potential development of policy on gender identity.

Recommendation

Members are asked to note the report.

Main Report

Background

1. At the last meeting of the Establishment Committee it was reported that whilst the City Corporation has workplace guidance and online learning on transgender equality, there is currently no over-arching policy on trans issues covering employment and service provision.
2. It was proposed that officers undertake a piece of work to explore the development of an over-arching policy on gender identity for the City Corporation, with the key issues being reported to this meeting of the Committee in advance of any proposals.

Current Position

3. A questionnaire to test opinion was published and will remain open until 14 September 2018. By 7th September 2018 the questionnaire had generated 31,457 responses.

Of these 15,351 respondents completed the questionnaire and:

- 90% identify themselves as members of the public
- 9% identify themselves as 'relevant experts'
- 1% identify themselves as representatives of organisations

Regarding individual respondents who have completed the questionnaire:

- Around a third say they live or work in the City of London (36%)
 - Just over half (54%) say they regularly use services that may be affected.
 - Only 70% are UK nationals
 - 14% (2,121) identify as trans-gender (with nearly 8% preferring not to say)
 - 18% (2,842) consider themselves disabled
 - Most respondents are white (but not all British).
4. In view of the high volume of responses there is an intention to commission professional researchers to analyse the results.
 5. Officers are also researching published information and will draw on this to inform an equalities impact assessment of any proposed future approaches.
 6. Members should note The Equality Act 2010 says that you must not be discriminated against because you are transsexual, when your gender identity is different from the gender assigned to you when you were born.
 7. Members should note The Equality Act does allow service providers to offer single-sex services so long as it is proportionate to do so and it achieves a legitimate aim.
 8. The Government have begun a consultation on the reform of the Gender Recognition Act 2004 which closes on the 19 October 2018.
 9. Given the Government consultation and the large number of responses to the City of London Corporation questionnaire a report will be brought before the committee following the Government's response to their consultation.
 10. The City of London Corporation would expect all departments and institutions to review their work to ensure it is in line with The Equalities Act 2010.

Corporate & Strategic Implications

The Corporate Plan aims to contribute to a flourishing society where:

People are safe and feel safe

People enjoy good health and wellbeing

People have equal opportunities to enrich their lives and reach their full potential

Communities are cohesive and have the facilities they need

All of these outcomes are directly linked to the issue of gender identity.

Implications

11. None

Conclusion

Members are asked to note the report

Appendices

- None

Background Papers

Equality and Human Rights Commission - statement on sex and gender reassignment: legal protections and language 30 July 2018

<https://www.equalityhumanrights.com/en/our-work/news/our-statement-sex-and-gender-reassignment-legal-protections-and-language>

The Government's open consultation on the Reform of the Gender Recognition Act 2004 3 July 2018

https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/721725/GRA-Consultation-document.pdf

Tracey Jansen

Assistant Director of Human Resources

T: 020 7332 3289

E: tracey.jansen@cityoflondon.gov.uk

Simon Cribbens

Assistant Director Community and Children Services

T: 020 7332 1638

E: simon.cribbens@cityoflondon.gov.uk

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Meeting	Date
Establishment Committee	20 September 2018
Subject Apprenticeships Strategy for 2018-23 – Proposed final version	
Report of Chrissie Morgan, Director of Human Resources and Kate Smith, Head of Corporate Strategy & Performance	
Report Author Sufina Ahmad, Corporate Strategy Manager	For Decision

Summary

This paper presents the proposed final version of the City of London Corporation's (City Corporation) Apprenticeships Strategy for 2018-23, at Appendix One. The strategy states our vision that *'Our workforce and organisation thrive through high-quality and wide-ranging apprenticeships that welcome diverse talent and develop relevant skills'*. The aims of the strategy are *'That people with relevant potential of all ages and backgrounds can access meaningful employment and learning opportunities through apprenticeships in our organisation,'* and *'To meet the skills and talent requirements for our organisation, both now and in the future, through apprenticeships.'*

The delivery of this strategy will be led on by Janet Fortune, Assistant Director Human Resources (HR), alongside her team. It requires the effective use of the Workforce Plan, a range of training providers, including the Adult Skills and Education Service (ASES) based within the Department for Community and Children's Services (DCCS), the Economic Development Office and internal departments hosting apprenticeships. This Committee is asked to approve this strategy.

Recommendations

Members are asked to:

- i. Approve the proposed final version of the Apprenticeships Strategy – subject to any changes discussed in today's meeting being incorporated.
- ii. Note the proposed next steps for delivery and monitoring of progress.

Background

1. The City Corporation currently has 101 apprentices, equating to 2.7% of its workforce, having achieved its target of recruiting 100 apprentices on 26 February 2018. The retention rate for these apprentices is outstanding at over 95%. The apprentices are working towards level 2 and level 3 qualifications.
2. Since March 2018, HR, the Corporate Strategy and Performance Team, Chamberlain's and the DCCS have been working together to develop an organisation-wide strategy on apprenticeships. It is proposed that the

strategy runs from 2018-23, and that HR leads on its delivery, as part of their wider work delivering the HR Transformation Programme.

3. The initial output of these departments collaborating was a paper outlining high-level outcomes, impact measures, and goals relating to apprenticeships at an organisational, City, London and UK-level. This was shared with Chief Officers for feedback and steer. This, along with the City Corporation's learning from delivering apprenticeships, has resulted in the strategy shown at Appendix One, which includes the vision, aims, outcomes, links to the City Corporation's Corporate Plan for 2018-23, outputs, measures, activities, inputs, signs of success and possible barriers to success for this work.

The Strategy

4. The vision, aims, outcomes and measures of success for the strategy are summarised on the second page of Appendix One. The vision is '*Our workforce and organisation thrive through high-quality and wide-ranging apprenticeships that welcome diverse talent and develop relevant skills*'. The strategy seeks to outline how the City Corporation hopes to use its Apprenticeship Levy effectively to support 10% of its workforce to complete apprenticeships and then go into sustained employment. The strategy also outlines the ambition that apprenticeships, in a range of disciplines, skills and levels, should be championed at every level of the organisation and filled by any existing employees, as well as new employees aged 16 years or over, from diverse backgrounds.
5. If the strategy is approved by Members, it is proposed that HR will lead on its delivery, with leads for apprenticeships already in post within the team. Delivery will begin immediately, as HR is already successfully delivering apprenticeships across the organisation, in partnership with other departments, including ASES based within DCCS, Chamberlain's and other departments hosting apprenticeships. Officers recommend that annual performance updates against the strategy be reported to Chief Officers through the Quarterly Core Indicators Dashboard, with any issues relating to its delivery being reported sooner as necessary. Performance updates will also be included in the HR Business Plan which is reported to this Committee.

Corporate and Strategic Implications

6. The Apprenticeships Strategy is fully aligned to the City Corporation's Corporate Plan for 2018-23, specifically the following outcomes:
 - a) Outcome 3: People have equal opportunities to enrich their lives and reach their full potential.
 - b) Outcome 5: Businesses are trusted and socially and environmentally responsible.
 - c) Outcome 8: we have access to the skills and talent we need.

This strategy also supports the delivery of the HR Transformation Programme and the associated HR Learning and Development Strategy, as well as various other corporate strategies including the Social Mobility Strategy for 2018-28.

7. This strategy seeks to ensure 'Our apprentices are from diverse backgrounds, including those furthest from work'. This would include employees with physical or mental health needs being supported to complete apprenticeships.

Implications

8. It is intended that the strategy will be delivered using existing officer resource, with training providers for apprenticeships being contracted through organisational procurement processes and paid for using the Apprenticeship Levy. If resource over and above existing departmental budgets and resources is required, then HR will lead on requesting this.
9. As the City Corporation moves into delivering this strategy, it is proposed that this strategy will support wider thinking on skills shortages across the organisation. Whilst there will continue to be industry-specific apprenticeships, the emphasis will be on generic skills. This implementation proposal arises from the workforce plans and the research with departmental senior managers, from which six themes arose:
 - a) Leadership and management
 - b) Project management
 - c) Customer service
 - d) Data and information management related, particularly digital skills
 - e) Finance related, including procurement
 - f) HR related, including business and administration.
10. There are currently departmental coordinators in-post. These will be replaced with 'experts', who are in the field and will lead on each thematic area going forwards. They will support the movement of apprentices across the organisation – as is currently the case with the Graduate Trainee Scheme. There will be some apprentices working in horticulture and animal care, for example, who fall outside of these themes, but they will continue to have an identified lead for support.
11. Barriers to success for this strategy include: sustaining appetite for delivering apprenticeships across all teams; managing the 'capacity loss' caused by staff spending 20% of their time completing apprenticeships; sustaining employment for staff after the apprenticeships; the removal of central funding for apprenticeships across all departments and the inability for apprenticeships to fill all of the City Corporation's identified skills gaps.
12. If approved, the implementation of this strategy would begin by identifying theme leads and training managers. The longer-term ambition is to link with external organisations to potentially exchange apprentices to manage the 20% away from the job in a different way.

Conclusion

13. Apprenticeships are an effective way in which the City Corporation can build its organisational capacity and fill the skills needs that it identifies both now and for the future. This strategy seeks to overcome the aforementioned barriers, by building upon the success and learning of the apprenticeships

programme in 2017/18, and thereby, over time, build-up to achieving the goal of 10% of the City Corporation's workforce undertaking apprenticeships at any one time. This strategy speaks to the wider ambitions of the HR Transformation Programme and articulates clearly the City Corporation's intended approach to delivering apprenticeships using the apprenticeship levy.

Background Papers

None

Appendices

Apprenticeships Strategy for 2018-23 – Proposed final version

Sufina Ahmad

Corporate Strategy Manager

T: 020 7332 3724 (Int. Ext. 3724)

E: sufina.ahmad@cityoflondon.gov.uk

Appendix One: Apprenticeship Strategy, 2018-23 – Proposed Final Version ***Attracting and developing talent through apprenticeships***

Strategy Author: Sufina Ahmad, Corporate Strategy Manager

Foreword

Apprenticeships are offered in 250,000 other workplaces in England, in over 1,500 occupations, across 170 industries, for employees of all ages. The City of London Corporation is proud to be part of this movement of workplaces that believe strongly in the power of apprenticeships to unlock the potential of diverse talent pools and organisations alike.

Since the introduction of the UK Government's Apprenticeships Levy in April 2017, we have successfully recruited 100 employees into apprenticeships within one year, which equates to 2.7% of our workforce. We will use this learning and experience in pursuit of the vision set out in this strategy to deliver high-quality and wide-ranging apprenticeships that welcome diverse talent and develop relevant skills in order to help our organisation and workforce to thrive.

We know, first-hand, how apprenticeships can meet our skills needs, improve our performance and help us build a resilient workforce. We are proud to continue to champion the importance of apprenticeships through this strategy, and as part of our wider organisational ambitions as set out in our Learning and Development Strategy, which is led on by our Human Resources Department, and our Corporate Plan for 2018-23. In the coming years, apprenticeships will underpin our ability to deliver our strategic aims of contributing to a flourishing society, supporting a thriving economy and shaping outstanding environments.

John Barradell
Town Clerk and Chief Executive
April 2018

Chrissie Morgan
Director of Human Resources

Apprenticeship Strategy, 2018 – 23: *Attracting and developing talent through apprenticeships*

Executive Summary

What are apprenticeships?

Apprenticeships are aimed at new employees aged 16 or over and current employees. They combine working and practical training in a job, with studying, to gain skills, knowledge and a recognised qualification. Apprenticeships involve working with experienced staff, learning job-specific skills and time for study during the work week.

About us

The City of London Corporation's reach extends far beyond the Square Mile's boundaries and across private, public and charitable and community sectors. Our Corporate Plan for 2018-23 sets out our aims to contribute to a flourishing society, support a thriving economy and shape outstanding environments, and the direction of travel outlined in this strategy relates to the ambitions we have set out in outcomes 3, 5 and 8 in the Plan. The strategy details our cross-departmental approach to delivering apprenticeships within the City Corporation using the apprenticeship levy. It is one of the ways in which we will deliver our HR Transformation Programme, and the Learning and Development Strategy that is a major pillar of the programme. It also has links to the work being delivered under the education, skills, cultural and creative learning, employability and social mobility strategies.

Our Vision

Our workforce and organisation thrive through high-quality and wide-ranging apprenticeships that welcome diverse talent and develop relevant skills.

Our Aims

That people with relevant potential of all ages and backgrounds can access meaningful employment and learning opportunities through apprenticeships in our organisation.

To meet the skills and talent requirements for our organisation, both now and in the future, through apprenticeships.

Our Outcomes

Our apprentices are from diverse backgrounds, including those furthest from work.	New and existing staff have access to lifelong learning opportunities that support their careers to develop and flourish.	Our organisation has the skills and talent we need to thrive.	Our organisation, and those we work with, are trusted and socially responsible.
Linked to CP Outcome 3 <i>People have equal opportunities to enrich their lives and reach their full potential.</i>		Linked to CP Outcome 8 <i>We have access to the skills and talent we need.</i>	Linked to CP Outcome 5 <i>Businesses are trusted and socially and environmentally responsible.</i>

Our Measures of Success

Apprenticeships are delivered successfully throughout the organisation, building our organisational capacity and capabilities. By 2023, up to 10% of our workforce will be completing apprenticeships, and continuing into sustained employment, with opportunities for progression.

Our Vision

Our workforce and organisation thrive through high-quality and wide-ranging apprenticeships that welcome diverse talent and develop relevant skills.

Introduction

Apprenticeships deliver significant benefits to society and the economy as a whole. They are a key enabler for lifelong learning, which can ensure that people and businesses have the skills they need to thrive within the 21st century economy. Through this strategy, the City of London Corporation (City Corporation) aims to build towards having 10% of our workforce undertaking apprenticeships by 2023, covering a wide-range of disciplines, skills and levels, and for these opportunities to be available to existing and new employees of all ages and from all backgrounds.

What are apprenticeships?

Apprenticeships combine working and practical training in a job, with studying, to gain skills, knowledge and a recognised qualification. Apprenticeships involve working with experienced staff, learning job-specific skills and time for study during the work week. Anyone can undertake an apprenticeship, from new employees aged 16 or over to current employees, at any level.

What are the benefits of apprenticeships?

The benefits of apprenticeships are broad, as with so many other routes into employment such as traineeships, university pathways, informal learning, work experience etc. Apprenticeships are a model through which an individual can ultimately improve their employability, especially those that are experiencing disadvantage in the workplace or are further from employment, in the following ways:

- Access work opportunities,
- Progress in their career,
- Change career pathways,
- Experience lifelong learning,
- Develop their skills,
- Address learning and development needs, and
- Update their skills to fill skills gaps for future skills requirements.

The UK Government often refers to there being a 'business case' for employers who deliver apprenticeships. The benefits that they cite through research conducted by the Department for Business Innovation and Skills include: increases to an organisation's productivity, a reduction in recruitment costs, increased employee retention rates, a tool with which to address current and future skills gaps, a committed, skilled and qualified workforce and a better return on investment – with employers potentially recouping their investment within one or two years.

At the City Corporation, a commitment to apprenticeships, as set out in this strategy will enable us to deliver our ambitions for a more diverse, socially mobile and skilled workforce.

Our Aims, Outcomes and Activities

Our Human Resources (HR) Department will lead on the delivery of this strategy. They will be responsible for commissioning the relevant training providers to deliver apprenticeships, including for example the Adult Skills and Education Service (ASES), based in the City Corporation's Department for Community and Children's Services. They will also work with departments across the organisation to consider current and future skills gaps and needs, ensuring that these are included in workforce plans and acted upon effectively. It is this strategy's ambition that every department within the organisation will host multiple high-quality apprenticeships in the coming years and secure the benefits of doing so.

