



## Establishment Committee

**Date:** THURSDAY, 12 MARCH 2020  
**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
Sheriff Christopher Hayward	Deputy Philip Woodhouse
Deputy Jamie Ingham Clark	

**Enquiries:** John Cater  
tel. no.: 020 7332 1407  
[john.cater@cityoflondon.gov.uk](mailto:john.cater@cityoflondon.gov.uk)

Lunch will be served in Guildhall Club at 1pm  
N.B. Part of this meeting could be the subject of audio video recording

**John Barradell**  
Town Clerk and Chief Executive

# AGENDA

## Part 1 - Public Agenda

1. **APOLOGIES**

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

3. **MINUTES**

To agree the public minutes of the meeting held on 30<sup>th</sup> January 2020.

**For Decision**  
(Pages 1 - 10)

4. **MINUTES OF THE JOINT CONSULTATIVE COMMITTEE**

To note the public minutes of the meeting held on 6<sup>th</sup> February 2020.

**For Information**  
(Pages 11 - 12)

5. **OUTSTANDING ACTIONS REPORT**

Report of the Town Clerk.

**For Information**  
(Pages 13 - 14)

6. **RESOLUTION OF PORT HEALTH & ENVIRONMENTAL SERVICES COMMITTEE**

**For Information**  
(Pages 15 - 16)

7. **RESOLUTION OF THE FINANCE, GENERAL PURPOSES AND ESTATES SUB-COMMITTEE (BOARD OF GOVERNORS OF THE CITY OF LONDON FREEMEN'S SCHOOL)**

**For Information**  
(Pages 17 - 18)

## Strategic Business

8. **BREXIT UPDATE**

The Director of Human Resources to be heard.

**For Information**

9. **SOCIAL MOBILITY YEAR TWO ACTION PLAN**

Joint Report of the Town Clerk and the Director of Human Resources.

**For Information**  
(Pages 19 - 50)

**Health, Safety and Wellbeing**

10. **COVID - 19 UPDATE**

Director of Human Resources to be heard.

**For Information**

11. **FLU VACCINATION SCHEME - REVIEW OF YEAR 1**

Report of the Director of Human Resources.

**For Information**  
(Pages 51 - 54)

12. **HAMPSTEAD HEATH BATHING PONDS - HEALTH AND SAFETY**

Report of the Director of Open Spaces.

**For Information**  
(Pages 55 - 112)

**Diversity and Inclusion**

13. **STONEWALL WORKPLACE INDEX**

Report of the Director of Human Resources.

**For Discussion**  
(Pages 113 - 146)

14. **EQUALITY, DIVERSITY AND INCLUSION MANAGER'S UPDATE**

Report of the Director of Community and Children's Services.

**For Information**  
(Pages 147 - 152)

**For Formal Decision**

15. **PARENTAL BEREAVEMENT (LEAVE AND PAY) ACT 2018**

Report of the Director of Human Resources.

**For Decision**  
(Pages 153 - 156)

**For Information**

16. **HR DASHBOARD - JANUARY 2020**

Report of the Director of Human Resources.

**For Information**  
(Pages 157 - 200)

17. **PROJECT MANAGEMENT ACADEMY**

Report of the Town Clerk.

**For Information**  
(Pages 201 - 204)

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

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

20. **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

21. **NON-PUBLIC MINUTES**

To agree the non-public minutes of the meeting held on 30<sup>th</sup> January 2020.

**For Decision**  
(Pages 205 - 206)

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

To note the non-public minutes of the meeting held on 6<sup>th</sup> February 2020.

**For Information**  
(Pages 207 - 210)

23. **OUTSTANDING NON-PUBLIC ACTIONS REPORT**

Report of the Town Clerk.

**For Information**  
(Pages 211 - 212)

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

25. **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

26. **CONFIDENTIAL MINUTES**

To agree the Confidential minutes of the last meeting held on 30<sup>th</sup> January 2020.

**For Decision**

### Restructuring Proposals

27. **CITY SURVEYOR'S DEPARTMENT - CORPORATE PROPERTY FACILITIES MANAGEMENT/PROPERTY SERVICES DESK**

Report of the City Surveyor.

**For Decision**

28. **CITY OF LONDON SCHOOL**

Report of the Bursar of the City of London School.

**For Decision**

29. **DEPARTMENT OF COMMUNITY AND CHILDREN'S SERVICES - HOUSING AND ESTATE MANAGEMENT SERVICE**  
Report of the Director of Community and Children's Services  
**For Decision**
30. **CHAMBERLAIN'S OPERATING MODEL - PHASE 1 - IT AND PROCUREMENT RESTRUCTURE**  
Report of the Chamberlain.  
*To Follow.*  
**For Formal Decision**  
**For Decision**
31. **HONORARIA - CITY OF LONDON SCHOOL FOR GIRLS**  
Report of the Bursar of the City of London School for Girls.  
**For Information**  
**For Decision**
32. **CONFIDENTIAL MINUTE OF THE JOINT CONSULTATIVE COMMITTEE**  
To note the confidential minute of the meeting held on 6<sup>th</sup> February 2020.  
**For Discussion**
33. **SUBMISSIONS FROM THE GMB AND UNITE**  
To note the submissions from the GMB and Unite unions.  
**For Information**
34. **TOWN CLERK'S UPDATE**  
The Town Clerk to be heard.  
**For Information**

## ESTABLISHMENT COMMITTEE Thursday, 30 January 2020

Minutes of the meeting of the Establishment Committee held at Guildhall on  
Thursday, 30 January 2020 at 11.00 am

### Present

#### Members:

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

#### Officers:

Angela Roach	- Assistant Town Clerk
Simon Latham (for item 7)	- Town Clerk's Department
Kate Smith (for items 1-8)	- Town Clerk's Department
Kristina Drake	- Town Clerk's Department
Polly Dunn	- Town Clerk's Department
Laura Tuckey	- Chamberlain's Department
Grace Rawnsley	- Chamberlain's Department
Michael Cogher	- Comptroller and City Solicitor
Chrissie Morgan	- Director of Human Resources
Janet Fortune	- Human Resources Department
Tracey Jansen	- Human Resources Department
Marion Afoakwa	- Human Resources Department
Ian Simpson	- Human Resources Department
Ken Harrison (for items 1-8)	- Department of Built Environment

#### 1. APOLOGIES

Apologies for absence were received from Sylvia Moys and Deputy Richard Regan. Apologies for lateness were received from Alderman Sir Charles Bowman.

