



## Establishment Committee

**Date:** TUESDAY, 26 FEBRUARY 2019  
**Time:** 11.30 am  
**Venue:** COMMITTEE ROOM - 2ND FLOOR WEST WING, GUILDHALL

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

**Enquiries:** Sacha Than  
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**N.B. Part of this meeting may be subject to audio-visual recording.**

**Lunch will be served in the Guildhall Club at 1.00pm.**

**John Barradell  
Town Clerk**

# AGENDA

## Part 1 - Public Agenda

1. **APOLOGIES**
2. **MEMBERS' DECLARATIONS UNDER THE CODE OF CONDUCT IN RESPECT OF ITEMS ON THE AGENDA**
3. **MINUTES**  
To agree the public minutes and summary of the meeting held on 16 January 2019.

**For Decision**  
(Pages 1 - 8)

4. **OUTSTANDING ACTIONS REPORT**  
Report of the Town Clerk.

**For Information**  
(Pages 9 - 10)

## Strategic Business

5. **BREXIT UPDATE**  
Director of Human Resources to be heard.

**For Information**

6. **HEADLINE RESULTS OF THE 2018 EMPLOYEE ENGAGEMENT SURVEY**  
Joint report of the Town Clerk and Director of Human Resources.

**For Information**  
(Pages 11 - 18)

## For Formal Decision

7. **PROTOCOL ON MEMBER OFFICER RELATIONS**  
Joint report of the Comptroller and City Solicitor and Director of Human Resources.

**For Decision**  
(Pages 19 - 26)

8. **EQUALITY AND INCLUSION - UPDATE**  
Report of the Director of Human Resources.

**For Decision**  
(Pages 27 - 38)

**For Information**

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

To receive the public minutes of the last meeting of the Senior Remuneration Sub-Committee.

**For Information**

(Pages 39 - 40)

10. **RESULTS OF THE FLU JAB PILOT SCHEME - TO FOLLOW**

Report of the Director of Human Resources.

**For Information**

11. **FINAL DEPARTMENTAL HIGH-LEVEL BUSINESS PLANS 2019/20**

Joint report of the Town Clerk, Comptroller and City Solicitor and Director of Human Resources.

**For Decision**

(Pages 41 - 52)

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

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

14. **EXCLUSION OF THE PUBLIC**

MOTION - That under Section 100A(4) of the Local Government Act 1972, the public be excluded from the meeting for the following items of business on the grounds that they involve the likely disclosure of exempt information as defined in Part I of Schedule 12A of the Local Government Act.

**For Decision**

**Part 2 - Non-Public Agenda**

15. **NON-PUBLIC MINUTES**

To agree the non-public minutes of the meeting held on 16 January 2019.

**For Decision**

(Pages 53 - 54)

16. **OUTSTANDING ACTIONS REPORT**

Report of the Town Clerk.

**For Information**

(Pages 55 - 56)

17. **NON-PUBLIC QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
18. **ANY OTHER BUSINESS THAT THE CHAIR CONSIDERS URGENT AND WHICH THE COMMITTEE AGREES SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**

**Part 3 - Confidential Agenda**

19. **CONFIDENTIAL MINUTES**  
To agree the Confidential minutes of the last meeting held on 16 January 2019.

**For Decision**

**For Decision**
20. **CHAMBERLAIN'S STAFFING MATTERS**  
Report of the Chamberlain.

**For Decision**
21. **PORT HEALTH STAFFING MATTERS**  
Report of the Interim Director of Consumer Protection and Markets Operations.

**For Decision**

**For Information**
22. **MARKET FORCES SUPPLEMENTS**  
Report of the Director of Human Resources

**For Information**
23. **SENIOR REMUNERATION SUB COMMITTEE MINUTES**  
To receive the confidential minutes of the last meeting of the Senior Remuneration Sub-Committee.

**For Information**
24. **TOWN CLERK'S UPDATE**  
The Town Clerk to be heard.

**For Information**

## ESTABLISHMENT COMMITTEE

Wednesday, 16 January 2019

Minutes of the meeting of the Establishment Committee held at Committee Room -  
2nd Floor West Wing, Guildhall on Wednesday, 16 January 2019 at 11.30 am

### Present

#### Members:

Deputy Edward Lord (Chair)  
Randall Anderson  
Deputy Kevin Everett  
Deputy Jamie Ingham Clark  
Jeremy Mayhew  
Sylvia Moys

Barbara Newman  
Deputy Elizabeth Rogula  
Alderman William Russell  
Ruby Sayed  
Deputy Philip Woodhouse

### In Attendance

#### Officers:

|                 |  |
|-----------------|--|
| John Barradell  | - Town Clerk and Chief Executive               |
| Peter Lisle     | - Assistant Town Clerk (Culture Mile Director) |
| Sufina Ahmad    | - Town Clerk's Department                      |
| Polly Dunn      | - Town Clerk's Department                      |
| Sacha Than      | - Town Clerk's Department                      |
| Chandni Tanna   | - Town Clerk's Department                      |
| Phil Black      | - Chamberlain's Department                     |
| Matthew Lock    | - Chamberlain's Department                     |
| Michael Cogher  | - Comptroller and City Solicitor               |
| Alan Bennetts   | - Comptroller and City Solicitor's Department  |
| Dorian Price    | - City Surveyor's Department                   |
| Chrissie Morgan | - Director of Human Resources                  |
| Marion Afoakwa  | - Human Resources Department                   |
| Janet Fortune   | - Human Resources Department                   |
| Tracey Jansen   | - Human Resources Department                   |

The Chair noted the election of Christopher Hayward and looked forward to welcoming him at the next meeting.

#### 1. APOLOGIES

Apologies for absence were received from Deputy Stephen Haines (Deputy Chairman), Deputy Keith Bottomley, Christopher Hayward, Deputy Joyce Nash, and Deputy Richard Regan.

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 3 December 2018 be approved as an accurate record.

**Matters Arising**

In response to a Member's query regarding the date of the Equalities and Inclusion Conference, the Director of Human Resources explained there was no date yet. The Chair asked that this information be circulated to the Committee once available.

4. **OUTSTANDING ACTIONS REPORT**

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

**Influenza Inoculations**

The Chamberlain explained that the proposal was for funding for the jobs to be provided from local risk and from each of the Chief Officers' budgets. The approach would be similar to the current process for members of staff who visited the opticians via the City Corporation. It was explained that this project was not large enough to warrant a procurement exercise but that could be reassessed. It was noted that due to the costs being lower than the HMRC threshold, this could not be considered a tax benefit.

In response to Members' requests that Boots and/or Lloyds Pharmacies be approached to see whether they would offer a discounted rate and the suggestion of a voucher system, the Chair asked the Chamberlain to discuss this further with the Procurement Team. The Chair added that Members wished to see a process for inoculations to be in place for the autumn of 2019.

A Member added that it would be useful for the Committee to be advised of the numbers from the Open Spaces pilot scheme. The Chair asked for a progress report to be provided to the next meeting of the Committee.

**RESOLVED** – That the Committee note the report.

5. **GUILDHALL WORKPLACE UTILISATION PROGRAMME - SMART WORKING REPORT**

The Committee considered a report of the Town Clerk and the City Surveyor which sought approval of the six Design Principles which would support the Smart Working programme.

The City Surveyor explained that there would be changes within the project as it moves forward but an equalities assessment would be reviewed as the programme develops to ensure any changes were proportionate.

In response to a Member's question on feedback, the City Surveyor explained that a staff survey had been conducted and the responses would be reviewed; the Chair asked for the results to be provided to the Committee. The Director of Human Resources replying to the comments made advised there were pilots taking place within Human Resources and the Department of the Built Environment of flexible and agile working with local consultation of what works best and those discussions would be fed back to the Smart Working Group.

Members observed that it would be useful for them to have a walkaround as the programme develops.

A Member noted that an Agile Working programme also seemed to be taking place explaining that this had been reported at a different Committee meeting, in response the City Surveyor explained that he was not aware of the Agile Working programme and would look into this.

**RESOLVED** – That the Committee:

- a) Note the report; and
- b) approve the six Design Principles to support the Smart Working programme.

#### **6. TERMS OF REFERENCE REVIEW**

The Committee considered a report of the Town Clerk which sought approval to the Terms of Reference for subsequent submission to the Court of Common Council.

The Chair proposed that the Chair of the Policy and Resources Committee become an ex-officio Member of the Establishment Committee. In response the Chairman of the Finance Committee suggested this also be applied to their role. It was suggested that the Chair of the Establishment Committee also serve on the Finance Committee as an ex-officio Member.

**RESOLVED** – That: -

- a) the membership of the Committee be amended to include the following two ex-officio Members: the Chair of the Policy and Resources Committee or their nominee and the Chairman of the Finance Committee or their nominee;
- b) the terms of reference of the Committee be approved for submission to the Court of Common Council in April 2019;
- c) any subsequent changes required in the lead up to the Court's appointment of Committees be delegated to the Town Clerk in consultation with the Chair and Deputy Chairman;
- d) the frequency of meetings continue on a six weekly basis; and
- e) the Policy and Resources Committee be invited to change the membership of the Finance Committee to include the Chair of this Committee.

7. **DRAFT PAY POLICY STATEMENT 2019/20**

The Committee considered a report of the Director of Human Resources which sought approval of the draft Pay Policy Statement 2019/20, the Statement will be submitted to the February Policy and Resources Committee, and March Court of Common Council.

A Member raised their concerns on this being an all-encompassing Statement covering both the private and public work of the City Corporation noting there should be a clear demarcation with two separate documents to deal with that which applies under the Localism Act and that which applies privately. The Member added that this suggestion was made in order for there to be less confusion and was not to deviate from the City Corporation's spirit of openness.

Responding to the Member's suggestion, the Director of Human Resources explained that this was a policy decision taken by Members when the Localism Act came into force in 2011 and the distinctions on how the City Corporation determines its pay underlines the Statement. The Director advised that information could be extracted from the Statement, but this would identify staff.