Our **first aim** over the next five years is:

1. That people with relevant potential of all ages and backgrounds access meaningful employment and learning opportunities through apprenticeships in our organisation.

The **outcomes and activities** linked to our first aim are:

- a) Our apprentices are from diverse backgrounds, including those furthest from work.*

We will:

- Work with TMP Worldwide UK, our partner for talent solutions, to transform our recruitment processes, including the apprenticeship micro-site.
- Set up and complete data collection processes that will help us monitor and drive diversity.
- Offer useful feedback to unsuccessful candidates and support them to progress where possible.
- Develop and deliver the HR recruitment and retention practices that are required, in terms of recruitment, training and management practices which successfully support apprentices regardless of their background – seeking out potential and transferable skills.

- b) New and existing staff have access to lifelong learning opportunities that support their careers to develop and flourish.*

We will:

- Successfully deliver apprenticeships from levels 2 to 7, in terms of placements and training that we procure.
- Convert existing training opportunities in the organisation to apprenticeships, where applicable – e.g. Chartered Institute of Public Finance and Accountancy (CIPFA), Institute of Leadership and Management (ILM) and solicitor apprenticeships.
- Engage with departments via HR business partners regarding team apprenticeship opportunities.

- Raise awareness of apprenticeships that are available to all staff.

Our **second aim** over the next five years is:

1. To meet the skills and talent requirements for our organisation, both now and in the future, through apprenticeships.

The **outcomes and activities** linked to our second aim are:

a) Our organisation has the skills and talent we need to thrive.

We will:

- Promote the benefits of apprenticeships throughout the organisation to all staff, including managers delivering their respective workforce plans, e.g. through a video promoting apprenticeships and making information and help accessible.
- Research and understand current and future employment and skills gaps and opportunities within the organisation and the wider economy which could impact upon our work, by working with learners, businesses and others internally and externally to identify and address these.
- Work with our supply chains and transfer our apprenticeship levy to them as appropriate.
- Transform our workforce skills base, by defining the organisation's current and future workforce requirements – N.B. apprenticeships are one mechanism for doing this.

b) Our organisation, and those we work with, are trusted and socially responsible.

We will:

- Deliver apprenticeships within the organisation from levels 2 to 7, in terms of placements and training, which generate positive feedback from those involved in completing and delivering them and achieve target retention rates.
- Develop and deliver HR recruitment, retention and progression practices, which are equitable, accessible to those completing apprenticeships and well-understood.
- Share learning from our apprenticeship scheme internally and externally, to develop and improve the scheme further.

Implementation and Measurement

The activities that are designed will build on the rich data and learning we already hold as an organisation that has been delivering apprenticeships for many years, including successfully recruiting 100 apprenticeship opportunities throughout the organisation between April 2017 and February 2018. We will ensure that we continue to prioritise learning, feedback and performance measurement, in order to deliver this strategy successfully.

The key outputs and associated measures that we will monitor this strategy against are:

Output –

1. Our apprenticeships are completed by people from backgrounds as diverse as London is.

Measures –

- Applicants and those appointed are broadly characteristic of the diversity within London.
- An applicant's chances of success are independent of their protected equality characteristics and socio-economic background.
- Drop-out rates are similar across groups with and without protected equalities characteristics and of different socio-economic backgrounds.
- Employee engagement survey results relating to staff completing apprenticeships are in line with all other staff groups.
- Drop-out rates are in line with other staff with similar time in post.
- Applicants find pre-application and pre- and post-interview support helpful, including applicants with Special Educational Needs and Disabilities (SEND) and English as Another Language (EAL).

Output –

2. There are increased opportunities for lifelong learning within our organisation.

Measures –

- 10% of jobs in the organisation are filled by apprenticeships at any one time by the end of this strategy, with annual interim targets being set.
- More apprenticeship roles are advertised (year on year to achieve and sustain the target).
- More managers are including apprenticeships in their workforce plans (year on year to achieve and sustain the target).
- Staff completing apprenticeships report that their career prospects have benefitted tangibly and that there are good jobs to go to either within or outside the organisation.
- Percentages of apprenticeships being promoted within and outside the organisation are in line with other staff groups.
- Employees feel that the organisation supports their lifelong learning, as measured through the all staff engagement survey.
- Staff aspiring to management have opportunities to gain experience and learning in a supportive environment through managing staff on apprenticeships or completing management level apprenticeships.

Output –

3. Apprenticeships help to fill our skills and talent requirements.

Measures –

- Programme evaluation feedback shows that managers, at all levels and in all departments:
 - Are supportive of the apprenticeship programme and see it as a key tool to support recruitment and staff development.
 - Feel supported to access learning and development opportunities that enable them to support apprenticeships within their teams.
 - Report greater confidence of meeting future skills needs and recruiting talent through the apprenticeships programme
 - Performance of apprentices is in line with other staff, using the HR 9-box appraisal performance measurement grid.
- Our apprenticeships are recommended to others by staff completing them.
- The drawdown of the apprenticeship levy is maximised in line with that of other organisations our size and innovations are applied to its use, e.g. distributing it to those in our supply chain.

Output –

4. We deliver apprenticeships which are verified as being of high quality.

Measures –

- Applicants that do not meet minimum standards receive constructive feedback and are directed to further facilitating learning opportunities to progress as applicable.
- Unsuccessful appointable applicants are supported to apply for future opportunities.
- Develop and deliver the HR recruitment, retention and progression practices that support successful and unsuccessful apprenticeships.
- Feedback from apprentices and their managers is very good, rating the programme as aspirational, creative, innovative and reflective of the City Corporation's unique offer.
- The overall quality of our apprenticeships, including that of the training providers, is assessed through feedback from employees completing apprenticeships and their teams as being high quality.
- The apprenticeships programme endeavours to achieve 'outstanding' in nationally accepted quality measurement frameworks.
- People see the organisation as an attractive place to learn and work; independent of their protected equality characteristics, socio-economic background and whether they have SEND / EAL requirements.
- How attractive the organisation is seen as a place to learn and work is similar across groups with and without protected equality characteristics and socio-economic backgrounds.

Links to our Corporate Plan and Other Strategies

Apprenticeships are one of the ways in which we will continue to develop a committed and high-performing workforce that is representative of the individuals and communities we work with, in pursuit of the vision, aims and outcomes outlined in our Corporate Plan for 2018-23. Investing in apprenticeships and lifelong learning specifically relate to the following corporate outcomes and the associated high-level activities:

Corporate Plan Outcome 3: People have equal opportunities to enrich their lives and reach their full potential.

We will:

- a) Promote and champion diversity, inclusion and the removal of institutional barriers and structural inequalities.
- b) Provide access to world-class heritage, culture and learning to people of all ages, abilities and backgrounds.
- c) Promote effective progression through fulfilling education and employment.

Corporate Plan Outcome 5: Businesses are trusted and socially and environmentally responsible.

We will:

- a) Support, celebrate and advocate responsible practices and investments.

Corporate Plan Outcome 8: We have access to the skills and talent we need.

We will:

- a) Promote the City, London and UK as attractive and accessible places to live, learn, work and visit.
- b) Champion access to global talent.
- c) Identify future skills needs, shortages and saturations.
- d) Champion investment in relevant skills and diverse talent pools.

The image at Appendix A outlines the ways in which this strategy links to other work that is happening within the organisation.

Conclusion

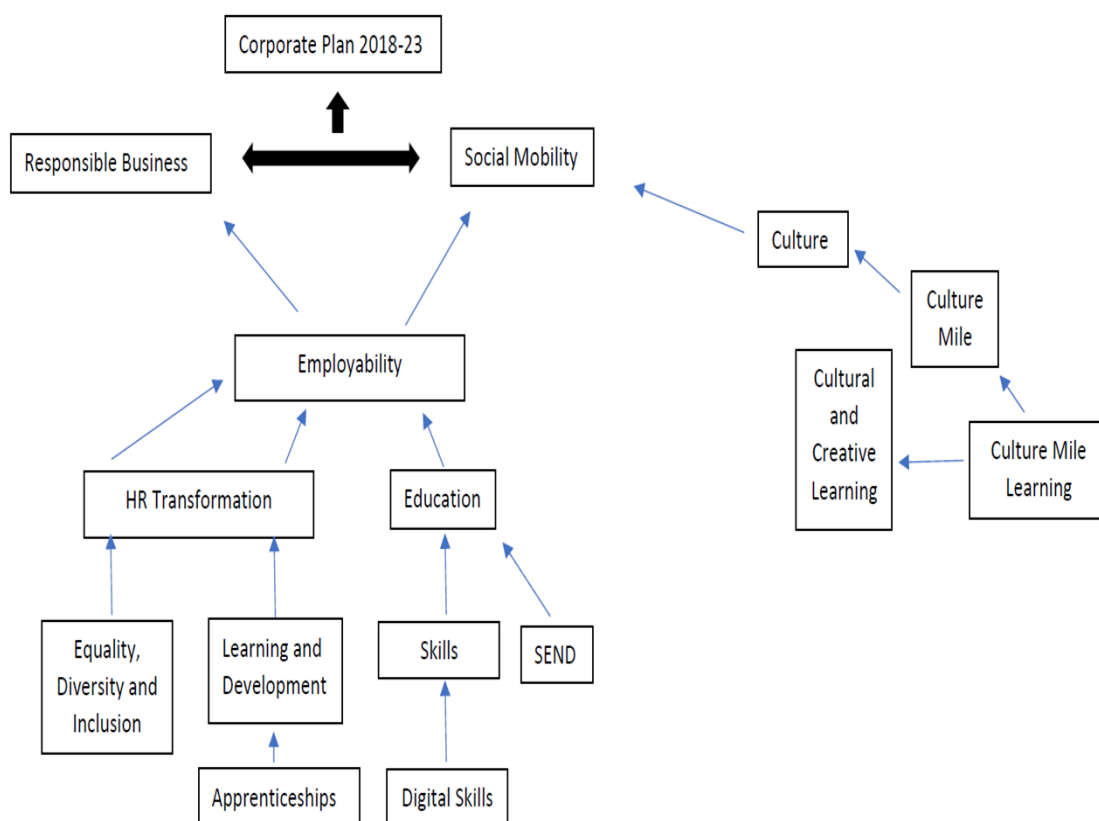
We are proud to champion and prioritise apprenticeships as one of several effective ways in which we can build our organisational capacity and fill the skills needs that we identify both now and for the future. By 2023, it is hoped that 10% of our workforce will be completing apprenticeships, and going into sustained employment, with opportunities for progression, as a result of the City Corporation's effective use of the Apprenticeship Levy introduced in April 2017.

We want our apprenticeships to be offered within a range of disciplines, skills and levels to new and existing staff, with every level of the organisation championing their successful delivery and departments funding the roles using their own budgets,

and not just central funding. To manage and oversee this number of apprenticeships ranging from levels 2 to 7, will require a complex delivery framework overseen and managed by HR, involving a range of accredited providers and assessors. Those completing apprenticeships will also need to be supported to sustain meaningful employment after their apprenticeship has been completed – ideally within the organisation.

We recognise that the appetite for apprenticeships may be hard to sustain, as they do result in a ‘capacity loss’ for teams, as a minimum of one day a week is required for learning, e-learning, mentoring, secondment work, and if staff are also completing a L2 or L3 apprenticeship in Maths or English or other basic skills, then this will require another day away from their work. However, we are firm in our commitment that the benefits for delivering apprenticeships across the organisation are essential to meet our current and future workforce requirements.

Appendix A – How this strategy links to other City Corporation strategies



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Committee(s) Public Relations and Economic Development (PRED) Sub Committee – For information Policy and Resources Committee – For decision Establishment Committee – For information	Dated: 03/09/2018 06/09/2018 20/09/2018
Subject: The City of London Corporation's Social Mobility Strategy for 2018-28.	Public
Report of: David Farnsworth – Chief Grants Officer and Director, City Bridge Trust	For information
Report Author: Sufina Ahmad – Corporate Strategy Manager	

Summary

This paper presents the proposed final version of the City of London Corporation's (City Corporation) Social Mobility Strategy for 2018-28 at Appendix One, and a summary of proposed next steps relating to implementation. The strategy's vision is: *'People enjoy a society where individuals from all socio-economic backgrounds can flourish and reach their full potential'*. The strategy's aim is *'to bridge and reduce the social and economic divides that may be experienced by people during their lifetime, by maximising and promoting social mobility within businesses, organisations, central and local government and educational and cultural institutions'*.

The strategy aligns to the City Corporation's Corporate Plan for 2018-23 and is informed by the learning and achievements from the City Corporation's existing social mobility work. A cross-departmental Social Mobility Task and Finish Group (TFG), chaired by David Farnsworth, the Chief Grants Officer and Director for City Bridge Trust (CBT), which also includes an external representative from the Social Mobility Commission, has led on its development. A range of external social mobility expert practitioners and policy makers have also contributed to its development.

The strategy aims to take an ambitious and holistic approach to improving outcomes and opportunities across the life-cycle by working with our resident and worker population, businesses in the City, the charities we support through our charitable giving, our learners across our family of schools and cultural institutions and others we work with regularly including government and policy makers. The strategy is being taken to Public Relations and Economic Development (PRED) Sub Committee and Establishment Committee for information and to Policy and Resources (P&R) Committee for decision.

Recommendations

Members of the Establishment Committee are asked to:

- i. Note the equalities implications of the Social Mobility Strategy.

Members of the Public Relations and Economic Development Sub Committee are asked to:

- ii. Endorse the Social Mobility Strategy for onward approval by the Policy and Resources Committee.
- iii. Note the proposed next steps for its delivery.

Members of the Policy and Resources Committee are asked to:

- i. Approve the Social Mobility Strategy and note the proposed next steps for its delivery

Main Report

Background

1. In April 2018 a cross-departmental Social Mobility Task and Finish Group (TFG) was established, which includes representatives from the Department for Community and Children's Services (DCCS), the City Bridge Trust (CBT), the Economic Development Office (EDO), Human Resources (HR), the Town Clerk and Chief Executive's Office and an external representative from the Social Mobility Commission. The TFG is chaired by David Farnsworth, the Chief Grants Officer and Director for CBT. The TFG agreed to act as an advisory board with shared oversight and responsibility for:

- *The design of an ambitious and robust Social Mobility Strategy, and*
- *The successful adoption of the strategy.*

The TFG meets on a monthly basis and it has overseen and supported a series of one-to-one conversations with various social mobility practitioners and policy makers from the public, private, charitable and community sectors. Those engaged are all listed under 'Acknowledgements' in Appendix One.

2. Furthermore, the Chairman of Policy and Resources and the Chairman of CBT have both received brief verbal updates on the progress of this work during face-to-face meetings with David Farnsworth.

The Strategy

3. For the purpose of this strategy, the proposed definition of social mobility is: *The ability and opportunity for individuals, families or groups to progress within a society to reach their full potential – in terms of income, education, employment, perceived social status, housing and place/postcode.*
4. The strategy, in terms of its vision, aims, outcomes, activities and success measures are summarised on the second page of Appendix One. The vision and aim intend to articulate a high level of ambition, to improve opportunities and outcomes across the lifecycle intra and inter generationally and to reduce, and ultimately remove, the barriers to equality that exist, whilst capturing clearly the breadth of the City Corporation's reach in terms of geography and stakeholders. Consequently, it is proposed that the strategy covers a 10-year

period, whilst recognising that the City Corporation's commitment to social mobility is likely to extend beyond this time period.