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

There were no declarations of interest.

3. **MINUTES**

**RESOLVED** – That the public minutes and summary of the meeting held on 10 December 2019, be approved as an accurate record.

4. **OUTSTANDING ACTIONS REPORT**

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

Members noted that item 2, Job Families, would be better subsumed into the ongoing work for the Fundamental Review and target operating model. It was felt that changes were likely to be made that would have an impact on a number of areas, including Job Families and the Director of Human Resources felt it would be unhelpful to consider this particular area in isolation.

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

5. **BREXIT UPDATE**

Members heard from the Director of Human Resources that there was no update on BREXIT at this time. Members agreed there would likely be more report after the UK left the European Union on 31 January 2020.

6. **2020/21 PAY POLICY**

Members considered a report of the Director of Human Resources regarding the 2020/21 Pay Policy Statement.

At its meeting on 5 December 2019, the Senior Remuneration Sub-Committee proposed that the last sentence of paragraph 3 of the Statement be extended to include: “...and are outside the scope of the Act”. This amendment was supported by officers and by Members.

*11.07 – Sheriff Christopher Hayward, Deputy the Revd Stephen Haines and Barbara Newman joined the meeting.*

Members discussed how suggestions made at the Senior Remuneration Sub-Committee had not been recorded in the minutes. There was concern that changes had not been picked up in the version that had been presented to them for approval. In light of the Court of Common Council’s move towards shorter, decision-based minutes, Members agreed that in future they would need to be explicit when their observations should be recorded as resolutions.

The Director of Human Resources explained that the current document presented to the Committee for approval was a compliant document that replicated other local authority pay policies. For 2021/22, further revisions would be made in response to Members comments and to better reflect the City of London Corporation’s unique terms of governance. Members were satisfied that the bulk of the proposals discussed at the Senior Remuneration Sub-



Committee would be captured in next year's policy, however, they agreed that two revisions should be made to the current document, including oversight of Incentive Schemes and the authority of the Establishment Committee.

**RESOLVED – That,**

- Paragraph 3 of the Pay Policy Statement 2020/21 be revised to reflect changes proposed by the Senior Remuneration Sub-Committee at its meeting of 5 December 2019;
- The Statement be updated to incorporate:
  - i) Oversight of all Incentive Scheme or Bonus arrangements in operation within the Corporation; and
  - ii) That the Establishment Committee has the authority to use its discretion where it is appropriate, and will report use of such discretion on an annual basis
- Subject to these amendments, the Pay Policy 2020/21 be approved in principle; and
- Final approval of the Pay Policy Statement 2020/21 be delegated to the Town Clerk in consultation with the Chair and Deputy Chairman, for onward submission to the Policy & Resources Committee.

**7. DEPARTMENTAL BUDGET ESTIMATES AND HIGH-LEVEL SUMMARY BUSINESS PLAN 2020-21**

Members considered a joint report of the Town Clerk, the Chamberlain and the Comptroller and City Solicitor regarding the Departmental Budget Estimates and High-Level Summary Business Plan 2020-21.

Members discussed the format in which the financial data had been presented to them. Some found it overwhelming and felt that the report failed to provide adequate commentary to some of the key variances in the Committee's original and current budget. For example, a query was raised as to why the original budget of £6,000 assigned to Local Risk income for "Other Grants, Reimbursements and Contributions", had increased to £3,377,000. In addition to this, Members felt that there was a general lack of clear priorities. Members noted that there would be no in-year budget increases and, as a result, it was imperative for the budget reports to be sufficient to enable the Committee to make an informed decision. On that basis, Members agreed to pass a resolution to the Finance Committee recommending that the format and presentation of budget reports be reconsidered to address these areas of concern.

With regard to unidentified savings referred to in paragraph 7 of the report, Members were assured that they would be provided with greater detail on this in the mid-year report.

A question was raised about the Corporate Performance Framework and when measurable targets would be reported. Members heard that there had been a significant effort put into establishing a consistency of reporting across the Corporation which would ultimately enable the City to allocate its attention and money to the right places. There had been a huge cultural and technological shift and it was the ambition of the Town Clerk to have some initial targets prepared for the July 2020 Resource Allocation Sub-Committee Away Day.

Concern was raised over recommendation iii), which to Members' minds was a completely uncapped delegation and should not be supported. Members agreed that it would be appropriate for the terms "further" and "minor" in recommendations iii) and iv) respectively, to be revised to "immaterial".

*11.48 – Alderman Sir Charles Bowman joined the meeting.*

**RESOLVED** – That,

- it be recommended to the Finance Committee that, to better equip Committees in making decisions on their Budget, the format of the Departmental Budget Estimates be reconsidered to include an overview of headline priorities and a detailed commentary outlining material changes to the Budget;
- the Town Clerks, and Comptrollers and City Solicitors Department's proposed revenue budget for 2020-21 for submission to Finance Committee, be approved;
- the Town Clerks and Comptrollers and City Solicitors Department's proposed capital and supplementary revenue projects budgets for 2020-21 for submission to Finance Committee, be approved;
- the Chamberlain, in consultation with the Town Clerk, Comptroller and City Solicitors and Chairs of both the Service Committee and Finance Committee, be authorised to revise these budgets to allow for any immaterial implications arising from Corporate Projects, other reviews and changes to the Cyclical Works Programme;
- agree that immaterial amendments for 2019-20 and 2020-21 budgets arising during budget setting be delegated to the Chamberlain;
- the factors taken into consideration in compiling the Corporate & Members Services, Human Resources and Comptrollers and City Solicitors Department's Business Plan, including efficiency measures, be noted; and
- the final high-level summary Business Plans for 2020-21, be approved.