The Comptroller and City Solicitor explained that this was a difficult issue noting that the City Corporation applied the Local Government Act across its functions even those which were private such as the schools and it would be difficult to split this out. He cited the example of staff, explaining that there were officers who spent the majority of their time on city's cash work and their contracts were those of local government with a local government pension. The Comptroller advised that whilst it was good to separate out where possible, it was difficult in practice especially with senior officers and this decision had been taken for the purpose of transparency.

Responding to the comments, the Member explained that they supported openness and transparency but there were practical difficulties that needed to be addressed and a process should commence to make the demarcation line where it was practical to enable clarity.

Discussion took place amongst Members and the following comments were made:

- If demarcation were to take place, would officers be placed on different terms and conditions depending on whether they worked on City's Cash or City's Fund. This would lead to confusion and would further complicate matters.
- To split out pay would create more bureaucracy; the Pay Statement reflected what the City Corporation does, particularly around pensions and this was already complicated.
- It was suggested that hyperlinks be included in the document where details such as the gender pay gap were reported.
- In response to a Member's query on London Weighting, the Director of Human Resources explained that this applied to all grades, but there was an Inner London Weighting and Outer London Weighting applied depending on the location of staff.



- Short discussion took place on whether the Establishment Committee should approve the pay increases for teachers as per its Terms of Reference or whether the Committee had delegated this authority to the Boards of Governors. The Chair asked the Town Clerk to look at past minutes to see whether formal approval had been given by the Committee.

The Director of Human Resources responding to the discussion explained that the issue would be separating out staff, noting that in the past it had been presumed to be a 60/40 City Fund/City's Cash split and only 60% of salary information was published but this was changed to 100% due to improve transparency.

**RESOLVED** – That the Committee agree the draft Pay Policy Statement 2019/20 to ensure the City Corporation meets its requirements under the Localism Act 2011, to enable it to be forwarded to the Policy and Resources Committee and Court of Common Council for further necessary approvals.

8. **BREXIT UPDATE**

The Director of Human Resources provided the Committee with an update on Brexit explaining there were no further changes regarding staffing issues. Those currently employed would be supported to achieve settled status and a communications launch was due to take place updating staff on the proposals for current employees who were EU citizens. The Director explained that the Home Office had advised they would not seek to reidentify the right to live and work in the UK if this had already been done and this would be included in the communications to staff.

The Director added that Brexit meetings were taking place each week with the Town Clerk and Chief Officers to discuss issues such as recruitment of new staff from 2021. The Director cited the Spanish vets as an example noting that they were qualified to undertake inspections at the Ports and UK institutions did not offer those qualifications.

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

There were no questions in the public session, but a Member advised that he would raise two questions in the confidential section of the meeting.

10. **ANY OTHER BUSINESS THAT THE CHAIR CONSIDERS URGENT**

The Committee received a report of the Chief Grants Officer and Director, City Bridge Trust which provided a progress update on the Social Mobility Strategy for 2018-28. The Chair explained that they had requested this be circulated to Members for their information as it was relevant to the Committee.

**RESOLVED** – That the Committee note the report.

11. **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 |
|-------|-----------|
| 12    | 1,2,3,4,5 |
| 13,14 | 3         |
| 17    | 1,2,3,4   |
| 18,19 | 1,2       |
| 20    | 1         |

12. **NON-PUBLIC MINUTES**

The non-public minutes of the meeting held on 3 December 2018 were approved.

13. **OUTSTANDING ACTIONS REPORT**

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

14. **GUILDHALL WORKPLACE UTILISATION PROGRAMME - APPENDICES**

The Committee received the non-public appendices to the Guildhall Workplace Utilisation Programme report at Item 5 of the agenda.

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

There were no questions.

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

There were no items of urgent business.

17. **CONFIDENTIAL MINUTES**

The confidential minutes of the meeting held on 3 December 2018 were approved.

18. **STAFFING MATTERS - ADDENDUM**

The Committee considered a report of the Chamberlain regarding staffing matters.

19. **STAFFING MATTERS**

The Committee considered a report of the Town Clerk regarding staffing matters.

20. **STAFF APPEAL REPORT**

The Committee received a report of the Director of Human Resources which summarised a recent Staff Appeal.

21. **TOWN CLERK'S UPDATE**

The Town Clerk provided the Committee with an oral update.

**The meeting ended at 12.59 pm**

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Chair

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## Establishment Committee – Outstanding Actions

| Item | Date        | Action   | Officer responsible  | To be completed/ progressed to next stage              | Progress Update  |
|------|-------------|--|--|--|--|
| 1.   | 9 July 2018 | <p><u>Guildhall Workplace Utilisation Programme</u></p> <p>Following receipt of a report where Members approved the six design principles to support the Smart Working Programme, Members asked for a walkaround as the Programme develops.</p> <p>The Committee asked the City Surveyor to confirm whether there were two programmes taking place focussing on agile working and smart working.</p> | City Surveyor  | April 2019   | A further report will be submitted to Committees at the earliest opportunity, March/April to align with the letting. If necessary, under delegated authority, providing a detailed financial analysis of the income and cost benefits of the approved letting and moves, and seeking approval for the cost of these works. |
| 2.   | 9 July 2018 | <p><u>Gender Identity Policy</u></p> <p>A draft policy to be provided to the Committee following the public consultation</p>   | Director of Human Resources;<br>Town Clerk;<br>Director of Community and Children's Services | October 2018<br><br>December 2018<br><br>February 2019 | Following a presentation in December 2018, a final survey with the literature review and other discussions would inform a draft policy and this would be provided to the Committee in February 2019.   |

| Item | Date            | Action  | Officer responsible         | To be completed/<br>progressed to<br>next stage | Progress Update  |
|------|-----------------|---|-----------------------------|---|--|
| 3.   | 29 October 2018 | <p><u>Influenza Inoculations</u><br/>A question was raised regarding whether the City Corporation should offer free influenza inoculations for all officers and Members as soon as practicably possible to reduce sickness absence levels and maximise officer/Member wellbeing.</p> <p>The Director of Human Resources explained that the Open Spaces Department was currently piloting a free inoculation scheme for officers and a review of that exercise could be used to inform a future report to the Committee in December.</p> | Director of Human Resources | February 2019                                   | <p>A report was provided to the Committee in December 2018, it was agreed that a further report be provided to the Committee in March 2019 following the conclusion of the trial within Open Spaces.</p> <p>Following an oral update at the January meeting, Members asked for a progress report to be provided at the next meeting.</p> |

# Agenda Item 6

|  |                                  |
|--|----------------------------------|
| <b>Committee(s):</b><br>Establishment Committee  | <b>Date:</b><br>26 February 2019 |
| <b>Subject:</b><br>Headline results of the 2018 Employee Engagement Survey                                   |                                  |
| <b>Report of:</b><br>Kate Smith, Head of Corporate Strategy & Performance<br>Chrissie Morgan, Director of HR |                                  |
| <b>Author:</b><br>Jaime Rose, Corporate Engagement Lead  | <b>For information</b>           |

## Summary

This paper presents the headline findings of the 2018 City Corporation staff survey, undertaken in September and October 2018. The aims of the survey were to baseline employee engagement at the start of the Corporate Plan 2018-23 period; to find out how well the purpose and commitments of the organisation are understood and supported; and to identify both areas of excellence and issues where further investigation and support may be warranted in order to support better outcomes for employees.

The survey was run by ORC International and all staff, bar Police officers and teachers, who already have or will soon have their own tailored surveys, were invited to take part in the survey. Almost two thirds (62%) of staff did so, with overall employee engagement at 56%.

The findings from the 2018 employee engagement survey will be used to help improve collaboration across departments, communication and support efforts to make leadership more effective. In addition, the information gathered will be used to seek to make the necessary changes to ensure we have the tools, processes and working environment needed to achieve the ambitious outcomes set out in the Corporate Plan.

A further update on this work will be provided to Members in due course. This will provide more detail on both the content of the departmental action plans and how the City Corporation intends to keep staff updated on the progress being made in addressing issues identified in the staff survey.

## Recommendations

Members are asked to note the headline findings of the employee engagement survey.

## Main Report

### Background

1. The City Corporation undertook an all staff survey in September and October 2018, in order to baseline employee engagement at the start of the Corporate Plan 2018-23 period; to find out how well the purpose and commitments of the organisation are understood and supported; and to identify both areas of excellence and issues where further investigation and support may be warranted in order to support better outcomes for employees.
2. A Task & Finish Group, consisting of representatives from HR, IT, the Comptroller and City Solicitor's, Communications, Corporate Strategy & Performance, the Barbican and Guildhall School of Music and Drama, oversaw the commissioning process, advised on technical elements of the project and contributed to the development of the questionnaire. The work was jointly managed by HR and the Corporate Strategy & Performance Team in the Town Clerk's and funded through the Transformation Fund.
3. ORC International were appointed, through a competitive procurement process, to undertake the staff survey. They are the leading provider of employee research services within the UK, working with over 200 organisations each year to help them measure and improve employee engagement. They work across a range of industries from the private, public and not for profit sectors and as such have a wealth of benchmark data available to contextualise results.
4. The survey was launched at a Senior Leaders Forum event in September and was live for 4 weeks. Messages were cascaded throughout this period to encourage participation and give assurances regarding confidentiality.
5. The headline survey results were shared and discussed with senior officers at a Senior Leaders Forum before Christmas and published on intranets across the City Corporation (including the Barbican, GSMD and the City of London Police) on Thursday 7 February 2019. These are shown at [Appendix A](#).

### Survey Results

6. Almost two-thirds (62%) of colleagues responded to the questionnaire from across the City Corporation, including institutions such as the Barbican and our schools (but excluding the teaching staff and City of London Police officers, who have their own tailored surveys). The response rate varied depending on the type of department: 71% responded in corporate departments<sup>1</sup>, compared with 59% in service<sup>2</sup> departments and 57% in the institutions<sup>3</sup>.