5. The strategy considers the ways in which potential today can be converted to success tomorrow, with key enablers being identified for each outcome that will not only create a level playing field, but make it more equal too, thus ensuring everyone can participate and compete. The interventions designed for this strategy will focus predominantly on the outcomes, activities and enablers that have been articulated. The strategy includes sufficient detail and structure with which to design activities and interventions, as well as the flexibility required to ensure that internally and externally gained learning can be incorporated as delivery progresses.
6. There is a great deal of existing expertise and success for the City Corporation to build on when delivering this strategy, with the main focus areas of activity relating to education, skills, housing, homelessness, health and wellbeing, culture, philanthropy and employability. It will also be reflected in the work of CBT's charitable funding strategy, Bridging Divides. Information about the more specific roles departments and groupings of departments will play is included on the final page of the strategy at Appendix One.
7. Members are asked to review, discuss and endorse the Social Mobility Strategy today. If there are any changes required following today's discussions, then these will be incorporated into the final 'designed' version of the strategy, which will include infographics and pictures, before it is shared internally and externally.

Corporate and Strategic Implications

8. The strategy supports the City Corporation's Corporate Plan for 2018-23, in terms of its vision for a *'vibrant and thriving City, supporting a diverse and sustainable London within a globally successful UK'* and our strategic aims to *contribute to a flourishing society and support a thriving economy*. It specifically relates to the following outcomes in the Plan:
 - **Outcome 3:** People have equal opportunities to enrich their lives and reach their full potential.
 - **Outcome 5:** Businesses are trusted and socially and environmentally responsible.
 - **Outcome 8:** We have access to the skills and talent we need.
9. This strategy also links to the City Corporation's strategies on: Responsible Business, Housing, Education, Employability, Health and Wellbeing, Bridging Divides, Equality, Diversity and Inclusion, Skills, Philanthropy, Volunteering, Culture, Culture and Creative Learning, Culture Mile and Culture Mile Learning.

Resource Implications

10. This strategy has been developed using existing officer resources. If this strategy is approved in September 2018, it is proposed that existing resource will be used for a six-month period to develop a full implementation plan, which

includes detailed action plans that state performance measures and articulation and agreement of ongoing resource requirements, including that which is over and above existing resources. It is likely that permanent additional resource will be required from 2019 onwards, to support with project and performance management. As far as it is possible to do so, all other work will be delivered through existing departmental budgets and resources.

11. David Farnsworth will lead on the strategy's implementation, with dedicated support from the Corporate Strategy and Performance Team in Town Clerk's until March 2019, and a cross-departmental group of colleagues within the City Corporation involved in social mobility. This implementation group will likely include representation from CBT, the City Corporation's cultural institutions, including Culture Mile, DCCS, EDO, Human Resources and the Responsible Business Implementation Group.
12. By having the social mobility strategy signed off before beginning work on implementation plans, it means that all existing and new activities will align to it, including the City Corporation's internal and external messaging on social mobility. For example, this strategy makes no reference to terminology such as 'brightest and best', due to its emphasis on individuals needing to change, and not the systems they are part of – however, this phrase is currently oft-used in social mobility discourse externally and internally.
13. Appendix Two provides a summary of the City Corporation's existing social mobility activities, and their relation to this strategy – for your information.

Conclusion

14. Members are asked to endorse the proposed final version of the Social Mobility Strategy at Appendix One, which seeks to take a 10-year view on the City Corporation's unique and diverse role in supporting people to *'enjoy a society where individuals from all socio-economic backgrounds can flourish and reach their full potential'*, with an overarching aim *'to bridge and reduce the social and economic divides that may be experienced by people during their lifetime, by ensuring that benefits of social mobility are maximised within businesses, organisations, central and local government and educational and cultural institutions'*. This strategy seeks to encourage collaboration internally and externally, which harnesses the City Corporation's values and unique assets in pursuit of individuals, families and groups progressing within a society to reach their full potential.

Appendices

Appendix One – Proposed Final Version of Social Mobility Strategy, 2018-28.
Appendix Two – A summary of social mobility related activities.

Sufina Ahmad
Corporate Strategy Manager

T: 020 7332 3724 (Int. Ext. 3724)

E: sufina.ahmad@cityoflondon.gov.uk

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Appendix One - Social Mobility Strategy – Proposed Final Version
Strategy Author: Sufina Ahmad, Corporate Strategy Manager

Social Mobility Strategy, 2018-28
Potential today, success tomorrow

Foreword by the Chairman of Policy and Resources and the Town Clerk

The City of London Corporation is dedicated to a vibrant and thriving City, supporting a diverse and sustainable London, within a globally-successful UK. Achieving greater social mobility is a central part of this, and something we wish to see championed at every level of the City Corporation.

Through this 10-year strategy, we will promote and implement activities that facilitate better social mobility with our resident and worker populations, businesses in the City, the charities and good causes we support through our charitable funding, learners across our family of schools and through the other stakeholder groups we work with regularly including government and policy makers.

This strategy represents an opportunity to effect real and lasting change and requires a sustained commitment from us all to act to ensure that where a person starts in life does not act as a barrier to success and progression in the future.

We look forward to you joining us as we seek to lead by example and meet our ambition of ensuring that potential today, succeeds tomorrow.

Deputy Catherine McGuinness
Chairman of Policy and Resources
Committee

John Barradell
Town Clerk and Chief Executive

September 2018

Social Mobility Strategy, 2018 – 28: *Potential today, success tomorrow*

Executive Summary

Our definition of social mobility

The ability and opportunity for individuals, families or groups to progress within a society to reach their full potential – in terms of income, education, employment, perceived social status, housing and place/postcode.

Why us

The City of London Corporation is committed to championing social mobility throughout our work internally and with our unique combination of stakeholders spanning the private, public, charitable and community sectors across the Square Mile, the City, London, the UK and beyond.

Social mobility is a key organisational priority outlined in our Corporate Plan (CP) for 2018-23, which will help to deliver our aims to contribute to a flourishing society and support a thriving economy.

Who we will work with

Our resident and worker population, businesses in the City, the charities and good causes we support through our charitable giving, our learners across our family of schools and cultural institutions, government and policy makers.

Our Vision

People enjoy a society where individuals from all socio-economic backgrounds can flourish and reach their full potential.

Our Aim

To bridge and reduce the social and economic divides that may be experienced by people during their lifetime, by maximising and promoting social mobility within businesses, organisations, central and local government and educational and cultural institutions.

Our Outcomes

Everyone can develop the skills and talent they need to thrive.

Links to CP Outcome 3

Opportunity is accessed more evenly and equally across society.

Links to CP Outcome 3

Businesses and organisations are representative and trusted.

Links to CP Outcome 8

We role model and enable social mobility in the way we operate as an organisation and employer.

Links to CP Outcome 5

Our Activities

- Prepare our learners for the jobs of the future.
- Raise educational and employment aspiration and attainment.

- Remove barriers, overcome gaps and improve access and participation in order to improve attainment.
- Support and deliver social action, social integration, networking and understand the impact of conscious and unconscious biases.

- Promote and encourage the need for and benefits of social mobility across business and government.
- Support organisations, government and policy makers to improve their own practices and leadership to facilitate social mobility.

- Identify and address barriers to employment and progression inclusively.
- Review our organisational working practices to ensure that these do not act as barriers to social mobility.
- Champion equality, diversity and inclusion.

Our Success Measures

Over the next 10 years, we will be a valued advocate and thought leader for social mobility, committing to collaboration, partnership work, innovation and longitudinal evaluation, to ensure equality of opportunity for all and the removal of structural inequalities and barriers within our own organisation and beyond. We won't just work to level the playing field, we will make it fairer too.

Introduction

Purpose of this strategy

This strategy sets out the City of London Corporation's (City Corporation) vision, approach and commitment to social mobility over the next 10 years. It will guide all the work we do internally and externally. Social mobility is already a common and well-supported theme across different parts of our organisation, and this strategy enables us to build on our experience. It also aligns us to other ambitions highlighted in our Corporate Plan for 2018-23, including our commitment to be a responsible business that creates positive impact and reduces negative impact across all our activities and decisions.

The focus of this strategy is the City Corporation's ambition to play a leading role in encouraging social mobility, in a society where people can flourish and reach their full potential – regardless of their socio-economic background. This means that we want to bridge and reduce the social and economic divides that people experience, by supporting businesses, organisations and central and local government to understand and deliver the social and economic benefits of social mobility. This strategy outlines the positive and cumulative impact we hope to have as a valued advocate and thought leader which delivers on improving social mobility.

How this strategy was developed

The development of this strategy has been overseen by key senior officers and elected Members at the City Corporation, alongside a dedicated cross-departmental Social Mobility Task and Finish Group (TFG), which included an external representative from the Social Mobility Commission. There have been significant levels of external engagement with individuals and organisations that are expert in social mobility and, in order to identify key areas of focus, gaps, overlap and best practice in this strategy we also conducted a review of the work that we currently do around social mobility.

What is social mobility

Social mobility is an often-referred to term across central and local government, the private and business sectors, the education sector and parts of the charitable and community sector. It is usually used in conjunction with terms such as '*widening participation*', '*levelling the playing field*', '*equality of opportunity*', '*potential*' and '*access for all*'. The City Corporation defines social mobility as:

The ability and opportunity for individuals, families or groups to progress within a society to reach their full potential – in terms of income, education, employment, perceived social status, housing and place/postcode.

This definition recognises that *income, education, employment, perceived social status housing and place/postcode* are the ways in which social mobility can be measured, with *place* and *postcode* often missing from social mobility definitions.

It also acknowledges that social mobility occurs *inter-generationally* – the changes in social status between different generations within the same family or group – and *intra-generationally* – the changes in social status during a person's lifetime. The phrase *social stratification* is sometimes mentioned when discussing social mobility, and we feel that this is captured by the phrases '*to progress*' and '*perceived social status*'.

Why social mobility matters

The Organisation for Economic Cooperation and Development (OECD) routinely ranks the UK as one of the lowest performing countries for relative income and social mobility. In 2017 and 2018 the Social Mobility Commission and the OECD stated in separate reports that social mobility within the UK is stagnating, due to growing divides in attainment between those who are experiencing disadvantage or marginalisation and those who are not, based on: where individuals are born and grow up, unequal access to and availability of high-quality education, employment, housing, local authority services, and other public sector services, including transport links. Other factors that further contribute to this disadvantage - so called 'double disadvantage' - are income levels, wealth and asset accrual, race, ethnicity, disability and gender. We therefore think that it is important to champion the case for socio-economic diversity, as much as any other diversity-related campaign, such as gender and ethnic diversity.

The Sutton Trust and others argue that improving social mobility can result in an increase in the UK's economic performance, in terms of productivity and gross domestic product (GDP) – mainly because jobs are filled by people who are more likely to perform well and are therefore more productive, rather than by people who are less able, but have the necessary connections or are considered a better fit because of their socio-economic background. Additionally, by supporting people from diverse socio-economic backgrounds in all aspects of life, and not just employment, it is likely to result in a greater diversity and integration of thoughts, ideas and perspectives, which leads to improvements and benefits for all involved.

Why social mobility is important to us

We are uniquely placed to partner with stakeholders that span multiple sectors and geographies and include local and central government, the private sector and the charitable and community sector. As such, we can radically improve social mobility primarily for our resident and worker population, totalling nearly 500,000 people, our 11,228 learners across our family of schools and our learners across the cultural institutions we support. Our stakeholders can also support us to consider and respond to the unequal outcomes inherent barriers, biases and failures, including inequalities, within our systems and structures, that prevent social mobility and equality of opportunity for all. We will also use our leadership and influence to help improve social mobility across London and the UK more widely. In this way we are well placed to work with and support the individual and improve the systems that they are a part of.

Furthermore, as an independent and non-party political organisation, we can make this a long-term organisational priority and commitment for the next 10 years as a

minimum. This is especially important as the lasting impacts of our interventions are unlikely to be fully realised immediately.

Our existing social mobility work

When delivering this strategy, we will draw on our existing expertise in social mobility. Examples include: promoting responsible business practices, sponsoring the 2017 and the 2018 Social Mobility Employer Index (SMEI), running a family of schools which includes a Multi-Academy Trust (MAT) and independent schools that now offer more bursaries, distributing circa £20 million to hundreds of good causes each year that reduce inequality, improve social mobility and grow more cohesive communities through the City Corporation's charitable funder City Bridge Trust, being London Living Wage accredited and delivery of organisation-wide responsible business and philanthropy strategies, in which social mobility is prioritised.

Our vision

The City Corporation's vision for social mobility is that people enjoy a society where individuals from all socio-economic backgrounds can flourish and reach their full potential.

What we will do

The City Corporation aims to bridge and reduce the social and economic divides that may be experienced by people during their lifetime, by maximising and promoting social mobility within businesses, organisations, central and local government and educational and cultural institutions.

Who we will work with

We will engage with local and national governments, the charitable and community sectors, policy makers and businesses, in order to continually inform, develop and deliver our thinking on social mobility and make lasting change. We are privileged as an organisation to already enjoy such connections across the Square Mile, the City, London, the UK and internationally. By building and convening engaged networks of stakeholders that are as passionate as we are about improving social mobility outcomes for all, with a particular emphasis on our own employees, and our residents, worker population and learners, we believe we can manage and remove the health, housing, income, education, employment, and other quality of life related inequalities and barriers that these groups may experience.

The following cohort labels, and their possible characteristics, offer us a shorthand through which we can target our work and measure its effectiveness:

Group	Possible Characteristics
Our pupils and learners, specifically those with a lower socio-economic status	<ul style="list-style-type: none">• Pre-school to 18 years old or adult learners.• Not yet in work (i.e. people in school, education or training).• Considering employment, education and training options, such as apprenticeships, university etc.

	<ul style="list-style-type: none"> • The first generation in their family to consider higher or further education. • Showing potential to perform optimally in education. • Lacking social and cultural capital, networks or connections. • Experiencing disadvantage or poverty. • Caring responsibilities.
Our residents across the Square Mile and our estates	<ul style="list-style-type: none"> • All ages. • Lack of free/available time, due to for example caring or parenting responsibilities. • Limited opportunities to enhance their skills due to a lack of resources. • Out of work or not in employment, education or training (i.e. unemployed, retired, carers, medically unable to work etc.) – this may be the preferred choice in some cases. • Unstable or unsuitable housing. • Lack of access to required amenities, e.g. education, transport links etc.
Worker population in the Square Mile, specifically those in the Financial and Professional Services sector but those in lower paid sectors too	<ul style="list-style-type: none"> • Over 18 years old. • Facing barriers to progression and enhancement of their skills through employment – possibly because they are from diverse backgrounds or possess protected characteristics. • Applying to or are in entry level, managerial or senior roles and are from diverse socio-economic backgrounds. • In work or employment, including in entry level, managerial or senior roles, mainly in the Financial and Professional Services Sector. • Future leaders/innovators.
Organisations, employers, policy makers, specifically those championing social mobility	<ul style="list-style-type: none"> • Representative of multiple sectors, geographical areas and communities. • Organisations we procure services from. • A range of funding and staffing structures/sizes.
Employees, volunteers, elected Members and their representative groups at the City of London Corporation, specifically those from socio-economically diverse backgrounds	<ul style="list-style-type: none"> • 18 years or over. • From socio-economically diverse backgrounds. • Lacking further or higher education qualifications. • Did not attend an independent school or a Russell Group university. • Protected characteristics. • Limited opportunities for progression. • Limited opportunities to enhance their skills through employment. • Require flexible working patterns, due to for example caring or parenting responsibilities.