**8. FUNDING FOR CITY OF LONDON CORPORATION STAFF SPORTS AND ACTIVITIES CLUB (COLSSAC)**

Members considered a report of the Town Clerk regarding the City of London Corporation Sports and Activities Club (COLSSAC).

Members discussed the current budget, activities and attendee levels. Members supported a proposal for £800 per year to be granted toward the expense of City of London branded sports t-shirts for sponsored charity events.

Members heard about the Children's Party and were dismayed to hear that COLSSAC were obliged to use expensive catering firms under current procurement arrangements.

**RESOLVED**, That –

- The funding to the COLSSAC, at an increased cost of £17,208 per year, for the next three years (2020/21 to 2022/23) totalling £51,624, be approved;
- Authority be delegated to the Town Clerk, in consultation with the Chair and Deputy Chairman, to approve a sum of £800 per year, for the next three years (2020/21 to 2022/23) totalling £2,400, for the provision of City of London branded sports t-shirts for sponsored charity events, subject to sufficient funds being identified within City's Cash Grants; and
- The Chamberlain be asked to consider whether it is necessary for COLSSAC to use fixed catering contractors for their Children's Party.

9. **PROPOSAL TO CHANGE THE NAME OF THE GRAND COMMITTEE**

Members considered a report of the Town Clerk regarding a proposal to change the name of the Grand Committee.

**RESOLVED**, that

- consideration of the Committee's name be deferred until the outcome of the Governance Review had been established; and
- an urgent informal meeting of the Committee be called, to consider what recommendations, if any, the Establishment Committee might make to Lord Lisvane as part of the City's Governance Review.

10. **ESTABLISHMENT COMMITTEE - TERMS OF REFERENCE REVIEW**

Members considered a report of the Town Clerk regarding the Establishment Committees Terms of Reference.

Members agreed that no changes should be made to the terms of reference or the Committee's frequency of meetings at this time. It was noted that the terms of reference would be brought back for consideration following the outcome of the Governance Review.

**RESOLVED**, that

- The terms of reference of the Committee, be approved for submission to the Court of Common Council in April 2020.

*12.23 – Sheriff Christopher Hayward left the meeting.*

**11. HR HELPDESK SOFTWARE**

Members received a joint report of the Chamberlain and Director of Human Resources regarding the HR Helpdesk Software.

**RESOLVED**, that

- The report be noted; and
- The report be referred to the Digital Services Sub-Committee.

**12. PUBLIC MINUTES OF THE JOINT CONSULTATIVE COMMITTEE (JCC)**

**12.1 Public Minutes of the Joint Consultative Committee - 10th December 2019**

**RESOLVED**, that the public minutes of the Joint Consultative Committee meeting held on 10 December 2019, be noted.

**12.2 Public Minutes of the Joint Consultative Committee (Employer Side only) - 15th January 2020**

**RESOLVED** – that the public minutes of the Joint Consultative Committee (Employer Side Only) meeting held on 15 January 2020, be noted.

**13. PUBLIC MINUTES OF THE SENIOR REMUNERATION SUB-COMMITTEE - 5TH DECEMBER 2019**

**RESOLVED** – that the public minutes of the Senior Remuneration Sub-Committee meeting held on 5 December 2019, be noted.

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

There were no questions.

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

The following items of urgent business were raised –

Members noted that the Celebrating our People Awards would be taking place on 30 September 2020.

Members noted the resolution of the Court of Common Council to the Establishment Committee regarding the International Holocaust Remembrance Alliance (IHRA) definition on Anti-Semitism.

**RESOLVED** – that the IHRA definition of anti-Semitism, including the following agreed working examples, be adopted within the Officers’ Code of Conduct as an annex.

### **IHRA Definition of Anti-Semitism**

**“Antisemitism is a certain perception of Jews, which may be expressed as hatred toward Jews. Rhetorical and physical manifestations of antisemitism are directed toward Jewish or non-Jewish individuals and/or their property, toward Jewish community institutions and religious facilities.”**

### **IHRA Working Examples**

Manifestations might include the targeting of the state of Israel, conceived as a Jewish collectivity. However, criticism of Israel similar to that levelled against any other country cannot be regarded as antisemitic. Antisemitism frequently charges Jews with conspiring to harm humanity, and it is often used to blame Jews for “why things go wrong.” It is expressed in speech, writing, visual forms and action, and employs sinister stereotypes and negative character traits.

Contemporary examples of antisemitism in public life, the media, schools, the workplace, and in the religious sphere could, taking into account the overall context, include, but are not limited to:

- Calling for, aiding, or justifying the killing or harming of Jews in the name of a radical ideology or an extremist view of religion.
- Making mendacious, dehumanizing, demonizing, or stereotypical allegations about Jews as such or the power of Jews as collective — such as, especially but not exclusively, the myth about a world Jewish conspiracy or of Jews controlling the media, economy, government or other societal institutions.
- Accusing Jews as a people of being responsible for real or imagined wrongdoing committed by a single Jewish person or group, or even for acts committed by non-Jews.
- Denying the fact, scope, mechanisms (e.g. gas chambers) or intentionality of the genocide of the Jewish people at the hands of National Socialist Germany and its supporters and accomplices during World War II (the Holocaust).
- Accusing the Jews as a people, or Israel as a state, of inventing or exaggerating the Holocaust.
- Accusing Jewish citizens of being more loyal to Israel, or to the alleged priorities of Jews worldwide, than to the interests of their own nations.

- Denying the Jewish people their right to self-determination, e.g., by claiming that the existence of a State of Israel is a racist endeavour.
- Applying double standards by requiring of it a behaviour not expected or demanded of any other democratic nation.
- Using the symbols and images associated with classic antisemitism (e.g., claims of Jews killing Jesus or blood libel) to characterize Israel or Israelis.
- Drawing comparisons of contemporary Israeli policy to that of the Nazis.
- Holding Jews collectively responsible for actions of the state of Israel.

