



Establishment Committee

Date: WEDNESDAY, 10 JULY 2019
Time: 11.00 am
Venue: COMMITTEE ROOM - 2ND FLOOR WEST WING, GUILDHALL

Members:

Deputy Edward Lord (Chair)	Jeremy Mayhew
Deputy Kevin Everett (Deputy Chairman)	Sylvia Moys
Randall Anderson	Deputy Joyce Nash
Deputy Keith Bottomley	Barbara Newman
Alderman Sir Charles Bowman	Deputy Richard Regan
Tracey Graham	Deputy Elizabeth Rogula
Deputy the Revd Stephen Haines	Ruby Sayed
Christopher Hayward	Deputy Philip Woodhouse
Deputy Jamie Ingham Clark	

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Lunch will be served in Guildhall Club at 1pm

John Barradell
Town Clerk and Chief Executive

AGENDA

Part 1 - Public Agenda

1. **APOLOGIES**

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

3. **MINUTES**

To agree the public minutes of the meeting held on 30th April 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**

The Director of Human Resources to be heard.

For Information

For Formal Decision

6. **FREQUENCY OF MEETINGS AND WORKLOAD**

Report of the Town Clerk

For Decision
(Pages 11 - 14)

7. **THE STARRING SYSTEM ON ESTABLISHMENT COMMITTEE AGENDAS**

Report of the Town Clerk.

For Decision
(Pages 15 - 16)

For Information

8. **DRAFT PUBLIC SECTOR EXIT PAYMENT REGULATIONS**

Report of the Director of Human Resources.

For Information
(Pages 17 - 24)

9. **EQUALITY AND INCLUSION UPDATE**

Report of the Director of Human Resources.

For Information
(Pages 25 - 44)

10. **ANNUAL EMPLOYEE PROFILE REPORT 2018 - 2019**

Report of the Director of Human Resources.

For Information
(Pages 45 - 70)

11. **HR SUPPORT FOR THE FUNDAMENTAL REVIEW**

Report of the Director of Human Resources.

For Information
(Pages 71 - 74)

12. **SIMPLIFICATION OF HR PROCESSES**

Report of the Director of Human Resources.

For Information
(Pages 75 - 78)

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

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

15. **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

16. **NON-PUBLIC MINUTES**

To agree the non-public minutes of the meeting held on 30th April 2019.

For Decision
(Pages 79 - 80)

17. **OUTSTANDING ACTIONS REPORT**

Report of the Town Clerk.

For Information
(Pages 81 - 82)

For Information

18. **TAKING FORWARD THE RESULTS OF THE EMPLOYEE ENGAGEMENT SURVEY**

Report of the Town Clerk.

For Information
(Pages 83 - 104)

19. **2020 IT SERVICES PROGRAMME - PREPARATION OF TENDER**

Report of the Chamberlain.

For Information
(Pages 105 - 118)

20. **LONDON BOROUGH'S LEGAL ALLIANCE (LBLA) BARRISTERS FRAMEWORK PROCUREMENT STAGE 1**

Report of the Chamberlain.

For Information
(Pages 119 - 124)

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

22. **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

23. **CONFIDENTIAL MINUTES**

To agree the Confidential minutes of the last meeting held on 30th April 2019.

For Decision

For Formal Decision

24. **BARBICAN - STAFFING ISSUE**

Report of the Chief Operating & Financial Officer of the Barbican Centre

For Decision

For Information

25. **HR SUPPORT FOR THE FUNDAMENTAL REVIEW - APPENDIX**

Appendices to ITEM 11

For Information

26. **TOWN CLERK'S UPDATE**

The Town Clerk to be heard.

For Information

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Agenda Item 3

ESTABLISHMENT COMMITTEE Tuesday, 30 April 2019

Minutes of the meeting of the Establishment Committee held at Guildhall on
Tuesday, 30 April 2019 at 1.45 pm

Present

Members:

Deputy Edward Lord (Chair)
Randall Anderson
Deputy Keith Bottomley
Deputy Kevin Everett (Deputy Chair)
Christopher Hayward
Deputy Jamie Ingham Clark
Jeremy Mayhew
Sylvia Moys
Deputy Joyce Nash
Barbara Newman
Deputy Richard Regan
Deputy Elizabeth Rogula
Ruby Sayed
Deputy Philip Woodhouse

Officers:

Christopher Bell	- Chamberlain's Department
Alison Bunn	- City Surveyor's Department
John Cater	- Town Clerk's Department
Peter Collinson	- Operations Director
Michael Cogher	- Comptroller and City Solicitor
Steve Eddy	- Head of HR, Barbican / GSMD
Charles Griffiths	- Bursar, City of London School
Tracey Jansen	- Human Resources
Claire Holdgate	- Town Clerk's Department
Sir Nicholas Kenyon	- Managing Director, Barbican
Matthew Lock	- Chamberlain's Department
Chrissie Morgan	- Director of Human Resources
Martin Newton	- Town Clerk's Department
Damian Nussbaum	- Director of Economic Development
Dorian Price	- Guildhall Manager
Angela Roach	- Assistant Town Clerk
Lynne Williams	- Principal, Guildhall School of Music and Drama

1. **THE CHAIR**

It was moved by Deputy Kevin Everett, duly seconded and

RESOLVED – That Deputy Joyce Nash takes ‘the chair’ pending the election of a Chairman of the Committee for 2019/20.

2. **APOLOGIES**

Apologies for absence were received from Deputy The Rev’d Stephen Haines and it was noted that Alderman Charles Bowman would join the Committee at its next meeting, following the expiry of purdah relating to the late Mayor, after the Easter Banquet that was due to take place in May.

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

There were no declarations of interest.

4. **ORDER OF COURT OF COMMON COUNCIL**

The Order of the Court of Common Council was tabled.

RECEIVED.

5. **ELECTION OF CHAIR**

The Committee proceeded to elect a Chair in accordance with Standing Order No. 29.

The Town Clerk read out a list of Members eligible to stand as Chair. Deputy Edward Lord being the only Member indicating his willingness to stand it was

RESOLVED – That Deputy Edward Lord be duly elected as Chair for the ensuing year.

Deputy Lord thanked the Committee for their continued support.

6. **ELECTION OF DEPUTY CHAIR**

The Committee proceeded to elect a Deputy Chair in accordance with Standing Order No. 30.

The Town Clerk read out a list of Members eligible to stand as Deputy Chair. Deputy Kevin Everett being the only Member indicating his willingness to stand it was

RESOLVED – That Deputy Kevin Everett be duly elected as Deputy Chair for the ensuing year.

Deputy Everett thanked the Committee for their support.

7. **ORDER OF BUSINESS AND EXCLUSION OF THE PUBLIC**

With the agreement of the Committee, the Chairman confirmed that item 34 on the confidential section of the agenda would be taken as next business with the

public to be excluded from the meeting for that item, prior to the consideration of the other public business on the agenda.

RESOLVED – That under Section 100A(4) of the Local Government Act 1972, the public be excluded from the meeting for item 34 on the grounds that it would involve the likely disclosure of exempt information as defined in Paragraph 3 of Part I of Schedule 12A of the Local Government Act.

8. **STAFFING MATTERS**

The Committee considered a report of the Executive Director Mansion House and Central Criminal Court on his Programmes Team.

The meeting then returned to public session.

9. **MINUTES**

RESOLVED – That the public minutes and summary of the meeting held on 26 February 2019 be approved as an accurate record.

The Town Clerk undertook to respond to Members by email on the outstanding matters identified at the February meeting (item 6 on page 4 of the agenda pack).

10. **OUTSTANDING ACTIONS REPORT**

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

The following matters were raised:-

- The report back on Inclusive Recruitment: Ban the Box was scheduled to come to the Committee in July.
- Noted that the Town Clerk would circulate the City Surveyor's paper on workplace utilisation to Members by email.
- On influenza inoculation, noted that the pilot in Open Spaces Department had received only a small take-up from officers.

RECEIVED.

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

The Town Clerk referred to the appointment of the Joint Consultative Committee. After discussion, it was

RESOLVED – That the following appointments be made to the Joint Consultative Committee for 2019/20:-

- The Chair;
- The Deputy Chair;
- Randall Anderson;
- Deputy Keith Bottomley;

- Deputy Joyce Nash;
- Ruby Sayed; and
- The Finance Committee representative, Deputy Jamie Ingham Clark (the latter subject to confirmation by the Finance Committee).

12. **SENIOR REMUNERATION SUB COMMITTEE**

The Town Clerk referred to the appointment of the Senior Remuneration Sub Committee. After discussion, it was

RESOLVED – That the following appointments be made to the Senior Remuneration Sub Committee for 2019/20:-

- Chair of the Establishment Committee (Chair of the Sub Committee);
- Deputy Chair of the Establishment Committee;
- Chair of the Policy and Resources Committee (Deputy Chair of the Sub Committee);
- a Deputy Chair of the Policy and Resources Committee;
- Chair of the Finance Committee;
- Chair of the General Purposes Committee of Aldermen;
- Deputy Keith Bottomley;
- Christopher Hayward;
- Ruby Sayed; and
- The Finance Committee representative, Deputy Jamie Ingham Clark (the latter subject to confirmation by the Finance Committee)

13. **GENDER IDENTITY POLICY**

The Town Clerk and Chief Executive reported on Gender Identity Policy.

The Committee noted that paragraph 14 of the policy (page 19 of the agenda pack) be amended as set out below:-

The Equality Act 2010 gives protection against less favourable treatment of employees in relation to an absence that is because of their gender reassignment. Our Policy for Staff makes clear that Time off for medical or other treatment should be treated no less favourably than time off for illness or medical appointments. In addition, it states that a trans employee must be able to use the toilet or changing room of their expressed gender identity without fear of harassment.

It was confirmed that the intention would be to review the policy in 5 years or earlier as required to reflect any law change.

RESOLVED – That the Gender Identity Policy be approved.

14. **BREXIT UPDATE**

The Director of Human Resources provided the latest update on Brexit.

RECEIVED.

15. **EQUALITY AND INCLUSION UPDATE - INCLUDING PAY GAP**

The Director of Human Resources reported on the equality and inclusion update, including pay gap. Members noted the additional information provided in the tabled addendum.

The following matters were raised:-

- The Committee asked that staff be further advised on what constitutes a disability in the legal sense.

RECEIVED.

16. **CODE OF CONDUCT AND CONFLICT OF INTEREST**

Members had before them the report of the Director of Human Resources on the Code of Conduct and Conflicts of Interest. The additional information on the tabled addendum paper was also noted as was the proposal that paragraph 9.ii of the report be withdrawn at this stage and not approved.

The following matters were raised:-

- References to Information Technology within the paper and appendices should be updated to Digital Services.
- The Director of Human Resources undertook to refresh documentation to provide for GDPR, clarity on paid time off and wording relating to school governors.

RESOLVED – That approval be given to

(a) the revisions to the Code of Conduct, subject to the withdrawal of paragraph 9.ii of the report; and

(b) the new Conflicts of Interest Policy.

17. *** BUYING ADDITIONAL LEAVE SCHEME - REVIEW OF 1-YEAR TRIAL**

The Director of Human Resources reported on the review of the 1-year trial on buying additional leave.

RESOLVED – That the buying additional leave scheme be made permanent.

18. **STAFF CHRISTMAS LUNCHEON**

The Head of Events provided an oral report that the outcome of the recent staff survey on the staff Christmas luncheon had provided a majority in favour of retaining the 'status quo'

RESOLVED – That the staff Christmas luncheon should continue in its present format.

19. *** CITY OF LONDON CORPORATION SCHOOLS - UPDATE REPORT**
Members had before them the report of the Director of Human Resources updating the Committee on the City of London Corporation Schools.
- RECEIVED.
20. **DEVELOPMENTS IN EMPLOYMENT LAW**
The Director of Human Resources and the Comptroller and City Solicitor reported on developments in employment law.
- RECEIVED.
21. **OPERATIONS OF THE SCHEME OF DELEGATIONS OCTOBER 2018 - MARCH 2019**
The Committee considered the Director of Human Resources' report on the operation of the scheme of delegations October 2018 to March 2019.
- RECEIVED.
22. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
There were no questions.
23. **ANY OTHER BUSINESS THAT THE CHAIR CONSIDERS URGENT**
There were no urgent items.
24. **EXCLUSION OF THE PUBLIC**
RESOLVED – That under Section 100(A) of the Local Government Act 1972, the public be excluded from the meeting for the remaining 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.
25. **NON-PUBLIC MINUTES**
RESOLVED – That the non-public minutes of the meeting held on 26 February 2019 be approved.
26. **GUILDHALL SCHOOL OF MUSIC AND DRAMA - STRATEGIC OVERVIEW AND STAFFING**
The Principal of the Guildhall School of Music and Drama presented a report on strategic overview and staffing.
27. **OUTSTANDING ACTIONS REPORT**
The Committee noted a report of the Town Clerk which provided details of non-public outstanding actions from previous meetings.
28. **NON-PUBLIC QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
There were no questions.

29. **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.
30. **CONFIDENTIAL MINUTES**
RESOLVED – That the confidential minutes of the meeting held on 26 February 2019 be approved.
31. **STAFFING MATTERS**
The Bursar of the City of London School reported on staffing matters.
32. **STAFFING MATTERS**
The Chamberlain reported on staffing matters.
33. **STAFFING MATTERS**
The City Surveyor reported on staffing matters.
34. **STAFFING MATTERS**
The City Surveyor reported on staffing matters.
35. **STAFFING MATTERS**
The Barbican Chief Operating and Financial Officer reported on staffing matters.
36. **STAFFING MATTERS**
The Managing Director of the Barbican reported on staffing matters.
37. **STAFFING MATTERS**
The Director of Economic Development reported on staffing matters.
38. **CYCLE OF MEETINGS**
The Town Clerk undertook to report back on a review of the Committee's cycle of meeting dates.
39. *** STAFFING MATTERS**
The Assistant Town Clerk and the Director of Economic Development reported on staffing matters.
40. *** EMPLOYMENT CASES AND SETTLEMENTS**
The Comptroller and City Solicitor reported on employment cases and settlements.
41. **STANDING ORDER NO. 40**
RESOLVED – That the Committee meeting continue after the usual 2 hour deadline for completion of business.

42. **CONFIDENTIAL APPENDIX TO OPERATIONS OF THE SCHEME OF DELEGATIONS**

The Committee noted the confidential appendix to Operations of the Scheme of Delegations.

43. *** ESTABLISHMENT COMMITTEE WORKSHOP NOTES**

The Committee noted the Workshop Notes.

44. *** REPORT OF ACTION TAKEN**

The Town Clerk reported on urgent action taken.

The meeting ended at 3.45 pm

Chairman

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Establishment Committee – Outstanding Actions

Item	Date	Action	Officer responsible	To be completed/ progressed to next stage	Progress Update
1.	26 February 2019	<u>Inclusive Recruitment: Ban the Box</u>	Director of Human Resources	July/September 2019	A full report will be brought before the Committee in September regarding how the 'ban the box' initiative would be implemented. At the July meeting the Director will provide a verbal update
2.	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/May 2019	<p>Members noted that the Town Clerk would circulate the City Surveyor's paper on workplace utilisation to Members by email. Completed.</p> <p>A joint "Smart Working" meeting of CASC & Establishment Committee Members is being considered – the Town Clerk to update Members at 10th July meeting</p>
3.	30 April	<p><u>Cycle of meetings</u></p> <p>The Town Clerk undertook to report back on a review of the Committee's cycle of meeting dates.</p>	Town Clerk	July 2019	Report submitted to the July meeting

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Agenda Item 6

Committee(s): Establishment Committee – For decision	Date(s): 10 July 2019
Subject: Frequency of meetings and workload	Public
Report of: Town Clerk	For Decision
Report author: John Cater	

Summary

At the 30th April meeting of the Establishment Committee, Members expressed concern at the large number of items on the agenda (44 in total), they also noted that the Committee had not met since 26th February. In response the Chair asked the Town Clerk to review the frequency of Establishment Committee meetings and to see if introducing a monthly cycle was warranted.

Recommendation

Members are asked to:

- Approve option 2 - the retention of the current frequency of meetings i.e. the Committee to meet every six weeks, with the introduction of any further ad-hoc meetings at the discretion of the Chair.

Main Report

Background

1. At the 30th April meeting of the Establishment Committee, Members expressed concern at the large number of items on the agenda (**44 in total**), they also noted that the Committee had not met since 26th February and were concerned that officers were not providing them with enough meetings so as to ensure the workload was more judiciously spread out and decision making was as efficient and effective as it could be.
2. In response, the Chair asked the Town Clerk to review the frequency of Establishment Committee meetings and previous workloads (i.e. the number of items at each meeting), with a view to seeing if introducing a monthly cycle was warranted.

Current Position

3. Upon review of all Establishment Committee meetings over the previous two years, it became apparent that the workload (44 items) for the April 2019 meeting was an outlier. The average number of items considered or received at each of the 16 meetings since July 2017 is **25** (please see appendix 1 below)

4. It should be noted that the Establishment Committee meeting on 26th February 2019 and the meeting on 30th April produced the longest break between meetings over the last two years. Previously over this period, the Committee met approximately every six weeks.

Options

Members have two options:

1. Introduce a four-weekly cycle from September 2019 onwards
2. Retain the six-weekly cycle, with the introduction of any further ad-hoc meetings at the discretion of the Chair.

Proposal

5. To retain the six-weekly cycle; the workload at the April 2019 meeting was clearly sub-optimal, however it was an outlier, with the cycle up to that period providing Members and officers with a meeting schedule that was reasonable, efficient, and effective.

Conclusion

6. Members were concerned with the number of items on the agenda at the 30th April Establishment Committee meeting. The Chair asked the Town Clerk to review the workload and cycle of meetings over recent years, with a view to seeing whether the Committee should introduce a four-weekly meeting cycle. Upon review the 30th April meeting was an outlier in terms of both:
 - Scheduling - the meeting took place a full 8 weeks after the last meeting in February, when the previous “gap” had been on average 6 weeks
 - Workload – the agenda contained 44 items, significantly higher than the average of 25 items per meeting over the period July 2017 – April 2019.