	<ul style="list-style-type: none"> • In lower paid roles. • Lacking useful networks. • Struggling to integrate.
--	--

Our social mobility outcomes, activities and enablers

We will progress equality of opportunity and access throughout our current and future work in employability, education, skills, housing, homelessness, health and wellbeing culture and philanthropy. However, with social mobility stagnating in the UK, this strategy prioritises and invests in four social mobility outcomes, for which we have outlined the associated high-level activities and enablers. These provide the detail and structure with which we will design all activities and interventions relating to this strategy, whilst also providing the necessary flexibility and breadth to allow us to continue to adapt our approaches from 2018 to 2028. They will support us to not only level the playing field, but to make it fairer too, thus ensuring everyone can participate and compete.

Outcome 1: Everyone can develop the skills and talent they need to thrive.

Our activities:

- Prepare learners in our schools/other educational establishments and workplaces for the jobs of the future, supporting them to gain the necessary behaviours, attitudes, competencies and fusion skills through the curriculum and lifelong learning, including meaningful and worthwhile creative and cultural learning activities, careers advice, guidance, training, social action and volunteering.
- Raise educational and employment aspiration and attainment for all.

Enablers for: A level playing field	→	Enablers for: A fairer playing field
Equal access to high quality education		<ul style="list-style-type: none"> • A varied and innovative curriculum, including extra-curricular activities, preparing pupils for the jobs and workforces of the future. • Investment in, and access to, talented and well-supported teachers and educators. • Access to stable and affordable housing. • Good health and wellbeing for all. • Social action and volunteering. • Social and cultural capital. • School readiness.
Skills development and lifelong learning		<ul style="list-style-type: none"> • Varied learning and development opportunities, which are accessible to the learner. • Good health and wellbeing. • Employment progression pathways.

Outcome 2: Opportunity is accessed more evenly and equally across society.

Our activities:

- Remove barriers, overcome gaps and improve access and participation in order to improve attainment for our residents, worker population and learners, e.g.

increased routes and fairer access to employment, high-quality housing, culture, lifelong learning, health and wellbeing services.

- Work with others to support and deliver social action, social integration and networking activities, and to understand the impact of conscious and unconscious biases.

Enablers for: A level playing field	→	Enablers for: A fairer playing field
Improving and increasing employability		<ul style="list-style-type: none"> • Access to stable and affordable housing. • Good health and wellbeing. • Further and higher education and employment progression pathways. • HR recruitment/practices that are exemplary in their inclusiveness. • Removal of biases. • Work with employers. • Better support into quality employment
The development of personal attributes and 'soft' skills, such as networking, communication etc.		<ul style="list-style-type: none"> • Good health and wellbeing. • Social integration and inclusion of all backgrounds in all facets of life. • Leadership that traverses sectors and generations. • Social and cultural capital. • Meaningful involvement of socio-economically diverse individuals in democratic processes.

Outcome 3: Businesses and organisations are representative and trusted.

Our activities:

- Promote the need for, and benefits of, social mobility across business and government, acting as a thought leader and advocate for social mobility.
- Support and encourage organisations, government and policy makers to improve their own practices and leadership in order to achieve social mobility.
- Support and encourage these organisations to recruit and promote people who are socio-economically diverse and can perform optimally within the roles.

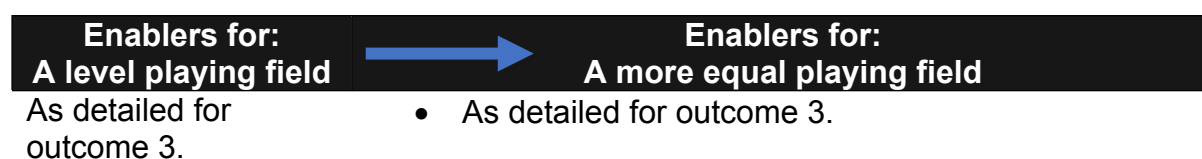
Enablers for: A level playing field	→	Enablers for: A fairer playing field
Improved organisational practices to champion and enable socio-economic diversity.		<ul style="list-style-type: none"> • Informal and formal staff networks, champions and advocates that function internally and externally. • Collaborative working with internal and external partners to transform internal processes, particularly relating to recruitment, development and progression. • Empowering leadership, including those with lived experience, represented at all levels of the organisation. • Tailored support for socio-economically diverse people who may struggle to succeed.

-
- Supportive challenge and removal of structural and systemic barriers and biases.
 - Meaningful involvement of socio-economically diverse individuals in democratic processes, e.g. in governance and trustee positions.
 - Commitment to data collection to develop baselines and measures to track progress against.
-

Outcome 4: We role model and enable social mobility in the way we operate as an organisation and employer

Our activities:

- Take an inclusive and cross-organisational approach to identify and address barriers to employment and progression.
- Review and improve our organisational working practices, at an employee, volunteer and elected Member level, to ensure that these do not act as barriers to social mobility and that they attract and nurture the signs of people's ability to succeed in our workforce.
- Champion equality, diversity and inclusion, particularly in terms of equality of opportunity and provision.



Many of the enablers that we have identified for social mobility, relate to Abraham Maslow's 'hierarchy of needs' – a theory in psychology that he proposed in 1943 – shown below. Maslow's work outlined the developmental steps that all individuals take on their journey towards self-actualisation – the desire to become the most that one can be – which aligns to the principles within the definition of social mobility. In Maslow's hierarchy of needs, there is reference to the safety and psychological needs of individuals, which the City Corporation will address more fully in other strategies that it is delivering, including for example our Housing and Homelessness Strategies and City Bridge Trust's strategy Bridging Divides, which seeks to tackle disadvantage, marginalisation and inequalities.



Links to other strategies

This strategy is a key driver through which the City of London Corporation can fulfil its vision, as outlined in our Corporate Plan for 2018-23, of a *‘vibrant and thriving City, supporting a diverse and sustainable London within a globally-successful UK’*. We aim to do this by *contributing to a flourishing society, supporting a thriving economy and shaping outstanding environments* by strengthening the character, capacity and connections of the City, London and the UK for the benefit of people who live, learn, work and visit here. Social mobility is reflected in the following two outcomes and associated activities within the Corporate Plan:

- **Outcome 3:** People have equal opportunities to enrich their lives and reach their full potential.
We will:
 - Promote and champion diversity, inclusion and the removal of institutional barriers and structural inequalities.
 - Provide access to world-class heritage, culture and learning to people of all ages, abilities and backgrounds.
 - Promote effective progression through fulfilling education and employment.
 - Cultivate excellence in academia, sport and creative and performing arts.
- **Outcome 5:** Businesses are trusted and socially and environmentally responsible.
We will:
 - Model new ways of delivering inclusive and sustainable growth.
 - Support, celebrate and advocate responsible practices and investments.
- **Outcome 8:** We have access to the skills and talent we need.
We will:
 - Promote the City, London and the UK as attractive and accessible places to live, learn, work and visit.
 - Champion investment in relevant skills and diverse talent pools.

This strategy links to the following strategies that support the Corporate Plan: Responsible Business, Housing, Education, Employability, Health and Wellbeing, Bridging Divides, Equality, Diversity and Inclusion, Skills, Philanthropy, Volunteering, Culture, Culture and Creative Learning, Culture Mile and Culture Mile Learning. Appendix A depicts the ways these strategies connect together.

Implementation and measurement

For the City Corporation to deliver this strategy successfully, we commit to collaborating with existing and new partners at all levels within organisations and the cohorts that we have identified. Internally, various teams and groups of staff will be responsible for embedding this work successfully throughout the organisation. Currently staff are based within the following teams and groups: City Bridge Trust, the cultural organisations that we are connected to and/or fund, including Culture Mile partnership, the Department for Community and Children’s Service, the Economic Development Office, Human Resources and the Responsible Business

Implementation Group. Appendix B provides a more detailed overview of what their roles will entail.

We wish to measure the impact of this strategy over the short and long term, by collecting real-time feedback and high-quality data from those we work with, in order to assess fully their experience and perceptions of the quality of the interventions and activities they have been involved in. We will also consider connecting with a proportion of those we support from each of our cohorts on an annual and ongoing basis, in order to track and monitor the progress that they are making in their lives through our work and that of other organisations they are connected to. These individuals would assess the impact of the City Corporation's role in reaching their full potential, and the reasons for this. This would result in a longitudinal and multi-generational overview of the impact of our work, thus enabling us to determine if these interventions have helped to overcome barriers, biases and failures within our systems and structures that prevent social mobility and equality of opportunity for all. The over-arching measures of success for this strategy are:

1. The City of London Corporation is considered a valued advocate and thought leader for social mobility in the Square Mile, the City, London, the UK and beyond.
2. We demonstrate through collaboration, partnership work, innovation and longitudinal evaluation the ways to ensure equality of opportunity for all and the removal of structural inequalities and barriers within our own organisation and beyond.
3. Our employees, as well as the learners, residents and worker population we work with achieve positive social mobility outcomes, by nurturing their skills and talents to increase their access to opportunity within a society that understands the need for and importance of social mobility.

Conclusion

The City Corporation is pleased to make a 10-year commitment to social mobility to fulfil our vision for a society where people from all socio-economic backgrounds can flourish and reach their full potential. This strategy builds on our values, and unique commitments to the Square Mile, the City, London and the UK, across the public, private, charitable and community sectors. It ensures that social mobility is a central theme that underpins all our work, including with businesses and the worker population, through our economic development and competitiveness work, the charitable and community sector organisations we fund and support, through City Bridge Trust and our other civil society connections, our residents and learners we work with through our community and children's services and educational and cultural institutions, and central, regional and local government, policy makers and other organisations working in this area.

By expanding our existing social mobility work and networks, we will enhance our understanding and knowledge of social mobility in the context of the people, outcomes, activities and enablers that we have prioritised. As the strategy progresses, and undergoes annual reviews, we can use our learning to improve and

develop existing and new interventions that will bridge and reduce the socio-economic divides that the people we are working with are experiencing or tackling. Ultimately, through this strategy we hope to not only level the playing field, but to make it fairer too, thus ensuring everyone can participate and compete.

Acknowledgements

We are grateful to everyone that has generously and thoughtfully contributed their expertise, ideas and feedback during the development of this strategy – thank you!

We owe a special thanks to our Task and Finish Group, made up of:

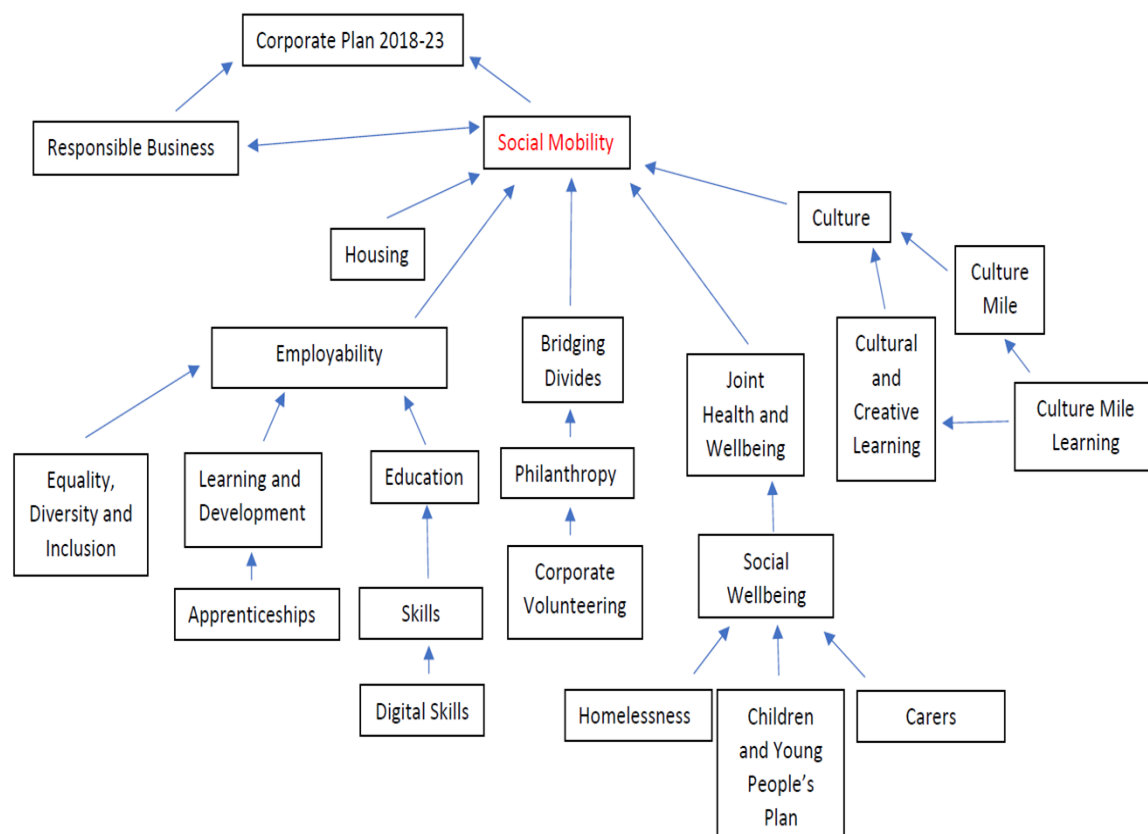
David Farnsworth (Chair)	Chief Grants Officer and Director of City Bridge Trust (CBT)
Sufina Ahmad	Corporate Strategy Manager, Town Clerk's Department
Anne Bamford	Strategic Education and Skills Director, Department for Community and Children's Services (DCCS)
Jenny Field	Deputy Director, CBT
Tracey Jansen	Assistant Director, Human Resources
Simon Latham	Head of the Town Clerk's & Chief Executive's Office, Town Clerk's Department
Rachael Millar	Head of Policy – Work and Skills, Social Mobility Commission
Fiona Rawes	Head of Philanthropy Strategy, CBT
Marcus Roberts	Head of Strategy and Performance, DCCS
Claire Tunley	Head of Employability, Economic Development Office

Our other contributors that have been directly involved in developing this strategy are:

Name	Organisation
Fiona Ellison	#iwill Campaign
Sonia Blandford	Achievement for All
Sue Wisbey	Allen and Overy
Jeanne Barnard	City of London Corporation
John Barradell	City of London Corporation
Andrew Carter	City of London Corporation
Simon Cribbens	City of London Corporation
Zoe Dhami	City of London Corporation
Lydia Dye-Stonebridge	City of London Corporation
Alderman Alison Gowman	City of London Corporation
Alex Green	City of London Corporation
Colette Hawkins	City of London Corporation
Tizzy Keller	City of London Corporation

Deputy Catherine McGuinness	City of London Corporation
Damian Nussbaum	City of London Corporation
Angela Roach	City of London Corporation
Marie Mohan	Common Purpose
Will Herbert	Essex County Council
Sarah Mitchell	Heart of the City
Natalie Tickle	Heart of the City
Colin Falconer	Inspire Chilli
Onyinye Udokporo	Kings College London Student
Felix Hebblethwaite	Linklaters LLP
Matt Sparkes	Linklaters LLP
Spike van der Filet-Frith	London Councils
Mark Winterburn	London Councils
Patrick Diamond	Queen Mary's University London
Louise Ashley	Royal Holloway, University of London
Greg Beales	Shelter
Kirsty Walker	Social Mobility Commission
Dan Paskins	The Big Lottery Fund
Sean Gregory	The Barbican
Jenny Mollica	The Barbican
Nik Miller	The Bridge Group
Jamiesha Majeবাদia	The Challenge
Richard Bell	The Challenge
David Barclay	The Good Faith Partnership

Appendix A – Strategies associated with social mobility



Appendix B – Roles of different teams and groups of staff

- **City Bridge Trust (CBT)**

Deliver their funding strategy Bridging Divides, 2018-23 and the Philanthropy Strategy, 2018-23 to reduce inequalities, and improve social mobility.

Lead on and coordinate the City of London Corporation's charitable activities relating to social mobility, using the learning from City Bridge Trust's existing investments made to charities which have cited positive social mobility outcomes.