**Antisemitic acts are criminal** when they are so defined by law (for example, denial of the Holocaust or distribution of antisemitic materials in some countries).

**Criminal acts are antisemitic** when the targets of attacks, whether they are people or property – such as buildings, schools, places of worship and cemeteries – are selected because they are, or are perceived to be, Jewish or linked to Jews.

**Antisemitic discrimination** is the denial to Jews of opportunities or services available to others and is illegal in many countries.

16. **EXCLUSION OF THE PUBLIC**

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

17. **NON-PUBLIC MINUTES**

**RESOLVED** – that the non-public minutes of the meeting held on 10 December 2019, be approved as an accurate record.

18. **OUTSTANDING ACTIONS REPORT**

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

19. **STAFF SURVEY ACTION PLANS**

Members received a report of the Town Clerk regarding the Pulse Staff Survey Action Plan update.

20. **NON-PUBLIC MINUTES OF THE JOINT CONSULTATIVE COMMITTEE - 10TH DECEMBER 2019**

**RESOLVED** – that the non-public minutes of the meeting of the Joint Consultative Committee held on 10 December 2019, be noted.

21. **NON-PUBLIC QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**  
There were no questions.
22. **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.
23. **HONORARIUM REQUEST**  
Members considered a report of the Chamberlain regarding an Honorarium request.
24. **CONFIDENTIAL MINUTES RESOLVED** – that the confidential minutes of the meeting held on 10 December 2019, be approved.
25. **CONFIDENTIAL MINUTES OF THE JOINT CONSULTATIVE COMMITTEE (EMPLOYER SIDE ONLY) - 15TH JANUARY 2020 RESOLVED** – that the confidential minutes of the Joint Consultative Committee (Employer Side Only) meeting held on 15 January 2020, be noted.
26. **CONFIDENTIAL MINUTES OF THE SENIOR REMUNERATION SUB-COMMITTEE - 5TH DECEMBER 2019 RESOLVED** – that the confidential minutes of the Senior Remuneration Sub-Committee meeting held on 5 December 2019, be noted.
27. **CHAIR'S APPRAISAL UPDATE**  
The Deputy Chairman gave an update to the Committee regarding the Chair's Appraisal.
28. **TOWN CLERK'S UPDATE**  
There were no updates to be heard.
29. **CONFIDENTIAL QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**  
There was one question.

**The meeting ended at 12.58 pm**

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Chairman

**Contact Officer: Polly Dunn**  
**Tel.: 0207 332 3726**  
**[polly.dunn@cityoflondon.gov.uk](mailto:polly.dunn@cityoflondon.gov.uk)**





## JOINT CONSULTATIVE COMMITTEE Thursday, 6 February 2020

Minutes of the meeting of the Joint Consultative Committee held at Committee Room  
4 - 2nd Floor West Wing, Guildhall on Thursday, 6 February 2020 at 3.00 pm

### Present

#### Members:

Deputy Edward Lord (Chairman)	Sean Jordan (Unite)
Deputy Kevin Everett (Deputy Chairman)	Mercedes Sanchez (Unite)
Randall Anderson	Danny Byrne (GMB)
Deputy Keith Bottomley	Kevin Bedford (GMB)
Deputy Jamie Ingham Clark	Anna Lee (GMB)
Deputy Joyce Nash	Guy Baker (GMB)
Ruby Sayed	Barrington Sinclair (GMB)

#### Officers:

Chrissie Morgan	- Director of Human Resources
Janet Fortune	- Human Resources
Tracey Jansen	- Human Resources
Peter Kane	- The Chamberlain
Ian Simpson	- Human Resources
John Cater	- Town Clerk's Department

#### 1. APOLOGIES

There were no apologies.

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

No declarations of interest were received.

#### 3. QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE

There were no questions.

#### 4. ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT

There were no items of urgent business.

#### 5. EXCLUSION OF THE PUBLIC

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

#### 6. PAY CLAIM

The Committee received an oral update of the Chair of the Committee who set out the Employer's response to the Union's Joint pay claim.

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

There were no questions.

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

There was one item of urgent non-public business.

**The meeting ended at 3.45 pm**

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Chairman

**Contact**  
**tel. no.: 020 7332 1407**  
**John.Cater@cityoflondon.gov.uk**

**Officer:**

**John**

**Cater**

## Establishment Committee – Outstanding Actions

Item	Date	Action	Officer responsible	To be completed/ progressed to next stage	Progress Update
1.	5 September 2019	<p><u>Special Leave Entitlement for Employee Volunteering</u></p> <p>Although content to approve the Report, it was apparent that many of those volunteering had failed to record this on the corporate system; Members requested that future iterations of this Report should seek to drill down and capture a more accurate picture of staff volunteering rates.</p>	Director of HR	September 2020	
2.	5 September 2019	<p><u>HR Dashboard – June 2019</u></p> <p>Members asked officers to return with more analysis concerning the following:</p> <ul style="list-style-type: none"> <li>• Why do 36% of new starters leave within their first year.</li> <li>• How effective were the City's Mental Well-Being policies in helping to reduce absence?</li> <li>• How do the City's absences for stress compare with other similar organisations?</li> </ul>	Director of HR	March 2020	To be picked up in the next iteration of the HR dashboard.

Item	Date	Action	Officer responsible	To be completed/ progressed to next stage	Progress Update
3.	10 December 2019	<p><u>Social Mobility Employer Index 2019 - City of London Corporation Results</u> Members agreed on the need for a clear and robust action plan showing what was going to be done going forward. Officers were asked to report back in March 2020 with an action plan.</p> <p>It was suggested the City Corporation needed to learn from others and a Member confirmed he would be happy to introduce Price Waterhouse Coopers to the organisation.</p> <p>The Chair welcomed the report and confirmed they wanted to see a clear action plan by March 2020 on how the City Corporation can move forward. The Chair welcomed the opportunity of an introduction to Price Waterhouse Coopers.</p>	Corporate Strategy Manager	March 2020	Action Plan to be submitted to 12 <sup>th</sup> March 2020 meeting

TO: **ESTABLISHMENT COMMITTEE**  
**12 March 2020**

FROM: **PORT HEALTH & ENVIRONMENTAL SERVICES COMMITTEE**  
**14 January 2020**

## **9. DEPARTMENT OF THE BUILT ENVIRONMENT RISK MANAGEMENT - PERIODIC REPORT**

The Committee received a Report of the Director of the Built Environment on the Departmental Risk Management.