Appendices

- Appendix 1 – list of Committee meetings since July 2017 with workload

Meeting date	No. of items*
26 th July 2017	26
25 th September 2017	4
17 th October 2017	28
5 th December 2017	26
15 th January 2018	21
26 th February 2018	34
9 th April 2018	13
25 th April 2018	30
22 nd May 2018	21

9 th July 2018	29
20 th September 2018	29
29 th October 2018	26
3 rd December 2018	30
16 th January 2019	21
26 th February 2019	24
30 th April 2019	44

Mean average of **25 items per meeting**

*includes all standing items

John Cater

Senior Committee and Member Services Officer

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Agenda Item 7

Committee(s): Establishment Committee – For decision	Date(s): 10 July 2019
Subject: The Starring System on Establishment Committee Agendas	Public
Report of: Town Clerk	For Decision
Report author: John Cater	

Summary

At the 30th April meeting of the Establishment Committee, the Chair proposed establishing a “starring system” approach to items on the formal agenda. In short, items with a star next to them would be considered, after having been reviewed by the Chair and senior officers, to be non-contentious. If Members did not raise queries or objections prior to the Committee meeting, approval would then be given as read.

After a receiving feedback from Members at the meeting, the Chair would like to propose that this approach is refined; the starring system will be retained, but only for non-contentious items which have been submitted for information.

Recommendation

Members are asked to:

- Approve the refined starring system which will be introduced for the September Establishment Committee Agenda.

Main Report

Members will recall that at the 30th April meeting of the Establishment Committee the Chair proposed establishing a “starring system” approach to items on the formal agenda. In short, items with a star next to them would be considered, after having been reviewed by the Chair and senior officers, to be non-contentious. If Members did not raise queries or objections prior to the Committee meeting, approval would then be given as read.

The Chair’s motivation with this approach was to ensure that business was dealt with in a timely, efficient manner; however, given the views expressed at Committee they are now proposing that this approach is refined; the starring system will be retained, but only for non-contentious items which have been submitted for information. The Chair stresses that Members will still have the opportunity to discuss “for information” items but it would be very helpful if Members could notify the Establishment Committee Clerk pre-meeting with any concerns or queries.

John Cater

Senior Committee and Member Services Officer

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Summit Group	Dated:
Establishment Committee	10 July 2019
Subject: Draft Public Sector Exit Payment Regulations	
Report of: Director of Human Resources	For Information
Report author: Carol Simpson – Human Resources, Town Clerk’s Department	

Summary

The Small Business Enterprise and Employment Act 2015 includes a provision that allows the Government to introduce regulations to impose a cap on exit payments within the public sector. A 12-week consultation period on the draft Public Sector Exit Payment Regulations 2019 (the ‘Regulations’) closed on 3 July 2019, this cited that the total cost to the tax-payer of exit payments in the public sector in 2016-2017 was £1.2 billion, with payments at and above £100,000 amounting to £0.2 billion¹.

The government consultation set out the proposed method of implementing a cap of £95,000² on exit payments (the cap). The cap will be applied to all forms of exit payments including: redundancy pay, cash lump sums, early access to unreduced pensions and some payments in lieu of notice.

Recommendation

This report is for information only. Members should note the contents in view of potential implications going forward, particularly with regards to the Fundamental Review.

Main Report

Background

1. Exit payments are associated with loss of employment or office, including redundancy. Such arrangements are pivotal to enabling employers to reform, make changes to the workforce and to provide displaced employees’ with financial support whilst seeking new employment or to bridge the gap to retirement.
2. The government first introduced powers to place an exit payment cap on the public sector in the Small Business, Enterprise and Employment Act 2015, later amended by the Enterprise Act 2016. However, the required secondary legislation in the form of Regulations were not introduced to implement it, invariably due to other parliamentary priorities.
3. It is the government’s intention to implement the exit cap in two stages. The cap will initially capture most public sector employees, including those in local government, before being extended to the rest of the public sector, except for a limited number of exemptions³. The draft Regulations apply to public sector authorities and will apply to the ‘Common Council of the City of London in its capacity as a local authority or police authority or port health authority’.

¹ [Whole of Government Accounts 2016-17](#), page 70.

² Part 9 (9) of the Enterprise Act 2016 allows for future changes to the level of the cap, however there is no provision for any such increases to be index-linked.

³ HM Treasury guided by the Office for National Statistics (for National Account purposes) classified which bodies are either in or out of scope of the Regulations. Exemptions include: The Secret Intelligence Service, the Security Service, the Government Communications Headquarters and the Armed Forces.

Restrictions on exit payments

4. The Regulations provide that public sector authorities must not make an exit payment that exceeds the exit payment cap of £95k in respect of a 'relevant public sector exit'. A 'relevant public sector exit' occurs when:
 - an employee leaves the employment of a public sector authority listed;
 - an office holder leaves the public sector office listed;
 - a statutory redundancy payment is made to which the person is entitled⁴; or
 - a person who is not entitled to statutory redundancy pay receives a payment of an amount equivalent to the statutory redundancy pay to which the person would have been entitled⁵.
5. Exit payments **in scope** are as follows:
 - compensatory payments on dismissal by reason of redundancy, including a statutory redundancy payment;
 - any payments made to reduce or eliminate an actuarial reduction to a pension on early retirement or in respect to the cost of a pension scheme of such a reduction not being made (pension strain costs);
 - any payments made pursuant to an award of compensation under the ACAS arbitration scheme or a settlement or conciliation agreement;
 - severance or ex gratia payments on exit;
 - payments in lieu of notice where this would exceed one quarter of the annual salary⁶.
6. Payments **out of scope** are any payment made in respect of:
 - death in service;
 - incapacity as a result of accident, injury or illness and ill health retirement;
 - a service award paid to a member of the judiciary in accordance with the determination of the Lord Chancellor dated 31 March 2006;
 - annual leave due under a contract of employment but not taken;
 - compliance with an order of any court or tribunal following litigation for breach of contract or unfair dismissal;
 - pay in lieu of notice due under a contract of employment that does not exceed one quarter of the relevant person's salary⁷.
7. Where an exit payment would exceed the cap, the employer must reduce the exit payments until the cap is satisfied. Where two or more relevant public sector exits occur in respect of the same person within any period of 28 consecutive days, the total amount of the exit payments may not exceed the exit payment cap (subject to any relaxation, as set out below. Noting that, statutory redundancy entitlement under the Employment Rights Act 1996 cannot be reduced.

Relaxation of the cap

8. There are circumstances in which the exit payment restrictions must be relaxed – 'mandatory cases' – and circumstances in which they may be relaxed – 'discretionary cases'.

⁴ s135 of the Employment Rights Act (ERA) 1996.

⁵ Unless exempted by s159 of the ERA Act 1996.

⁶ Implications for individuals with a notice period greater than 3 months i.e. senior staff in the schools.

⁷ Under the regulations, 'salary' means the annual value of remuneration that the person was contractually entitled to receive for the salaried employment or office on the date they left. This includes any benefit in kind.

9. The **Mandatory Relaxation** restriction applies:
- as a result of the Transfer of Undertakings (Protection of Employment) Regulations 2006 (TUPE) applying⁸;
 - to avoid employment tribunal litigation in relation to a complaint that someone has suffered a detriment or been dismissed as a result of whistleblowing⁹;
 - to avoid employment tribunal litigation in relation to a complaint of discrimination under the Equality Act 2010 (one of the 9 protected characteristics).
10. It is possible that relaxation of the restrictions in connection with the specified employment tribunal litigation may act as an incentive for some individuals to bring claims in order to maximise compensation and avoid the cap.
11. A **Discretionary Relaxation** may be exercised where it is an appropriate exercise of power on the basis of one or more of the following grounds:
- there are compassionate grounds owing to genuine hardship;
 - it is necessary to exit an individual to give effect to (urgent) workplace reforms i.e. to avoid undermining the continuing effectiveness of operational delivery, or where there are special circumstances pertaining to an individual employee or office holder;
 - an arrangement to exit was entered into before the Regulations came into force, but the exit was delayed until after that date and the delay was not attributable to the employee or office holder concerned.
12. Any relaxation decision-making business cases, report recommendations and deliberations must be consistent with Data Protection rules. Discretionary relaxation is expected to be granted only in exceptional circumstances which meet the criteria in HM Treasury Directions.
13. However, whether it be a Mandatory or Discretionary Relaxation sought, the draft Regulations and guidance are currently at odds with the guidance issued; these need to be consistent to clarify the required approval steps before the Regulations come into force.
14. At its most extreme, business case proposals¹⁰ appear to need approval from: a) the Common Council; b) the permanent secretary at the Ministry of Housing, Communities and Local Government (MHCLG); c) a Minister of the Crown; and d) HM Treasury. Consequently, the process can undoubtedly be anticipated to be bureaucratic, time consuming and with delays invariably adding to costs.

Application to the City Corporation

15. In the first stage of implementation, the schedule to the draft Regulations provide that these will apply to the Common Council of the City Corporation in its capacity as local authority, police authority or port health authority. The regulations also apply to a body corporate established pursuant to an order under section 67 of the Local Government Act

⁸ Employees returning or otherwise transferring to the public sector may also bring their previous employment terms with them. Without corresponding changes to these terms based on previous employment, such individuals may continue to be entitled to exit payments in excess of the cap, introducing an inconsistency with public sector counterparts.

⁹ It may also be in public interest to grant a waiver in respect of particular special severance payments used either to settle statutory disputes or claims, or disputes or claims under an individual employment contract.

¹⁰ All decisions should be supported by appropriate evidence, with an explanation of the business interests and a value for money assessment; and should be disclosed in the organisation's annual accounts.

1985. Lastly, the schedule lists specified office holders to whom the cap will apply, including the Commissioner of Police for the City of London.

16. Where a body or office is not cited in the Schedule attached to the Regulations¹¹, there will be no legal obligation under the regulations to apply the cap to an exit payment. Nevertheless, the government expects commensurate arrangements to be voluntarily applied to demonstrate value for money to the tax-payer. Indeed, this does not stop employers from applying alternative contractual capping arrangements where those provisions go further than the Regulations.
17. There are a number of areas which sit largely or wholly outside the City Corporation's capacity as a local authority or police authority or port health authority. These generally include functions that are funded by City's Cash and Bridge House Estates. There are also areas of the service that support the City Corporation in both its local authority and non-local authority capacities as well as some areas that are more difficult to classify, e.g. Hampstead Heath, City's Court function and the cemetery.

Voluntary extension of the pay gap

18. Should the draft Regulations come into force in their current form, the City Corporation will need to decide whether to voluntarily extend the cap, or a variation of it, to all employees. The advantage is that there will be consistency of treatment across the organisation, but voluntary application is likely to be resisted by staff, the trade unions and could be open to legal challenge. Further detailed work will be needed to define in clear terms which parts of the Corporation fall under the statutory regulations.

LGPS pension implications

19. The Local Government Pension Scheme (LGPS) provides benefits to members who are aged 55 or over, should they be removed from the scheme on grounds of redundancy and efficiency retirement. These members are currently entitled to their retirement benefits (i.e. pension and lump sum where applicable) immediately, with no actuarial reduction for early payment with the cost of this increased benefit fully funded for by the employer at the time of the retirement (i.e. pension strain cost¹² where applicable).
20. The position for the LGPS is that paragraph 5 of Schedule 6 to the Enterprise Act 2016 amends the Local Government Pension Scheme Regulations 2013 to allow:
 - partial reduction of a member's pension benefits where otherwise the exit payment cap would be breached; and
 - a scheme member to pay a charge to buy out some or all of that reduction
21. These changes do not come into effect until HM Treasury issue a commencement order. The effect of the exit payment Regulations on the LGPS is dependent on whether they are enacted before or after the LGPS regulations changes come into force (as set out in the Enterprise Act).
22. If the LGPS regulations were unchanged where an exit payment in scope including pension strain cost exceeds the cap, it is unclear whether the pension could be paid under regulation 30(7)(b) of the LGPS Regulations 2013 if the strain cost referred to in

¹¹ Any newly created public sector body will not be in scope of the regulations until it is added to the Schedule within the Regulations. It is the responsibility of the named body to notify HM Treasury of new additions or changes to existing categories to update the Regulations.

¹² Strain costs are calculated as the difference between the value of the benefits the member would have received under the normal course of providing benefits from the Pensions Fund, and the value of the benefits provided as a result of un-reduced early retirement due to redundancy.

regulation 68(2) cannot be paid in full. It is the Local Government Association's (LGA)¹³ understanding that the intention is for the member to receive a fully reduced pension in this circumstance, plus the cash alternative of the strain cost (up to the maximum allowed by the cap). Changes to the LGPS regulations would be required to introduce the option for a member who is made redundant or leaves on the grounds of business efficiency at age 55 or over to defer payment of their pension.

23. However, if the LGPS Regulations were amended to allow partial reduction. The LGA's interpretation is that if an exit payment includes pension strain cost and would exceed the cap, then the member's benefits would be reduced to such a level that the exit payment cap is not breached. The member would have the option of paying extra to buy-out some or all of the reduction.
24. The proposed regulation changes do not introduce the option to defer payment of pension benefits in the event of a LGPS member who is over age 55 being made redundant or leaving on the grounds of business efficiency. As the regulations currently stand, a LGPS member whose exit payment has been capped would be forced to accept a reduced pension.
25. If the option to defer payment of LGPS benefits on redundancy or retirement on business efficiency grounds at age 55 or over is introduced, the LGA advise then a member who exercises the option to defer could be paid the cash alternative to the pension strain cost (up to the maximum allowed by the exit payment cap).
26. The LGA advise that in order to implement partial reduction in the LGPS, guidance from the Government Actuary's Department (GAD) on partial reductions and on the cost of buying out those reductions would be required. Detailed information concerning the method of calculating the partial reduction in a members' benefits, the method and calculation for buying out the reduction – particularly the calculation which would be involved in working out the reduction to apply where some but not all of the reduction has been bought out, and the deadline that applies to an election to make such a payment would be required. It is likely that changes to the LGPS regulations and new statutory guidance would be required to effect this change.
27. The Regulations do not specify a uniform way to calculate the pension strain cost related to the early payment of a pension on an unreduced basis, these are currently set locally by each administering authority. See Financial Implications below.
28. It should be noted that the City Corporation private sector employers carrying out public sector work via TUPE arrangements will not be party to this legislation.
29. There may also be occasions where the employer offering reduced early retirement on unreduced pension may make a contribution to the individual's pension that 'buys out' some or all of the reduction in pension benefits which the individual would normally face on retiring early. The size of the additional employer contribution or 'top up' is determined by the individual's earnings, how close they are to retirement and their accrued pension rights. These provisions are however not currently applied at the City Corporation.

Compliance, record keeping and reporting

30. The relevant public sector employer is responsible for ensuring compliance with the cap in accordance with the HM Treasury Directions. Any payment that exceeds the cap and is not compliant with the relaxation directions is considered to be a payment beyond the

¹³ LGA Workforce Bulletin on Exit payments cap; represents the views of the LGA Secretariat and should not be treated as a complete and authoritative statement of the law; readers to seek their own legal advice.

organisation's legal competence¹⁴, which may result in sanctions¹⁵ on the organisation or, if appropriate, sponsoring department by HM Treasury.

31. Whole of Government Accounts returns may request information relating to the exit payment cap, or any exit payments made by the relevant body, for later publication. Public sector employers are expected to cooperate in providing such information.
32. Where the cap is relaxed in accordance with the separate HM Treasury Directions, the responsible body 'Decision Maker'¹⁶ must be keep records for a minimum of 3 years about: when, to whom, the amount including type of exit payments and why the power was exercised.
33. The relevant authority must also publish in their annual accounts where exercising the relaxation power: the amounts and types of exit payments made, the dates and the reasons why the power was exercised.
34. An employee with multiple employments in the public sector who receives an exit payment in respect of one employment is required, as soon as is reasonably practicable, to inform all other public sector authorities (or those responsible for paying them as an office holder) by whom he or she is employed about that exit payment in writing. Specifically, the amount and type of exit payment, who will be paying it and the date they left employment or ceased to hold office to which the exit payment relates.
35. Authorities will be required to publish a policy on the limited circumstances in which they would consider the granting of an exception.

Implementation

36. The government's consultation closes on 3 July 2019, however no proposed implementation date has been announced apart from the statement that intention is for the reforms to be introduced 'without further delay'.
37. The Chief Secretary to the Treasury has also alluded to the cap being brought in later this year, meaning it could therefore apply to some public sector employees as early as October 2019.

Likely practical impact of the pay cap

38. The inclusion of pension strain in calculating the pay cap means that individuals over the age of 55 but under normal retirement age who are in the LGPS will be disproportionately affected. The nearer the age of 55, the higher the salary and the longer an individual's membership of the LGPS, are all factors that make it more likely that the pay cap will apply. For example, an individual who is aged 55, earning a relatively modest £40,000 per year with 35 years' service (and LGPS membership) would incur a pension strain charge for the City Corporation of @£73,000. The occupational redundancy payments under the City Corporation would be approximately £31,000, bringing the total to £104,000 and exceeding the payment cap by £9,000.

¹⁴ Payments in excess of the cap must be accompanied by a value for money assessment on whether to pursue civil repayment through the courts. This assessment must be agreed by the relevant Accounting Officer in line with their Accounting Officer responsibilities.

¹⁵ Sanctions may also be imposed on the employer (or, if appropriate the sponsoring department) by HM Treasury.

¹⁶ The person who exercises the power under s153C(1) of the Small Business, Enterprise and Employment Act or under regulation 11(b), 11(c) or 11(d) of the Regulations; the full council of a local authority (Court of Common Council, City Corporation) in respect of exit payments made by local government bodies for which it has responsibility.

39. Over the past three years, there were five termination payments made across the City Corporation which would have exceeded the cap, had it been in place. In all five cases this involved the early payment of pension thereby incurring a pension strain charge.
40. It is now imperative ahead of the government consultation closing that due consideration is given to the impact on pension strain costs for any future redundancy and efficiency retirement exits for those pension members aged 55 and over.

Security implications

41. None.

Financial implications

42. The calculation of the strain is based on costs at each individual Pension Fund in the LGPS as determined in the Triennial valuation. Therefore, the cost of exit will differ on a like for like basis from Fund to Fund. It is, therefore, difficult to apply fairly a fixed cap of £95,000 to pension benefits when the strain costs vary between Funds. This could leave the LGPS and the administering authorities exposed to the risk of challenge and complaint from scheme members.
43. Further guidance is required, however, a universal strain calculation is being considered at a national level and if agreed would be applied to all Funds.
44. Financial implications may include the costs associated with:
 - amendments to the software systems;
 - increased volume of redundancy estimates;
 - additional work due to manual calculations and checking of calculation;
 - increased turnaround times and backlogs;
 - risk of error and challenge;
 - formal complaints against: a) employer; b) pension administration; and/or c) LGPS.
45. For the LGPS member the issue here will be more around the ability to remove the mandatory payment of pension benefits from age 55, permitting scheme members to defer the pension payment to a later date. This would allow payment of redundancy and other statutory payments up to the cap amount and for scheme members to receive pension benefits on a later date of their choosing with a reduced reduction or no reduction at all. However, some people may not be able to afford to do this and could be left without work with limited career options.