- **Cultural Institutions and Partners linked to or funded by the City Corporation, including Culture Mile Partnership**

Enable social mobility through inclusive cultural and creative learning activities that develop skills for residents, visitors, worker population and learners – including the learners in our schools.

- **Department for Community and Children's Services**

Champion, promote and deliver activities relating to accessibility, attainment, exposure to the world of work and lifelong learning to our 11,228 pupils across our family of schools, through its Education Team and to our residents through our commissioned local authority services, including our libraries.

Ensure the health and wellbeing of our residents, worker population and learners through our public health, social care and housing offers, including our commissioned services.

- **Economic Development Office (EDO)**

Champion social mobility across its local, regional, national and international work with the financial and professional services sectors in pursuit of a competitive and thriving UK economy.

- **Human Resources (HR)**

Support the recruitment, retention and progression of our employees and volunteers, as set out in the HR Transformation Programme, and related work on learning and development, apprenticeships and access to work initiatives.

Deliver an organisational assessment and audit role on social mobility, through championing and supporting initiatives such as the Social Mobility Employer Index and the B-Lab Report relating to responsible business.

- **CBT, DCCS and EDO**

Lead on the delivery of the Digital Skills Strategy for 2018-23, with other internal and external stakeholders, ensuring that people and businesses, across the City, London and beyond, are equipped to take advantage of digital technologies and innovations to help themselves and their economies thrive.

- **DCCS, EDO and HR**

Lead on the delivery of the Employability Strategy for 2017-20, with other internal and external stakeholders, connecting City opportunities with the talent of Londoners to reinforce City competitiveness and support London communities.

- **Responsible Business Implementation Group**

Lead on the delivery of our Responsible Business Strategy, including the objective relating to equal opportunities and social mobility specifically.

Appendix Two – Social Mobility Strategy – Summary of current high-level activities, September 2018

Outcomes and Associated Activities

Social Mobility Strategy Outcome:

Everyone can develop the skills and talent they need to thrive.

Activities:

- *Prepare our learners for the jobs of the future.*

The Adult Skills and Education Services (ASES) team continues to deliver community-based skills and lifelong learning activities for learners across London – including working with local businesses to close their ‘non-apprenticeships’ skills gaps.

ASES continues to deliver both the levy and non-levy apprenticeships and traineeship programmes for businesses, including the delivery of national apprenticeship and trainee contracts, the provision of professional apprenticeship advice and apprenticeship services.

Library services which continue to offer: free access to hard copy and online materials to support formal and informal education, especially basic skills, skills for life, languages, starting a business and self-improvement; careers advice, including CV builder sessions; one-to-one IT sessions; free access to computer workstations; speaking English with confidence group; literacy for children activities; maths and science clubs for children; advertisement of courses and training opportunities available locally; support from library staff for activities such as job application, understanding Job Centre requirements, support with Universal Credit, visa/right to remain applications etc.; a speakers programme to inspire confidence; and creative, cultural and learning workshops.

Commissioned information, advice and guidance service offering one-to-one support and information on education, employment and training for 13-19 year olds.

Targeted work is happening to ensure children in the Square Mile access universal early years services, including high quality and affordable early years education and childcare.

- *Raise educational and employment aspiration and attainment.*

The City Corporation’s family of schools, made up of 10 academies in four different London boroughs and its three independent schools, continue to provide excellent education and learning opportunities to 11,228 pupils.

Commissioned services are offered to support: the education of all children and young people known to Social Care and Early Help; the employability prospects of

residents; and the additional educational needs of look after children and care leavers.

Social Mobility Strategy Outcome:

Opportunity is accessed more evenly and equally across society.

Activities:

- *Remove barriers, overcome gaps and improve access and participation in order to improve attainment.*

Libraries are a key way in which this is achieved, especially as they are free at the point of access.

Culture Mile Learning widens access and participation to the City Corporation's cultural offer, including through activities such as the City School Visit Fun, which is a fund for schools and not-for-profit educational organisations in areas experiencing disadvantage in London to cover travel costs.

Commissioned youth services have been targeted with ensuring inclusion for children and young people with special educational needs and disabilities, young girls and young Bangladeshi women.

Invitations to community engagement events are distributed to everyone in as accessible a format as possible, with inclusive activities developed at the events. For example, the Aldgate Square Festival was co-designed through extensive outreach across the entire community of Aldgate.

Commissioned work to support families in greatest need, through targeted evidence based early interventions to ensure they are supported with their parenting, life skills, employability etc.

Awareness raising activities to increase take-up of support services for children and families across all areas of the City of London Corporation's work.

Support provided to foster carers to provide ESOL-classes at home with looked after children.

Distribute charitable funding to charities working in London in pursuit of this outcome, via City Bridge Trust's Bridging Divides funding programme.

- *Support and deliver social action, social integration, networking and understand the impact of conscious and unconscious biases.*

Community Builders programme, where residents take ownership of their communities by connecting other residents that may be disconnected for various reasons – including social isolation. All residents are encouraged and enabled to develop their skills and talents, by participating and sharing in new local activities, courses and events.

Time Credits programme encourages volunteering by supporting each hour volunteered with a time credit that can be used on learning new skills, training courses or other opportunities.

DCCS' Community Engagement Team has been working with Aldgate Community Events to build their capacity through support and training and by helping them to set up their own Community Interest Company.

Healthy cooking classes have been commissioned for residents of the Square Mile. They aim to sustain long-term behaviour change with regards to improved diet, reduced household spend on food and reduction of social isolation.

Distribute charitable funding to charities working in London in pursuit of this outcome, via City Bridge Trust's Bridging Divides funding programme.

Social Mobility Strategy Outcome:

Businesses and organisations are representative and trusted.

Activities:

- *Promote and encourage the need for and benefits of social mobility across business and government.*

Sponsorship of the Social Mobility Employer Index (SMEI) in 2017 and 2018 – a benchmarking tool that ranks Britain's employers on the actions they are taking to ensure they are open to accessing and progressing talent from all background, as well as showcasing progress in improving social mobility. In 2018, 106 employers entered the SMEI, an increase from the 98 entries in 2017. 29 of the top 50 ranked companies in 2018 are from the Financial and Professional Services (FPS) sector.

Working with partners, such as the Social Mobility Foundation, the Social Mobility Commission and the Bridge Group, we organise and run events and activities that promote social mobility to business.

Working with partners to pilot new approaches to digital skills provision in businesses, this includes new ways of identifying and attracting talent to deliver the digital skills that businesses need.

Promote the City Active Guide which is a directory of trusted organisations within the Square Mile that benefit their local community to residents, learners, workers and visitors.

Use relevant learning from the distribution of City Bridge Trust's charitable funding, to further the case for business and government to champion social mobility.

- *Support organisations, government and policy makers to improve their own practices and leadership to facilitate social mobility.*

Work to influence businesses to improve their inclusive employment practices through leadership and influencing activities.

Participate in activities that develop thinking on social mobility, e.g. the All Party Parliamentary Group on social mobility, as well as working in partnership with business, government and other organisations to influence policy and provide insights on social mobility.

Promote apprenticeships to businesses in the City as a way to secure new talent and skills. Additionally, we have been learning about the potential positive impact on businesses pursuing apprenticeships through our membership of the Professional Business Services Council and through a survey on businesses. This work has now resulted in us representing business sector views on apprenticeships with Government and actively participating in the development of a sector deal on apprenticeships.

Volunteers from businesses in the City support with some library services and with the Spice time Credits programme.

An Integrated Community Development Officer for the Aldgate area is seeking to engage with local organisations, businesses, commissioned services and other stakeholders to improve the experiences of the Aldgate community.

Use relevant learning from the distribution of City Bridge Trust's charitable funding, to further the case for business and government to improve their social mobility practices.

Social Mobility Strategy Outcome:

We role model and enable social mobility in the way we operate as an organisation and employer.

Activities:

- *Identify and address barriers to employment and progression inclusively.*

ASES delivers both the levy and non-levy apprenticeships and traineeship programmes for the City Corporation.

- *Review our organisational working practices to ensure that these do not act as barriers to social mobility.*

DCCS has completed a community audit, using asset based community development (ABCD) techniques, to identify and act upon the best ways in which to engage communities in the issues that matter to them – thus ensuring their views are represented and understood.

DCCS seek to support looked after children to access work experience, practice interviews etc. across the City of London Corporation, including with Members.

Continue to build flexibility within our HR processes and procedures that consider the barriers and needs of excluded and protected groups to ensure their retention and employee satisfaction.

Analyse, identify and tackle issues within the recruitment and progression systems that present barriers to groups who experience more exclusion or disadvantage.

- *Champion equality, diversity and inclusion.*

Continue to build upon our existing thinking on the subject of equalities, diversity and inclusion, as championed by the Equalities and Inclusion Board and staff diversity networks.

Continue to support the staff diversity networks, including providing a dedicated staff post within Human Resources to support with their running.

Implement Member initiatives, such as the Members Diversity Working Party (a Working Party of the Policy & Resources Committee), that support social mobility – providing they have received Member approval and link to the outcomes being pursued in the strategy.

Develop our approaches to equality, diversity and inclusion collaboratively – consulting internally and externally.

Our commissioned services include objectives and criteria that promote social mobility, equality, diversity and inclusion – meeting public sector equality duties.

Ensure diversity and representation within our decision-making processes, groups and wider activity, in line with the Public Sector Equality Duty.

Increase the gender-balance of our workforce, particularly at senior management levels, and progress gender pay equality.

Take a lead role on advocating for diversity and inclusion within the sectors where we have influence.

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Committee(s): Establishment Committee	Date: 20 September 2018
Subject: Annual Staff Christmas lunches	Public
Report of: Town Clerk	For Decision
Report author: Claire Holdgate (EDO)	

Summary

The Annual Staff Christmas Lunches are an important and popular part of the festive calendar for City Corporation staff. The overall cost of the lunches in 2017 was £67,818.00 which was covered by a per head contribution from staff of £15.00 which amounted to £26,310.00. The total spend from this Committee's budget was therefore £41,508.00.

In 2014, the cost per head was £34.00 and this additional cost was covered by an increased staff contribution from £11.00 to £15.00 per person. The overall cost per head for the lunches in 2017 was increased to £35.00 per head with the additional costs being subsumed by staff contributions.

With rising food costs and a desire to maintain a high level of quality, the caterers selected for this year's lunches has requested a cost of £40.00 per head – an increase of £5.00 per head. Members are asked therefore to agree a £3.00 increase for staff and the remaining £2.00 to be financed from your Committee. The increase to the Christmas lunch budget would therefore be £4,200.

Recommendation(s)

Members are asked to:

- Note the increased costs for the lunches
- Agree the ongoing contribution which the Committee will make to the Annual Staff Lunches; and
- Agree the contribution that staff members attending should make to the cost of the Staff Annual Lunches

Main Report

Background

1. The City of London Corporation has provided hospitality for staff around the festive period for over twenty five years in the form of the Staff Annual Christmas Lunches. The lunches are organised on three consecutive days in

the Great Hall; all members of staff of the City Corporation are invited to attend on a first come, first served basis, owing to capacity constraints in the Hall. The invitations include non-Guildhall staff from the Barbican Centre, Open Spaces Department, Museum of London, civilian staff at the City of London Police, and non-teaching staff at the City's two independent schools.

2. Over three days, there is a maximum capacity of 2,100 people. Those attending the lunch are served a three course meal: a starter: a main course (either meat, fish or vegetarian) with vegetable accompaniments and sauces; a dessert; white and red wine, soft drinks; mince pies, and coffee or tea.
3. Most dietary requests are met from the standard per head cost (gluten free, dairy free, allergy free, vegan). Kosher meals are offered on request.

Current Position

1. The Chief Commoner grants the use of the Hall at a no user charge to the Committee. The full cost to hire the Great Hall over the four days (including one day set up) at the 2018 commercial rate would be £58,800 (although a commercial client may not pay the maximum hire rate).
2. The breakdown of expenditure for the 2017 lunches was as follows:

Expenditure item	£
Catering costs*	66,355
Toastmaster for three days	750
Printing costs (meal tickets, menu cards)	423
Gifts (crackers for top table, flowers for the Lady Mayoress)	40
Agency staff	250
Total	67,818
<i>Less staff contributions</i>	<i>26,310</i>
Grand total	<u>41,508</u>

*1,883 standard cost meals (£35) and 3 kosher meals (£150)

3. In addition to these costs, additional security staff are in duty and funded from the City Surveyor's local risk budget.
4. Some special dietary requirements are catered for at no additional cost including gluten free, allergies to monosodium glutamate (MSG), halal, dairy free, nut allergies and vegan. Kosher meals are also available on request for those who require them on religious grounds at a cost of £150 per person.
5. The kosher meal costs are higher than a standard meal because of the necessity of very specific items in keeping with strict religious rules but are very much in keeping with standard kosher meals fees. Only 3 members of staff requested the kosher option in 2017; 5 in 2016.

6. In 2014, the standard meal cost per head was £34.00 and this additional cost was covered by an increased staff contribution from £11.00 to £15.00 per person. The overall cost per head for the lunches in 2017 was increased to £35.00 per head with the additional costs being subsumed by staff contributions. Prior to 2014, the cost to staff for the lunch was £10 per person.
7. Over the years, the increasing popularity and success of the lunches, along with the growing expectation of a greater provision of food, and the rise in food prices, means that the 2017 prices are no longer sustainable.
8. The Cook and The Butler have catered for the lunches for the past two years and have held the price as competitively as possible. Feedback from staff from 2017 has been positive and so The Cook and the Butler has been selected to cater for the lunches for 2018

Options

1. Based on the attendance, the cost of the increase from The Cook and the Butler will be in the region of £10,500 which should be met by:
 - A. Increased contribution from the Committee taking the estimated total cost for £85,463.00 for 2018, and;
 - B. Increased contribution from staff from £15 per head to £18 per head

Proposals

- With rising food costs and a desire to maintain a high level of quality, the caterers selected for this year's lunches has requested a cost of £40.00 per head – an increase of £5.00 per head. Members are asked therefore to agree the increased contribution which the Committee will make to the Annual Staff Christmas Lunches; and agree the contribution that staff members attending should make to the cost of the Staff Lunches

Implications

The Human Resources Department have confirmed that there are no HR implications

Conclusion

The Annual Staff Christmas Lunches are an important and popular part of the festive calendar for City of London staff. Given rising food prices and demand from staff for more substantial meals, it is inevitable that after four years, a modest increase in cost is warranted. The Committee is therefore asked to approve a £3.00 increase in the staff contribution, and a £2.00 increase in the Committee's contribution (£4,200).

Claire Holdgate

Events Manager Town Clerk's Department

T: 020 7332 3176 E: Claire.holdgate@cityoflondon.gov.uk

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Committee	Dated:
Establishment Committee	20 September 2018
Subject;	Public
HR Dashboard - June 2018	
Report of:	For Information
Chrissie Morgan, Director of Human Resources	
Report author:	
Tracey Jansen, Human Resources	

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 produced:
 - A dashboard report for the whole of the City Corporation which is split by department and is included here as appendix 1.
 - 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 but is used within HR to ensure that a consistent approach is taken across the department, taking into account individual circumstances.

- Information on pay is available in our published Pay Policy Statement and Gender Pay Gap report. Further detail is also included in our annual employee profile statistics. Health and Safety statistics are reported to the Health and Safety Committee. Recruitment information is reported in our annual employee profile statistics. Statistics on agency staff are not currently included but there are plans to do so in future reports.

Current Position

Highlight Information

Based on the June 2018 figures the following should be noted at corporate level.