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<sup>1</sup> **Corporate departments:** Town Clerk's; Chamberlain's; Comptroller and City Solicitor; Remembrancer's Office; City Surveyor's; Mansion House and Central Criminal Court



7. There was a lot to celebrate in the staff survey results, especially around the passion colleagues have for their work. Employee engagement with the City of London Corporation overall was 56%. Again, this varied depending on the type of department: 59% in corporate departments, 65% in service departments and 42% in institutional departments (although the average employee engagement rate for institutional staff with their institution was much higher, at 79%).
8. The survey findings also demonstrated that there is room for improvement across a number of areas. Looking at the difference from the UK benchmark (comprising a mix of public, private and voluntary sector organisations) enables attention to be focussed on areas where the issues are the most notable. The questions where the relative difference to the UK benchmark were 10% or higher were:
  - Collaboration: 19% fewer respondents than the UK as a whole agree that people work well together across different departments (41% compared with 60%)
  - Communication: 16% fewer respondents than the UK as whole agree that senior management are open and honest in their communications with staff (35% compared with 51%)
  - Leadership: 14% fewer respondents than the UK as a whole agree that senior management<sup>4</sup> provide effective leadership, whilst 13% fewer agree that the actions of senior management are consistent with the City Corporation's values (37% compared with 51%)
  - Taking action on the survey: 13% fewer respondents than the UK as a whole agree that action will be taken as a result of this survey (35% compared with 48%)
9. ORC undertook a statistical modelling technique known as regression analysis to identify the key drivers of employee engagement across the City Corporation. These are the question areas where, if staff answer positively, they are more likely to be engaged with the organisation. The biggest drivers of engagement were, in order:
  - a. staff agreeing that the City Corporation is a socially and environmentally responsible employer;
  - b. innovation and creativity;

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<sup>2</sup> **Service departments:** Community and Children's Services; Built Environment; Open Spaces; Markets and Consumer Protection

<sup>3</sup> **Institutional departments:** Barbican; City of London Police (non-uniformed); and non-teaching staff from City of London School for Boys; City of London School for Girls; Freemans School and the Guildhall School for Music and Drama

<sup>4</sup> Respondents were told in the questionnaire that "[Senior Managers are] called by different names throughout the City of London Corporation, such as the Departmental Management Team or the Senior Leadership Team"

- c. keeping staff informed about matters affecting them;
- d. having a clear understanding of the purpose and objectives of the City Corporation;
- e. understanding how their work contributes to the success of the City Corporation; and
- f. agreeing that change is managed effectively.

### **Next steps**

10. The survey findings are being used by Chief Officers and their Senior Management Teams to shape action plans aimed at driving improvements. The full survey will be conducted again in the autumns of 2020 and 2022. A shorter 'pulse' survey, focusing on the key areas we wish to track will be run, most likely in-house, in the autumns of 2019 and 2021 to gain early insight into what might have changed.
11. To support this, senior leaders will champion a number of cross-cutting projects that address City Corporation-wide issues throughout 2019. Some of these are already underway through the work of groups such as the HR Transformation Board, the Smart Working Group and the Customer Service Board, and through our key strategies on areas such as Responsible Business and Social Mobility. Others will be developed over the next couple of months, as the staff survey results are explored in more depth.
12. A further update on this work will be provided to Members in due course. This will provide more detail on both the content of the departmental action plans and how the City Corporation intends to keep staff updated on the progress being made in addressing issues identified in the staff survey.

### **Corporate and Strategic Implications**

13. The staff survey provides baseline data around staff awareness and engagement with the Corporate Plan 2018-23 as well as how the organisation is performing with respect to corporate outcomes for staff, for example in relation to their feelings of safety, wellbeing and ability to reach their potential (outcomes 1 to 3 in the Plan). It is also a key tool in supporting the delivery of outcome 4 of the Corporate Plan, namely: 'Communities [teams] are cohesive and have the facilities they need' and its accompanying High-Level Actions: 'we will bring individuals and communities [teams] together to share experiences and promote well-being, mutual respect and tolerance' and 'support access to suitable [team] facilities, workspaces and accommodation'.

### **Security Implications**

14. Throughout the development of the survey, the fieldwork and the subsequent storing, processing and sharing of results, officers have been careful to ensure a) complete compliance with the General Data Protection Regulation (2018) and b) that data was secured safely and confidentially. This was particularly important as some of the demographic data collected, in order to fulfil our obligations under the Public Sector Equality Duty, is categorised as personal data.

### **Financial and resourcing implications**

15. Ongoing work in relation to the staff survey will be undertaken through existing resources, co-ordinated by the Corporate Engagement Lead post in the Corporate Strategy and Performance Team. This role is a 12 month secondment, from January – December 2019, funded by the Transformation Fund. A decision as to whether to extend/make this role permanent will need to be taken by October 2019 to ensure continuity of service.

### **Public Sector Equality Duty**

16. The City Corporation aims to ensure continuous fair treatment for its staff. To achieve that aim it needs to identify and keep under constant review the existence or absence of equality of opportunity or treatment across its workforce, with a view to enabling such equality to be promoted or maintained. This is particularly important for the protected groups (age, disability, sex, gender reassignment, pregnancy and maternity, race, religion or belief and sexual orientation) defined by the Public Sector Equality Duty (which came into force in April 2011, following the 2010 Equality Act).

17. The responses to the employee engagement survey will be analysed by these protected equality groups, taking into account the need to maintain confidentiality and anonymity, to provide information on how far staff perceptions about various issues vary (if at all) depending on their equality characteristics. This information will feed in to the work of the Equalities, Diversity and Inclusion Board and is likely to both inform future activities and become part of their performance management process.

### **Conclusion**

18. Members are asked to note the headline findings of the 2018 staff survey, which sought to baseline employee engagement at the start of the Corporate Plan 2018-23 period; to find out how well the purpose and commitments of the organisation are understood and supported; and to identify both areas of excellence and issues where further investigation and support may be warranted in order to support better outcomes for employees.

### **Appendices**

Appendix One – Headline Staff Survey results

**Jaime Rose**

Corporate Engagement Lead

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**Appendix A: staff survey results (shared with staff on the 7 February 2019)**

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|   |                     |
|---|---------------------|
| <b>Committee(s)</b>   | <b>Dated:</b>       |
| Establishment Committee   | 26 February 2019    |
| <b>Subject:</b><br>Protocol on Member Officer Relations   | <b>Public</b>       |
| <b>Report of:</b><br>Director of Human Resources and Comptroller & City Solicitor                                   | <b>For Decision</b> |
| <b>Report authors:</b><br>Tracey Jansen, Human Resources, Town Clerks<br>Edward Wood, Comptroller & City Solicitors |                     |

## Summary

This report asks Members of the Committee to consider a recommendation from the Standards Committee to amend the Protocol on Member/Officer Relations to clarify the dispute procedures available to an Officer who is dissatisfied with the conduct or behaviour of a Member. The revised wording also acknowledges that the Aldermanic Chairmen perform a similar role to the Chief Commoner in relation to the welfare and conduct of Aldermen.

## Recommendation

Members are asked to review the Protocol on Member/Officer Relations and endorse the amendments proposed by the Standards Committee for onward approval by the Court of Common Council.

## Main Report

### Background

1. The Standards Committee Terms of Reference include “keeping under review and monitoring the Protocol on Member/Officer Relations”. The Standards Committee has conducted such a review and has proposed revisions to the Protocol.

### Current Position

2. The Standards Committee at its meeting in January 2019 approved a slightly revised Protocol on Member/Officer Relations which is attached at Appendix 1. The revised Protocol is intended to clarify the dispute procedures available to an Officer who is dissatisfied with the conduct or behaviour of a Member. The revised wording also acknowledges that the Aldermanic Chairmen perform a similar role in relation to the welfare and conduct of Aldermen as the Chief Commoner has traditionally had in relation to Common Councilmen.
3. Members of the Establishment Committee are therefore asked to review the Protocol on Member/Officer Relations at Appendix 1, with the amendments highlighted. Subject to your endorsement, the proposed revisions can be sent, together with any new comments from the Establishment Committee, to the Court of Common Council for approval.

## **Proposals**

4. The proposed revisions made by the Standards Committee provide further clarity to the Protocol on Member Officer Relations and it is recommended that they be endorsed.

## **Conclusion**

5. The Protocol on Member/Officer Relations falls within the Terms of Reference of both the Establishment Committee and the Standards Committee. The proposed revisions provide further clarity to that Protocol.

## **Appendices**

- Appendix 1 – Protocol on Member/Officer Relations

## **Background Papers**

Report to Standards Committee January 2019 - Annual review of the Protocol on Member/Officer Relations

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## **PROTOCOL ON MEMBER / OFFICER RELATIONS**

### **1. Introduction**

- (1) The purpose of the Protocol, which was approved by the Court of Common Council on 13 April 2006, is to provide a guide to working relationships between Members of the Court (including co-opted Members) and Officers, and is in addition to any statutory requirements governing such relationships. The Protocol applies whether such relationships are in the context of the City's role as a local authority, police authority, port health authority or in any of its other roles.
- (2) Although it does not form part of the Members' or Employees' Codes of Conduct, the Protocol should be viewed in conjunction with those documents.
- (3) Responsibility for upholding the Protocol rests with the Chief Commoner and the Aldermanic Chairmen and, when necessary, the Standards Committee in relation to Members, and with the Town Clerk in relation to Officers.

### **2. Principles Underlying Member / Officer Relations**

- (1) Good administration and effective decision-making are dependent upon the maintenance of successful working relationships between Members and Officers, based on mutual trust, respect and an understanding of respective roles and responsibilities. These relationships, and the trust which underpins them, should not be abused or compromised.
- (2) Whilst it is acceptable for Members, particularly Committee Chairmen as part of their leadership role, to offer guidance to Officers, they must not do anything which compromises or which is likely to compromise the impartiality of those who work for, or on behalf of, the authority. It is the responsibility of Officers to provide clear, impartial advice upon which Members may make decisions.
- (3) In addition to avoiding actual impropriety, Members and Officers should also seek to avoid situations which might give rise to the suspicion and/or appearance of improper conduct.