Public sector equality duty

46. The government commented on the equality impact of the Regulations back in 2015 and has proposed to undertake a full Equality Impact Assessment (EIA) if the second stage of implementation is adopted. This does give rise to concern about the likelihood of legal challenges not having been appropriately assessed.

Resourcing implications

47. For employers' voluntary redundancy exercises may not produce the desired outcome and mandatory redundancy exercises may then become necessary.
48. The Pensions Office may receive increased numbers of estimates (voluntary then later mandatory); and if the calculations for the strain are manual, this may require further staff to process successfully.

49. However, it is currently difficult to know how to judge the effect of the legislation without having the necessary pension scheme regulations in place. Certainly, if the legislation was implemented today, the LGPS benefits must under current regulation (which is statutory) be paid in full, irrespective of cost or cost cap, the employer must pay that cost.

Conclusion

50. Supplementary guidance to the Regulations is provided for the relevant public sector employers to be used in conjunction with the separate mandatory HM Treasury Directions (which must be followed if relaxing the £95,000 cap). Where there is any discrepancy between the Regulations and the guidance, the Regulations prevail. The Regulations take precedence over any existing contractual agreements, regulations and other exit schemes where they make more generous provision than allowed by these regulations, unless these arrangements are exempt in the regulations. However, in saying this the draft Regulations and associated references presently contain many significant contradictions and inconsistencies which need to be resolved before the Regulations come into effect.
51. Exit payments can be important to employers' ability to reform and react to new circumstances, whilst providing support for employees as they find new employment or as a bridge until retirement age. However, public sector employers have a responsibility to demonstrate that they are using public money efficiently and responsibly, and to ensure that pay and terms are always proportionate, justifiable and fair to the taxpayers who fund them.
52. The government will consider the consultation responses and decide on how best to achieve its aims. Once the outcome of the government's consultation is known, a further Establishment Committee report will be prepared.

Background paper

Restricting exit payments in the public sector, LGA published consultation response
<https://www.local.gov.uk/our-support/workforce-and-hr-support>.

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Committee: Establishment Committee	Date: 10 July 2019
Subject: Equalities and Inclusion Update Including 2019-20 Action Plan	Public
Report of: Director of Human Resources	For Information
Report author: Tracey Jansen, Amanda Lee-Ajala	

Summary

This report presents the 2019-2020 Equality and Inclusion Action Plan for information; highlights from the E&I Plan 2018-19 and an update on the work of the Diversity and Business Engagement (D&BE) Lead Officer.

Recommendation

Members are asked to note the report.

Main Report

Background

1. This report presents the draft E&I Action Plan for 2019-20 and highlights actions relating to employment from last year's plan with new actions to increase the level of engagement and progress at the departmental level. The Diversity and Business Engagement Lead Officer supports the development of our own Staff Networks and is building links with organisations in the City who have or have the intention to develop Staff Networks.

Current Position

Equality and Inclusion Action Plan 2019 - 20

2. The new Plan (attached as appendix 1) has simplified the actions within the Plan. The more detailed activities will sit separately to the overarching Plan and will be reported on separately as appropriate.
3. The revised Plan includes the new actions that relate to the Ethnicity and Disability pay gaps reported to the last meeting. The Plan also includes the updated service delivery actions following the commencement of the Equalities Manager who has been working with individual Chief Officers and equality representatives. In developing the Plan, we have taken into account the Government Office for Equality recently published guide on closing the gender pay gap; the staff survey responses; feedback from the Staff Networks; our workforce profile data; and research of best practise and developments in industry.

4. We are proceeding with the application to become a Disability Confident Leader as well as developing a Race Charter to run concurrently with the Stonewall Diversity Champions (see Objective 5 of the new Plan). The aim of this is to assess what needs to be done across the City Corporation to progress these agenda's in the first instance, moving towards achievement of recognition that can be celebrated in the future.
5. Departments developed their own E&I Action Plans last year but to ensure a consistency of approach, the activities in the Corporate E&I Action Plan that are deliverable at the departmental level will be dropped into all departmental plans. Departments can then add any bespoke activities to address local issues. These will include both employment related and service delivery activities. Departments' E&I action plans will be included and monitored with their business plans.

Highlights from last year's E&I Action Plan

Recruitment of Women at Grade G to date

6. Members will recall that we have set a target that 45% of posts at Grade G and above will be filled by women by 2023. At that time the split by sex at Grade G and above was 65.27% male compared to 34.73% female. The current split as at end March 2019 compared to end March 2018 when we set the target has not improved and it should be noted that every recruitment at this level can impact on the statistics.

	2018-19		2017-2018	
	Male	Female	Male	Female
Workforce profile	53.40% 1948	46.6% 1700	54.34% 1964	45.65% 1650
At \Grade G and Above	66.77% 215	33.22% 107	65.27% 203	34.73% 108
Recruitments at G and above May - 18 June 19	15	7	-	-

7. This is disappointing and without a more concerted effort it will be difficult to reach what we considered to be a reasonably achievable target when it was set. We are therefore putting in place processes to ensure each and every recruitment campaign at this level takes into account the gender, ethnicity and disability pay gaps and these will continue to be monitored through the Equality and Inclusion Board and also through the business planning process. These new requirements will:
 - require the recruiting managers to have undertaken the R&S classroom based training before commencing the recruitment exercise. (If timing of the courses does not permit, they will need to have completed the online refresher training)
 - require the recruiting manager to include a documented plan for attracting women ethnic minority and disabled applicants and maximising opportunities for them to be shortlisted, to be endorsed by the Chief Officer and HR Business Partner. (also see para 16 below)

- require the recruiting manager to also complete a post recruitment analysis of the process.
- require recruitment panel members to have undertaken the online refresher training no more than 6 months before the recruitment campaign begins and ideally on each occasion they are involved in recruitment.
- have diverse panels and HR representation if at all possible
- continue to anonymise posts at grade I (including those undertaken by search and select consultants) unless it has been agreed with the Director of HR that this is not feasible in particular instances.
- require invites to tender for search and select consultants to include a requirement to use our equalities monitoring form gather anonymised data of applicants and include in their proposal how they will increase the diversity of applicants to address our pay gaps.
- be advertised as flexible working options and/or job share available to encourage a diverse group of potential applicants at all levels across the Corporation unless an exception is agreed by the Chief Officer and Director of Human Resources.

Ethnicity and Disability Pay Gaps

8. We reported on our Ethnicity and Disability pay gaps to the last meeting of this Committee. The new Plan incorporates actions to address the gaps as outlined above.
9. It should be noted that unlike gender we do not have 100% information in relation to the workforce disability or ethnicity profile. Further it is self-declared information along with other sensitive data such as sexual orientation and religion or belief. The detailed breakdown of the workforce profile is reported separately on the agenda. By way of reminder the pay gaps as at March 2018 are:

	Mean Hourly Rate	Mean Bonus
Sex	6.4%	13.2%
Disability	8.7%	21.9%
Ethnicity	20%	33.2%

Audit of Public Sector Equality Duty (PSED)

10. The audit of PSED in decision making has been completed but the report not yet finalised. The recommendations will be reported to Establishment Committee when available.

Social Mobility

11. The Social Mobility Strategy has now been approved and we are incorporating Social Mobility into the Test of Relevance and Equality Analysis templates. We are also planning to add an example into the equality analysis training for Managers, business planners and policy developers.

Gender Identity Policy

12. The new Gender Identity Policy is now on the intranet and added to the employee handbook. The Managers' Guide has been linked to the Equality in the Workplace and Trans Awareness online training.

E&I Training

13. Training remains an area for concern, with fairly poor take up. Therefore, a targeted Internal Communications campaign will be initiated July - September, focussing on which Equality and Inclusion training courses are available, why staff should complete them also drawing strong links to the Staff Networks. This will provide a '2 for 1' campaign (i.e. Training and Staff Diversity Networks).
14. This campaign will include details about the importance of completing this training and example questions from the different Equality training modules prompting staff to go online to complete the training if they cannot answer the questions.

Diversity and Business Engagement (D&BE Lead Officer) Update Accreditations

15. Future Equality programmes have been explored that will enhance the Diversity Champions programme. The E&I Board has agreed to proceed with the application for Disability Confident - Leaders and the development of a Race Charter. These processes in the first instance will be a learning opportunity for the City Corporation to benchmark against specific targets that will inform future progress in these respective areas. These have been added to the draft E&I Action Plan.
16. Work on the Stonewall Diversity Champions program is continuing with a task and finish group being established to work with the D&BE Lead Officer including members of City Pride and corporate Communications. Currently the D&BE Lead Officer is working with City Pride to gain greater recognition and diversity in LGBT Staff Network (relates to WEI section 3) in addition to progressing representation of networks in different elements of the induction process.
17. The Stonewall Workforce Conference was attended on the 26 April 2019 by three members of staff and the Chair of the Establishment Committee who was able to attend the Senior Leaders sessions. With over 1000 attendees this was a very successful event and many new contacts made.
18. The D&BE Lead Officer will be formulating a response to Stonewalls Workplace Equality Index for benchmarking LGBT inclusion in the workplace. The outcomes will be available in January 2020. Although it is not anticipated that the City Corporation will appear in the top 100 in the first year, it is an ideal process for assessing the City Corporation's progress in LGBT inclusion and to gain valuable feedback from Stonewall.
19. A new full-day event has been launched that provides the leadership skills and practical knowledge to lead a network group that's a real force for change. This event will take place, on 28 June in Birmingham. A member of the task and finish group will be attending and will feed back on their learning.

Internal Events

20. On the 24 April the Multifaith Network hosted a tour of Mansion House and panel discussion session, chaired by the Remembrancer. The D&BE Lead Officer was invited to speak about the HR guidance on Ramadan and Shaykha Safia Shahid, Principle of the Women's Muslim College gave an insightful presentation about Ramadan and the significance of fasting during this period. This has become an annual event that was attended by 40 people with many suggestions made about how the City Corporation can further support Muslim employees during Ramadan by providing extra prayer space and an ablution facility. The extra prayer facility was accommodated this year where possible in Training room 2, when not in use during prayer times. Going forward the extra space will be booked in advance. However, it was explained that the ablution facility would require further exploration, a thorough business case and costing and other possibilities such as the provision of mops and buckets made available during this period in the larger toilet facilities across the City Corporation.
21. In efforts to work in collaboration with not only different networks but internal teams the Staff Networks hosted a collaborative event entitled "Make time for Mental Health on the 14 May 2019. Speakers were:
- Andrea Corbet Elite Pro Body Builder (Pro Debut 2019) a Wellbeing Coach & Mentor and the founder and Director of Focus On Creating Your Ultimate Self (A healthy mind in a healthy body).
 - Adele King an accredited Coach, NLP practitioner, Change Consultant and Speaker, and the MD of Transcendence Coaching Limited gave a talk about the Life Lessons from Cancer and how these can apply in Business
 - Simon Kitchen CEO of Bipolar UK, the national charity dedicated to supporting people affected by Bipolar Disorder-Living with Bipolar disorder including treatment, support services and self-help talked about the cycle of a person living with bipolar.
22. There were over 100 attendees at Mansion House from across the Corporation including the police and feedback has been positive.
23. The Staff Networks secured a stall at the Rediscover Learning event and alongside the D&BE Lead Officer presented a lightning session. This was an opportunity to showcase the work of the Networks and really engage with staff who have in the past been apprehensive about putting themselves forward. 20 people signed up to become members of the different Staff Networks on the day.

Staff Diversity Networks

24. There have been several Networking events and Name Changes that include:
- Women's inclusive Network (WIN) – International women's day event and photographic campaign
 - City Pride - LGBT LMA History event
 - Carers and Parents Network – Relaunch with Massage and Laughing Yoga
 - The BAME and City Pride Network Inspirational event
 - The Disability Inclusive Network (DIN) is now the Disability and Wellbeing Network (DAWN)

External Events

25. The D&BE Lead Officer attended an interfaith discussion, organised by the Naz Legacy Foundation, at St Paul's Cathedral. The theme for this event was the flourishing of London as a dynamic global city where people are culturally and religiously aware.
26. The aim was to bring young people together of faith and no faith backgrounds, to share views and opinions and to be exposed to senior leaders of the church and state who were able to speak about the vision for London over the next ten years. The concept for the evening was set within the framework of an interfaith Iftar, when Muslims break their fast during the month of Ramadan by eating together.
27. The evening consisted of networking discussions with different faith groups and organisations under the dome. This was followed by speeches from the Bishop and Mayor of London. Once the Ramadan fast was broken attendees were offered a date and water.
28. At the conclusion of the evening, there was a 'peace walk' to Guildhall, led by the Bishop of London. This enabled an opportunity to reflect on the evening's discussions. Once at the Livery Hall, Alderman Haines who was representing the Lord Mayor said a few words of welcome. The evening was ended following an informal buffet meal.

Future Events

29. To gain as much traction as possible the D&BE Lead Officer is liaising with external city companies to share best practice and gain as many networking contacts as possible. As such a collaborative event is being planned to be held in the Guildhall Livery Hall with Jeito consultancy, specialists in helping to set-up Staff Networks, define ongoing strategy and strengthen leadership skills. We are combining our contacts to host an event and the themes for the day will be: Running a Campaign for Employee Networks; Diversity and Inclusion Maturity Models and Mapping Plans.
30. The second Equality and Diversity event will be held for City Corporation Staff themed around Intersectionality and the importance of recognising that within each different Protected Characteristics, people who have overlapping characteristics may have different experiences of discrimination. This event will invite inspirational speakers to share their experiences and enable staff across the City Corporation to gain a greater understanding of inclusivity and the importance of creating allies.

Corporate & Strategic Implications

31. The E&I initiatives and actions included in this report links to the Corporate Plan aim of 'contributing to a flourishing society'.

Implications

32. There is a small budget provision for Equalities work and supporting the Staff Networks. Any additional resource implications are included in the E&I Action Plan. There are no security considerations envisaged.

Conclusion

33. The assessment of last year's E&I Action Plan identifies that whilst there has been progress in some areas of work, these have been primarily in relation the corporate initiatives and actions. There is a need for departments to be cognisant of and fully engaged with their own responsibility to deliver the E&I agenda and Action Plan as part of 'business as usual'. Given the slow progress being made, this year we are putting in place more prescriptive elements so that departments are more accountable for their activities and progress.

Appendices

Appendix 1 – Equality and Inclusion Action Plan 2019-2020

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Equality and inclusion Action Plan 2019-2020

This Action Plan, is owned by the Equality and Inclusion Board, ensures that the Equality Act 2010, is at the centre of the City of London Corporation's employment and service delivery practices and is an integral part of the way in which we work. The employment and service delivery/community objectives have been designed to focus on the delivery of the top twelve strategic priorities for 2019-20.

The aim is to present a plan that addresses priority areas and lays a solid foundation to produce a successor Equality and Inclusion (E&I) Action Plan for 2020-23. It sets out our approach for mainstreaming equality and inclusion within employment and service delivery and addresses the key aspects of the Public Sector Equality Duty.

E&I outcomes should be based on evidence of how the relevant targets have been achieved using internal and external sources including quantitative and qualitative information. These will be included as part of the business planning process. This will ensure that there is a consistent approach that provides valuable information about how departments are performing against key objectives.

Both Departmental ED&I Groups and local Diversity Staff Networks will have key roles to play in helping to deliver on our priorities and scrutinising our performance within the ED&I agenda. This 2019-20 Corporate E&I Action Plan will help us to develop and work better with both key groups, ensuring more effective policy/service implementation and a more corporate, joined up and proactive approach.

To further demonstrate how our approach to equality and inclusion, goes beyond our statutory obligations, each objective now also includes a link to how it contributes to the achievement of the relevant outcomes, contained in the Corporate Plan 2018 -23. This provides an explicit indication of how the City Corporation is embedding equality and inclusion within all areas of our work. The Plan identifies where costs are envisaged, and it should be noted that some of the actions in the Plan may lead to proposals which have costs implications, and these will be identified as and when they arise.