- The City Corporation employs 3,869.51 Full Time Equivalent (FTE) employees with a total headcount of 4,107. This includes all directly employed staff, including teaching staff and police civilians but excluding City of London Police Officers. This is an increase of 169.309 FTE since July 2017 and 191 on headcount. These figures include 108 Apprentices in place as at 30th June 2018.
- Turnover at 13.84%, increased by 1.06 % in the last year.
- The split of staff by gender is 47.19 % female against 52.81% male. Further detail is available in our Gender Pay Gap reports. 3.17% of staff have declared having a disability.
- Sickness (average days per person per month) since the last reporting period has remained constant at 0.48. This is below our target of 0.50 days per person per month. Short term sickness is at 0.22 and long term at 0.27.
- The top 3 reasons which make up 44.10% of all sickness absence, as a percentage of the total, for sickness absence are:

Sickness Reason	Overall	Short-term	Long-term
Anxiety, stress, depression, other psychiatric illnesses	20.69%	14.71%	85.29%
Cold, cough, flu (influenza)	13.69%	96.11%	3.89%
Gastrointestinal problems	8.71%	78.61%	21.39%

- There have been 29 formal disciplinary cases in the last year with 10 cases still open. 10 formal grievances have been submitted with 5 open and 224 sick absence cases with 97 still being actively managed. This is in line with the Corporation's average number of cases over the last few years.

Town Clerk's department

- The Town Clerk's department has a headcount of 395 (371.89 FTE) with a staff turnover higher than the Corporate turnover at 17.71%. Sickness

absence (average days per person per month) in the Town Clerk's is lower than the average at 0.36 and is below the corporate target of 0.50 days per person per month.

Comptroller and City Solicitor's department

11. The Comptroller and City Solicitor's department has a headcount of 59 (52.56 FTE) with a staff turnover of 11.67% Sickness absence in this department is above average and the corporate target at 0.97 per person per month.

Corporate & Strategic Implications

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

Conclusion

13. The dashboards included information that helps departments monitor key information relating to the workforce and informs workforce planning.

Appendices

Appendix 1 – Corporate Dashboard June 2018

Background Papers

Establishment Committee - Annual Equalities and Inclusion Monitoring report July 2018

Pay Policy Statement: <https://www.cityoflondon.gov.uk/about-the-city/about-us/Pages/pay-policy-statement.aspx>

Gender Pay Gap: <https://www.cityoflondon.gov.uk/about-the-city/how-we-make-decisions/Documents/gender-pay-gap-2017.pdf>

Tracey Jansen, Assistant Director Human Resources

T: 020 7332 3289 E: tracey.jansen@cityoflondon.gov.uk

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City of London Figures 01/07/2017 to 30/06/2018

4105

Current Staff - Headcount

3868.51

Current staff FTE

13.84%

Staff Turn over

Starters**748****Leavers****555**

- Voluntary

11.97%

480

- Involuntary

1.87%

75

Disciplinaries

In the last year

32

Currently open

12**Grievances**

in the last year

10

Currently open

4**Sickness Cases**

In the last year

225

Currently open

93**Monthly Sickness Level****0.48**

Long Term

0.27

Short Term

0.22

Previous level July 2017

0.4

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 Police officers, 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 Civilians enter their data as individual days lost rather than based on working patterns this is not reflected in the report.

Staff Turnover 01/07/2017 to 30/06/2018

Type / Detail	Headcount	FTE
Staff as at 01/07/2017	3914	3700.12
Staff as at 30/06/2018	4105	3868.51
Average Staff	4009.5	3784.31
Leavers In period	555	509.7
Overall Turnover	13.84%	13.47%
Involuntary Turnover	1.87%	1.74%
Voluntary Turnover	11.97%	11.72%

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

HR Dashboard – Corporation of London –June 2018

Corporation of London

Departmental Dashboard 01/07/2017 To 30/06/2018

Department	Head count	Current FTE	Staff Turnover	Starters	Leavers
BARBICAN CENTRE [05]	349	338.22	20.29%	86	69
CENTRAL CRIMINAL COURT [09]			15.84%	10	8
CHAMBERLAIN'S DEPARTMENT [11]	284	276.69	11.54%	26	33
CITY OF LONDON POLICE (CIVILIANS) [55]	463	451.38	14.03%	91	63
CITY OF LONDON SCHOOL [61]	182	169.11	8.82%	39	15
CITY OF LONDON SCHOOL FOR GIRLS [63]	143	122.62	22.46%	34	32
CITY SURVEYOR'S DEPARTMENT [73]	247	243.3	13.65%	29	34
COMMUNITY & CHILDREN'S SERVICES DEPARTMENT [25]	377	360.74	11.44%	80	41
COMPTROLLER & CITY SOLICITOR'S DEPARTMENT [15]	59	52.56	11.67%	4	7
FREEMEN'S SCHOOL [65]	186	155.54	19.39%	46	35
GUILDHALL SCHOOL OF MUSIC & DRAMA [19]	287	251.85	18.66%	60	53
MANSION HOUSE [35]			24.24%	1	4
MANSION HOUSE & CENTRAL CRIMINAL COURT [09]	144	130.61	4.17%	12	3
MARKETS & CONSUMER PROTECTION [41]	262	249.66	7.83%	32	20
OPEN SPACES DEPARTMENT [50]	456	432.39	11.61%	72	52
REMEMBRANCER'S OFFICE [59]	30	30	16.67%	6	5
THE BUILT ENVIRONMENT [54]	241	231.96	5.57%	28	13
TOWN CLERKS DEPARTMENT [77]	395	371.89	17.71%	92	68
Corporation of London	4105	3868.52	13.84%	748	555

Departmental Sickness

Department	Annual Sick lost	Annual sick per FTE	Annual sick Short term per FTE	Annual sick Long term per FTE	June2018 Monthly Sickness Level	Long Term	Short Term	Previous level July 2017
BARBICAN CENTRE [05]	1552	4.59	2.37	2.21	0.36	0.2	0.16	0.29
CENTRAL CRIMINAL COURT [09]	3	0				0		0
CHAMBERLAIN'S DEPARTMENT [11]	1113	4.02	2.74	1.28	0.32	0.18	0.14	0.23
CITY OF LONDON POLICE (CIVILIANS) [55]	3907	8.66	3.83	4.82	0.91	0.62	0.29	0.65
CITY OF LONDON SCHOOL [61]	525	3.1	1.9	1.21	0.25	0.08	0.17	0.12
CITY OF LONDON SCHOOL FOR GIRLS [63]	531	4.33	2.45	1.88	0.38	0.13	0.25	0.13
CITY SURVEYOR'S DEPARTMENT [73]	1654	6.8	3.43	3.37	0.48	0.34	0.14	0.74
COMMUNITY & CHILDREN'S SERVICES DEPARTMENT [25]	2382.5	6.6	3.7	2.91	0.61	0.27	0.34	0.46
COMPTROLLER & CITY SOLICITOR'S DEPARTMENT [15]	251	4.78	2.84	1.94	0.97	0.82	0.15	0.29
FREEMEN'S SCHOOL [65]	541	3.48	1.72	1.76	0.28	0.09	0.19	0.18
GUILDHALL SCHOOL OF MUSIC & DRAMA [19]	841	3.34	1.72	1.62	0.14	0.05	0.09	0.09
MANSION HOUSE [35]	0	0				0		
MANSION HOUSE & CENTRAL CRIMINAL COURT [09]	1010	7.73	4.22	3.51	0.7	0.44	0.27	
MARKETS & CONSUMER PROTECTION [41]	1641	6.57	4.15	2.42	0.47	0.14	0.33	0.43
OPEN SPACES DEPARTMENT [50]	3200	7.4	3.33	4.07	0.52	0.35	0.17	0.61
REMEMBRANCER'S OFFICE [59]	44	1.47	1.4	0.07	0.07	0.07	0	0.13
THE BUILT ENVIRONMENT [54]	1616	6.97	3.36	3.61	0.52	0.18	0.34	0.56
TOWN CLERKS DEPARTMENT [77]	1550	4.17	2.34	1.83	0.36	0.19	0.17	0.27
Corporation of London	22361.5	5.78	3.01	2.77	0.48	0.27	0.22	0.4

Workforce information at 30/06/2018

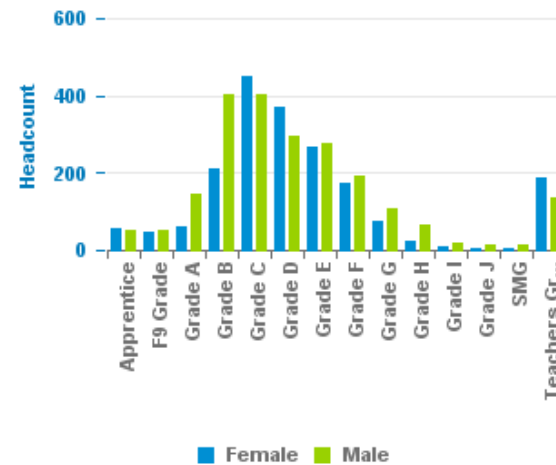
Female/Male Profile

Female	Male
47.19%	52.81%

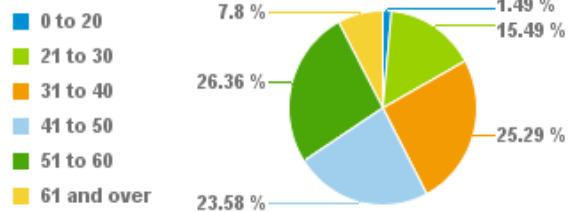
Workforce Breakdown

	Head Count	Full Time Equivalent
Full-Tim	3520	3514.18
Part-Tim	585	354.33
Total	4105	3868.51

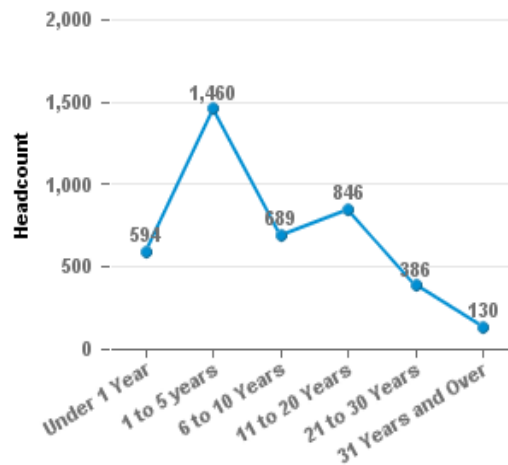
Grade Breakdown



Age Groups



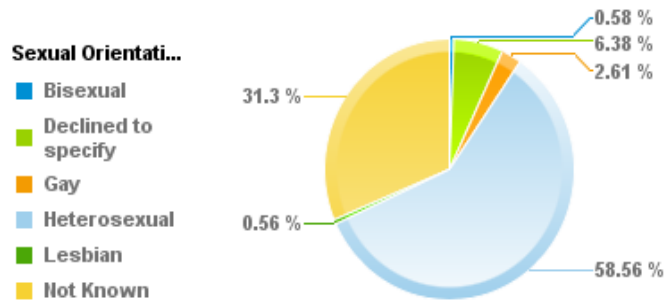
City of London Length of Service



Stated Disability

No	78.49%
Not Known	18.34%
Yes	3.17%

Sexual Orientation



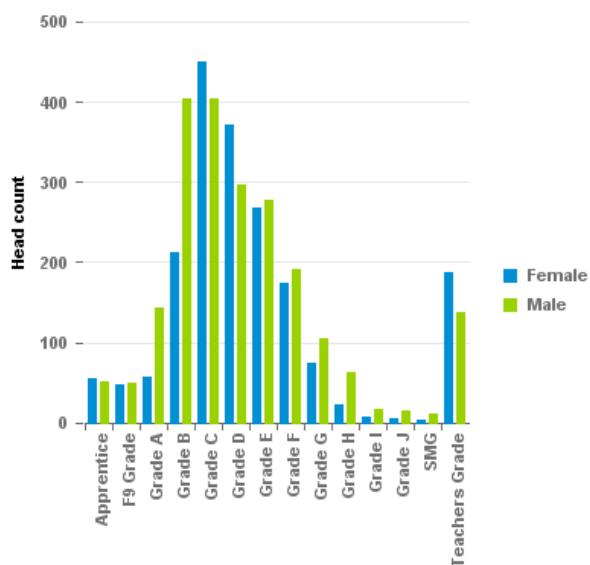
Sexual Orientation	Total	%
Bisexual	24	0.58%
Declined to specify	262	6.38%
Gay	107	2.61%
Heterosexual	2404	58.56%
Lesbian	23	0.56%
Not Known	1285	31.30%
Total	4105	100.00%

Religion and Beliefs

Religious Belief	Total	%
Buddhist	17	0.41%
Christian	1497	36.47%
Hindu	46	1.12%
Jewish	25	0.61%
Muslim	117	2.85%
None / No religion	1275	31.06%
Not Known	700	17.05%
Not stated	230	5.60%
Other	135	3.29%
Sikh	30	0.73%
Spiritual	33	0.80%
Totals	4105	100.00%

City of London Grade & Female/Male Breakdown as at 30/06/2018

Grade	Female	Male	Total
Apprentice	56 51.85%	52 48.15%	108
F9 Grade	47 48.45%	50 51.55%	97
Grade A	58 28.86%	143 71.14%	201
Grade B	212 34.36%	405 65.64%	617
Grade C	450 52.69%	404 47.31%	854
Grade D	371 55.54%	297 44.46%	668
Grade E	268 49.08%	278 50.92%	546
Grade F	174 47.54%	192 52.46%	366
Grade G	75 41.67%	105 58.33%	180
Grade H	22 25.88%	63 74.12%	85
Grade I	7 30.43%	16 69.57%	23
Grade J	6 28.57%	15 71.43%	21
SMG	3 21.43%	11 78.57%	14
Teachers Grade	188 57.85%	137 42.15%	325
Totals	1937 47.19%	2168 52.81%	4105



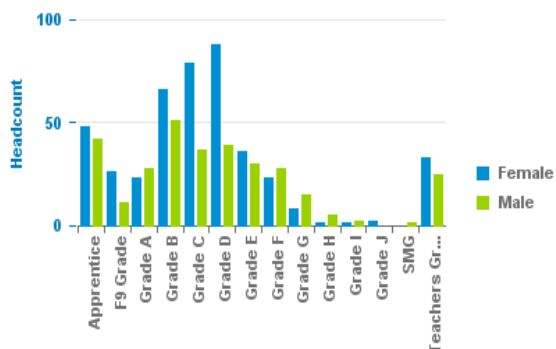
New starter information 01/07/2017 to 30/06/2018

Female	Male
58.02%	41.98%
434	314

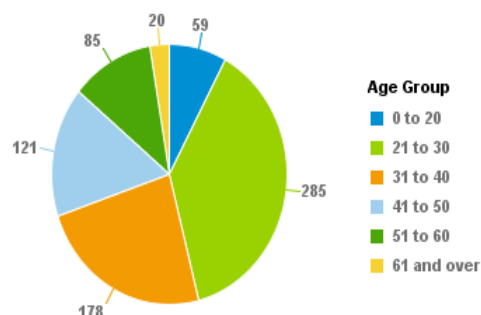
Workforce profile

	Full-Time	Part-Time	Total
Head count	619	129	748
Full Time Equivalent	617.61	69.31	686.92

Grade & Female/Male Profile



Age Grouping



Grade	Female	Male	Total
Apprentice	48	42	90
F9 Grade	26	11	37
Grade A	23	28	51
Grade B	66	51	117
Grade C	79	37	116
Grade D	88	39	127
Grade E	36	30	66
Grade F	23	28	51
Grade G	8	15	23
Grade H	1	5	6
Grade I	1	2	3
Grade J	2	0	2
SMG	0	1	1
Teachers Grade	33	25	58
Totals	434	314	748