In September 2019, it was reported to the Committee that some employees and contractors who had been required to undertake online training had been missed, thus the previous compliance report had been inaccurate. These individuals had now been identified. The Committee was assured that the Department is working towards reducing the risk level back to Amber.

A Member sought assurance that such incidents of inaccuracies will not be repeated in the future. The Committee was told that at present the City uses a number of systems, which are not always synchronized. From the lessons learnt, the City is now working on a piece of work to ensure a more joined up system with greater coordination.

Members were informed that at present, there is no single database for all those who are on the City Payroll, contractors, agency staff, and volunteers, thus resulting in inaccuracies or “the missing employees”. A Member suggested this be raised with the Establishment Committee.

### **RESOLVED** that:

Members noted the report and the actions taken in the Department of the Built Environment to monitor and manage effectively risks arising from the Department’s operations and a resolution be submitted to Establishment Committee.

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

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<b>Committee:</b> Establishment Committee	<b>Date:</b> 12 March 2020
<b>Subject:</b> Social Mobility: Employer Action Plan	<b>Public</b>
<b>Report of:</b> The Town Clerk and Chrissie Morgan, Director of HR	<b>For information</b>
<b>Report authors:</b> Tracey Jansen, Assistant Director HR Business Services Jessica Walsh, Corporate Strategy & Performance Officer	

## Summary

The City of London Corporation's (City Corporation's) feedback and ranking in the 2019 Social Mobility Employer Index (SMEI) was shared with Establishment Committee on 10 December 2019. The City Corporation's submission demonstrated that good progress has been made in a number of areas, whilst also highlighting sections that need to be developed further to try and achieve a higher ranking and meet our ambition as set out in the Social Mobility strategy. Establishment Committee agreed on the need for a clear and robust action plan showing what was going to be delivered going forward to address the feedback.

This paper provides an update on the activity underway to progress year two of the City Corporation's Social Mobility Strategy and provides information on what is being done corporately with the aim of improving the City Corporation's ranking in the Index.

## Recommendation

Members are asked to:

- Note the report

## Main Report

### Background

1. The Social Mobility Strategy 2018-28, approved in September 2018 by Policy and Resources Committee, sets out a vision where *'People enjoy a society where individuals from all socio-economic backgrounds can flourish and reach their full potential'*. To achieve this, the strategy outlines four strategic outcomes:
  - a) Everyone can develop the skills and talent they need to thrive.
  - b) Opportunity is accessed more evenly and equally across society.
  - c) Businesses and organisations are representative and trusted.
  - d) We role model and enable social mobility in the way we operate as an organisation and employer.

2. In 2019, the City Corporation was ranked 56 out of 75 in the Social Mobility Employer Index (SMEI), rising 10 places compared to the previous year. The SMEI is an important benchmarking initiative which not only showcases the most forward-thinking organisations but also allows the City Corporation to demonstrate externally its commitment to accessing and progressing talents from all backgrounds.
3. The City Corporation ranked in the top 20% and 30% for its work with young people; advocacy; and progression, culture and experienced hires – with strong encouragement to continue its cultural and educational outreach work, its Staff Inclusive Networks, its work on apprenticeships, including higher apprenticeships, and its work encouraging supply chains to act on social mobility. The City Corporation featured in the bottom 10% or 20% for recruitment and selection, and data collection.
4. The consistent recommendation throughout the feedback related to the City Corporation prioritising collecting social mobility related data on its apprentices, applicants, new entrants, current employees and leavers. The feedback also highlighted the need to better support and enable links between education and employment through bridging work targeted at the City Corporation's family of schools, outreach work and recruitment pipeline.

### **Legal context**

5. In July 2019, it was agreed by the Equalities & Inclusion (officer) Board that social mobility would be added as a consideration to the City Corporation's Equality Impact Assessments although it is not one of the nine protected characteristics we have a legal duty to consider under our Public Sector Equality Duty. We therefore plan to collect data on social mobility when we ask applicants, apprentices, new entrants, current employees and leavers for information about protected characteristics and embed social class in equality analysis documentation.
6. However, the City Corporation still has some way to go to ensure that equalities analysis is happening where and when it should throughout the organisation. Work to improve compliance is being led by the Equalities & Inclusion Board, chaired by the Town Clerk.

### **Current position of the strategy**

7. In January 2020, an organisation wide Action Plan was developed for Year Two of the Social Mobility Strategy (**Appendix 1**). The activities and interventions planned will continue to promote and progress social mobility and deliver against the outcomes set out in the strategy. The activities are further informed by the findings of the SMEI.
8. Taking a ten-year approach to the strategy is vital to ensure that the lasting impacts of the interventions planned in the action plan are fully realised through a sustainable commitment. There remains much to do in order to not only level the playing field, but to make it fairer too, thus ensuring everyone can participate,

compete and succeed. Therefore, the City Corporation's actions should be seen as long-term, methodical, interventions designed to deliver the most impact, which will continue to mature during the strategy's lifetime.

9. The activities for year two of the strategy will continue to be focussed around the following themes:

- **Work with young people** and ensure that the City Corporation's outreach through its educational and cultural institutions continues to target schools with above average levels of free school meals, low levels of attainment or without existing relationships with a wide range of employers, whilst also linking it to the City Corporation's own recruitment pipeline.
- **Work with partners**, such as the Social Mobility Foundation, the Social Mobility Commission and the Bridge Group, to organise and run events and activities that promote social mobility to business. This includes the recently launched 'Employer Toolkit'.
- **Attract and recruit talent** as part of the 'Attracting Talent' programme and through offering an exemplary range of apprenticeships, including higher apprenticeships.
- **Progressing talent** through supporting our staff networks with senior Chairs and Sponsors.
- Exploring options for London Funders, City Bridge Trust and City of London Corporation to work together to co-host a roundtable with cross-sectoral partners to promote and determine next steps on delivering work related to the Living Wage Places initiative in London.
- Creating a positive chain reaction through encouraging our supply chains to take action on social mobility.
- **Collecting data** that better evidences the impact of the City Corporation's work internally and externally.
- Supporting the development of cultural and creative learning experiences that are sustainable, affordable, deliverable and inclusive.