### **3. Role of Members**

- (1) Members are subject to:-
  - (a) the Corporation's Code of Conduct; and,
  - (b) Standing Orders of the Court of Common Council.
- (2) Members have four main areas of responsibility:-
  - (a) determining the policy and strategic direction of the Corporation
  - (b) monitoring and reviewing the performance of the Corporation in implementing that policy and delivering services
  - (c) representing the Corporation externally
  - (d) representing their constituents and stakeholders

- (3) It is not the role of Members to involve themselves in the detail of day to day management of the Corporation's services.
- (4) Members are required to take the advice of Officers into account in reaching a decision on a matter and must respect the Officers' responsibility to provide impartial advice, guidance and information.
- (5) The power to make decisions for the discharge of the authority's functions lies with the Court of Common Council and the properly constituted committees and sub-committees. A Member acting in an individual capacity cannot exercise any lawful authority and Members in general must operate through the Court of Common Council and its committees and sub committees. Members acting individually may not legally commit the Corporation.
- (6) Whilst individual Chairmen are in the same constitutional position as all other Members, having no legal authority to make executive decisions, they have certain other powers (e.g. the control and conduct of meetings) as well as a broader leadership role. Chief Officers are required to consult Chairmen (and Deputy Chairmen) before certain delegated powers are exercised.
- (7) Leading Members i.e. the Lord Mayor, the Chairman of the Policy & Resources Committee, the Chief Commoner and other Committee Chairmen (or Deputy Chairmen with the agreement of, or in the absence of, the relevant Chairman) can speak for the Corporation on matters appropriate to their roles and in accordance with the policy of the Corporation. Arrangements for media interviews and the issue of press releases will be made through or in agreement with the Public Relations Office.
- (8) Whilst all other Members have opportunities to promote the work of the Corporation with the people they meet and when entertaining on behalf of the Corporation, they cannot act as spokesmen for the Corporation.

#### **4. Role of Officers**

- (1) Officers are subject to:
  - (a) the Corporation's Code of Conduct;
  - (b) Standing Orders of the Court of Common Council;
  - (c) Financial Regulations; and,
  - (d) other instructions and professional guidelines relevant to their duties.
- (2) The primary role of Officers is to provide impartial advice, guidance and information to Members, and to implement promptly and efficiently the policies determined by the Court of Common Council and its various committees. Certain Officers have specific statutory responsibilities.
- (3) Officers must recognise the right of Members, as elected representatives, to determine the policy of the authority and must not act in any way to undermine that right.

- (4) Officers serve the Corporation as a whole and must carry out the work of the Corporation under the direction and control of the Court of Common Council and the properly constituted committees and sub-committees.

## **5. Expectations**

- (1) Members have a right to expect from Officers:-
- (a) commitment to the Corporation as a whole
  - (b) a working partnership
  - (c) an understanding of, and support for, respective roles, workloads and pressures
  - (d) timely response to enquiries and complaints and the efficient execution of decisions
  - (e) impartial, professional advice and guidance
  - (f) regular, up to date information on matters appropriate and relevant to their needs, having regard to any individual responsibilities that they have and positions they hold
  - (g) respect, dignity and courtesy
  - (h) integrity, mutual support and appropriate confidentiality
  - (i) not to have personal issues raised with them outside the agreed procedures
  - (k) that they will not use their relationship with Members to advance their personal interests or to influence decisions improperly
  - (l) compliance at all times with the relevant Code of Conduct
  - (m) Commitment to equality, diversity and inclusion in their relationship with Members and colleagues
- (2) Officers have a right to expect from Members:-
- (a) a working partnership
  - (b) an understanding of, and support for, respective roles, workloads and pressures
  - (c) leadership and policy direction
  - (d) respect, dignity and courtesy
  - (e) integrity, mutual support and appropriate confidentiality
  - (f) not to be subject to bullying or to be placed under undue pressure and, in this respect, Members should have regard to the seniority of Officers in their dealings with them ie. they should not engage junior officers in discussions and requests more properly directed at senior officers
  - (g) that they will not use their relationship with Officers to advance their personal interests or to influence decisions improperly
  - (h) compliance at all times with the relevant Code of Conduct
  - (i) Commitment to equality, diversity and inclusion in their relationship with Officers and colleagues

## **6. Members in the Ward Role**

Members will, through their work with their electorate and stakeholders, need to contact Officers to obtain information on behalf of their constituents and others. This is perfectly in order and from time to time it may be appropriate for Officers to reply to constituents etc. on behalf of, or at the request of, Members.

## **7. Correspondence and Communications**

Members may contact (i.e. by letter, e-mail, fax, telephone) Officers to seek advice, guidance or information. Whatever method of communication is used, Members should receive an acknowledgement as soon as possible, but in any event within 2 working days, and a full response as soon as possible thereafter within 10 working days of receipt of the request. If for any reason this is not possible, a holding reply setting out the reasons for the delay should be sent as soon as possible following the acknowledgement, but in any event before the expiry of the 10 working days.

## **8. Limitations on Behaviour**

The separate roles of Members and Officers necessarily impose limitations upon behaviour. By way of illustration:-

- (1) personal relationships between Members and Officers going beyond normal working relationships can confuse/obscure the separate roles and interfere with the proper discharge of the authority's functions, not least in creating the perception in others that a particular Member or Officer may secure advantageous treatment;
- (2) the need to maintain and recognise the separate roles means that there are limits to the matters on which Members may seek the advice of Officers;
- (3) relationships with particular individuals should not be such as to create a suspicion/perception that an Officer favours a particular Member above others.

## **9. Reports**

- (1) Chairmen of committees or sub-committees may, on behalf of the committees or sub-committees concerned, make reasonable requests to Chief Officers or other Officers to prepare written reports on matters relating to the authority for consideration at Member-level. Such requests should not seek confidential information (e.g. relating to case work or personal details of applicants for services).
- (2) Any disagreement relating to such a request (e.g. if the Chief Officer concerned considers that the cost of providing the information or the nature of the request is unreasonable) should be referred to the Town Clerk.

## **10. Members' Access to Documents and Information**

- (1) Members' rights of access to documents and information are governed by the common law and statute. Members have such access to documents and information that is reasonably necessary to enable them properly to perform their duties as elected representatives.
- (2) Generally, information should, therefore, be made available to Members on request unless there is a justifiable legal or other reason for declining access.
- (3) Standing Order No. 42 sets out the detail on Members' access to documents.

- (4) If the information is not readily available or will require significant resources to produce, Officers should seek the guidance of their Chief Officer before taking steps to provide information that has been requested.

#### **11. Other Members of Corporation Committees**

Co-opted Members of the various committees, the Verderers serving on the Epping Forest & Commons Committee and the Independent Members of the Standards Committee are entitled to receive documents and information relating to their appointments in the same way as if they were elected Members.

#### **12. Dispute Procedures**

- (1) The overriding objective in any dispute is to achieve a satisfactory resolution through informal channels. However, it has to be recognised that this might not always be possible.
- (2) Procedure for Members:-
  - (a) If a Member is dissatisfied with the conduct, behaviour or performance of an Officer, the matter should be raised with the appropriate Chief Officer.
  - (b) If the employee concerned is a Chief Officer, the matter should be raised with the Town Clerk. (In the case of the Town Clerk there is a separate procedure.)
  - (c) If the matter cannot be resolved informally, it may be necessary to resort to the Corporation's Disciplinary Procedure.
- (3) Procedure for Officers:-
  - (a) If an Officer is dissatisfied with the conduct or behaviour of a Member, they are encouraged to raise the matter with the appropriate Chief Officer or the Town Clerk with a view to seeking to resolve their concerns informally if possible. This may result in the matter being referred to the Chief Commoner or one of the Aldermanic Chairmen where appropriate.
  - (b) An Officer also has the same right as any other person under the Localism Act 2011 to make a complaint to the Standards Committee where they consider that there has been a breach of the Members' Code of Conduct.

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# Agenda Item 8

|  |                     |
|--|---------------------|
| <b>Committee</b>   | <b>Dated:</b>       |
| Establishment Committee  | 26 February 2019    |
| <b>Subject:</b><br>Equality and Inclusion - Update                                   | <b>Public</b>       |
| <b>Report of:</b><br>Director of Human Resources                                     | <b>For Decision</b> |
| <b>Report author:</b><br>Carol Simpson; Amanda Lee-Ajala; Tracey Jansen Town Clerk's |                     |

## Summary

This report sets out the pay gap differential with regards to ethnicity and disability. The calculations contained in this report mirror the elements of those used in the gender pay gap mandatory reporting. The report also sets out the current work of the Diversity and Business Engagement Lead Officer and a general update on equality and inclusion initiatives since the last report to this Committee.

## Recommendation(s)

Members are asked to:

- Note ethnicity and disability pay gaps and plans to develop and consult on an action plan to redress any imbalances.
- Note the update and proposed schedule from the Diversity and Business Engagement (D&BE) Lead Officer with particular attention to the Stonewall Diversity Champions section and Diversity Networks.
- Note the general equality and inclusion update.
- Note and support City Pride's participation at Pride London Parade on 7 July 2018.
- Agree to fund the cost of participating in the Parade from the Establishment Committee Contingency fund of up to £1000 for the entry cost of £800 and any further associated expenses.

## Main Report

### Background

1. The City of London Corporation's disability and ethnicity pay gaps at the snap shot date of March 2017 have been completed to sit alongside the gender pay gap which was reported to the Committee last year.

2. The D&BE Lead Officer who commenced their role in November 2018 provides an update of what has been achieved to date and plans for the future. This includes details of the status of the Equality and Inclusion Action Plan; recognition and accreditations in the area of equality and inclusion; and the work of our diversity networks.
3. The key issues within the E&I action plan are highlighted in this report.