Age Group	Female	Male	Total
0 to 20	33	26	59
21 to 30	184	101	285
31 to 40	92	86	178
41 to 50	73	48	121
51 to 60	44	41	85
61 and over	8	12	20
Totals	434	314	748

Ethnic Groups

Grade	Asian or Asian British	Black or Black British	Mixed	Not Known	Other Ethnic Groups	White	Total
Apprentice	14.81%	8.33%	5.56%	12.04%	0.93%	58.33%	100.00%
F9 Grade	3.09%	2.06%	1.03%	23.71%	1.03%	69.07%	100.00%
Grade A	1.99%	25.87%	3.48%	10.95%	6.47%	51.24%	100.00%
Grade B	5.67%	12.64%	2.76%	12.64%	1.78%	64.51%	100.00%
Grade C	6.91%	7.73%	2.93%	12.88%	1.52%	68.03%	100.00%
Grade D	5.84%	7.49%	2.10%	14.97%	1.35%	68.26%	100.00%
Grade E	5.49%	4.03%	2.38%	10.62%	1.10%	76.37%	100.00%
Grade F	6.56%	3.28%	0.55%	7.38%	1.64%	80.60%	100.00%
Grade G	5.56%	2.22%	2.22%	6.67%	1.67%	81.67%	100.00%
Grade H	2.35%		3.53%	4.71%		89.41%	100.00%
Grade I				4.35%		95.65%	100.00%
Grade J	4.76%	9.52%		4.76%		80.95%	100.00%
SMG				42.86%		57.14%	100.00%
Teachers Grade	0.92%		0.92%	48.31%	0.31%	49.54%	100.00%

Ethnic Group	Total	Percentage
Asian or Asian British	226	5.51%
Black or Black British	297	7.24%
Mixed	95	2.31%
Not Known	612	14.91%
Other Ethnic Groups	64	1.56%
White	2811	68.48%
Total	4105	100.00%

Leaver information 01/07/2017 to 30/06/2018

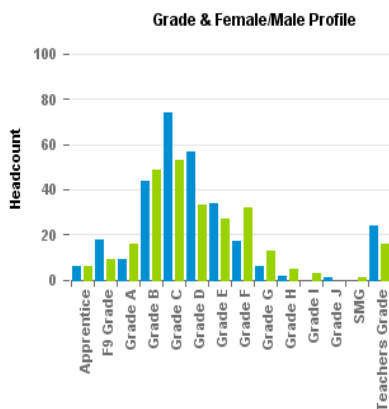
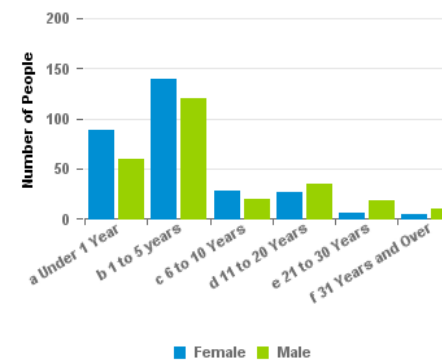
Breakdown

Female	Male
52.61%	47.39%
292	263

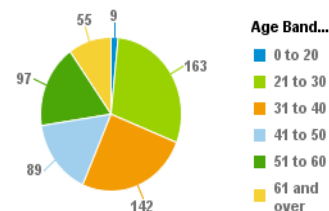
Workforce Profile

	Full Time	Part-Time	Total
Head count	453	102	555
Full Time Equivalent	451.16	58.52	509.68

Service History



Age Grouping



Age group	Female	Male	Total
0 to 20	3	6	9
21 to 30	101	62	163
31 to 40	80	62	142
41 to 50	53	36	89
51 to 60	37	60	97
61 and over	18	37	55
Totals	292	263	555

Service groups	Female	Male	Total
a Under 1 Year	88	59	147
b 1 to 5 years	140	120	260
c 6 to 10 Years	28	20	48
d 11 to 20 Years	26	35	61
e 21 to 30 Years	6	19	25
f 31 Years and Over	4	10	14
Totals	292	263	555

Grade	Female	Male	Total
Apprentice	6	6	12
F9 Grade	18	9	27
Grade A	9	16	25
Grade B	44	49	93
Grade C	74	53	127
Grade D	57	33	90
Grade E	34	27	61
Grade F	17	32	49
Grade G	6	13	19
Grade H	2	5	7
Grade I	0	3	3
Grade J	1	0	1
SMG	0	1	1
Teachers Grade	24	16	40
Totals	292	263	555

Leaving Reasons	Total
Death in Service	2
Dismissal	7
End of Fixed Term Contract	36
Other Reason	7
Redundancy	20
Resignation	442
Retirement	38
Transfer	3
Totals	555

Sickness Absence reporting - June 2018

Average Working days lost

	July 2017	June2018
Short Term Sickness	0.19	0.22
Long Term Sickness	0.21	0.27
Total	0.4	0.48

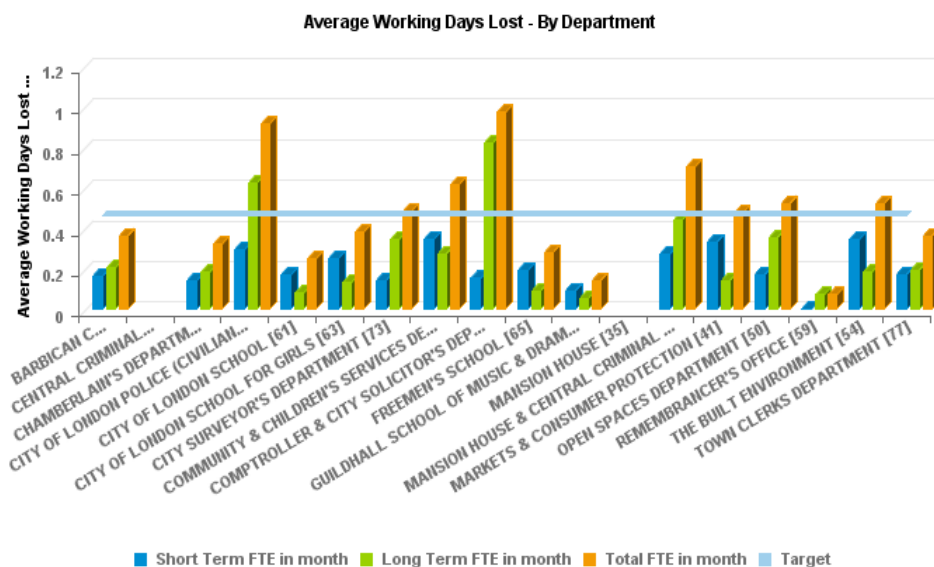
Top 3 Reasons as % of Total absence

Sickness Reason	%
Anxiety/stress/depression/other psychiatric illnesses	21.69%
Cold, Cough, Flu (Influenza)	13.69%
Gastrointestinal problems	8.71%
Total of top 3 Reasons	44.10%
Other Reasons	55.90%
Total	100.00%

Short-Term/ Long-term split

Top 3 Sickness Reasons	Short-Term split	Long-Term split
Anxiety/stress/depression/other psychiatric illnesses	14.71%	85.29%
Cold, Cough, Flu (Influenza)	96.11%	3.89%
Gastrointestinal problems	78.61%	21.39%
Average	63.14%	36.86%

Sickness Absence per Department - June 2018



Department	Total	Short Term	Long Term	Occurrence	Target
BARBICAN CENTRE [05]	0.36	0.16	0.2	18	0.5
CENTRAL CRIMINAL COURT [09]	0	0	0	0	0.5
CHAMBERLAIN'S DEPARTMENT [11]	0.32	0.14	0.18	13	0.5
CITY OF LONDON POLICE (CIVILIANS) [55]	0.91	0.29	0.62	21	0.5
CITY OF LONDON SCHOOL [61]	0.25	0.17	0.08	9	0.5
CITY OF LONDON SCHOOL FOR GIRLS [63]	0.38	0.25	0.13	9	0.5
CITY SURVEYOR'S DEPARTMENT [73]	0.48	0.14	0.34	12	0.5
COMMUNITY & CHILDREN'S SERVICES DEPARTMENT [25]	0.61	0.34	0.27	20	0.5
COMPTROLLER & CITY SOLICITOR'S DEPARTMENT [15]	0.97	0.15	0.82	7	0.5
FREEMEN'S SCHOOL [65]	0.28	0.19	0.09	10	0.5
GUILDHALL SCHOOL OF MUSIC & DRAMA [19]	0.14	0.09	0.05	12	0.5
MANSION HOUSE [35]	0	0	0	0	0.5
MANSION HOUSE & CENTRAL CRIMINAL COURT [09]	0.7	0.27	0.44	10	0.5
MARKETS & CONSUMER PROTECTION [41]	0.47	0.33	0.14	13	0.5
OPEN SPACES DEPARTMENT [50]	0.52	0.17	0.35	20	0.5
REMEMBRANCER'S OFFICE [59]	0.07	0	0.07	1	0.5
THE BUILT ENVIRONMENT [54]	0.52	0.34	0.18	17	0.5
TOWN CLERKS DEPARTMENT [77]	0.36	0.17	0.19	15	0.5
Total	0.48	0.22	0.27	207	0.5

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

Sickness lost by Absence reason - June 2018

Absence Reason	Working days lost in last month	Percentage of working days lost in last	Working days lost in year	Percentage of working days lost in year
Anxiety/stress/depression/other psychiatric illnesses	404	21.58%	4758	21.28%
Gastrointestinal problems	211	11.27%	2173	9.72%
Other musculoskeletal problems -excluding back problems, including neck problems	183	9.78%	1917	8.57%
Cold, Cough, Flu (Influenza)	157	8.39%	3672	16.42%
Back Problems	121	6.46%	1474	6.59%
Other Reason (not classified elsewhere)	105	5.61%	1419.5	6.35%
Benign and malignant tumours, cancers	95	5.07%	892	3.99%
Heart, cardiac & circulatory problems	82	4.38%	507	2.27%
Headache / migraine	75	4.01%	507	2.27%
Genitourinary & gynaecological disorders - excluding pregnancy related disorders	73	3.90%	694	3.10%
Injury, fracture	72	3.85%	803	3.59%
Chest & respiratory problems	61	3.26%	1288	5.76%
Nervous system disorders - excluding headache/migraine	54	2.88%	251	1.12%
Pregnancy related disorders	42	2.24%	218	0.97%
Ear, nose, throat (ENT)	37	1.98%	702	3.14%
Eye problems	28	1.50%	202	0.90%
Infectious diseases	18	0.96%	224	1.00%
Dental and oral problems	16	0.85%	137	0.61%
Burns, poisoning, frostbite, hypothermia	13	0.69%	70	0.31%
Skin disorders	10	0.53%	175	0.78%
Endocrine / glandular problems (e.g. diabetes, thyroid, metabolic problems)	9	0.48%	64	0.29%
Asthma	6	0.32%	82	0.37%
Blood disorders (e.g. anaemia)	0	0.00%	130	0.58%
Other musculo-skeletal problems	0	0.00%	2	0.01%
Total	1872	100.00%	22361.5	100.00%

HR Casework - June 2018**Grievances**

Total cases in rolling year	10
Cases currently open	5
Open cases that relate to Leavers	1

closure rate	Cases	%
0 to < 3 Months	5	100.00%
3 to <6 Months	1	20.00%
6 to <9 Months	0	
9 to <12 Months	0	
over 12 Months	0	
Total Cases closed	5	

Disciplinaries

Total cases in rolling year	29
Cases currently open	10
Open cases that relate to Leavers	1

closure rate	Cases	%
0 to <3 Months	13	68.42%
>=12 Months	2	10.53%
3 to <6 Months	2	10.53%
6 to <9 Months	2	10.53%
over 12 Months	0	0.00%
Total Cases closed	19	100.00%

Sickness Management

Total cases in rolling year	224
Cases currently open	97
Open cases that relate to Leavers	12

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Committee	Dated:
Establishment Committee	20 September 2018
Subject:	Public
HR Transformation Programme Update	
Report of:	For Information
Chrissie Morgan, Director of Human Resources	
Report author:	
Janet Fortune, Assistant Director HR	

Summary

This report provides the Establishment Committee with a quarterly report on the activities of the HR Transformation Programme since the initial report in May 2018.

There have been a number of changes since the May report, the Assistant Director – Transformation, who was leading the programme left in July 2018 and the Head of Organisational Development, also left in July. There has been some slight restructuring and reallocation of work to fill the gaps, but all programmes are on track.

This report gives an update on the activities in the six workstreams which are designed to enable a skilled and committed workforce to work together to excel in delivering high quality, accessible and responsive services and thereby ultimately achieving the Corporate Plan outcomes.

Recommendations

The Establishment Committee is asked to note the report.

Main Report

Background

1. The Human Resources Business Plan was agreed at the February meeting of the Establishment Committee. The HR Business Plan is focussed on achieving 'business as usual' HR services and how current policies and processes are improved to deliver an effective HR service for the City Corporation. Whilst working on the business plan we have found it difficult to distinguish between 'business as usual' and transformation projects and we are working on combining these into one reporting tool.
2. There is so much work included in the projects and business plan that it is difficult to provide a summary of the activity in an easy to digest and readable form. We are working on a dashboard to better summarise this, which should be ready for

the next quarter reporting. Below at 4, is a summary of the activity since May 2018.

Current Position

3. At the April meeting of the Establishment Committee the Chairman advised that key priorities for the Committee would be:
 - Developing a reward strategy which means we can attract, retain, and incentivise staff at all levels of the organisation;
 - Putting diversity and inclusion at the heart of our policies, ensuring that our staff and our services reflect the communities we represent and serve;
 - Tackling the gender pay gap in the Corporation;
 - Succession planning and recruitment to a few key senior roles; and
 - The effective oversight of further change programmes.
4. The HR Transformation Programme is intended to enable these priorities to be delivered. This is a summary of the activity since May.

Attracting Talent

- Attracting Talent to the organisation (Branding) project has completed the research and agreed the creative concept.
- Compliance processes for DBS have been reviewed and made more robust and training for DBS authorised signatories has been rolled out to all signatories and is being rolled out to all document checkers.
- Recruitment process – requisition stage has been re-engineered and has reduced error rates by 50%
- Recruitment and Selection training has been brought in house as part of the programme of bringing in house some of our class room based training, particularly where it involved City Corporation policies
- Recruitment and Selection guidance reviewed and refreshed
- Anonymised recruitment carried out for senior roles
- First Aid Training reviewed, alongside 'qualified' first aider requirements in departments. Facilities in Training Room 1 for First Aid training reviewed and renewed to provide more flexible space for floor activities.

Performance Excellence

- Pilots for new appraisal system with Coaching conversations training rolled out to all pilot areas
- Reviewed electronic appraisal recording systems and identified one possibility which will be piloted in October for 3 months.
- Employee Engagement Survey; procured supplier, questionnaire finalised will be launched mid September

City Academy

- Refurbishment of the training rooms 1 and 2, to provide more flexible work space with screens being replaced with TVs with access to the internet to enable videos, TED talks and Youtube videos to be shown.