John Barradell
Town Clerk and Chief Executive

Chrissie Morgan
Director of Human Resources

Andrew Carter
Director of Community and Children Services

Employment

No. Relevance to Corporate Strategy 2018-23	Objective	Actions	End date	Lead	RAG	Outcome	Cost Imps	
							Y	N
1. (3,8) Page 34	To attract, select and retain a diverse workforce and create an environment that provides open and transparent career development, pay and progression.	a) Chief Officers to work with their HR business partners and departmental equalities reps, to use the annual workforce profile, departmental HR dash boards and Gender Ethnicity and Disability Pay Gaps, to inform business plans /workforce plans and ED&I plans.	March 2020			<ul style="list-style-type: none"> Departments will be given prepopulated E&I action plans to which they will add their own bespoke actions. (July 2019) Monitoring of performance is tracked for progress and completion Outcomes inform interventions to remove any possible barriers that are found. The composition and representation amongst the workforce are more diverse across departments. 		✓
		b) Continue to undertake Gender, Ethnicity and Disability Pay Gap data analysis to monitor progress and identify any emerging themes and ensure a clear project plan is developed to create relevant actions.	March 2020			<ul style="list-style-type: none"> There is a steady decrease in the gaps for each of the affected groups. Including mean pay and average pay Top quartile is more diverse by gender, ethnicity and disability 		✓

		<p>c) The HR Business Plan, Transformation Plan Attracting Talent project and HR BAU policies and procedures are aimed at removing possible barriers that are preventing those with protected characteristics from progressing within the organisation.</p> <ul style="list-style-type: none"> i. Champion the business case for attracting, developing and retaining female talent and supporting new and expectant mothers in the workplace by sharing best practice. ii. Promote Shared Parental Leave (low take-up, government stat's, 'Share the Joy' campaign). iii. Government drive to promote flexible working iv. Recruitment campaigns to include specific consideration pre and post recruitment of addressing the pay gaps v. All jobs where possible are advertised as flexible or job share to encourage a diverse group of potential applicants at all levels across the Corporation 	<p>October 2019</p> <p>Dec 2019</p> <p>March 2020</p> <p>Oct 2019</p> <p>Oct 2019</p>		<ul style="list-style-type: none"> • The Recruitment and Selection policy and managers guidance and training is revised to include the initiatives developed as part of the E&I Action Plan. • The simplified application form for grades a – c is revised to remove any possible barriers affecting people from different protected characteristics. • An increase in the number of applications through to employment, from the most underrepresented groups within the workforce. • Improved capacity to reach applicants from different backgrounds. • Improved choices of roles for a diverse pool of current and potential employees. • A greater understanding of the pool of applicant's SM profile obtained to identify possible barriers in recruitment. 		✓
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		<ul style="list-style-type: none"> vi. Search and select recruitment to include equality monitoring data and increasing diversity of applicants. vii. Alternative R&S methods are trialled for lower graded posts and those where large responses are experienced viii. Develop a voluntary survey that applicants for positions are invited to complete. 	<p>July 2019</p> <p>March 2020</p> <p>March 2020</p>					
Page 36		<p>d) Supporting activities that address the Women in Finance Charter and extend the actions as appropriate to address ethnicity and disability pay gaps (also see objective 2 below):</p> <ul style="list-style-type: none"> i. Increase the opportunities for career grade progression. ii. Greater outreach and collaborative working with external organisations 	March 2020			<ul style="list-style-type: none"> • 45% women in senior management posts (grade G and above) by 2023 		✓
2. (3,8)	To promote diversity, inclusion and fairness within the workforce and service delivery and embed equality based training that will inform and enhance decision making within the City of London.	<p>e) Seek approval to change the PSED toolkit which will be updated to include Social mobility considerations.</p>	Sept 2019			<ul style="list-style-type: none"> • There is a greater understanding of Social Mobility at all levels and due regard to SM alongside those with protected. 		✓

		f) Action any recommendations arising from the PSED audit.	September 2019			<ul style="list-style-type: none"> Decision making Governance in relation to E&I Implications and PSED is clear and embedded 		
		g) Encourage all staff and managers to complete mandatory e-learning programmes 'Equality in the Workplace' on City People To include a Communications strategy implemented to increase knowledge about the importance of understanding Equality and inclusion across the Corporation	July 2019 – September 2019			<ul style="list-style-type: none"> Training data shows that staff at all levels have completed mandatory training. Staff at all levels understand the concepts of equality and diversity, the protected characteristics, different forms of discrimination. Staff at all levels understand their duties under the Equality Act 2010 		✓
		h) Provide a wider range of leadership development skills for aspiring women leaders.				<ul style="list-style-type: none"> Increased number of women progressing into more senior roles 		✓
		i) Scope out and pilot the development of targeted mentoring/ reverse mentoring initiative to address known barriers to retention and progression for staff from underrepresented groups (BAME, Disability and Sex)	March 2020			<ul style="list-style-type: none"> Up to 4 employees have been mentored (including reverse mentoring) The outcomes tracked to for impact. 		✓
3. (3,8,9)	To increase the level of equality data held on our staff to allow greater understanding of the underrepresented groups across the City of London's workforce	j) Actively encourage employees to refresh their demographic data on City People especially where data held is low or there are large percentages in the unknown sections namely, Disability, Sexual Orientation and Ethnicity. Communications campaigns detailing why this information is needed and how it is stored and used.	March 2020			<ul style="list-style-type: none"> Improved capacity to increase diversity across the corporation as the level of diversity information about the workforce is held that will highlight the main areas for targeted consideration Increased numbers of departments employing under-represented groups 		✓

		k) Utilise the influence of the Staff Networks to engage with their members to complete/update their information on City People	March 2020			<ul style="list-style-type: none"> • Networks influence is highlighted, and membership is increased. 		✓
4. (3,4,9)	To develop an inclusive and transparent approach to engagement with our Staff Networks	l) Involve the Staff Networks in Equality and Inclusion stakeholder discussions including policy development as appropriate.	March 2020			<ul style="list-style-type: none"> • Network members feel included in decision making and are encouraged to engage in policy development. • Network members are able to really champion the networks and feel empowered to make real change across the Corporation 		✓
Page 38		m) Staff Networks to provide an annual report to the ED&I Board detailing past achievements to date and plan for future development	Sept 2019			<ul style="list-style-type: none"> • Network Leads are able to utilize their roles as a learning and development opportunity/ capacity building activity which is an enhancement to their substantive role 		✓
		n) Create an induction booklet on equality and inclusion, including content from the Annual Report and the Staff Diversity Networks	July 2019			<ul style="list-style-type: none"> • Increased Internal and External Stakeholders engagement which shares best practice and encourages greater capacity for collaborative working. 	✓	
5. (2,3,4,10)	Utilise innovative and aspirational programmes to become leaders in Equality and inclusion.	o) Utilise the Stonewall Diversity Champions membership and Workplace Index process to assess the Corporations progress on the LGBTQ+ issues	Sept 2019			<ul style="list-style-type: none"> • Submission completed, identified areas for improvement developed into a workplan, with clearly identified future progress. 	✓	✓
		<ul style="list-style-type: none"> • Build on the Disability Confident Employers process to work towards achieving future Leaders status and Champion Disability Equality across the City. 	March 2020			<ul style="list-style-type: none"> • Highlighted areas for development from the Disability Confident Leaders process, progressed into future action plans 	✓	

		<ul style="list-style-type: none"> • Race at Work Charter', committing the Corporation to sign up to a set of principles and actions on encouraging the recruitment and progression of BAME employees 	Dec 2019			<ul style="list-style-type: none"> • Staff at all levels are aware of the Race Charter and understand their role in its implementation 		✓
6. (2,3,4,8)	Managing an ageing workforce. One in seven workers are over the age of 65 across the UK. The changing needs of older employees with state pension age continuing to rise, the lifecycle of employees is changing.	<ul style="list-style-type: none"> • Produce a series of awareness programmes about flexibility in working practices. Promote greater emphasis on improved health support services and wellness initiatives and more suitable benefits packages targeted at the older demographic. • Campaign to help remove the stigma surrounding conversations about the menopause, prostate cancer and mental health for example. 	March 2020			<ul style="list-style-type: none"> • A series of awareness programmes about flexibility in working practices, greater emphasis on improved health support services and wellness initiatives that identifies more opportunities for greater personal fulfilment. 	✓	

Service Delivery & Community (also see 2 above)

7. (9,10)	<p>a) To undertake a corporate review of the Corporation's policy and practice on the monitoring of service delivery</p> <p>b) To ensure that appropriate community</p>	<p>Each Department to review what they monitor (and by what protected characteristics) across their existing service delivery and community facilities/activities</p> <p>Each Department ensures that their consultation, engagement and involvement activities/events are</p>	<p>March 2020</p> <p>March 2020</p>			<ul style="list-style-type: none"> • Service monitoring in service delivery policy and procedure agreed • New core corporate monitoring categories agreed • Business case procedure agreed for applying proportionality in deciding 		✓
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	consultation, engagement and involvement activities/events are monitored (using the concept of 'proportionality') by the appropriate spread of equalities protected characteristics in each circumstance	monitored to facilitate monitoring of attendance and feedback by the appropriate spread of equalities protected characteristics				<p>the protected characteristics monitored in any given instance</p> <ul style="list-style-type: none"> • Departmental audit(s) completed for all service areas monitored and by which of the protected characteristics • Improved generation of ED&I data/information across the Corporation 		
<p>8. (1,3,4,5)</p> <p>Page 40</p>	<p>To ensure that all Departments draw up and implement Trans equality/ accessibility improvement plans</p> <p>To note as good practice the City Surveyor's work in establishing gender neutral toilet facilities in two locations in the Square Mile. On an ongoing basis to ensure that Equality Analysis is undertaken where facilities are due for upgrading to ascertain whether gender neutral provision is necessary. Commissioners are</p>	<p>Each Department to agree and consult on a Trans Accessibility/equality plan covering their services</p> <p>The commitment to include compulsory consideration of gender-neutral toilet facilities be included in the City Surveyor's Departmental Trans Accessibility/equality Plan and the re-drafted Project Commissioning Guidance</p>	<p>Jan 2020</p> <p>Feb 2020</p>			<ul style="list-style-type: none"> • Each Department puts in place a Trans equality/accessibility improvement plan • City Surveyor's include • Implementation of the Plans reported quarterly to DLTs/Chief Officers Group/Summit Group and Corporate Equalities Board • The compulsory consideration of gender-neutral facilities incorporated in the City Surveyor's Trans Plan and the procedure adopted in guidance 	✓	✓





	these upgrades should do this at the design stage of the project and this requirement be included in re-drafted Project Commissioning Guidance							
9. (3,10)	To monitor Departmental ED&I targets/KPIs on a quarterly basis using a RAG rating system	A schedule of ED&I targets/KPIs in the Departmental Business Plans, 2019-20, are extracted and monitored at the quarterly meetings of the Corporate Equalities Board	Quarterly from Sept 2019			<ul style="list-style-type: none"> Corporate Strategy to prepare an updated quarterly schedule of Departmental ED&I targets/KPIs This be reported to the Corporate Equalities Board on a quarterly basis Areas of slippage/lack of progress are highlighted, using a RAG system, and corrective action proposed to meet published target dates 		✓
10. (5,10)	To undertake a radical review/update of the City of Corporation's corporate ED&I policy statements on employment and service delivery	DCCS to review the corporate ED&I policy on service delivery and HR to review the ED&I policy on employment	Jan 2020			<ul style="list-style-type: none"> Refreshed, re-energised and modernised policy statements put in place covering service delivery/community and employment These dovetail with the 2019-20 (and successor 2020-23) ED&I Action Plan to present a coherent corporate framework for the 		✓

						delivery of ED&I in the City of London		
11. (3,10)	To utilise the DCCS ED&I Self-Assessment Tool and Guidance to ascertain Departmental strengths and weaknesses against the ED&I agenda	Each Department to carry out a self-assessment of their equalities practice in service delivery/community and employment and put in place improvement plans based on their identified weaknesses/areas of development	Dec 2019			<ul style="list-style-type: none"> The ED&I Self-Assessment Tool and Guidance, piloted in DCCS, is reviewed and amended to ensure relevance across the Corporation's service Departments 		✓
	To consult internally, with key community focused services, and externally, with strategic partners, to ascertain whether there is evidence of unresolved cohesion, integration and resilience issues in the City of London area	Report submitted to the Corporate Equalities Board and any necessary recommendations made for future work	Feb 2019			<ul style="list-style-type: none"> The self-assessment process results in the production of Departmental ED&I Improvement Plans for delivery in 2020-21 Report considered by Corporate Equalities Board 		✓
12. (5,9,10)	To produce a business case for developing a proactive and innovative communications campaign, emphasising the importance of diversity to the City of London's status as a world centre of finance/business and	Costed business case completed and submitted to the Corporate Equalities Board for implementation	Nov 2019			<ul style="list-style-type: none"> The communications strategy is agreed and Project delivery takes place over January-April 2020 and beyond Implementation results in a high-profile boost to the City Corporation's reputation and status as a leader in the field of diversity 	✓	

	the Corporation's key leadership role in promoting equalities & inclusion across the square mile					<ul style="list-style-type: none"> Private, public and voluntary sector City partners sign up to and endorse the aims of the campaign via the principles expounded in a City of London ED&I Charter 		
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Key:

RAG rating

Red		No Progress to report	
Amber		Action commenced	
Blue		Action ongoing	
Green		Action completed	

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Twelve outcomes contained in the [Corporate Plan 2018 – 2023](#) (greyed out outcomes are out of scope)

Contribute to a flourishing society	Support a thriving economy	Shape outstanding environments
1. People are safe and feel safe.	5. Businesses are trusted and socially and environmentally responsible.	9. We are digitally and physically well-connected and responsive.
2. People enjoy good health and wellbeing.	6. We have the world's best legal and regulatory framework and access to global markets.	10. We inspire enterprise, excellence, creativity and collaboration.
3. People have equal opportunities to enrich their lives and reach their full potential.	7. We are a global hub for innovation in finance and professional services, commerce and culture.	11. We have clean air, land and water and a thriving and sustainable natural environment.
4. Communities are cohesive and have the facilities they need.	8. We have access to the skills and talent we need.	12. Our spaces are secure, resilient and well-maintained.

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Committee Establishment Committee	Date: 10 July 2019
Subject: Annual Employee Profile Report 2018 - 2019	Public
Report of: Director of Human Resources	For Information
Report author: Tracey Jansen and Carol Simpson - Corporate Human Resources	

Summary

This report sets out the workforce profile information for the year 2018-2019. It also includes the Gender, Ethnicity and Disability Pay Gaps for 2017-2018. It provides a breakdown of the workforce by six protected characteristics identified in the Equality Act 2010. These are Sex, Age, Ethnicity, Disability, Religion and Belief and Sexual Orientation. The appendix to the report is included in our Annual Equality and Inclusion Performance report which is published on the internet.

Recommendation

Members are asked to note the report.

Main Report

Background

1. Equality and inclusion fall under the remit of this Committee and the Committee receives a number of update reports throughout the year. The Equality and Inclusion Board chaired by the Town Clerk and Chief Executive oversees the E&I Action Plan in relation to employment and service delivery. The latest update is reported separately on the agenda. This report is the annual update presenting data on the employee profile broken down by 6 protected characteristics defined by the Equality Act 2010. These are sex, age, disability, ethnicity, sexual orientation and religion or belief. The analysis includes salary and grade; the top 5% earners; Gender, Ethnicity and Disability Pay Gap; turnover, recruitment and new starter and leaver information during the year.
2. The workforce profile data is used to inform the public sector equality duty in relation to employment. This data along with the HR dashboards and workforce planning data helps to inform the Human Resources business plan. In addition, Equality and Inclusion and Attracting Talent are workstreams of the HR Transformation Programme.

Current Position

3. Attached as Appendix 1 is an analysis of the workforce as at the end of March 2019. Overall there has not been any significant change in the composition of the

workforce. The various initiatives that we have put in place will take time to embed before we will be able to see any discernible difference. However, of note:

- i. Whilst the percentage of staff who identify as LGBT has not significantly increased, the data capture for sexual orientation has risen significantly from 66.58% of the workforce to 77.22%. This can be attributed to the work of our Staff Networks who encourage staff to enter their information on employee self-service. In relation to the top 5% of earners, of those with protected characteristics who can experience disadvantage, staff who have identified themselves as LBGT are the only group that are faring better in the top 5% of earners (see sections 3.6, 4.6 and 5.6 of the appendix).
 - ii. The number of staff who identify themselves as having no religion has increased by almost 2% whilst those who identify as Christian has reduced by 2%. (see section 3.5 of the appendix)
 - iii. The total number of ethnic minority staff has increased slightly from 16.96% to 17.82%. The recruitment analysis still indicates that the chances of being appointed reduces in comparison to white applicants. However, the differential has closed from 21.82% of all appointments in 2017- 2018 to 24.47% in 2018-2019. The proportion of ethnic minority staff included in the top 5% of earners is still disproportionately low. Although a slight improvement on last year. This is also reflected in the Ethnicity Pay Gap. (see sections 3.3, 4.3 5.3 and 5.7 and 6.3 of the appendix)
 - iv. The proportion of employees who are women has increased marginally this year. However, women are still disproportionately represented at the senior level and this is reflected in both the top 5% of earners and the Gender Pay Gap. (see sections 3.1,4.1 5.1 and 5.7)
 - v. The proportion of staff who have a disability has increased marginally. However, the proportion of staff with a disability are disproportionately represented at the senior level. (see sections 3.4,4.4, 5.4,5.7 of the appendix)
4. The top 5% of earners has been analysed over a number of years and was formerly a key performance indicator for local authorities. This year we have included in the annual report the gender pay gap and this has previously been reported in detail to the Committee. As noted above women, ethnic minorities and employees with disabilities continue to fare poorly in this category of analysis and indeed this is reflected in our Pay Gaps. As with our Gender Pay Gap, this is largely due to under-representation of ethnic minorities and disabled staff in senior grades. The measures to address these differentials are outlined in the separate Equality and Inclusion updated report and Equality and Inclusion Action Plan 2019-2020.

Corporate & Strategic Implications

5. Monitoring our workforce by protected characteristics provides us with key data that informs the equality and inclusion agenda and progress being made to address areas of concern. E&I initiatives link to the Corporate Plan aim of 'contributing to a flourishing society'.

Implications

6. There are no specific costs arising from this report, but the data helps us to identify where there is a disproportionate impact in relation to protected characteristics. The E&I initiatives and action plan that draw on the data are reported separately on the agenda.

Conclusion

7. This report sets out the latest annual employee profile by six of the protected characteristics. The data enables us to understand our workforce better and identifies areas of concern that need to be addressed. It also enables comparison and benchmarking with industry and monitors progress being made to reduce imbalances identified in our workforce.

Appendices

- Appendix 1 – City of London Corporation - Employee Profile March 2019.

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City of London Corporation - Employee Profile

March 2019

1 Introduction

This document illustrates and describes the profile of the workforce which informs the City Corporation's Public Sector Equality Duty; our equality and inclusion action plan; and HR policy review and development.

2 Scope

The analysis provides information on all employees both full time and part time and directly employed temporary employees. The departments covered are:

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

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

- The Barbican Centre, Guildhall School of Music & Drama, the City's three schools - City of London Freeman's School; City of London School; and City of London School for Girls.

Excluded are the City of London Police Officers and support employees whose data is reported separately to the Police Committee. Also excluded are casual and agency workers; contractors and consultants.

The employee profile data reflects the workforce recorded as at the 31 March 2019, unless otherwise stated.

Information is drawn from basic payroll and HR information system data. Additional sensitive information is added on a voluntary basis by employees through the employee self-service facility on the HR information system. Because employees are not required to provide all personal and sensitive information, this means that not all the categories include 100% data capture. This is indicated under each heading. In other cases, the employee has specifically recorded 'not stated' or 'declined to specify' on employee self-service and this is indicated accordingly. In accordance with the General Data Protection Regulations and the Data Protection Act 2018, all employees have been sent a privacy notice describing how the City Corporation as a data controller collects and uses personal information during and after employment with the City Corporation.

We have published our Gender Pay Gap in accordance with the Gender Pay Gap Regulations 2017. This year we are also publishing our Ethnicity and Disability pay gaps. These are included in the report.

Employee Profile - Protected Characteristics: The data analysis looks at 6 protected characteristics identified in the Equality Act 2010. These are: Sex, Age, Ethnicity, Disability, Religion and Belief and Sexual Orientation. Where numbers in relation to protected characteristics are very small these have been

grouped together, where it is appropriate to do so, to maintain the integrity of the data, but also to ensure that no individual/s are easily identifiable.

Categories of analysis: This report covers an analysis of the overall employee profile; salary and grades; top 5% of earners and Gender, Ethnicity and Disability Pay Gaps; turnover and recruitment; starters and leavers.