## **Current Position**

### **Ethnicity and Disability Pay Gap**

4. It is the government's intention to introduce ethnicity pay gap reporting. It is probable that this will mirror the existing gender pay gap reporting process and that subsequently disability pay gap reporting will follow.
5. We reported on the City Corporation's gender pay gap 2017-18 (Appendix 1) as required under current government regulations and a further report provided a more detailed analysis on the subject. As the City Corporation strives to be an 'employer of choice' it is timely to consider our own pay gap differential with regards to ethnicity and disability. In the absence of any pre-set regulations this report mirrors as far as possible the elements of the gender pay gap mandatory reporting i.e.
  - average pay gap as a mean average
  - average pay gap as a median average
  - average bonus pay gap as a mean average
  - average bonus pay gap as a median average
  - proportion in receipt of a bonus payment
  - proportion of the overall group divided into four groups ordered from lowest to highest pay.
6. The pay gap calculation is based on the total pay, so for example includes responsibility allowance in schools, unsocial hour's payments and market forces supplements.
7. The Committee is reminded that the grades which determine basic pay are defined by the job evaluation scheme. It is difficult to compare to our grades consistently, but as a very rough guide
  - Upper quartile: Grade G and above
  - Upper middle quartile: Grade E to F
  - Lower middle quartile: Grade C to D
  - Lower quartile: Grade A to B
8. Whilst the City Corporation has 100% gender records for all staff, the collation of records on ethnicity and disability is from City People employee self-service. It does not therefore represent 100% of the workforce as the provision of such data is voluntary. However, we send out communication to all employees periodically and more frequently on City People encouraging them to enter their personal



data explaining that we collate it for statistical purposes to inform and help measure our progress against our E&I action plan.

9. It should be noted that a significant proportion of employees in the lower quartile are casual employees and are therefore less likely to enter their ethnicity and disability information on City People.
10. For ethnicity classification, all BAME categories (Black, Asian and Minority Ethnic) are amalgamated taking account of the fact that the range and numbers of individual ethnic categories which employees can select will produce non-meaningful data and also to avoid individuals from being identifiable in statistical reports.
11. The Ethnicity Pay Gap (Appendix 2) is based on 79.5% of the workforce and Disability Pay Gap (Appendix 3) 76.3%. The headline pay gap comparison identifies the following:

| Protected characteristic   | Mean hourly rate | Mean Bonus Rate |
|--|------------------|-----------------|
| Gender pay gap - the difference between women's pay and men's pay as a percentage of men's pay   | 8.1% lower       | 14% lower       |
| Ethnicity pay gap – BAME employees' pay and white employees pay as a percentage of white employees' pay  | 26.6% lower      | 54.1% lower     |
| Disability pay gap - pay of employees who have declared a disability and the pay of employees who have declared they do not have a disability as a % of the pay of employees who have declared they do not have a disability | 11.6% lower      | 32% lower       |

12. We are required to report our gender pay gap 2018-19 by the end of March 2019 and are currently finalising that report. The ethnicity and disability pay gaps will be updated at the same time.

## **E&I Action Plan**

13. The action plan contains several completed targets. These have now been updated with appropriate statuses that reflect the work that has been completed corporately and by departments. The updated plan for 2019-20 will be reported to the Committee once it has been finalised.

14. The revised action plan will be refreshed to include actions arising from the ethnicity and disability pay gap analysis as well as those put in place to address the gender pay gap.

### **Working with partners**

15. The D&BE Lead attended the Radius Employee Network Leadership programme workshop. This programme connects and inspires people from a diverse range of organisations, sectors and backgrounds, enables best practice, engagement and strong and meaningful business relationships to be built that are beneficial to this role.
16. There is the possibility of further events being developed, which we may participate in if they align to our programme of action.

### **Diversity Champions - Stonewall**

17. The D&BE Lead is progressing becoming a Stonewall Diversity Champion. The timeline is as follows:
  - January 2019: Induction meeting with our allocated Client Account Manager, together setting an action plan for the first six months.
  - February 2019: They will review HR policies to ensure they are fully LGBT inclusive:
    - Bullying and Harassment and Equality and Diversity policies
    - Family polices (Maternity, Paternity, Adoption, Parental Leave, Shared Parental Leave, Special Leave)
    - Transitioning at Work and Trans Inclusion policies
  - June - September 2019: They will support us to enter the [Stonewall Workplace Equality Index \(WEI\)](#) for the first time. The City Corporation can enter as many or few sections as it wishes.
  - September – November 2019: Stonewall will support the City Corporation in sharing the Staff Feedback Survey that they will conduct with our staff.
  - January 2020: The City Corporation's WEI score and rank will be shared with us. This score and our participation will remain confidential.
  - February/March 2020: Detailed WEI feedback meeting, including analysis of Staff Feedback Survey and our performance compared to other organisations in our sector and region will be given.
18. The agreed package will include attendance at the [Stonewall Workplace Conferences](#) that takes place each year. The [London conference](#) will take place on 26th April 2019 at the QE2 Centre in Westminster. This conference is aimed at employers, including senior leaders, HR and diversity professionals, employee network groups, and LGBT staff and allies with a focus on making the workplace inclusive for all LGBT staff, suppliers, customers and service users.
19. The face-to-face meeting with the Client Account Manager has taken place to discuss joining the programme. Following the package negotiation meeting the contract and membership information has been forwarded and sent to the

Comptroller & City Solicitor's Office for approval. The cost of this programme will be covered with the D&BE Lead's current budget.

### **Diversity Intelligence**

20. Diversity champions are focused on LGBT, research has also been conducted to look for other such benchmarking accreditations that would complement Diversity Champions.
21. The City Corporation has a number of accreditations:
  - Employer status for the Disability Confident scheme;
  - Gold Award for the Armed Forces Covenant;
  - Silver Award for the Fair Train Work Experience Quality Standard;
  - Time to Change pledge for mental health awareness;
  - Women in Finance Charter where we have set a 2023 target for senior management positions grade G and above to be filled by 45% of women where possible (see paragraph 30 - 31 below).
22. To follow the example of some leading organisations in the public and private sectors such as PwC, KPMG, Centrica, HSBC and the DWP it would be of significant value to the City Corporation's aspiration to champion equality and inclusion and showcase the good work it is doing around employment. It is therefore proposed that the [Business in the Community](#) (BITC) is approached with a view to exploring the possibility of utilising their Diversity Intelligence benchmarking tool previously known as the Business in the Community Diversity Benchmark, in the future to build upon the outcomes from the Diversity Champion process.
23. BITC benchmark measures age, gender and race workplace diversity and is a management tool that will help to evaluate performance, including peer comparisons, and inform evidence-based decision-making around workplace diversity. The City Corporation would receive bespoke feedback and recommendations, that support with practical steps for improving performance. This will include the identification of strengths and weaknesses by peer comparison; and a confidential score and banding (Platinum, Gold, Silver or Bronze) that reflect performance.
24. As the Stonewall Diversity Champion process will need to be focussed on over the coming year, it is suggested that we look more closely at BITC toward the end of the year, by which time the experience and feedback from the Stonewall Diversity Champion process may well indicate areas where improvements can be made before embarking on this further accreditation.

### **Diversity Networks**

25. The networks are working well, with a range of events being facilitated. The main concern affecting current Chairs is that they have been in position for a while and many are ready to step down, so are in the process of succession planning.

26. Some Chairs have raised issues about the time allocated to plan events and communications although they are clear that this is a voluntary role. Relevant managers will be reminded that there are two-days (volunteering days) assigned to these roles and we also ask managers to be flexible in the run up to meetings and hosting of their events.
27. The main change being implemented is the re branding of the Carers Network to a Parents and Carers network. This change will enhance the numbers of people in attendance and connect these groups who have many similarities in the topics that they can explore and to give a voice to all parents.
28. It is the intention of the D&BE Lead Officer to introduce an annual away day/half day for Diversity Network chairs, to ensure annual workplans and schedules are discussed and agreed with appropriate support. This will be communicated as a wider learning and development opportunity which in turn may encourage more staff to be interested in becoming Diversity Network Chair's.
29. The D&BE Lead Officer has a clear coordinating role for the networks and it has proposed that the Diversity networks budgets are brought back into a central fund from the beginning of the next financial year. The practicalities of this is being discussed with the networks as it is believed that this will enable better oversight of expenditure, ensure consistency and collaborative working amongst the networks and where possible pool resources.
30. Pride in London Parade is on Saturday 6th July 2019 and it is proposed to support City Pride our LGBT+ Staff Network to participate in the Parade.
31. The City Pride group is likely to be in the region of 50–100 people walking with wristbands. As an organisation the standard rate for this is £800. However, it is likely that there will be other incidental costs such as for example, flags and/or T Shirts and so a provision of up to £1000 is the estimated full cost.
32. Last year the Establishment Committee agreed to fund participation in the parade from its Contingency fund and it is suggested that the Committee agrees the same level of funding for this year's event.

### **Women in senior positions grade G and above- progress**

33. In the quarter July – October there were 2 recruitment campaigns at grade G and above. Of these 4 applicants were women and 16 were men; 1 male was appointed, and 1 female was appointed.
34. HRBPs work with recruiting managers on each senior recruitment campaign to ensure that we maximize the pool of candidates and ensure that recruitment literature is encouraging, welcoming and person specifications reflect minimum experience and qualification requirements.

## **Work experience**

35. A review has been undertaken across the organisation on the work experience currently offered by the City Corporation, alongside research on what is offered by external organisations.
36. A proposal is currently being drafted on how the City Corporation can maximise its offering, not only to students but also to other groups, for example adults returning to the workplace after a long break; ex-offenders; care leavers etc.

## **Audit of Public Sector Equality Duty (PSED) considerations in decision making reports**

37. This will commence in the New Year with Audit colleagues. Chief Officers are reminded that the Committee Report Writing Guidance includes guidance on reflecting PSED considerations, in decision making reports and as a minimum a test of relevance should have been completed as part of the development of proposals.