10. More so, the Social Mobility strategy was designed so that best practice, both internally and externally, can be incorporated into the activities as delivery progresses. As such, on the recommendation from Establishment Committee in the December meeting, the Corporate Strategy and Performance team have reached out to Pricewaterhouse Coopers (PwC), who ranked first overall in the Index for support, particularly in regard to attracting and progressing talent. A meeting is scheduled for this month.

### **Next steps**

11. In order to improve the City Corporation's ranking in the SMEI, Outcome 4 of the Social Mobility Strategy 'We role model and enable social mobility in the way we operate as an organisation and employer' needs further development in relation to recruitment and selection, and data collection.

12. In response to the feedback received, a HR Action Plan is being developed to sit alongside actions on gender, ethnicity and disability pay gaps. This action plan will be in place in the next coming months. Key themes are set out below:

13. Data Collection: The main area identified for improvement centred around the collection of social mobility related data on applicants, apprentices, new entrants, current employees and leavers. Establishment Committee will recall that the Payroll/HR system is due to be retendered. That process is in train but is now part of a wider procurement exercise and the timeline for implementing a new system has been put back significantly. Collecting this type of data will be a positive mechanism to identify and reduce barriers into the workforce and help the organisation to measure its efforts to increase social mobility internally.
14. As part of our externally-facing work to promote social mobility in the financial and professional services sector, the City Corporation has commissioned the Bridge Group to undertake research to explore the link between job performance and career progression and retention, in relation to socio-economic background in Banking and Asset Management. The research will include quantitative investigation (collection, analysis, and benchmarking of socio-economic data) and interviews with a range of influencers and employees from a range of backgrounds.
15. As an interim measure whilst we wait to have our own data collection mechanisms put in place, the Bridge Group has offered to include the City Corporation in its research at no cost. Although the results will not be included in the final report (as the organisation is neither a bank nor asset management company), this will be a positive step towards understanding the socio-economic background of the City Corporation's workforce and will provide insights into factors affecting organisational performance, efficiency and stakeholder perceptions, as well as practicable recommendations for action within organisational contexts. The research will also help us identify questions to put to staff through the Employee Self Service online system and to use on job application forms and so build our own data.
16. An internal comms campaign will be run to encourage and drive uptake of the survey. This campaign is due to take place in the next couple of weeks. If a large number fill in the survey then this can be repeated in the annual staff survey, delivered by the Corporate Strategy & Performance Team to provide further social mobility data for analysis.
17. Recruitment and Selection: It must also be noted that the last round of submissions to the 2019 SMEI did not take into account the 'Attracting Talent' programme introduced by HR last year, developed with external advertising consultancy – TMP. The programme included a new recruitment website and a branding approach was designed to identify and reduce barriers into the workforce, support workforce planning, strengthen employer brand, increase number of senior females, increase BAME representation and progress social mobility internally and externally. This programme, which included a promotional video showing employee diversity within the organisation, including socio-economically diverse employees, goes a long way to address the negative perceptions from those outside of the organisation which need to be dispelled in order for the City Corporation to become an employer of choice and attract talent

and increase diversity. As such, it is expected that the City Corporation will improve its current docile rating around recruitment and selection in the Index.

18. Work experience: The City Corporation is committed to providing good quality work experience placements. Our school placement scheme is being redesigned in its format and placements will be available to all students. It is important that placements are not just offered to students at City schools and academies, but also from other schools (for example schools in lower socio-economic areas or in special measures by Ofsted) if approached. Moreover, to enhance the City Corporation's current work experience programme and to ensure the City Corporation meets its commitments under several initiatives it has signed up to, a number of additional options will gradually be added to the wider work experience programme, including 1+1 scheme, which ensures that as many children in care and care leavers scheme enter the scheme, the ex-forces programme, etc.
19. Submissions for the 2020 Social Mobility Employer Index are currently open and will close in May 2020. It is the intention of the City Corporation to enter, with the results published and shared with this committee in October. Annual submissions are vital in enabling the City Corporation to make tangible progress towards the delivery of the Social Mobility Strategy. More so, given the City Corporation's previous support to the Social Mobility Foundation it is important the it continues to champion the SMEI and work of the Foundation.
20. To ensure this work is happening and progressing at the right speed the Social Mobility Implementation Group will closely monitor progress. Additionally, appropriate social mobility KPIs have been built into the Corporate Performance Framework which will report to a Corporate Performance (officer) Board, due to be established later this year.

### **Corporate & Strategic Implications**

21. The Social Mobility Strategy for 2018-28 was endorsed by this Committee and Policy & Resources in September 2018. The strategy supports the City Corporation's Corporate Plan for 2018-23, in terms of its vision for a 'vibrant and thriving City, supporting a diverse and sustainable London within a globally successful UK' and the strategic aims to contribute to a flourishing society and support a thriving economy. It specifically relates to outcomes 3, 5 and 8.
22. The City Corporation seed funded the SMEI and enters a submission to help gauge and steer its efforts as an employer and to demonstrate its commitment to accessing and progressing talent from all backgrounds.
23. Social mobility continues to be of high importance to the City Corporation and amongst the key external stakeholders that the organisation engages with regularly across central and local government, the private and business sectors, the education sector and parts of the charitable and community sector.

## **Resource Implications**

24. Most activities identified in the strategy are delivered as part of departmental budgets.
25. Collection of data will require an investment of resources into the Human Resources systems used by applicants, apprentices, new entrants, current employees and leavers as noted by this Committee in December.