3 Overview of the Workforce

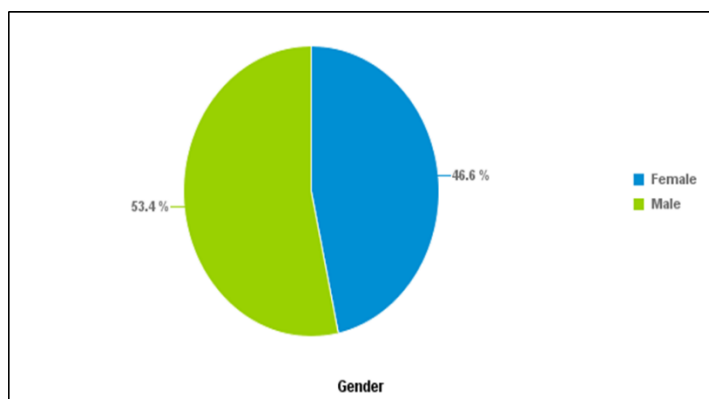
As at 31 March 2019 there were a total of 3648 employees across the departments and functions in scope, covering a wide range of service areas. There have been 575 starters including fixed term workers and 535 leavers including fixed term workers during the reporting period. Fixed term work may be for a number of reasons such as cover for maternity leave, fixed term/grant funding, finite project work, secondments and traineeships etc. 13.75% of staff are part time (defined as employees working less than 85% of a full time equivalent (FTE) post). For ease of reference it should be noted that 1 employee is equivalent to approximately 0.0274% of the workforce and 1% of the total workforce is approximately 36.5 employees.

3.1 Sex

Data is held on 100% of the workforce.

As shown below, 46.60% of the workforce is female and 53.40% are male. This is comparable to the split for 2016/17 (45.66% female and 54.34% male). The average for all London Councils is 61.4% female and 38.6% male respectively (Source: London Councils- Human Capital Metrics Survey Scorecard 2018/19). It should be noted that whilst some comparison can be useful, the City Corporation’s local authority function is smaller than London Boroughs and other Local Authorities which makes a direct comparison with them difficult. An alternative comparison can be made with the Business Register and Employment Survey 2018, which identifies the 2017 workday population of the “square mile” as 513,000 jobs, split 63% male to 37% female.

The proportion of part-time employees who are female is 75.15% and 24.85% are male. This figure is broadly the same as the national picture of women as a percentage of all part-time workers according to the Office of National Statistics (ONS).

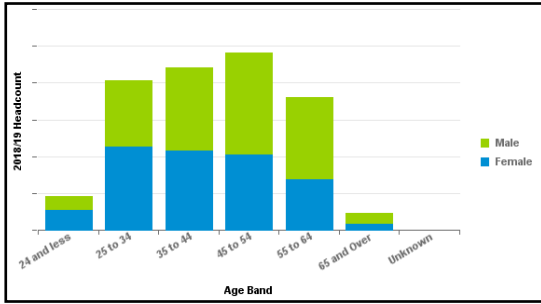


	2017/18		2018/19	
	Headcount	%	Headcount	%
Female	1650	45.66%	1700	46.60%
Male	1964	54.34%	1948	53.40%

3.2 Age

Age data is held on 100% of the workforce.

The age distribution is essentially unchanged from the previous year.



	2017/18		2018/19				
	Female	Male	Total	Female		Male	
>24	6.55%	4.63%	4.99%	105	6.18%	77	3.95%
25-34	26.11%	17.92%	22.29%	452	26.59%	361	18.53%
35-44	24.91%	22.81%	24.15%	428	25.18%	453	23.25%
45-54	25.94%	29.03%	26.40%	408	24.00%	555	28.49%
55-64	14.73%	22.40%	19.71%	275	16.18%	444	22.79%
65+	1.76%	3.21%	2.47%	32	1.88%	58	2.98%
Total	100%	100%	100%	1700	100%	1948	100%

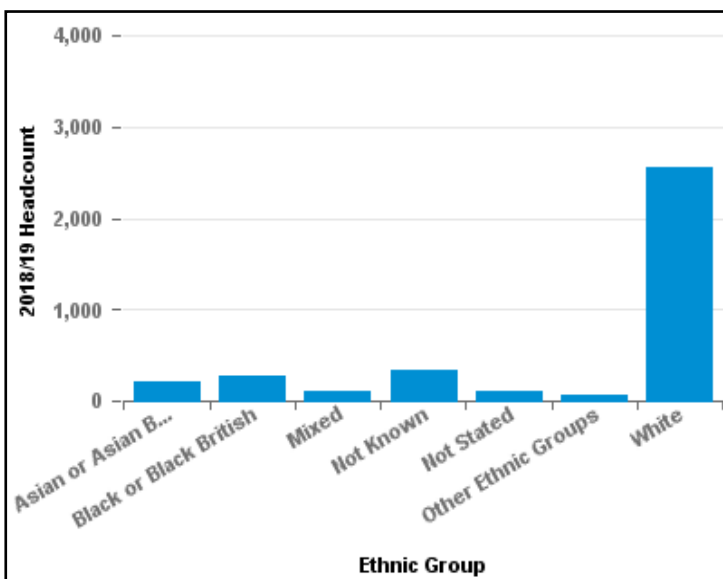
3.3 Ethnicity

Ethnicity data is held on 87.86% of the workforce.

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

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

The ethnicity profile shows a marginal increase over the past 12 months and overall there has been an increase in known ethnicity minority employees compared to white (16.97% in 2017-18 and 17.82% in 2018-19). The most recent comparative data for London Councils shows that across all London Boroughs, the workforce is 58.84% White and 41.16% Black Asian and Minority Ethnic (BAME). This compares to 70.04% White; 17.82% (BAME) and 12.14% Not Known/Stated at the City Corporation.

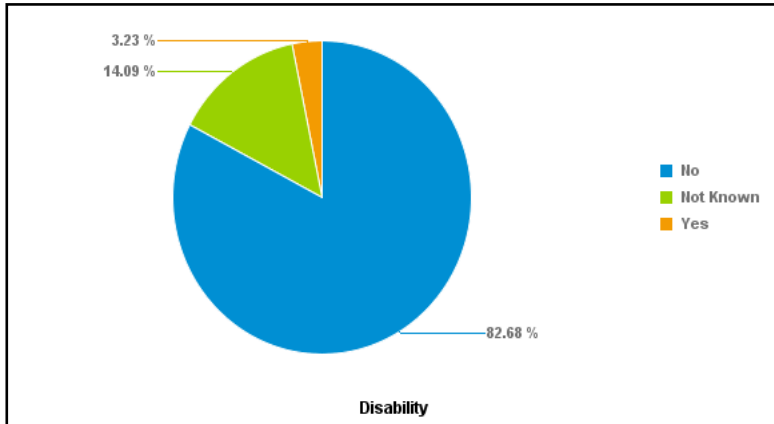


	2017/18		2018/19	
	Headcount	Percentage	Headcount	Percentage
Asian or Asian British	198	5.48%	207	5.67%
Black or Black British	267	7.39%	279	7.65%
Mixed	91	2.52%	100	2.74%
Not Known	329	9.10%	343	9.40%
Not Stated	103	2.85%	100	2.74%
Other Ethnic Group	57	1.58%	64	1.75%
White	2569	71.08%	2555	70.04%
Total	3614	100%	3648	100%

3.4 Disability

Disability data is held on 85.91% of the workforce.

3.23% of the total workforce have declared themselves as having a disability. Employees are asked to state whether they “self-certify” as having a disability on the HR information system and similarly job applicants are asked to indicate Yes or No to the statement of “I consider myself to have a disability”. Therefore, it should be noted this indicator does not necessarily accurately measure whether an employee meets the definition of “disability” under the Equality Act 2010.

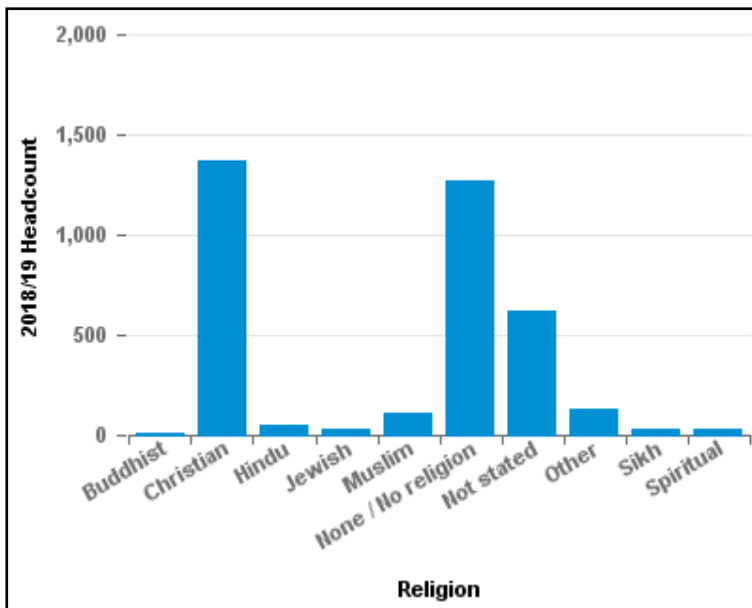


	2017/18		2018/19	
No	3017	83.48%	3016	82.68%
Not Known	490	13.56%	514	14.09%
Yes	107	2.96%	118	3.23%
total	3614	100%	3648	100.0%

3.5 Religion and Belief

Religion and belief information is held on 82.95% of the workforce.

Of the overall workforce 37.53% are Christian. 34.79% stated that they have None/No religion or belief which has increased slightly since last year. Total other religions and beliefs is 10.63% and not known 17.05%.



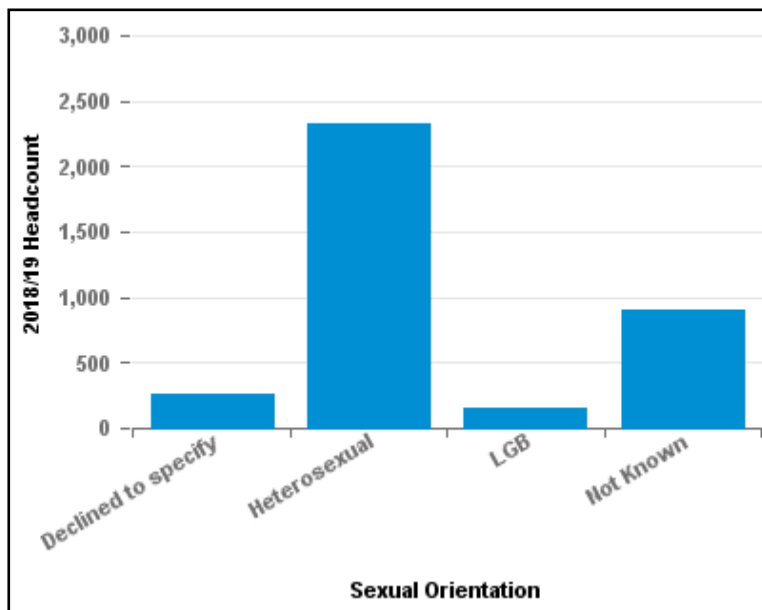
	2017/18		2018/19	
Buddhist	16	0.44%	15	0.41%
Christian	1430	39.57%	1369	37.53%
Hindu	43	1.19%	46	1.26%
Jewish	24	0.66%	26	0.71%
Muslim	104	2.88%	111	3.04%
None/No Religion	1191	32.96%	1269	34.79%
Not known	672	18.59%	622	17.05%
Other	73	2.02%	132	3.62%
Sikh	27	0.75%	31	0.85%
Spiritual	34	0.94%	27	0.74%
Total	3614	100%	3648	100%

3.6 Sexual Orientation

Sexual orientation information is held 77.22% of the workforce.

The Government uses a figure of 5% - 7% of the population as Lesbian, Gay, Bisexual Trans (LGBT) which the LGBT charity *Stonewall* feels is a reasonable estimate. There has been a significant increase in data capture since last year.

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



	2017/18		2018/19	
Declined to specify	209	5.78%	258	7.07%
Heterosexual	2254	62.37%	2326	63.76%
LGBT	152	4.21%	160	4.39%
Not known	999	27.64%	904	24.78%
Total	3614	100%	3648	100%

4 Salary and Grade Profile

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

Salary Scales

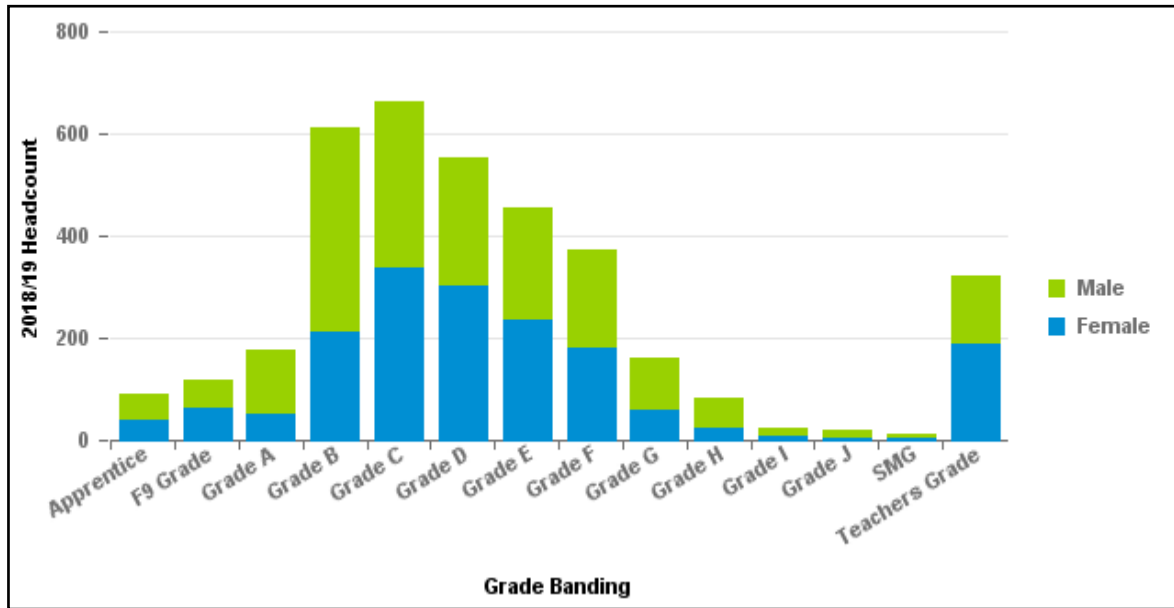
The pay of City Corporation employees is determined locally. This differs from most other Local Authorities whose pay is governed by the National Joint Council for Local Government (NJC).

Grade	Min Salary ()	Max Salary ()	2018/19% Workforce		2018/19 % Female		2018/19% Male	
Apprentice	19260	19650	92	2.51%	40	43.48%	52	56.52%
Grade A	15,200	16,150	178	4.86%	51	28.65%	127	71.35%
Grade B	17,090	19,840	612	16.71%	212	34.64%	400	65.36%
Grade C	22,310	25,890	662	18.07%	337	50.91%	325	49.09%
Grade D	28,140	32,640	552	15.07%	303	54.89%	249	45.11%
Grade E	32,640	37,810	456	12.45%	236	51.75%	220	48.25%
Grade F	41,320	47,920	373	10.18%	181	48.53%	192	51.47%
Grade G	49,340	57,240	159	4.34%	57	35.85%	102	64.15%
Grade H	57,240	66,320	84	2.29%	25	29.76%	59	70.24%
Grade I	66,320	76,870	24	0.66%	9	37.50%	15	62.50%
Grade J	79,190	91,810	18	0.49%	5	27.78%	13	72.22%
Chief Officers*	91780	243430	13	0.35%	3	23.08%	10	76.92%
F9 Grade	No fixed values		119	3.25%	64	53.78%	55	46.22%
Teachers	29200	59,650	321	8.76%	188	58.57%	133	41.43%

Figures exclude London Weighting and other allowances

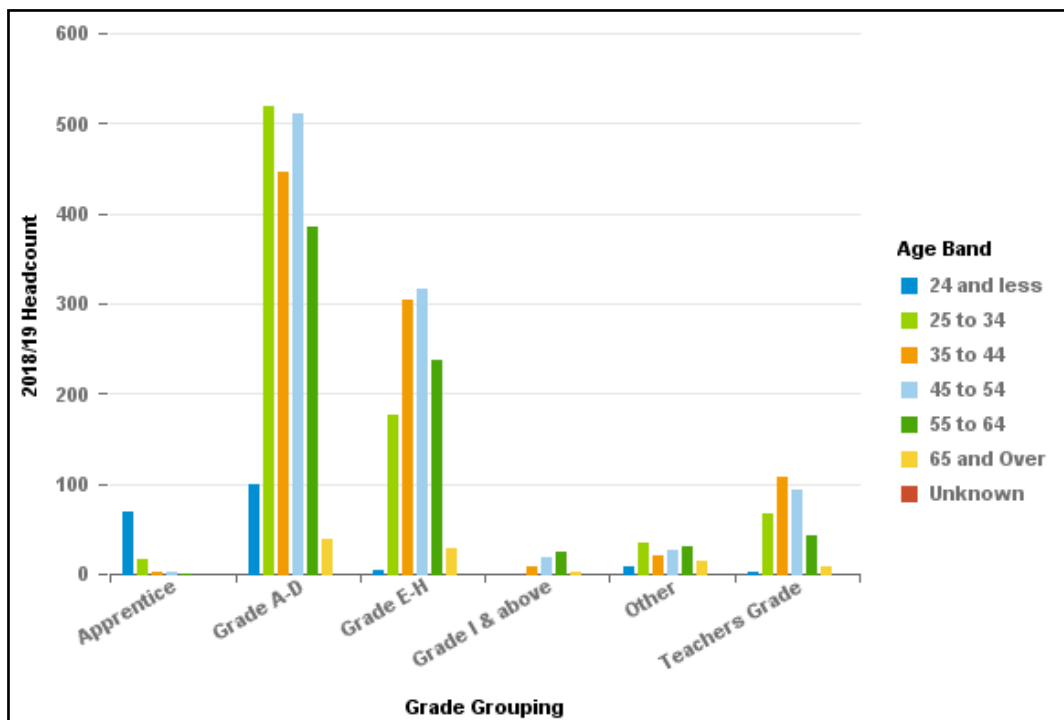
*Chief Officers have individual salary scales within this range and includes Head Teachers