## **Equality and Inclusion Training**

38. There are now a number of online courses as well as classroom based learning, however, take up has been low for some of them and we are designing a communications campaign to increase enrolment on and completion of the courses available. The online learning courses that are available are as follows:
  - Equality Act 2010
  - Equality Analysis
  - Equality in the Workplace
  - Unconscious bias
  - Mental Health – Managers guidance
  - Transgender Awareness
39. The revised recruitment and selection course incorporates unconscious bias information and the new suite of manager training will also incorporate equalities considerations and unconscious bias.
40. Coaching Skills for Managers training is being reviewed next year and the Coaching Conversations course will also incorporate unconscious bias.

## **Options**

41. Members can decide whether to agree or not to the proposed funding or may agree an alternative level of funding.

## **Proposals**

42. Members are asked to note the report agree the proposed estimated funding requirement for our staff networks participation in Pride London on 6 July 2019.

## **Corporate & Strategic Implications**

43. The Establishment Committee has oversight of the City of London Corporation's policies and practices in respect of equality and inclusion, including the implementation of the Equality Act 2010 and other relevant legislation. This report and the actions and activities within it contribute to the corporate plan outcome 'People have equal opportunities to enrich their lives and reach their full potential'.

## **Implications**

44. The City Corporation has six Staff Networks which it supports, and the Committee maybe minded to support other Staff Network initiatives throughout the year. The Establishment Committee has a locally managed contingency of £16,000 available for the financial year 2019/20.

## **Conclusion**

45. This report provides the Committee with an update on initiatives currently underway or planned with regards to E&I in employment. Our next report will include contributions from the recently appointed DCCS Equality and Inclusion Manager who has resumed the work with equality representatives and Chief Officers on service delivery aspects of our Public Sector Equality Duty.

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## Appendix 1: Gender Pay Gap at snap shot date of 31 March 2017

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

## Appendix 2: Ethnicity Pay Gap at snap shot date of 31 March 2017

| BAME Pay Gap data  |   |  |                                       |  |              |
|--------------------|---|--|---------------------------------------|--|--------------|
| Pay rates          | BAME pay gap - the difference between BAME employees' pay and white employees pay as a percentage of white employees' pay | BAME pay gap - BAME employees' pay as a percentage of white employees' pay | Hourly rate of pay for BAME employees | Hourly rate of pay for white employees | Difference £ |
| Mean hourly rate   | 26.6%   | 73.4%  | £18.19                                | £24.80                                 | £6.61        |
| Median hourly rate | 5.9%  | 94.1%  | £16.69                                | £20.32                                 | £3.63        |

| Pay Quartile Information   |      |       |       | Workforce composition |                 |                         |                 |
|--|------|-------|-------|-----------------------|-----------------|-------------------------|-----------------|
| Pay quartiles  | BAME | White | Total | BAME headcount        | White headcount | Non disclosed headcount | Total headcount |
| Proportion of BAME and white employees in the <b>upper quartile</b> (paid above the 75th percentile point)                                   | 6%   | 78%   | 84%   | 68                    | 918             | 196                     | 1182            |
| Proportion of BAME and white employees in the <b>upper middle quartile</b> (paid above the median and at or below the 75th percentile point) | 13%  | 75%   | 88%   | 156                   | 884             | 143                     | 1183            |
| Proportion of BAME and white employees in the <b>lower middle quartile</b> (paid above the 25th percentile point and at or below the median) | 20%  | 67%   | 87%   | 233                   | 793             | 157                     | 1183            |
| Proportion of BAME and white employees in the <b>lower quartile</b> (paid below the 25th percentile point)                                   | 17%  | 43%   | 60%   | 199                   | 508             | 476                     | 1183            |

| Bonus pay                                | Bonus BAME Pay Gap - the difference BAME employees' bonus and white employees' bonus as a % of white employees' bonus | Bonus BAME Pay Gap - BAME employees' bonus as a % of white employees' bonus | Bonus pay of BAME employees | Bonus pay of white employees | Difference £ |
|--|---|---|-----------------------------|------------------------------|--------------|
| Mean bonus                               | 54.1%   | 46.0%   | £98.48                      | £214.34                      | £115.86      |
| Median bonus                             | 0.0%  | 100.0%  | £0.00                       | £0.00                        | £0.00        |
| <b>Bonuses paid</b>                      |   |   |                             |                              |              |
| BAME paid bonus as % of all BAME         | 10%   |   |                             |                              |              |
| White paid bonus as % of all White staff | 15%   |   |                             |                              |              |

Note: Black, Asian and Minority Ethnic (BAME) includes employees recorded in the following categories (categories taken from the 2001 Census): Asian/Asian British (inc Chinese), Black/Black British, Mixed/Multiple Heritage and Other Ethnic Group (i.e. all other categories than that of White British and White Other). The calculations exclude any employees whose ethnicity is not known.



### Appendix 3: Disability Pay Gap at snap shot date of 31 March 2017

| Pay rates          | Disability pay gap - the difference between the pay of employees who have declared a disability and the pay of employees who have declared they do not have a disability as a % of the pay of employees who have declared they do not have a disability | Disability pay gap - the pay of employees who have declared a disability as a percentage of the pay of employees who have declared they do not have a disability | Hourly rate of employees who have declared they have a disability | Hourly rate of employees who have declared they do not have a disability | Difference £ |
|--------------------|---|--|---|--|--------------|
| Mean hourly rate   | 11.6%   | 88.4%  | £21.05  | £23.82   | £2.77        |
| Median hourly rate | 11.0%   | 89.0%  | £17.64  | £19.82   | £2.18        |

| Pay Quartile Information  |          |              |       | Workforce composition |                         |                          |                 |
|---|----------|--------------|-------|-----------------------|-------------------------|--------------------------|-----------------|
| Pay quartiles   | Disabled | Not disabled | Total | Disabled head-count   | Not disabled head-count | Non disclosed head-count | Total headcount |
| Proportion of disabled and not disabled employees in the <b>upper quartile</b> (paid above the 75th percentile point)                                   | 2%       | 80%          | 82%   | 28                    | 941                     | 213                      | 1182            |
| Proportion of disabled and not disabled employees in the <b>upper middle quartile</b> (paid above the median and at or below the 75th percentile point) | 2%       | 80%          | 82%   | 26                    | 950                     | 207                      | 1183            |
| Proportion of disabled and not disabled employees in the <b>lower middle quartile</b> (paid above the 25th percentile point and at or below the median) | 3%       | 78%          | 81%   | 37                    | 925                     | 221                      | 1183            |
| Proportion of disabled and not disabled employees in the <b>lower quartile</b> (paid below the 25th percentile point)                                   | 3%       | 56%          | 59%   | 36                    | 668                     | 479                      | 1183            |

| Bonus pay   | Bonus Disability Pay Gap - the difference between the bonus paid to employees who have declared a disability and employees who have not declared a disability as a % of employees who have declared a disability. | Bonus Disability Pay Gap - Pay of employees who have declared a disability as a % of pay of employees who have declared they do not have a disability | Bonus pay of employees who have declared they have a disability | Bonus pay of employees who have declared they do not have a disability | Difference £ |
|---|---|---|---|--|--------------|
| Mean bonus  | 32.0%   | 68.0%   | £132.42   | £194.65  | £62.23       |
| Median bonus  | 0.0%  | 100.0%  | £0.00   | £0.00  | £0.00        |
| <b>Bonuses paid</b>   |   |   |   |  |              |
| Disabled paid bonus as % of all Disabled  | 12.6%   |   |   |  |              |
| Non disabled paid bonus as % of all Non disabled staff                                | 14.5%   |   |   |  |              |
| Note: Calculations exclude any employees for whom disabled/not disabled is not known. |   |   |   |  |              |

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## SENIOR REMUNERATION SUB-COMMITTEE

Thursday, 31 January 2019

**Minutes of the meeting of the Senior Remuneration Sub-Committee held at the Guildhall EC2 at 11.30 am**

### **Present**

#### **Members:**

Deputy Edward Lord (Chair)  
Deputy Keith Bottomley  
Simon Duckworth  
Deputy Kevin Everett  
Jeremy Mayhew  
Ruby Sayed  
Alderman Sir David Wootton

#### **Officers:**

John Barradell - Town Clerk and Chief Executive  
Chrissie Morgan - Director of Human Resources  
Marion Afoakwa - Assistant Director of Human Resources  
Angela Roach - Assistant Town Clerk and Director of Members Services

#### **1. APOLOGIES**

Apologies for absence was received from the Deputy Chair, Catherine McGuinness, and from Revd Stephen Haines.

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

There were no declarations.

#### **3. MINUTES**

The public minutes of the meeting held on 8 November 2018 were approved.

#### **Matters Arising – Senior Management Group Remuneration**

Attention was drawn to the premise that incremental and performance increases which could be awarded was between 1 – 6%. It was confirmed that it was possible for no increase to be awarded, therefore increases were actually based on between 0 – 6%.

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

There were no questions.

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

There were no urgent items.

6. **EXCLUSION OF THE PUBLIC**

MOITION – That under Section 100(A) of the Local Government Act 1972, the public be excluded from the meeting for the following item on the grounds that it involves the likely disclosure of exempt information as defined in Part 1 of the Schedule 12 A of the Local Government Act:-

| <b>Item Nos.</b> | <b>Paragraph(s) in Schedule 12A</b> |
|------------------|-------------------------------------|
| 8                | 1 and 4                             |

**Part 2 - Non-Public Confidential Agenda**

7. **MINUTES**

The non-public confidential minutes of the meeting held on 8 November 2018 were approved.

8. **SENIOR OFFICER REMUNERATION**

The Sub-Committee considered a report of the Town Clerk concerning the salary scales for the Senior Management Group (SMG), proposed changes prior to a review of those scales and a request for a review and uplift in salary from an officer in the SMG. A number of decisions were taken, including approval being given to a review of the SMG salary scales in order to mitigate the risks of pay gaps between key posts.