- Reviewed the induction (Welcome) packs and the use of single use plastic in training rooms, replaced the Welcome pack using recycled material bag with multi use and reusable 'coffee cup style' mug for use with tea/coffee/water. Replaced all the plastic cups with reusable cups.
- Appointment of two inhouse trainers
- City Academy proposals for Project Management Academy to Summit Group
- City Learning Live goes on tour in November to the Port and Hampstead Heath
- Unconscious bias e.learning module rolled out
- New Apprenticeship video developed
- Development prospectus finalised and due to be rolled out in September
- New Institute of Leadership and Management (ILM) apprenticeship launched – is portfolio based not assignment based.
- New Apprenticeship strategy with cross organisational themes agreed. Providers for all 6 themes at different levels identified and will be launched for staff in the autumn

Pay and reward

- Benefits Portal rolled out in July
- Pay and Reward task and finish group to be set up to develop and appraise options for replacement of current 'contribution pay system'
- Pay Award agreed and will be paid in September
- Senior Remuneration Panel established, has had the first meeting and next meeting scheduled for Autumn 2018.

Health Safety and Wellbeing

- Mental Health and Wellbeing Conference in May 2018 attended by 180
- Mental Health and Wellbeing Policy agreed by Establishment Committee
- Mental Health Action Plan drafted with stakeholders.
- Three new CityWell guidance notes completed including 'approaching sensitive conversations'
- New "This is Me" Video developed to support the Lord Mayor's Green Ribbon appeal

Equality and Inclusion

- We reported on our annual analysis of the workforce in July to establishment committee. This report sets out the workforce profile information for the year 2017-2018. It also provides Members with a summary of the main equalities and inclusion initiatives and actions that have taken place over the year 2017-18.
- The Town Clerk reported on a proposed piece of work to explore the development of an over-arching policy on gender identity for the City Corporation. It was noted that we already have workplace guidance and online learning on transgender equality.

- The Equalities and Inclusion Board received an update on take up of Mandatory equalities training and agreed to adjust the Board's Action plan to align with the business planning process from April to March each year and agreed the employment actions within the plan. The Board also received updates from the staff network leads with some of their sponsors in attendance as well. This included an update from the Pride London Parade which was supported by the Committee and plans for the proposed 3rd year birthday celebrations and participation at the Lord Mayor's Parade in November.

Corporate & Strategic Implications

5. The HR Transformation Programme contributes towards the achievement of the twelve outcomes in the Corporate Plan. Specifically, it impacts on 1, 2, 3, 4, 5, 8 and 10.

Conclusion

6. The Establishment Committee is asked to note the actions listed within the work streams and that the HR Transformation Programme contains the relevant actions to enable the organisation to deliver the Corporate Plan and the aims of the Establishment Committee.

Janet Fortune
Assistant Director HR

Committee:	Date:
Establishment Committee	20 th September 2018
Subject: Revenue Outturn 2017/18	Public
Report of: The Town Clerk, the Chamberlain, the Comptroller and City Solicitor	For Information
Report Author: Laura Tuckey, Chamberlain's Department	

Summary

This report compares the revenue outturn for the services overseen by your Committee in 2017/18 with the final budget for the year. Overall total net expenditure during the year was £11.925m whereas the budget was £12.030m representing an underspend of £105,000 as summarised below.

	Final Budget £000	Revenue Outturn £000	Variations Worse/ (Better) £000
Chief Officer			
Total Town Clerk	6,855	6,951	96
Total Comptroller and City Solicitor	3,288	3,209	(79)
Total Chief Officer	10,143	10,160	17
Support Services	1,887	1,765	(122)
Net Expenditure	12,030	11,925	(105)

The better than budget position mainly relates to underspends on Communications and Computing and Support Services (further details can be found in paragraphs 3 and 6 of the main report).

The Town Clerk proposed to carry forward £88,000 of the £107,000 local risk underspend and the Comptroller and City Solicitor proposed to carry forward £100,000 of the £142,000 local risk underspend. These proposals have been agreed by the Chamberlain in consultation with the Chairman and Deputy Chairman of the Resource Allocation Sub Committee and have been added to budgets for 2018/19.

Recommendations

It is recommended that this revenue outturn report for 2017/18 and the budgets carried forward to 2018/19 are noted.

Main Report

Budget Position for 2017/18

1. The 2017/18 original budget for the services overseen by your Committee was £10.851m as endorsed by the Court of Common Council in March 2017. This has subsequently been increased to a final budget of £12.030m. An analysis of the increase of £1.179m is provided in Appendix 1.

Revenue Outturn for 2017/18

2. As indicated in the table in the summary, actual net expenditure for your Committee's services during 2017/18 totalled £11.925m compared to a budget of £12.030m, resulting in an underspend of £105,000.

Town Clerk - £96,000 increased net requirement

3. The increased requirement of £96,000 is comprised of underspends of £107,000 on local risk and overspends of £203,000 on central risk. A breakdown of local and central risk spend is shown in Appendix 2.
4. The reduced local risk requirement was largely due to:
 - The HR software Learning Pool's licence being budgeted in 2017/18 when the payment was due in 2018/19. This has resulted in an underspend against a budget of £88,000 of which £35,000 has been requested as a carry forward that relates to the licence for 2018/19.
 - City Learning Live had to be postponed from Autumn 2017 as it clashed with other Senior Management events as a result the event was deferred to combine with the launch of other initiatives in May 2018. This resulted in an underspend of £35,000 and has been requested as a carry forward.
 - Delays in refurbishing the Training Rooms resulted in underspends of £18,000 which has been requested as a carry forward.
5. The increased central risk requirement was due to:
 - New salary and other ancillary costs totalling £148,000 which had no associated budget increase.
 - The Union staffing and associated on costs had its budget reduced as it was agreed that the service for 2017/18 was going to be reduced to achieve savings. However, this was reviewed by Summit Group on 29th March 2017 where it was agreed that the service would be required to continue but at a reduced level to achieve wider cross departmental savings. This took into account the current employee relations climate which is positive, because we have experienced fixed release representatives in place with a sound understanding of Corporation practices. Moreover, a collaborative and solution focused approach to individual casework has been developed with the fixed release representatives. This has resulted in a relatively low level of formal disciplinary and grievance casework by dealing with matters at an early stage before they escalate. In addition the benefits of fixed release means that there is less time off required for departmental representatives to deal with matters which would require time away from

work. As a result, the total costs for Unions of £86,000 was not included in the budget, delivering £14,000 saving against the projected total £100,000 saving.

Comptroller and City Solicitor - £79,000 reduced net requirement.

6. The reduced net requirement of £79,000 was comprised of underspends of £142,000 on local risk and an under recovery of income against budget of £63,000 on central risk as shown in Appendix 2.
7. The local risk reduced requirement was mainly due to:
 - The planned replacement of the information management system was put out to tender as a fully hosted legal case management system in November 2017, however, licencing and hosting costs in tenders were found to be excessive so as a result specifications and requirements were amended to reduce costs which has delayed the purchasing of the system. This resulted in an underspend against budget of £100,000 of which £100,000 has been requested as a carry forward (see Appendix 2);
8. The central risk worse than budget outcome was due to:
 - A reduction in property related legal fee income that has resulted in a worse than budget position of £63,000. This was due to a reduced number of property transactions as a result of market conditions.

Carry Forwards to 2018/19

9. In relation to their cash limited budgets, Chief Officers can request up to 10% of the total underspend or £500,000 (whichever is the lesser amount) to be carried forward provided the underspending is not fortuitous and the resources are required for a planned purpose. Such requests are considered by the Chamberlain in consultation with the Chairman and Deputy Chairman of the Resource Allocation Sub Committee.
10. Overspendings are carried forward in full to be met from agreed 2018/19 budgets. However, there are no such overspends in relation to the services overseen by the Establishment Committee.
11. The Town Clerk and the Comptroller and City Solicitor proposed to carry forward £88,000 and £100,000 of their respective underspends. Details of the use of the carry forwards are set out in Appendix 3.
12. These proposals have been agreed by the Chamberlain in consultation with the Chairman and Deputy Chairman of the Resource Allocation Sub Committee and the 2018/19 budgets increased accordingly.

Appendices

- Appendix 1 – Analysis of movements from 2017/18 Original Budget to 2017/18 Final Budget
- Appendix 2 – Local & Central Risk Breakdown

- Appendix 3 – Carry Forwards

Peter Kane
Chamberlain

John Barradell
Town Clerk

Michael Cogher
Comptroller & City Solicitor

Contact Officers:

Laura Tuckey, Chamberlain's Department
020 7332 1761
laura.tuckey@cityoflondon.gov.uk

Sarah Blogg, Town Clerk's Department
020 7332 1982
sarah.blogg@cityoflondon.gov.uk

Nick Senior, Comptroller and City Solicitor's Department
020 7332 1668
nick.senior@cityoflondon.gov.uk

APPENDIX 1

Analysis of movements 2017/18 Original Budget to Final Budget	£000
Original Local Risk Budget (Town Clerk)	6,298
Contribution Pay & Pension Increases	218
Local Risk carry forward from Town Clerk's underspend in 2016/17	120
Budget transfer from Culture Heritage and Libraries	103
New staffing approved from Finance Contingency supporting Committee Chair	56
Apprenticeship budget uplift	44
FOI staff transferring to Comptrollers	-115
Final Local Risk Budget (Town Clerk)	6,724
Original Local Risk Budget (Comptroller and City Solicitor)	2,981
Contribution Pay & Pension Increases	142
3 Additional staff for Corporate and Public Law division	140
FOI staff transferring from Town Clerks	115
Local Risk carry forward from Comptrollers underspend in 2016/17	110
Final Local Risk Budget (Comptroller and City Solicitor)	3,488
Original Central Risk Budget (Town Clerk)	122
Increases to Computer Licences costs	6
Contribution Pay & Pension Increases	3
Final Central Risk Budget (Town Clerk)	131
Original Central Risk Budget (Comptroller and City Solicitor)	-200
No change to budget	0
Final Central Risk Budget (Comptroller and City Solicitor)	-200
Original Support Services and Capital Charges Budget	1,650
Net movements	237
Final Support Services and Capital Charges Budget	1,887
Total Original Budget	10,851
Total increase	1,179
Total Final Budget	12,030

APPENDIX 2

	Original Budget	Final Budget	Revenue Outturn	Variations Worse/(Better)
	£000	£000	£000	£000
Chief Officer				
Local Risk				
The Town Clerk	6,298	6,724	6,617	(107)
The Comptroller and City Solicitor	2,981	3,488	3,346	(142)
Total Local Risk	9,279	10,212	9,963	(249)
Central Risk				
The Town Clerk	122	131	334	203
The Comptroller and City Solicitor	-200	-200	-137	63
Total Central Risk	-78	-69	197	266
Total Town Clerk	6,420	6,855	6,951	96
Total Comptroller and City Solicitor	2,781	3,288	3,209	(79)
Total Chief Officer	9,201	10,143	10,160	17
Support Services	1,650	1,887	1,765	(122)
Net Expenditure	10,851	12,030	11,925	(105)

APPENDIX 3

To Be Approved Carry Forwards	£000
<p><u>The Town Clerk</u></p> <p>The HR software 'Learning Pool' licence was previously budgeted for 2 years in advance in 2017/18 when the payment was due in 2018/19 and 2019/20. As per accounting regulations expenditure should be recognised in the financial year the services are received, as a result £35k will need to be carried forward to 2018/19.</p> <p>City Learning Live is typically held in Autumn but was deferred from Autumn 2017 as it clashed with other Senior Management events and as HR have recently recruited a new Learning & Development manager the event was deferred to combine with the launch of other initiatives such as a new leadership programme in May 2018.</p> <p>Delays of 6 months in receiving a quote to refurbishing the Training Rooms has resulted in the works not yet being started. This work will now be expected to be carried out in 2018/19.</p>	<p>35</p> <p>35</p> <p>18</p>
Total Town Clerk	88
<p><u>The Comptroller and City Solicitor</u></p> <p>C&CS has an objective in its 2018/19 Business Plan to 'Complete a major Information Management Project'. On 4 February 2016, the Corporate Projects Board approved a C&CS proposal to implement a replacement information case management system. The project was paused at the procurement stage in January 2017 to ensure that the system procured achieves a good technical fit with the new corporate IT infrastructure deployed in 2017. The requirement was put out to market as a fully hosted legal case management system in November 2017. Licencing and hosting costs in the tenders were found to be excessive and therefore the specification/requirements have been revised to reduce the cost to be within budget which has been reduced to £90k with a £10k contingency while retaining the system functionality required to deliver the required business process improvements.</p>	<p>100</p>
Total Comptroller and City Solicitor	100

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Committee	Date:
Establishment Committee	20 September 2018
Subject: Decision made under Urgent Authority	Public
Report of: Town Clerk	For Information
Report author: Sacha Than, Senior Committee and Members' Services	

Summary

This report provides details of a decision taken under urgent authority since your last meeting.

Recommendation

Members are asked to note the report.

Main Report

RECRUITMENT OF MANAGING DIRECTOR, BRUSSELS OFFICE

1. In September 2017, the Court of Common Council approved the establishment of a new position of Managing Director of the City of London Corporation's office in Brussels. Subsequently, a tendering process was completed to appoint a recruitment consultancy to assist with the search for a candidate. However, following the short-listing and interview process earlier this year, it was not possible to appoint an appropriate candidate to the position.
2. Since the inconclusive search, two new candidates have been identified. Both have been approached informally by officers and have confirmed their interest in the position. They have indicated they would apply for the position when advertised and are aware of the broad parameters of the remuneration package. Consequently, it is recommended that the recruitment process is repeated as soon as possible and approval is sought for this and to the composition of an interview panel.
3. The proposals were approved by the Policy and Resources Committee at its 6 September 2018 meeting and, given the need to schedule and conduct the interview process as soon as possible, the concurrence of the Establishment Committee was sought under urgency procedures.
4. Approval was therefore given for the commencement of a new recruitment process and the composition of the interview panel.

Sacha Than

Senior Committee & Members' Services Officer

T: 020 7332 3419

E: sacha.than@cityoflondon.gov.uk

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JOINT CONSULTATIVE COMMITTEE

Thursday, 12 July 2018

Minutes of the meeting of the Joint Consultative Committee held at Committee Rooms, 2nd Floor, West Wing, Guildhall on Thursday, 12 July 2018 at 10.00 am

Present

Members:

Deputy Edward Lord (Chair)
Deputy Keith Bottomley
Deputy Jamie Ingham Clark
Deputy Joyce Nash

Union Members

Sean Davidson	–	GMB
Pritesh Dattani	–	UNITE
Paul Reid	–	UNITE

In Attendance

Officers:

Sacha Than	-	Town Clerk's Department
Matt Lock	-	Chamberlain's Department
Chrissie Morgan	-	Director of Human Resources
Tracey Jansen	-	Human Resources Department
Ian Simpson	-	Human Resources Department

1. APOLOGIES

Apologies for absence were received from Deputy the Revd Stephen Haines (Deputy Chairman), Randall Anderson and Ruby Sayed.

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

No declarations of interest were received.

3. MINUTES

RESOLVED – That the public minutes and summary of the meeting held on 22 May 2017 be approved as an accurate record subject to the Union Representatives in attendance at the meeting being listed underneath the Members heading.

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

There were no questions.

5. ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT

There were no items of urgent business.

6. EXCLUSION OF THE PUBLIC

RESOLVED – That under Section 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.

Item(s)	Paragraph(s)
7,8,11	4
7. NON-PUBLIC MINUTES	
The non-public minutes of the last meeting were approved as an accurate record.	
8. 2018/20 PAY CLAIM	
A discussion took place regarding a proposal the from the City for a two-year pay settlement covering 2018 to 2020.	
9. NON-PUBLIC QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE	
There were no questions.	
10. ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE COMMITTEE AGREES SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED	
There was no other business.	
11. CONFIDENTIAL MINUTE	
The Committee approved the confidential minute of the meeting held on 22 May 2018.	

The meeting ended at 10.12 am

Chair

Contact Officer: Sacha Than
tel. no.: 020 7332 3419
sacha.than@cityoflondon.gov.uk

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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of the Local Government Act 1972.

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