4.1 Sex and Grade Profile



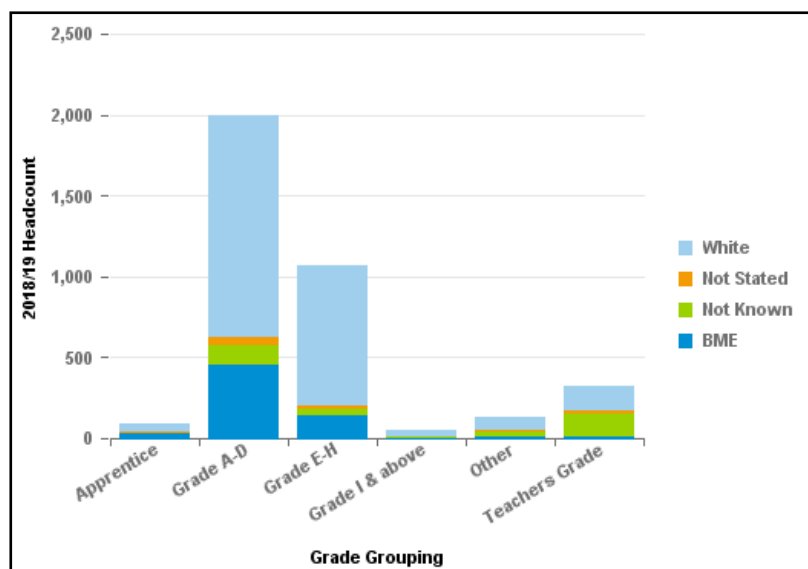
	2018/19				2017/18			
	% Female		% Male		% Female		% Male	
Apprentice	40	43.48%	52	56.52%	47	51.09%	45	48.91%
A-D	895	44.84%	1101	55.16%	895	44.11%	1134	55.89%
E-H	497	46.54%	571	53.46%	462	45.03%	566	54.97%
I and above	17	30.91%	38	69.09%	16	28.07%	41	71.93%
Other	64	53.78%	55	46.22%	44	48.35%	42	51.65%
Teachers	188	58.57%	133	41.43%	187	58.26%	134	41.74%

4.2 Age and grade profile



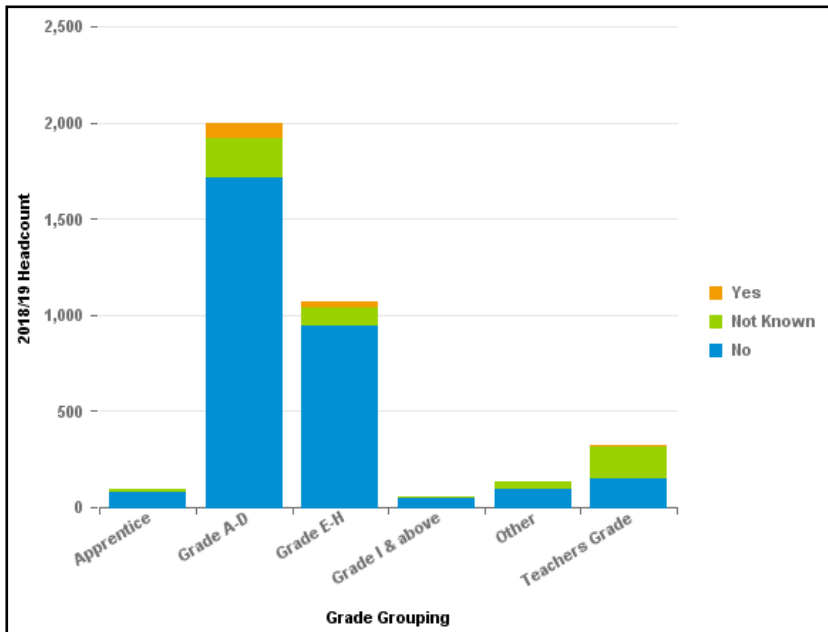
2018/19	24 and less	25 to 34	35 to 44	45 to 54	55 to 64	65 and Over
Apprentice	1.85%	0.46%	0.08%	0.08%	0.03%	
Grade A-D	2.73%	14.13%	12.14%	13.91%	10.50%	1.04%
Grade E-H	0.11%	4.83%	8.32%	8.65%	6.46%	0.76%
Grade I & above			0.22%	0.52%	0.68%	0.08%
Other	0.22%	0.93%	0.55%	0.74%	0.85%	0.38%
Teachers Grade	0.05%	1.83%	2.92%	2.54%	1.17%	0.25%
All Staff Total 2018/19	4.96%	22.18%	24.22%	26.43%	19.69%	2.51%
Total 2017/18	5.48%	21.57%	23.86%	27.64%	18.86%	2.59%

4.3 Ethnicity and grade profile



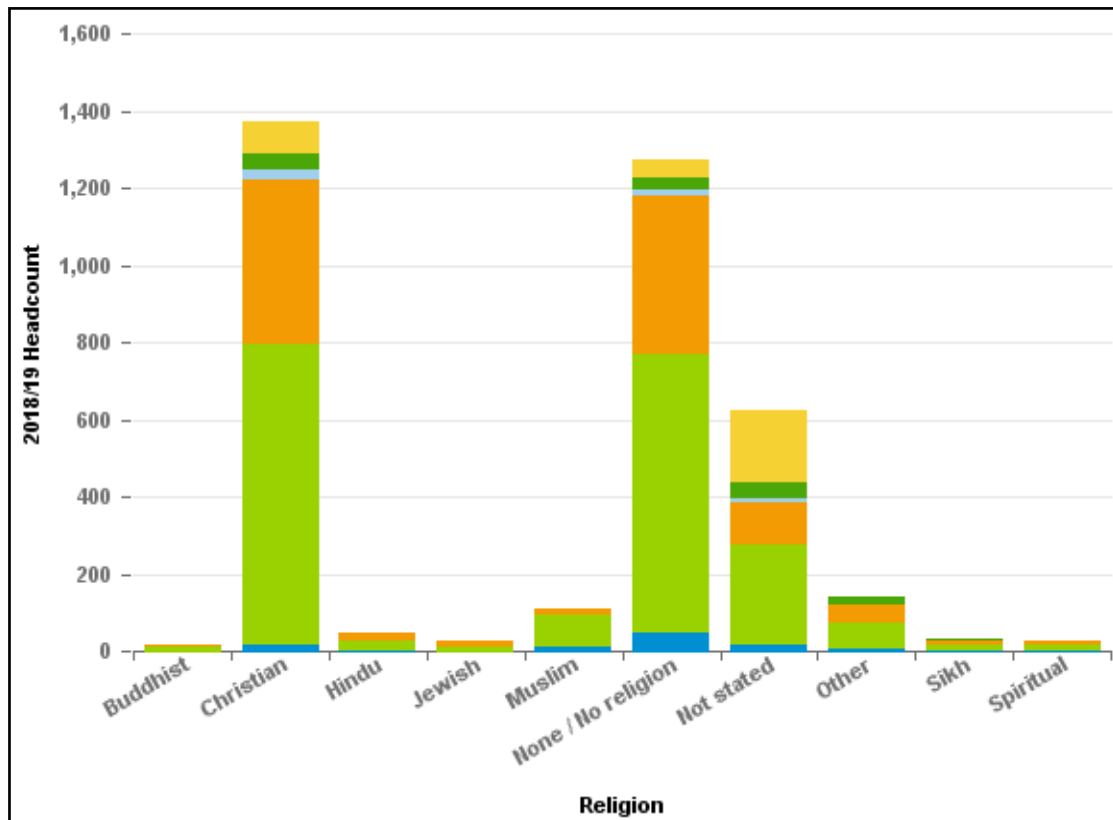
2018/19	BAME	Not known	Not stated	White
Apprentice	28.26%	9.78%	1.09%	60.87%
Grade A-D	22.85%	5.86%	2.86%	68.44%
Grade E-H	13.48%	3.37%	1.97%	81.18%
Grade I+	9.09%	9.09%	3.64%	78.18%
Other	9.70%	23.88%	2.24%	64.18%
Teachers	2.18%	44.86%	5.30%	47.66%
All Staff Total 18/19	17.82%	9.40%	2.74%	70.04%
Total 17/18	16.96%	9.10%	2.85%	71.08%

4.4 Disability indicator and grade profile



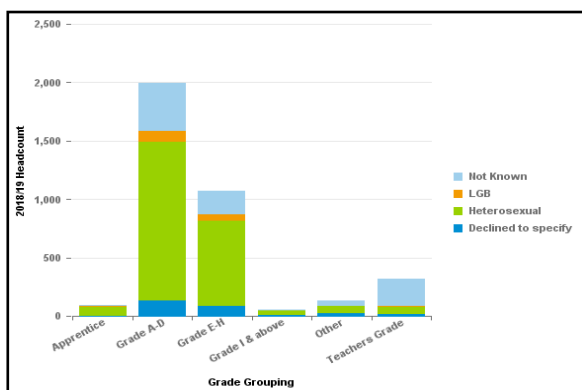
2018/19	No	Not Known	Yes
Apprentice	89.13%	9.78%	1.09%
Grade A-D	85.72%	10.37%	3.91%
Grade E-H	88.20%	8.71%	3.09%
Grade I+	90.91%	9.09%	
Other	70.15%	26.87%	2.99%
Teachers	47.66%	51.40%	0.93%
All Staff Total 18/19	82.68%	14.09%	3.23%
Total 17/18	83.48%	13.56%	2.96%

4.5 Religion and belief and grade profile



2018/19	Buddhist	Christian	Hindu	Jewish	Muslim	None / No religion	Not known	Other	Sikh	Spiritual
Apprentice		0.41%	0.03%		0.22%	1.31%	0.38%	0.11%	0.03%	0.03%
Grade A-D	0.27%	21.28%	0.71%	0.30%	2.29%	19.64%	7.15%	1.94%	0.41%	0.46%
Grade E-H	0.14%	11.62%	0.52%	0.35%	0.49%	11.27%	3.03%	1.17%	0.33%	0.22%
Grade I & above		0.74%			0.03%	0.44%	0.27%	0.03%		
Other		1.15%		0.03%		0.85%	1.04%	0.52%	0.08%	
Teachers Grade		2.26%		0.03%		1.23%	5.18%	0.03%		0.03%
All Staff Total 2018/19	0.41%	37.45%	1.25%	0.71%	3.03%	34.72%	17.05%	3.79%	0.85%	0.74%
Total 2017/18	0.45%	39.48%	1.18%	0.67%	2.86%	32.89%	18.78%	2.01%	0.75%	0.94%

4.6 Sexual orientation and grade profile



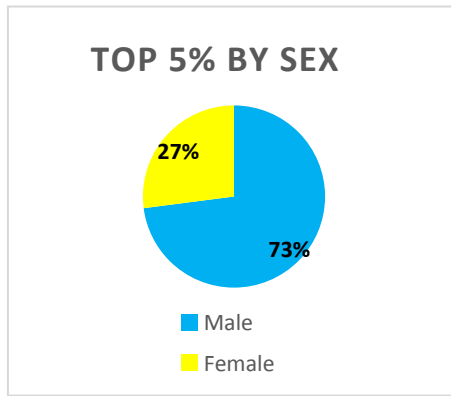
2018/19	Declined to specify	Heterosexual	LGBT	Not Known
Apprentice	0.05%	2.02%	0.16%	0.27%
Grade A-D	3.57%	37.12%	2.48%	11.27%
Grade E-H	2.40%	19.94%	1.34%	5.46%
Grade I & above	0.22%	1.04%	0.11%	0.14%
Other	0.63%	1.64%	0.08%	1.31%
Teachers Grade	0.35%	1.85%	0.22%	6.33%
All Staff Total 2018/19	7.23%	63.61%	4.39%	24.77%
Total 2017/18	5.8%	62.22%	4.21%	27.78%

5. Top 5% of Earners and Gender, Ethnicity and Disability Pay Gaps

The following section examines the profile of the top 5% of earners. This includes basic pay, London Weighting and Market Forces Supplements. There are currently 159 employees in the top 5% of earners in the City of London Corporation as at 31 March 2019. The ranking used to establish the top 5% of earners is based on the top 5% of gross salaries. Section 5.7 sets out the Gender, Ethnicity and Disability Pay Gaps for 2017/18. As with our gender pay gap the difference is in the main attributable to the lower numbers of ethnic minorities staff and staff with disabilities in more senior roles. This is addressed in our Equality and Inclusion Action Plan.

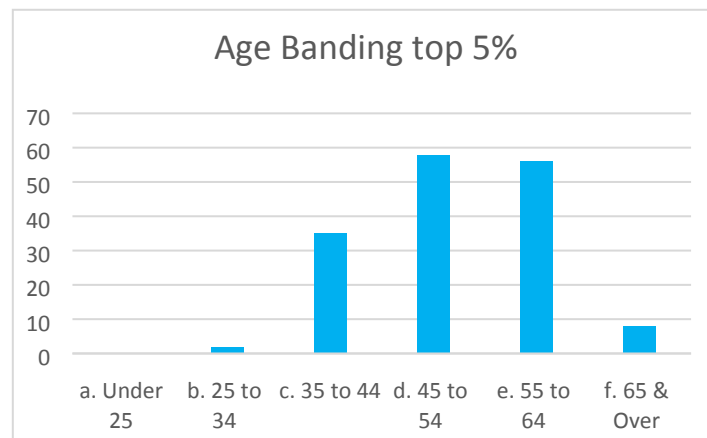
5.1 Top 5% earners by sex

Sex	2018 -2019			2017 - 2018	
	Number	%	All Staff %	Number	%
Male	116	73.0%	53.4%	116	73.4%
Female	43	27.0%	46.6%	42	26.6%
Total	159	100.0%	100.0%	158	100.0%



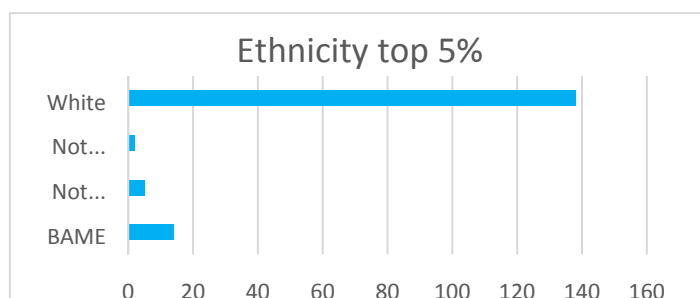
5.2 Top 5% earners by age

Age band	2018 -2019			2017 - 2018	
	Number	%	All Staff %	Number	%
a. Under 25	0	0.0%	5.0%	0	0.0%
b. 25 to 34	2	1.3%	22.0%	2	1.3%
c. 35 to 44	35	22.0%	24.0%	36	22.8%
d. 45 to 54	58	36.5%	26.4%	56	35.4%
e. 55 to 64	56	35.2%	20.0%	55	34.8%
f. 65 & Over	8	5.0%	2.5%	9	5.7%
Total	159	100.0%	100.0%	158	100.0%



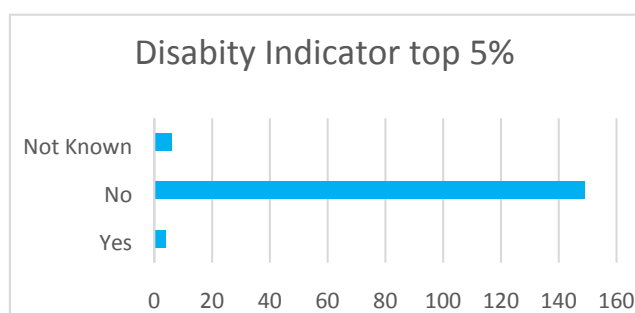
5.3 Top 5% earners by Ethnicity

Ethnicity	2018 -2019			2017 - 2018	
	Number	%	All Staff %	Number	%
BAME	14	8.8%	17.9%	11	7.0%
Not Known	5	3.1%	9.4%	8	5.1%
Not Stated	2	1.3%	2.7%	2	1.3%
White	138	86.8%	70.0%	137	86.7%
Total	159	100.0%	100%	158	100.0%



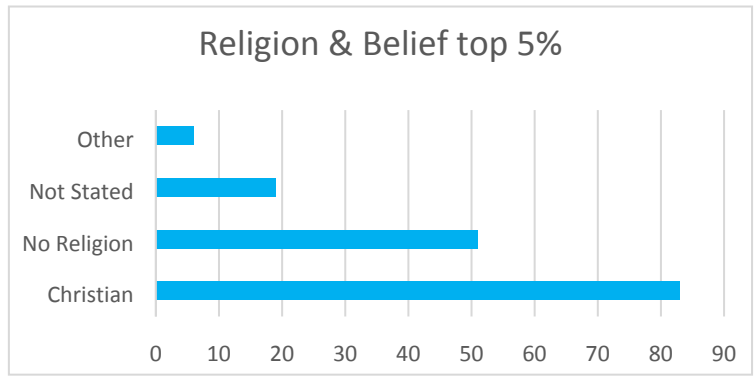
5.4 Top 5% earners by disability indicator

Disability	2018 -2019			2017 - 2018	
	Number	%	All Staff %	Number	%
Yes	4	2.5%	3.2%	3	3.0%
No	149	93.7%	82.7%	144	83.5%
Not Known	6	3.8%	14.1%	11	13.6%
Total	159	100.0%	100.0%	158	100.0%



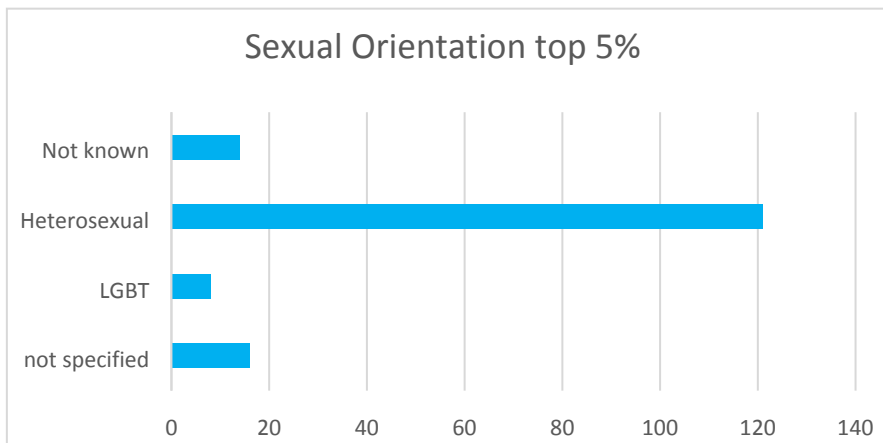
5.5 Top 5% earners by religion and belief