**The meeting closed at 1pm**

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Chairman

**Contact Officer: Angela Roach**  
[Angela.roach@cityoflondon.gov.uk](mailto:Angela.roach@cityoflondon.gov.uk)  
**Tel no. 020 7332 1418**

|   |                     |
|---|---------------------|
| <b>Committee:</b>   | <b>Date:</b>        |
| Establishment Committee   | 26 February 2019    |
| <b>Subject:</b><br>Final Departmental High-level Business Plans 2019/20 –<br>Comptroller & City Solicitor<br>Human Resources<br>Corporate and Member Services | <b>Public</b>       |
| <b>Report of:</b><br>Town Clerk and Comptroller & City Solicitor  | <b>For Decision</b> |
| <b>Report authors:</b><br>Sarah Blogg, Town Clerk’s Department<br>Marion Afoakwa, Corporate HR<br>Nick Senior, Comptroller & City Solicitor’s Department      |                     |

## Summary

This report presents for approval the final high-level Business Plans for 2019/20 for the Town Clerk’s Department (Corporate and Member Services), Corporate HR and the Comptroller & City Solicitor’s Department.

## Recommendation

Members are asked to approve and provide feedback on the final high-level Business Plans for 2019/20 for the Town Clerk’s Department (Corporate and Member Services), Corporate HR and the Comptroller & City Solicitor’s Department.

## Main Report

## Background

1. As part of the new framework for corporate and business planning, departments were asked to produce standardised high-level, 2-side Business Plans for the first time in 2017/18. Members generally welcomed these high-level plans for being brief, concise, focused and consistent statements of the key ambitions and objectives for every department.
2. For 2018/19, departments were again asked to produce high-level plans in draft, which were presented to Service Committees in November and December 2017 alongside the departmental estimate reports, so that draft ambitions could be discussed at the same time as draft budgets. This represented the first step towards integrating budget-setting and priority-setting.
3. For 2019/20, to secure deeper Member engagement with Business Plans, a series of four informal ‘cluster’ meetings took place in early February to allow Chairmen and Deputy Chairmen of relevant approving Committees to scrutinise how departments are using their 2019/20 Business Plans to prioritise activities towards corporate goals. These meetings were chaired by the Chair and Deputy Chairman of Resource Allocation Sub Committee.

4. To give all Members a chance to ask questions and put their views to their Chairmen and Deputy Chairmen in advance of these meetings, a 'Business Plan Surgery' was held on 10 January (immediately before Court of Common Council).
5. Taken together, these sessions replace the submission of draft high-level Business Plans to Committees. Final high-level Business Plans are still subject to Committee approval, as in previous years.
6. Work has also taken place to review the content and format of the supporting detail beneath the high-level Business Plans. This includes: information about inputs (e.g. IT, workforce, budgets, property and assets); improved links to risk registers; EEE Health Checks (economy, efficiency and effectiveness), and schedules of measures and key performance indicators for outputs and outcomes. This is a key element in the move towards business planning becoming a joined-up service planning process that links directly to Corporate Plan outcomes.

### **Final High-level summary Business Plans for 2019/20**

7. This report presents at Appendices 1, 2, and 3 the final high-level summary Business Plans for 2019/20 for:
  - Town Clerk's Department (Corporate and Member Services)
  - Corporate HR
  - Comptroller & City Solicitor's Department

### **Town Clerk's Department (Corporate and Member Services)**

8. The Town Clerk's Department (Corporate and Member Services) reports to both the Policy and Resources and Establishment Committees. The high-level business plan attached as Appendix 1 shows in bolder text those areas of the department that fall within the remit of this Committee.
9. The plan was produced following consultation with senior managers and their teams. The objective was to align the service ambitions and objectives with those of the Corporate Plan.
10. Corporate and Member Services contribute to and support all twelve corporate outcomes through our ambitions, objectives, programmes and projects, but specifically:
  - a. Corporate and Member Services, Elections, Corporate Strategy and Performance and the Contact Centre contribute to outcome 4: Communities are cohesive and have the facilities they need;
  - b. Resilience and Community Safety contribute to outcomes 1: People are safe and feel safe and 12: Our spaces are secure, resilient and well maintained.

## **Corporate HR**

11. Corporate HR's high-level summary Business Plan for 2019/20 was developed by building on the achievements of the current 2018/19 plan and then aligning the aims and outcomes of the Corporate Plan. All three aims of the Corporate Plan are reflected in our top line objectives and the HR Transformation Programme is our mechanism for ensuring that we have the right people, in the right places with the right skills to deliver on specific outcomes of the Corporate Plan.
12. Corporate HR's Senior Management Team initially developed the high-level objectives of the Business Plan, which were further shaped through consultation with stakeholders across the organisation. Our priorities were derived following consultation with staff members, the Trades Union, various Committee and Senior Officer groups, in response to legal developments and to discharge and our Health & Safety responsibilities.

## **Comptroller & City Solicitor's Department**

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

## **Conclusion**

14. This report presents the final high-level Business Plans for 2019/20 for the Town Clerk's Department (Corporate and Member Services), Corporate HR and the Comptroller & City Solicitor's Department, for Members to approve and provide feedback.

## **Appendices**

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

## **Tom Conniffe**

Corporate Performance Manager

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**We co-ordinate and ensure the resilience, good governance and reputation of the City of London Corporation** **APPENDIX 1**

**The corporate outcomes we aim to impact on are:**

We will contribute to and support all twelve corporate outcomes through our ambitions, objectives, programmes and projects, but specifically Corporate and Member Services, Elections, Corporate Strategy and Performance and the Contact Centre contribute to outcome 4: Communities are cohesive and have the facilities they need; Resilience and Community Safety contribute to outcomes 1: People are safe and feel safe and 12: Our spaces are secure, resilient and well maintained.

**What we do is:**

**Corporate and Member Services:**

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

**Elections:**

Conducting elections, Member and democratic services, electoral canvassing

**Corporate Strategy and Performance:**

Help City of London Corporation deliver maximum impact on Corporate Plan outcomes by providing expertise, advice and quality assurance and building a system that delivers the right information, at the right time to the right people so that they can make the best possible decisions

**Resilience and Community Safety:**

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

**Major Projects:**

To provide strategic oversight of Capital Buildings (Major) projects to ensure alignment with corporate requirements

**Our 2019-20 budget is:**

| Section                                 | £000         |
|---|--------------|
| Corp & Member Services (Inc. TC Office) | 3,068        |
| Elections                               | 334          |
| Corp Strategy and Performance           | 494          |
| Resilience and Community Safety         | 708          |
| Contact Centre                          | 570          |
| <b>Total net operational budget</b>     | <b>5,174</b> |

**Our top line objectives are:**

- To strategically align all workstreams with Corporate Plan outcomes
- To connect all CoLC workstreams into the Corporate Performance Framework, via KPIs in Business Plans
- To build a corporate Business Intelligence function to raise awareness of challenges, opportunities and trends and provide insight into what is affecting performance
- To look across organisational change workstreams and propose how they can be co-ordinated and delivered to best effect
- Promote high standards of governance throughout the organisation
- Deliver democratic services, which meet the needs of elected Members and the electorate.
- Ensure that there are plans in place to support and assist the City's communities in the event of an incident
- In partnership with the City of London Police and others, help deliver a safer community
- Develop Culture Mile as a vibrant and welcoming cultural and learning destination and therefore contribute to changing perceptions of the City to ensure it is recognised as a global leader in culture as well as commerce
- Change the security culture within the organisation. Ensure we have resilience in command and control of incidents and events across the City of London
- Enhance the City's resilience around the Prevent, Protect and Prepare strands of the national Contest strategy
- Implement improvements to project and programme management procedures and practice across the organisation
- To ensure major projects are coordinated, managed and governed in a consistent manner

**What we'll measure:**

1. The overall impact of corporate workstreams on outcomes set out in the Corporate Plan, particularly in relation to the strategies we have developed or helped develop
2. Feedback from the informal Corporate strategy Network, Business Planning Network, Analysts Network and Change Network on the effectiveness of help CSPT provides
3. The extent to which corporate outcomes are being referred to, and intended impact is being set out, in Business Plans and decision-making papers going through governance processes
4. Officer feedback on the usefulness of the new governance processes, tools and information
5. Return on investment in the CSPT
6. Achievement of the Culture Mile

### Corporate Programmes and Projects:

- Undertake review of the City Corporation's approach to project and programme management (including process, tools and templates). Launch new project toolkit to support officers in delivering projects across the organisation
- Review strategic workstreams that pre-date the Corporate Plan to ensure alignment
- Map strategies to identify links and flag gaps
- Lead the development of corporate strategies, as required, and monitor implementation of the three portfolios
- Continue to develop the business planning process to provide better information and read across between the plans and introduce a new corporate performance management framework
- Subject to approvals, scope and design a shared data platform for CoLC and CoLP and secure the resources needed to build it
- Design, implement and evaluate changes to officer governance processes, making use of new tools and information as they become available
- Raise awareness across the City Corporation of the progress made against the Corporate Plan and of the ways in which we need to change as an organisation to deliver it
- Lead the development and delivery of the Culture Mile programme
- As part of the 'One Secure City' programme, move the Contact Centre Services to the new Joint Contact and Control Room, co-locating and providing a joint service with the City of London Police

### Departmental Programmes and Projects:

- Ensure risk mitigation in line with the security action plan through the strategic security board, through the thematic work streams. Compliance to the security action plan and Operational Security risk
- Promote the refreshed Prevent strategy and deliver training for all City Corporation staff
- Review and improve response to ASB in partnership with City of London Police
- Continue to support work to deliver an effective response to VAWG (Violence Against Women and Girls).
- Ensure that the City Corporation meets the Standards and level of assurance for London Resilience and works with partner London Boroughs to share best practice and increase capacity