## **Conclusion**

26. The City Corporation is committed to developing the areas highlighted by the SMEI for improvement including data collection. Despite delays in the retendering of the Payroll/HR system which mean data cannot yet be collected in an efficient way, a robust action plan is being developed to improve outcomes and inform the onwards development of the Social Mobility Strategy, 2018-28.

## **Appendices**

Year Two Action Plan for Social Mobility Strategy 2018-23. See Outcome 4 'We role model and enable social mobility in the way we operate as an organisation and employer' for actions discussed in this paper.

## **Background Papers**

<http://democracy.cityoflondon.gov.uk/documents/s126354/SMEI%202019%20Results%20Establishment%20Committe%2010.12.19%20FINAL.pdf>

## **Jessica Walsh**

Corporate Strategy and Performance Officer Town Clerk's

T: 020 7332 3965

E: [jessica.walsh@cityoflondon.gov.uk](mailto:jessica.walsh@cityoflondon.gov.uk)

Action	Lead Department/s	Lead Officer/s
Continue the funding partnership between CBT and The Prince's Trust to support young Londoners to gain the skills and confidence they need to move into jobs, education or training.	CBT	Shegufta Slawther
Deliver CBT's Bridge to Work programme to support young disabled Londoners into work.	CBT	James Lee
Provide funding through CBT's 'Positive Transitions' funding stream to help Londoners experiencing inequality and disadvantage to make important transitions in their lives.	CBT	Jenny Field
Undertake a Programming Review of Culture Mile to make it more inclusive and accessible to diverse socio-economic backgrounds	Culture Mile	Tim Jones/Peter Lisle
Roll out the digitisation of collections at all City cultural institutions	Town Clerk's	Nick Bodger

<p>Attract more diverse audiences through our cultural activities and themes - e.g. Women, Work and Power in 2018 or Believe! in 2020.</p>	<p>Town Clerk's</p>	<p>Nick Bodger</p>
<p>Support the London Borough of Culture Programme - making culture more inclusive and accessible to residents.</p>	<p>City Bridge Trust/ Town Clerk's</p>	<p>Jack Joslin/ Nick Bodger</p>
<p>Fund projects aimed at 'Inspiring London through culture' through the Central Grants Programme</p>	<p>Central Grants Unit/Town Clerk's</p>	<p>Jack Joslin/ Nick Bodger</p>
<p>Fund projects aimed building 'stronger communities' through the Central Grants Programme</p>	<p>Central Grants Unit</p>	<p>Jack Joslin</p>



<p>Award a Challenge Prize to identify and explore further models to pilot how Fusion Skills can be most effectively developed.</p>	<p>Culture Mile</p>	<p>Frazer Swift/Anne Bamford</p>
<p>Manage the City School Visits Fund, which provides funding for our learners to visit cultural institutions</p>	<p>Culture Mile Learning</p>	<p>Rosemara Mather-Lupton</p>
<p>Continue to implement and promote the Business Healthy Campaign/Programme.</p>	<p>DCCS</p>	<p>Xenia Koumi</p>
<p>Work to ensure good mental health for all in the City, through the delivery of a Mental Health Strategy and associated actions</p>	<p>DCCS</p>	<p>Andy Liggins</p>

Develop a new Square Mile Mental Health Centre to provide medium and longer term psychotherapy for residents (subsidised support for low-income residents) and provide access to health services for lower paid workers in the Square Mile.	DCCS	Andy Liggins
Provide stable housing for residents on our estates outside of the Square Mile (security of tenure = fewer moves/disruptions; subsidised homes; mixed tenures).	DCCS	Paul Murtagh
Deliver Digital Inclusion workshops (Only Connect) for our residents - commissioned through Age Concern and takes place at Barbican Library.	DCCS	Alice Westlake (Age UK) Claire Giraud
Act as a Virtual Head/Corporate parent to 29 young people (looked after children and unaccompanied minors - almost all of our pupils are unaccompanied asylum-seeking refugees) in the education system (but not based in CoL funded schools).	DCCS	Andrew Russell
Deliver ESOL tuition classes for the young people in our 'virtual school' at the Golden Lane Community Centre.	DCCS	Andrew Russell
Enhance the learning experience of the young people in our 'virtual school' by delivering an enrichment programme with the City of London Boys School (includes lunch, sport, paired reading and enrichment sessions).	DCCS	Andrew Russell

<p>Ensure co-production (including co-creation with children and young people, communities and the Family of Schools) is at the core of cultural and creative learning so that it is accessible, reaches a range of people and promotes social mobility.</p>	<p>DCCS</p>	<p>Anne Bamford</p>
<p>Summer enrichment pilot evaluation aimed at tackling summer learning loss and hunger prepared and shared.</p>	<p>DCCS</p>	<p>Anne Bamford</p>

Resourcing confirmed?	Stakeholder Group	High Level Activity
Yes	Policy makers	Remove barriers, overcome gaps and improve access and participation in order to improve attainment for our residents, worker population and learners, e.g. increased routes and fairer access to employment, high-quality housing, culture, lifelong learning, health and wellbeing services.
Yes	Organisations	Remove barriers, overcome gaps and improve access and participation in order to improve attainment for our residents, worker population and learners, e.g. increased routes and fairer access to employment, high-quality housing, culture, lifelong learning, health and wellbeing services.
Yes	Organisations	Remove barriers, overcome gaps and improve access and participation in order to improve attainment for our residents, worker population and learners, e.g. increased routes and fairer access to employment, high-quality housing, culture, lifelong learning, health and wellbeing services.
Yes	Our residents (Square Mile)	Work with others to support and deliver social action, social integration and networking activities, and to understand the impact of conscious and unconscious biases.
No	Organisations	Remove barriers, overcome gaps and improve access and participation in order to improve attainment for our residents, worker population and learners, e.g. increased routes and fairer access to employment, high-quality housing, culture, lifelong learning, health and wellbeing services.