Religion Belief	2018 -2019			2017 - 2018	
	Number	%	All Staff %	Number	%
Christian	83	52.2%	37.5%	81	51.3%
No Religion	51	32.1%	34.8%	47	29.8%
Not Stated	19	11.9%	17.1%	28	17.7%
Other	6	3.8%	3.6%	2	1.3%
Total	159	100.0%	93.0%	158	100.0%



5.6 Top 5% earners by sexual orientation

Sexual Orientation	2018 -2019			2017 - 2018	
	Number	%	All Staff %	Number	%
not specified	16	10.1%	7.1%	17	10.8%
LGBT	8	5.0%	4.4%	8	5.1%
Heterosexual	121	76.1%	63.8%	106	67.1%
Not known	14	8.8%	24.8%	27	17.1%
Total	159	100.0%	100.0%	158	100.0%



5.7 Pay Gaps - Gender, Ethnicity and Disability

The Corporation's pay gap i.e. the pay discrepancy between male and female employees; black asian & minority ethnic and white employees; disabled and employees who declared they are not disabled; irrespective of their job or position. For 2017/18 refer to the following tables:

Table 1: The Corporation's gender pay gap ("snap shot" date of 31 March 2018)

Pay rates	Gender pay gap - the difference between women's pay and men's pay as a percentage of men's pay		
Mean hourly rate	6.4% Lower		
Median hourly rate	1.4% Lower		
Pay quartiles	Women	Men	Total
Proportion of women and men in the upper quartile (paid above the 75th percentile point)	42.2%	57.8%	100%
Proportion of women and men in the upper middle quartile (paid above the median and at or below the 75th percentile point)	50.3%	49.7%	100%
Proportion of women and men in the lower middle quartile (paid above the 25th percentile point and at or below the median)	51%	49%	100%
Proportion of women and men in the lower quartile (paid below the 25th percentile point)	44.7%	55.3%	100%
Bonus pay	Bonus Gender Pay Gap - the difference women's bonus and men's bonus as a % of men's bonus		
Mean bonus	13.2% Lower		
Median bonus	5.9% Lower		
Bonuses paid	Women	Men	
Who received bonus pay	12%	12%	

The Corporation's Ethnicity Pay Gap ("snap shot" date of 31 March 2018)

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	20% Lower	80%	£19.10	£23.87	£4.77		
Median hourly rate	17.8% Lower	82.2%	£17.01	£20.70	£3.69		
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 upper quartile (paid above the 75th percentile point)	7%	77%	84%	88	947	201	1236
Proportion of BAME and white employees in the upper middle quartile (paid above the median and at or below the 75th percentile point)	13%	74%	87%	164	920	152	1236
Proportion of BAME and white employees in the lower middle quartile (paid above the 25th percentile point and at or below the median)	20%	64%	84%	244	794	197	1235
Proportion of BAME and white employees in the lower quartile (paid below the 25th percentile point)	18%	53%	71%	228	653	355	1236
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	6.2% Lower			93.8%	£1,523.31	£1,624.59	£101.28
Median bonus	1.4% Lower			98.6%	£1,095.60	£1,110.96	£15.36
Bonuses paid							
BAME paid bonus as % of all BAME	8%						
White paid bonus as % of all White staff	15%						
<p>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). For the calculations exclude any employees whose ethnicity is not known.</p>							

Note: A significant proportion of employees in the lower quartile are casual employees and are therefore less likely to enter their ethnicity information on City People.

The Corporation's Disability Pay Gap ("snap shot" date of 31 March 2018)

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	8.7% Lower			91.4%	£21.10	£23.10	£2.00
Median hourly rate	8.1% Lower			92%	£18.56	£20.19	£1.63
Pay Quartile Information				Workforce composition			
Pay quartiles	Disabled	Not disabled	Total	Disabled headcount	Not disabled headcount	Non disclosed headcount	Total headcount
Proportion of disabled and not disabled employees in the upper quartile (paid above the 75th percentile point)	2%	80%	82%	25	984	227	1236
Proportion of disabled and not disabled employees in the upper middle quartile (paid above the median and at or below the 75th percentile point)	3%	79%	82%	38	982	216	1236
Proportion of disabled and not disabled employees in the lower middle quartile (paid above the 25th percentile point and at or below the median)	3%	77%	80%	41	955	239	1235
Proportion of disabled and not disabled employees in the lower quartile (paid below the 25th percentile point)	3%	67%	70%	38	824	374	1236
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	26.8% Lower			73.2%	£1,186.67	£1,620.34	£433.67
Median bonus	0%			100%	£1,095.60	£1,095.60	£0
Bonuses paid							
Disabled paid bonus as % of all Disabled	10.6%						
Non-disabled paid bonus as % of all Non-disabled staff	14.1%						
For the calculations exclude any employees for whom disabled/not disabled is not known.							

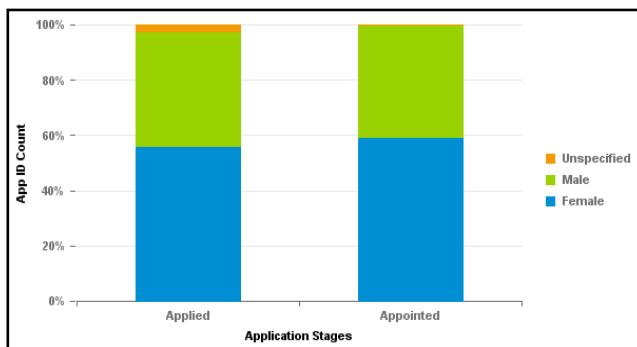
6. Turnover

Recruitment Data April 2018- March 2019

The turnover rate including leavers who were on a fixed term contract is 14.67%. This figure is comparable to the turnover across London Councils and a national level of 14.6% according to the Hay Group.

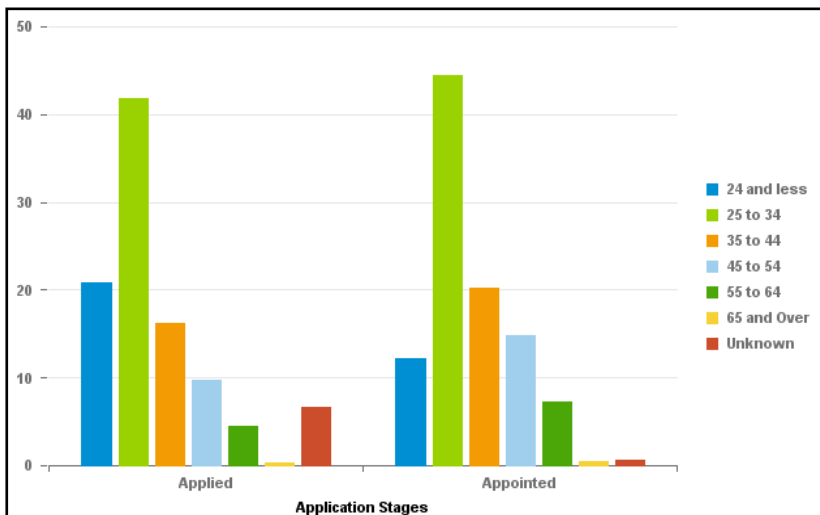
The following charts do not include all recruitment such as recruitment in schools and specialist recruitment where search and section organisations have been commissioned. There was a total of 14082 applicants for posts of which 1113 were internal applicant.

6.1 Recruitment by sex



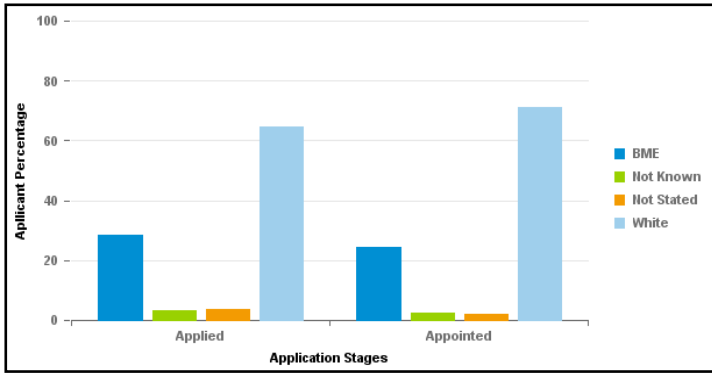
	Female	Male	Unspecified
Applied	55.68%	41.60%	2.72%
Appointed	58.94%	40.85%	0.21%

6.2 Recruitment by age



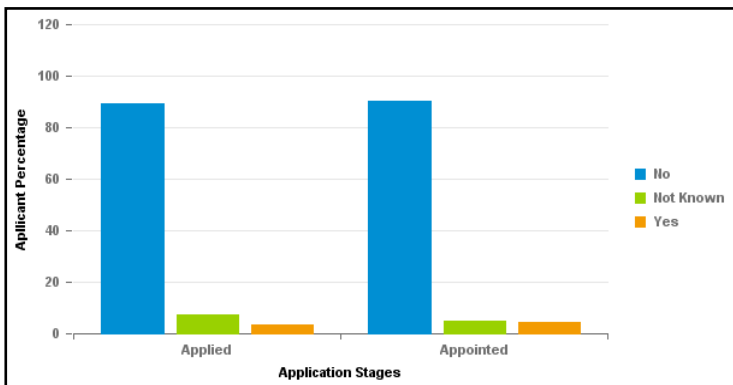
	Applied	Appointed
24 and less	20.80%	12.13%
25 to 34	41.83%	44.47%
35 to 44	16.24%	20.21%
45 to 54	9.71%	14.89%
55 to 64	4.55%	7.23%
65 and Over	0.24%	0.43%
Not known	6.63%	0.64%
Total	100.00%	100.00%

6.3 Recruitment by ethnicity



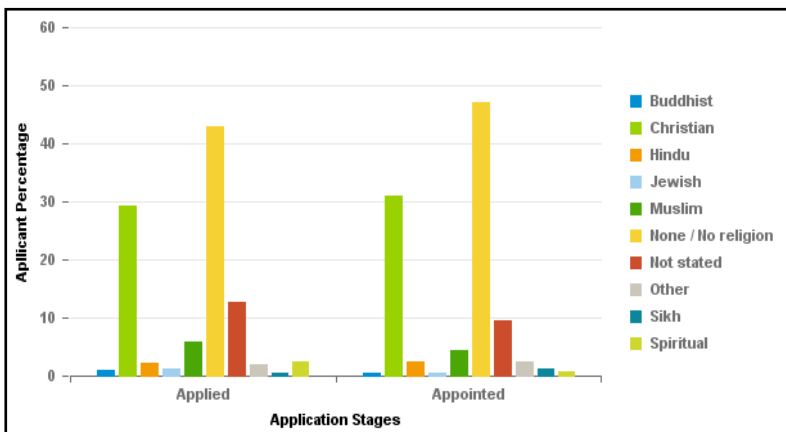
	Applied	Appointed
BAME	28.64%	24.47%
Not Known	3.15%	2.55%
Not Stated	3.53%	1.91%
White	64.68%	71.06%
Total	100.00%	100.00%

6.4 Recruitment by disability indicator



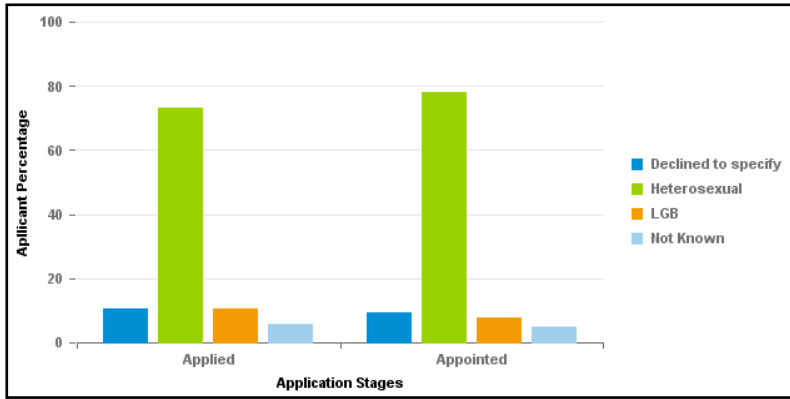
	Applied	Appointed
No	89.21%	90.43%
Not Known	7.28%	5.11%
Yes	3.51%	4.47%
Total	100.00%	100.00%

6.5 Recruitment by religion and belief



	Applied	Appointed
Buddhist	1.00%	0.43%
Christian	29.23%	31.06%
Hindu	2.08%	2.55%
Jewish	1.10%	0.43%
Muslim	5.78%	4.47%
None / No religion	43.03%	47.02%
Not known	12.80%	9.57%
Other	1.88%	2.55%
Sikh	0.58%	1.28%
Spiritual	2.53%	0.64%
Total	100.00%	100.00%

6.6 Recruitment by sexual orientation

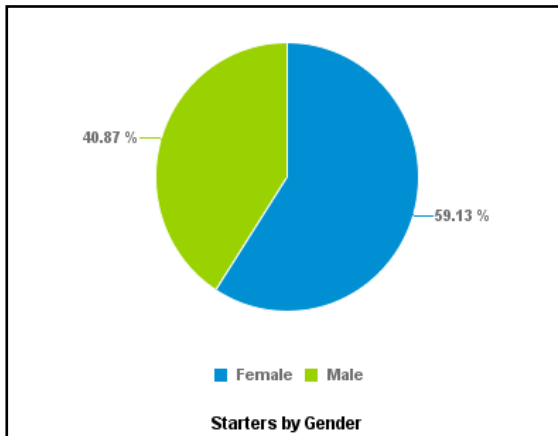


	Applied	Appointed
Declined to specify	10.54%	9.36%
Heterosexual	73.32%	78.09%
LGBT	10.65%	7.87%
Not Known	5.49%	4.68%
Total	100.00%	100.00%

7. Starter information April 2018 – March 2019

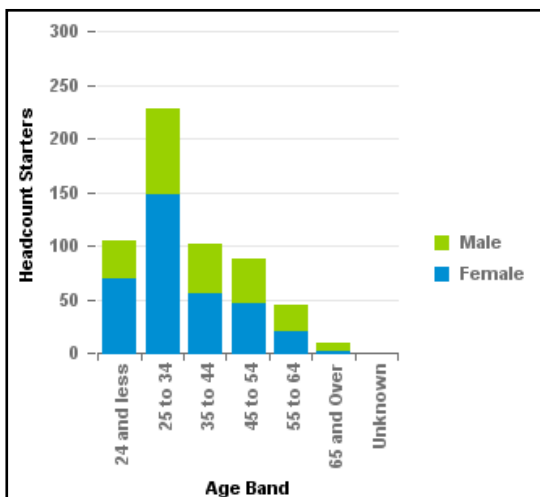
The tables below give a breakdown of the 575 new starters to the organisation including fixed/temporary terms employees. This data does not include those employees who already work for the City Corporation but have changed jobs.

7.1 Starters by sex



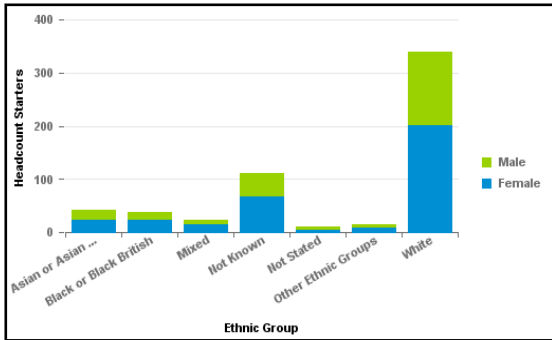
Sex	Headcount	%
Female	340	59.13%
Male	235	40.87%
Total	575	100.00%

7.2 Starters by age



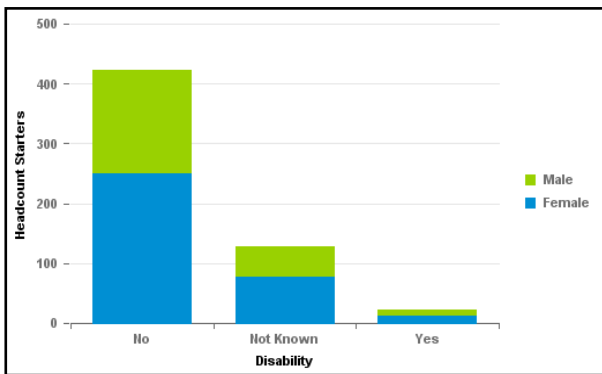
	Headcount Female	% Female	Headcount Male	% Male
24 and less	69	12.00%	35	6.09%
25 to 34	147	25.57%	81	14.09%
35 to 44	56	9.74%	45	7.83%
45 to 54	46	8.00%	41	7.13%
55 to 64	20	3.48%	25	4.35%
65 and Over	2	0.35%	8	1.39%
Total	340	59.13%	235	40.87%

7.3 Starters by ethnicity



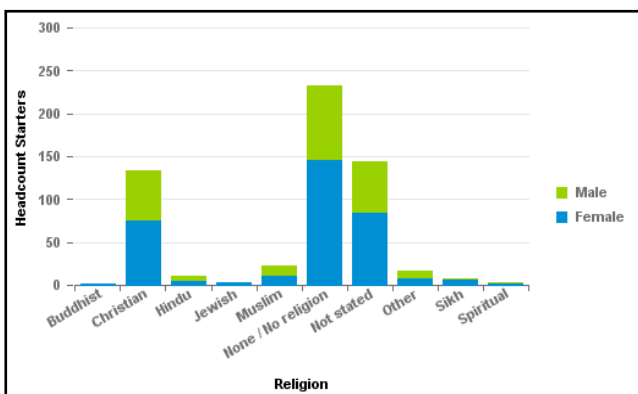
	Headcount Female	% Female	Headcount Male	% Male
Asian or Asian British	23	4.00%	18	3.13%
Black or Black British	22	3.83%	16	2.78%
Mixed	14	2.43%	8	1.39%
Not Known	67	11.65%	44	7.65%
Not Stated	4	0.70%	6	1.04%
Other Ethnic Groups	9	1.57%	5	0.87%
White	201	34.96%	138	24.00%
Total	340	59.13%	235	40.87%

7.4 Starters by disability indicator



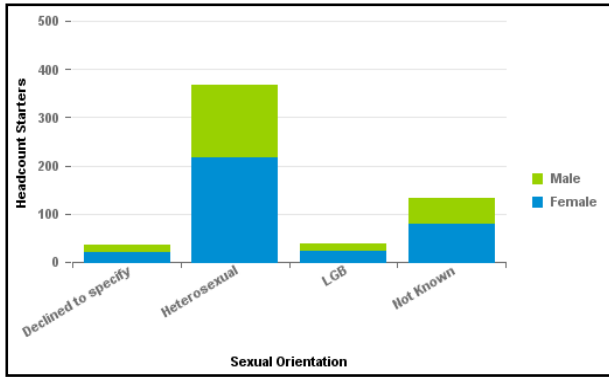
	Headcount Female	% Female	Headcount Male	% Male
No	250	43.48%	173	30.09%
Not Known	78	13.57%	51	8.87%
Yes	12	2.09%	11	1.91%
Total	340	59.13%	235	40.87%