### How we plan to develop our capabilities this year:

- Following the piloting of corporate Business Intelligence and Change Co-ordination functions, CSPT hopes to build permanent resources for both into the team
- Develop closer working relationships between the Police and our local authority community services to improve the effectiveness of response
- To strengthen the Committee Team by improving retention through succession planning, opportunities and other appropriate mechanisms such as professional development opportunities
- Enhance a cadre of occupational and operationally competent incident/event commanders and loggists

### What we're planning to do in the future:

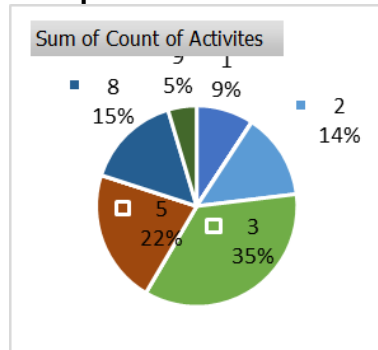
1. Continue to align Business Plans with the Corporate Plan, build more sophisticated corporate performance and officer governance capabilities to enable us to use our resources to achieve greater impact on our corporate outcomes over time
2. Evaluate the use of emerging information technology to improve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

programme aims, including projects being delivered within the allocated resources and on time

7. Smooth transition of the Contact Centre and associated staff to the Joint Contact and Control Room
8. Compliance with Centre for the Protection of National Infrastructure guidelines
9. Percentage completion of Prevent on-line training by staff (target 100%); take up of Prevent training for businesses; level of engagement with faith communities, residents and educational establishments
10. Number of repeat ASB incidents and appropriate use of warning letters, Community Protection Notices and injunctions
11. Improved awareness of ASB reporting methods and responses.
12. Performance against Standards and assurance for London Resilience requirements
13. Member and Officer feedback on amendments to the projects procedure
14. The number of residents and businesses registering to vote and the turnout for elections. The publication of committee papers within the statutory deadlines and the reduction of late reports
15. Reviewing turnover, promotional opportunities and new ways of working. Professional development training and the introduction of team-wide committee related training sessions will also be assessed together with the merits of introducing further apprenticeships.
16. Member induction activities, the Member Development Programme and the delivery of Member briefing sessions. Revision of Standing Orders and the Scheme of delegation. Producing associated guidance e.g. committee, Chairmen's and Aldermen's handbooks. The outcome of the pilot on participation in meetings audio visually.

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

**The corporate outcomes we aim to impact on are:**



**What we do is:**

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

**Our budget is (£000's):**

|   |              |
|---|--------------|
| HR Business Unit                        | 1,140        |
| Health and Safety                       | 130          |
| Corporate HR Unit                       | 1,285        |
| Indirect, Transport Supplies & Services | 194          |
| <b>Total Expenditure</b>                | <b>3,169</b> |
| <b>Total Income</b>                     | <b>(420)</b> |
| <b>Total Local Risk</b>                 | <b>2,749</b> |

**Our top line objectives are:**

- To deliver the HR Transformation Programme
- To align our employer brand to the values of the organisation to both increase the diversity of applicants to successful recruitment and to develop a better ROI by more efficient and effective recruitment and reducing expensive alternatives to recruitment.
- To improve the face validity of Pay and Reward by disaggregating pay from performance development and developing the reward strategy.
- To provide a better ROI for development by its alignment to Corporate Strategy and departmental development plans.
- To deliver the Equality and Inclusion Action Plan
- Promoting a healthy and safe work environment

**Deliverables within Corporate Programmes and Projects:**

- **Smart Working:** Part of the Smart working team to review and plan different ways of working
- **People Security Board:** To chair and deliver the Action Plan
- **Corporate Category Board:** Review Corporate Service spend for more effective and compliant route market, driving down retrospective waivers in the service area and agreeing the savings plan.
- **One Safe City:** Ensuring the vetting processes are up to date and supporting the Security Training Programme.
- **Apprenticeship Strategy and Graduate Programme:** Managing the two target areas of 100 new apprenticeships, maintaining 100 Corporate funded apprenticeships and reviewing the Graduate programme
- **Employee Engagement Survey:** To align Organisational and Learning and Development strategy in response to Departmental Action plans in response to the survey, and to future workforce needs.
- **Project Management:** Supporting the changes to the Gateway process in project management by the development of the Project Management Academy.

**What we'll measure:**

- Improved engagement with learning and development measured through evaluation and attendance;
- Increased diversity of applications and increased viable applications
- The diversity of new apprentices and the success of forward employment/ education
- London Councils Human Capital Metrics Benchmark Survey Target:
- Response times from the Employment Service
- 100 new apprenticeships in 2019/20
- FOI responsiveness (Target:
- Managers complete "Line Managers Guide to Mental Health" (Target: 1)

### Departmental deliverables:

- Develop scheme on work experience in support of employability, responsible business and social mobility strategies
- Refresh the Corporate Health, Safety and Wellbeing learning programme, including mental health
- To develop the Employment Centre to decrease response times to within 24 hours and reduce repeat enquiries.
- Rebranding the recruitment advertising to increase the diversity and quality of applications
- Targeting hard to fill jobs with programmes to increase applications, in 2019 a programme for women (and men) returners to the workplace
- Implement a digital Service Desk and tracking system to include JE
- End to End review of the governance and technical changes in change management to reengineer duplications out of the system and make have simpler user interfaces with the processes including Committee decision on restructures and JE to support Corporate Change in the next 3 years.
- Launch the Project management academy as the first of the 6 strands of the City Academy
- Develop proposals for 'contribution pay' in 2020 and onwards
- Improve the class room learning experience through updating core programme courses and modernising delivery
- Roll out the new appraisal system and review the pilot on line system
- In the light of the engagement survey results and other evidence review employee starting experience, including those who change jobs, to improve engagement and maintain that level of engagement to 3 years.
- Improve engagement through awards and Learning Events.
- Support the organisation to maximise attendance through health and safety risk reduction, proactive rehabilitation advice and promoting healthy lifestyles.
- Subject to agreement to begin the tender process for the Payroll and HR system
- Continue to review policies in accordance with planned programme of review

### How we plan to develop our capabilities this year

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

### What we'll measure:

- Number of additional Mental Health First Aiders (Target: 30)
- Number of managers completing 4-hour MH Awareness course (Target: 250)
- KPIs for Project management academy
- Record statutory and mandatory training interventions (Target: )
- Increased engagement at new start maintained to 3 years - Target over 3 years

### What we're planning to do in the future:

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

**We deliver high quality commercially focused legal, governance and data protection advice which aims to effectively contribute to the achievement of the twelve outcomes of the City of London Corporation’s Corporate Plan 2018-2023**

**The corporate outcomes we aim to impact on are:**

C&CS contribute to corporate outcomes by providing legal advice and support to facilitate the delivery of these outcomes.

C&CS priorities in relation to corporate outcomes are determined largely by client department priorities, projects and programmes.

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

**Our budget is:**

| C&CS Local Risk Budget | 2018/2019        | C&CS Local Risk Budget aligned to high level corporate outcomes :<br><br>Contribute |
|------------------------|------------------|---|
| Employee Costs         | 4,011,000        |   |
| Operational            | 155,000          |   |
| Legal fees             | 35,000           |   |
| Income                 | -857,000         |   |
| <b>Net cost</b>        | <b>3,344,000</b> |   |

to a flourishing Society:  
35% £1,172,000  
To Support a Thriving Economy:  
40% £1,337,000  
To shape Outstanding Environments:  
25% £835,000

**Our top line objectives which contribute to the twelve outcomes are:**

**Service Deliverables:**

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

**Corporate programmes and projects:**

- To provide governance and legal advice to support corporate projects and programmes to enhance the City e.g. Multi Academy Trust, Museum of London relocation, Central London Forward, Centre for Music.
- Provide legal support, advice and transactional work to assist the City Surveyor in the management and development of the City’s Investment portfolio to achieve increased rental income.
- Continue with the First Registration programme to comply with the proposed target date for completion in August 2018.
- Continue to deliver support to the City of London Police (CoLP) e.g. dealing with a suspected financial fraud.
- Continue to manage the governance of and provide guidance and advice to departments on GDPR compliance.
- Expand the apprenticeship programme in C&CS: Apprentice Solicitors, Business Administrators, Legal Administrators

**Departmental programmes and projects**

- Achieve re-accreditation with a high level of compliance to the Law Society’s LEXCEL quality standard.
- Deliver a transformational departmental information management project which will facilitate paper light working, achieve process efficiencies and improve customer communication due to commence in April 2019.

**What we’ll measure:**

**1. Customer satisfaction responses:**

1. Staff provide a quality service
2. Staff are accessible
3. Staff are approachable and helpful
4. Staff understand your service needs
5. Staff respond promptly
6. Staff give clear advice
7. Staff provide effective advice

Target: > 90% satisfaction rating

**2. Complaints against caseload:**

Target: Less than 5% per annum

**3. Fee-earner chargeable hours**

Target: 10 % over overall target

**4. LEXCEL quality standard accreditation.**

Target: Continue to be accredited with zero non-compliances

**5. Inactivity on live files**

Target: Less than 15% for a 6month period

**6. Sick absence**

Target: Less than CoLC average

**7. Effective budget management & control – within LRB**

Target: Zero variance

**8. Fol response times**

Target: 96% answered within 20 days

**How we plan to develop our capabilities this year:**

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

**What we’re planning to do in the future:**

To further develop competencies and expertise to ensure that the service is agile and has the expertise to effectively anticipate and respond to new and changing legislation  
 Horizon scan corporate objectives and projects to more effectively plan and develop the legal resource and expertise required to protect the Corporation’s interests and support the delivery of corporate objectives and outcomes  
 Utilise the C&CS Trading Account to achieve more efficient use of legal resources to meet increasing demand.



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By virtue of paragraph(s) 1, 2 of Part 1 of Schedule 12A  
of the Local Government Act 1972.

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