7.5 Starters by religion and belief



	Headcount Female	% Female	Headcount Male	% Male
Buddhist	1	0.17%	1	0.17%
Christian	75	13.04%	59	10.26%
Hindu	5	0.87%	6	1.04%
Jewish	3	0.52%		
Muslim	11	1.91%	11	1.91%
None / No religion	146	25.39%	87	15.13%
Not known	84	14.61%	60	10.43%
Other	8	1.39%	8	1.39%
Sikh	6	1.04%	1	0.17%
Spiritual	1	0.17%	2	0.35%
Total	340	59.13%	235	40.87%

7.6 Starters by sexual orientation

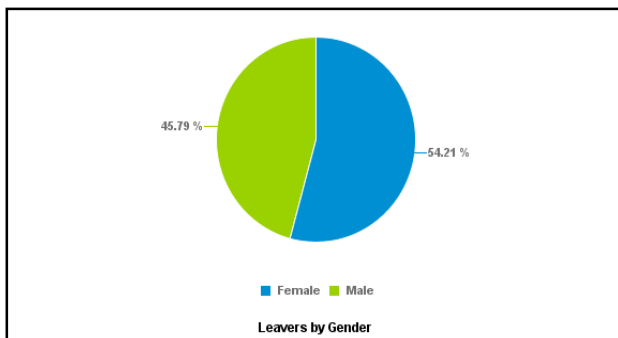


	Headcount Female	% Female	Headcount Male	% Male
Declined to specify	21	3.65%	15	2.61%
Heterosexual	217	37.74%	151	26.26%
LGBT	24	4.17%	14	2.43%
Not Known	78	13.57%	55	9.57%
Total	340	59.13%	235	40.87%

8. Leaver information April 2018 – March 2019

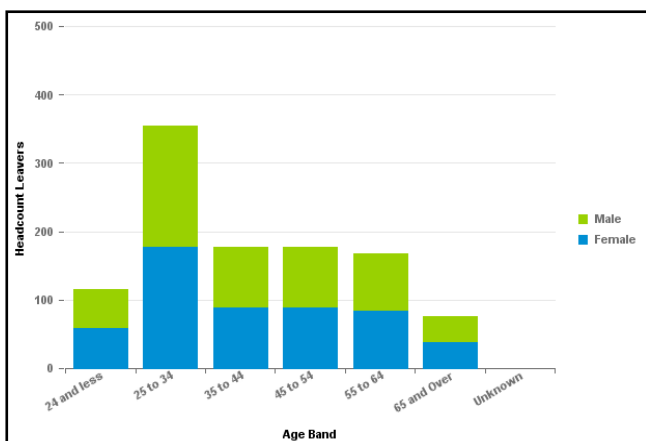
The tables below give a breakdown of the 535 leavers from the organisation.

8.1 Leavers by sex



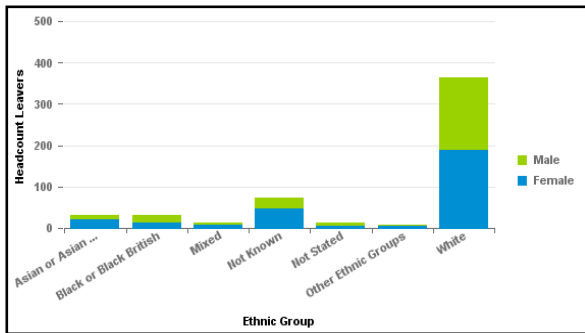
Sex	Percentage:	Headcount
Female	290	54.21%
Male	245	45.79%
Total	535	100.00%

8.2 Leavers by age



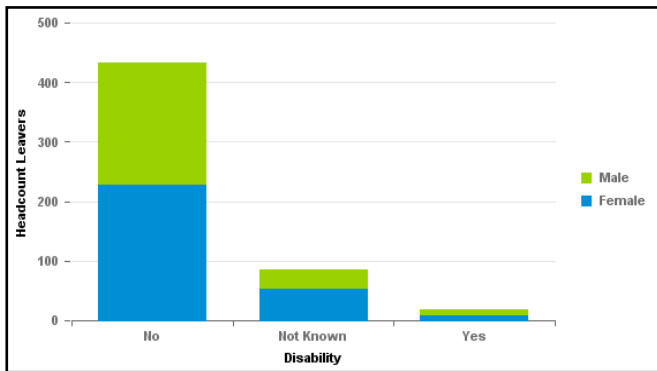
	Headcount Female	% Female	Headcount Male	% Male
24 and less	41	7.66%	17	3.18%
25 to 34	116	21.68%	61	11.40%
35 to 44	49	9.16%	40	7.48%
45 to 54	46	8.60%	43	8.04%
55 to 64	29	5.42%	55	10.28%
65 and Over	9	1.68%	29	5.42%
Unknown	-	-	-	-
Totals	290	54.21%	245	45.79%

8.3 Leavers by ethnicity



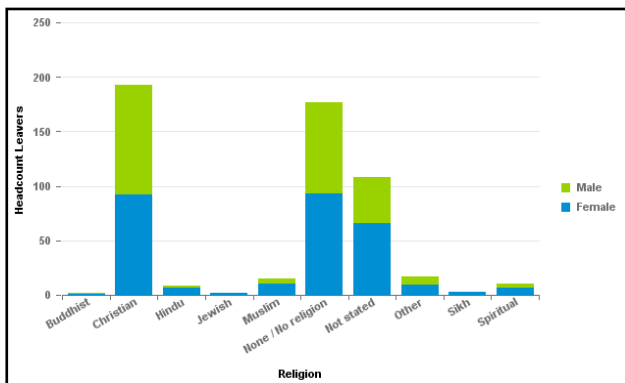
	Headcount Female	% Female	Headcount Male	% Male
Asian or Asian British	22	4.11%	9	1.68%
Black or Black British	14	2.62%	18	3.36%
Mixed	7	1.31%	7	1.31%
Not Known	48	8.97%	26	4.86%
Not Stated	6	1.12%	6	1.12%
Other Ethnic Groups	4	0.75%	4	0.75%
White	189	35.33%	175	32.71%
Total	290	54.21%	245	45.79%

8.4 Leavers by disability indicator



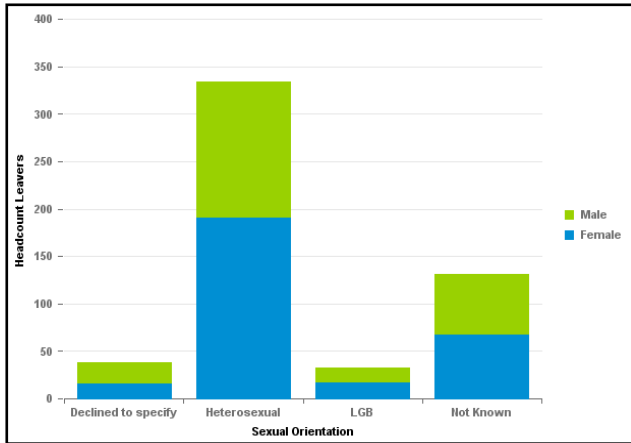
	Headcount Female	% Female	Headcount Male	% Male
No	228	42.62%	204	38.13%
Not Known	53	9.91%	32	5.98%
Yes	9	1.68%	9	1.68%
Total	290	54.21%	245	45.79%

8.5 Leavers by religion and belief



	Headcount Female	% Female	Headcount Male	% Male
Buddhist	1	0.19%	1	0.19%
Christian	92	17.20%	101	18.88%
Hindu	7	1.31%	1	0.19%
Jewish	2	0.37%		
Muslim	10	1.87%	5	0.93%
None / No religion	93	17.38%	84	15.70%
Not known	66	12.34%	42	7.85%
Other	9	1.68%	8	1.50%
Sikh	3	0.56%		
Spiritual	7	1.31%	3	0.56%
Total	290	54.21%	245	45.79%

8.6 Leavers by sexual orientation



	Headcount Female	% Female	Headcount Male	% Male
Declined to specify	16	2.99%	22	4.11%
Heterosexual	190	35.51%	144	26.92%
LGBT	17	3.18%	15	2.80%
Not Known	67	12.52%	64	11.96%
Total	290	54.21%	245	45.79%

Committee(s): Establishment Committee – For information	Date(s): 10/07/2019
Subject: HR Support for the Fundamental Review	Public
Report of: Director of Human Resources	For Information
Report author: Janet Fortune, Assistant Director of HR Marion Afoakwa, Assistant Director HR & Change	

Summary

This report summarises the HR support available for individuals, teams, managers and departments in response to the Fundamental Review

Recommendation(s)

Members are asked to note the report

Main Report

Background

1. The Fundamental Review differs from previous reviews in that it seeks to ensure that our resources are more effectively applied to:
 - align our spending against our Corporate Plan;
 - strengthen financial discipline in a time of declining resources; and,
 - to enable us to fund our major projects
2. This report aims at demonstrating the support mechanisms available within Corporate HR, to effectively assist the organisation in carrying out the Fundamental Review and the subsequent Corporate and Departmental Change activities.
3. Appendix 1 (within the confidential section of the agenda) shows our communication with GMB Trade Union.

Support for Individuals

4. Results from the 2018 Staff Survey show that 92% of staff are interested in their work and 68% are proud to work for the Corporation. Therefore, the impact of major changes to how people work within the organisation or of the prospect of a new career outside the organisation is likely to be significant.

5. Mechanisms available for individuals is aimed at being supportive, informative and developmental, for personal motivation and engagement, to build confidence, enhance basic and functional skills and look to the future.
6. Consequently, we are setting up an information, advice and guidance team within Corporate HR, who will receive training for a Level 2 certificate in Information, Advice and Guidance, to pick up first level concerns from individuals about their personal impact of the Fundamental Review.
7. This will not cover counselling or coaching queries, for which staff will be sign-posted to the Employee Assistance Programme or to Occupational Health Services for such queries.
8. To ensure that the Trade Unions have up to date information for communicating with and responding to concerns from their members about the Review, discussions with the Trade Unions are already underway.
9. Further development for individuals is available through the IT strand of the City Academy Programme, which is aimed at equipping staff with greater IT proficiency and an understanding of how they could use IT to operate more efficiently
10. Staff wishing to understand their Pension entitlements have access to two established courses; an insight lunch into general pensions information and a 'pensions top up' session. We also offer a pre-retirement course, and in September we are running a course focusing on Annual and Lifetime allowances and the choices that people have.

Support for Managers

11. Being an individual as well as a manager has the potential for creating additional tension for managers. A 2-day (4 half days) course covering communication, resilience, governance, legislation related to change and having crucial conversations will be rolled out from July 2019. These are aimed at supporting managers to maintain stable levels of performance motivation and engagement throughout change processes for themselves as well as their teams.
12. Other courses currently available for managers include Managing Change, Managing a Team Through Change, Crucial Conversations, Presentation Skills and the Excellence in Management course, which started in January.
13. Additional courses to be provided include Managing Resistance to Change and Personal Resilience and, as part of the Project Management Academy, we are developing modules on making a business case and delivering restructure projects. We are also joining with the GSMD in developing a coaching network and coaching skills.

14. We have developed and piloted a course for managers on managing remote workers to support existing arrangements and the potential for these to increase if proposals included greater off site working.
15. We will be ready in September to roll out a course on the governance of change and different staff employment arrangements. This will be ready for when Members indicate what options they want to explore further, so that when these are being considered they are in the context of what can be done. We also bring a report at that time for Members to consider what might be on or off the table.
16. A Toolkit for Managing Change will be available for managers, which will support navigation through governance requirements, policies, procedures and template documents for communicating processes. Planned and ad-hoc drop-in sessions will be on offer for familiarity with the new procedures.

Support for Departments

17. An HR Change team has set up to work in partnership with Managers, to help articulate the impact of proposals on staff and support their translation into solutions. The team will also support the development of cross-departmental change activities and lead on the design and delivery of employee processes to be implemented in response to the Fundamental Review
18. Other policies which may be required during times of Change, such as Redundancy and Redeployment, Flexible Retirement are being reviewed. Members will also be aware of the of the current consultation on £95k cap on exit payments, and we will keep this under review to determine how this may impact on the Fundamental Review.
19. To build capacity within the Job Evaluation (JE) process, an HR panel has been set up to pre-check documentation from managers and ensure that it is appropriate, complete, logical and consistent, before submission. Improved quality of submissions will reduce the time spent on it by the JE team and is expected to consequently speed up JE decisions.
20. As noted above we are working closely with the Trade Unions to give them a corporate view of the impact of the Fundamental Review and provide reassurance on the handling of change processes.
21. We have already committed to information being shared with the Trade Unions and informal consultation prior to any formal trade union consultation being required so that as far a possible staff and unions will be aware of developments – the Fundamental Review meetings being a major part of this.
22. We have outlined to the Trade Unions our ongoing project to update the policies, processes guidance and support for staff and managers, to manage change effectively. We have reassured them that this does not mean that there will be a major change to current policies and procedures where they are working effectively but to maintain best practice across all departments.

Support for Teams

23. Currently available are team intervention tools such as Jigsaw and Strengths Deployment Index (SDI) which have been successfully used with teams across the organisation.
24. The SDI tool is particularly good at analysing where conflict can arise in teams because of different ways of working and defining the difference between Opposition and Conflict and avoiding what triggers opposition into conflict.

Corporate & Strategic Implications

This approach aligns to the Corporate Plan 2018-23, specifically Outcome 1: People are safe and feel safe, Outcome 2: People enjoy good health and wellbeing, Outcome 3: People have equal opportunities to enrich their lives and reach their full potential and Outcome 8: We have access to the skills and talent we need. Working with IT supports Outcome 9: We are digitally and physically well-connected and responsive and Outcome 10: We inspire enterprise, excellence, creativity and collaboration.

Financial Implications

Majority of the training will be funded from the Corporate Training budget however some externally sourced experts may be required, which will have a cost implication. No additional resources are required for the Change Team as is being enabled through the temporary refocusing of current HR priorities.

Conclusion

Corporate HR has reviewed the relevant available policies, procedures and processes for dealing with Change, the development opportunities and support offered, against potential outcomes of the Fundamental Review. These, the new Managing Change Toolkit and the additional focussed support from the Change Team will assist the organisation in managing change more effectively.

Appendices

Appendix 1 (within the confidential section of the agenda) – Correspondence with GMB Union

Marion Afoakwa

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Committee	Dated:
Establishment Committee	10 July 2019
Subject:	Public
Simplification of HR Processes	
Report of:	For Information
Chrissie Morgan, Director of Human Resources	
Report author:	
Janet Fortune, Assistant Director HR	

Summary

This is an update report on the simplification of HR processes. It details the processes which have been reviewed and gives examples of where these have been simplified or amended. It is a report for information.

Recommendations

Establishment Committee is asked to note the report.

Main Report

1. The Employment Team covers a wide range of HR processes, from Recruitment to Long Service Awards. In all 30 processes were reviewed in 2018 and all but 4, were updated or amended.
2. The processes reviewed are in the following table;

Adoption	Appraisals	Buying of annual leave
Career break	Career Grade	Childcare vouchers
DBS	First Aid Allowances	Flexible Retirement
Honoraria	JE change of grade	Leavers
Letters on City People	Long Service Awards	MFS process
Maternity	Parental Leave	Paternity
Probations	Recruitment requisition	Recruitment contracts
Redeployment	Redundancy leavers	Contracts with occupancy

Secondments Acting up	Shared Parental Leave	Unpaid leave/annual leave
Variation to contracts	Work Experience	Work permits tier system

3. Some examples of how these processes have been reviewed and the action taken is given below.
4. A review of recruitment outputs showed some errors in contracts, this was traced back to the initial requisition form which is often incomplete as managers hurry to get their vacancies advertised. The process was reengineered to provide a more robust system at the outset which made the process easier for both managers and staff in the recruitment unit.
5. The Disclosure and Baring System process was reviewed to provide more training for signatories to reduce the number of forms being returned by DBS which was lengthening the time taken to get clearance for individuals.
6. First Aid Allowances were reviewed when it was found that a large percentage of those receiving an allowance were not qualified and/or had not renewed their qualifications. All Chief Officers were contacted and First Aiders reduced where they were no longer needed and the others were trained. We saved money on two counts, firstly those who did requalify always let their qualification lapse so had to do the full 3 day course, and secondly we found that many people on the course had no need for the qualification, they just wanted to do the course.
7. The system has been reviewed so that it now identifies those needed for qualification and picks up when renewals are needed so that the shorter, cheaper refresher course can be taken.
8. We have also had a strategy to simplify and streamline our people management procedures. In this regard we have completely redesigned our approach to people management. This includes introducing an overarching Managing People Policy which sets out the responsibilities of managers and employees, emphasising that we aim to nip minor issues in the bud before they escalate into more complex and serious matters. Our aim is to work collaboratively and in a non-adversarial way with our staff and trade unions to maintain and/or restore relationships. It also clarifies which level of managers can take what type of action to address capability, sickness management disciplinary matters and grievances.
9. This approach is reflected in the suite of people management procedures as follows: Our sickness management procedure has removed appeal processes at the early stages. This allows for a more collaborative approach to securing improvements in attendance. Our grievance procedure has been completely redesigned with a strong emphasis on early resolution and focussing on how matters can reasonably be resolved. Our disciplinary procedure encourages swift and proportionate investigations and resolving matters informally if at all possible. The revised procedure also provides for staff facing

a formal disciplinary hearing but who accept the allegations made, to accept a warning without the need for a formal hearing (excluding those cases where dismissal is a potential outcome). By avoiding formal hearings which by their nature tend to be adversarial, this allows for a line to be drawn which builds bridges and trust and a return to a better working relationships and work standards in a more effective and positive way.

10. Honoraria and MFS have been reviewed, previously these were sent to different people and could drop through the system. A generic in box has been created and standardisation of notifications so that its clear what has been agreed and the next step in the process.

Corporate implications

All processes are reviewed in relation to current legislation so that we are seen as responsible employers. This is in line with Corporate Plan priorities 6 and 8.

Financial Implications

None

Conclusion

Work is currently in progress to implement an electronic ServiceDesk system to further simplify HR processes, manage requests from staff and track service levels. This will build in further efficiency within our processes.

Appendices

None

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