No	Organisations	Work with others to support and deliver social action, social integration and networking activities, and to understand the impact of conscious and unconscious biases.
Yes	Organisations	Remove barriers, overcome gaps and improve access and participation in order to improve attainment for our residents, worker population and learners, e.g. increased routes and fairer access to employment, high-quality housing, culture, lifelong learning, health and wellbeing services.
Yes	Organisations	Work with others to support and deliver social action, social integration and networking activities, and to understand the impact of conscious and unconscious biases.
Yes	Our residents (Square Mile)	Remove barriers, overcome gaps and improve access and participation in order to improve attainment for our residents, worker population and learners, e.g. increased routes and fairer access to employment, high-quality housing, culture, lifelong learning, health and wellbeing services.

Yes	Organisations	Remove barriers, overcome gaps and improve access and participation in order to improve attainment for our residents, worker population and learners, e.g. increased routes and fairer access to employment, high-quality housing, culture, lifelong learning, health and wellbeing services.
Yes	Organisations	Remove barriers, overcome gaps and improve access and participation in order to improve attainment for our residents, worker population and learners, e.g. increased routes and fairer access to employment, high-quality housing, culture, lifelong learning, health and wellbeing services.
Yes	Workers (Square Mile - FPS)	Remove barriers, overcome gaps and improve access and participation in order to improve attainment for our residents, worker population and learners, e.g. increased routes and fairer access to employment, high-quality housing, culture, lifelong learning, health and wellbeing services.
Yes	Workers (Square Mile - lower pay)	Remove barriers, overcome gaps and improve access and participation in order to improve attainment for our residents, worker population and learners, e.g. increased routes and fairer access to employment, high-quality housing, culture, lifelong learning, health and wellbeing services.

Yes	Our residents (Square Mile)	Remove barriers, overcome gaps and improve access and participation in order to improve attainment for our residents, worker population and learners, e.g. increased routes and fairer access to employment, high-quality housing, culture, lifelong learning, health and wellbeing services.
Yes	Our residents (Non Square Mile)	Remove barriers, overcome gaps and improve access and participation in order to improve attainment for our residents, worker population and learners, e.g. increased routes and fairer access to employment, high-quality housing, culture, lifelong learning, health and wellbeing services.
Yes	Our residents (Square Mile)	Remove barriers, overcome gaps and improve access and participation in order to improve attainment for our residents, worker population and learners, e.g. increased routes and fairer access to employment, high-quality housing, culture, lifelong learning, health and wellbeing services.
Yes	Our pupils	Remove barriers, overcome gaps and improve access and participation in order to improve attainment for our residents, worker population and learners, e.g. increased routes and fairer access to employment, high-quality housing, culture, lifelong learning, health and wellbeing services.
Yes	Our pupils	Remove barriers, overcome gaps and improve access and participation in order to improve attainment for our residents, worker population and learners, e.g. increased routes and fairer access to employment, high-quality housing, culture, lifelong learning, health and wellbeing services.
Yes	Our pupils	Remove barriers, overcome gaps and improve access and participation in order to improve attainment for our residents, worker population and learners, e.g. increased routes and fairer access to employment, high-quality housing, culture, lifelong learning, health and wellbeing services.

Yes	Organisations	Remove barriers, overcome gaps and improve access and participation in order to improve attainment for our residents, worker population and learners, e.g. increased routes and fairer access to employment, high-quality housing, culture, lifelong learning, health and wellbeing services.
Yes	Our pupils	Remove barriers, overcome gaps and improve access and participation in order to improve attainment for our residents, worker population and learners, e.g. increased routes and fairer access to employment, high-quality housing, culture, lifelong learning, health and wellbeing services.



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

Beacon Projects - highlighted in blue, on table below

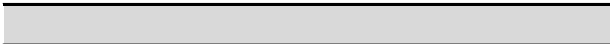
Associated Enabler (for HLA)	Associated KPI (basket of indicators)	CP Outcome/ HLA
Improving and increasing employability	Intended # beneficiaries benefiting from CBT funding	3a. Promote and champion diversity, inclusion and the removal of insitutional barriers and structural inequalities.
Improving and increasing employability	Intended # beneficiaries benefiting from CBT funding	3a. Promote and champion diversity, inclusion and the removal of insitutional barriers and structural inequalities.
The development of personal attributes and 'soft' skills, such as networking, communication etc	Intended # beneficiaries benefiting from CBT funding	3a. Promote and champion diversity, inclusion and the removal of insitutional barriers and structural inequalities.
The development of personal attributes and 'soft' skills, such as networking, communication etc	% diversity of residents, learners, workers and visitors at City sites/institutions	8a. Promote the City, London and the UK as attractive and accessible places to live, learn, work and visit.
The development of personal attributes and 'soft' skills, such as networking, communication etc	% of CoL collections available digitally	3b. Provide access to world-class heritage, culture and learning to people of all ages, abilities and backgrounds.

<p>The development of personal attributes and 'soft' skills, such as networking, communication etc</p>	<p>% diversity of residents, learners, workers and visitors at City sites/institutions</p>	<p>5d. Advocate and facilitate greater levels of giving time, skills, knowledge, advice and money.</p>
<p>The development of personal attributes and 'soft' skills, such as networking, communication etc</p>	<p>Monetary amount of philanthropic activity delivered by the City Corporation</p>	<p>5d. Advocate and facilitate greater levels of giving time, skills, knowledge, advice and money.</p>
<p>The development of personal attributes and 'soft' skills, such as networking, communication etc</p>	<p>Monetary amount of philanthropic activity delivered by the City Corporation</p>	<p>5d. Advocate and facilitate greater levels of giving time, skills, knowledge, advice and money.</p>
<p>The development of personal attributes and 'soft' skills, such as networking, communication etc</p>	<p>Monetary amount of philanthropic activity delivered by the City Corporation</p>	<p>5d. Advocate and facilitate greater levels of giving time, skills, knowledge, advice and money.</p>

<p>The development of personal attributes and 'soft' skills, such as networking, communication etc</p>	<p>% uptake of fusion skills curriculum across our educational and cultural institutions</p>	<p>10e. Champion a distinctive and high-quality residential, worker, student and visitor offer.</p>
<p>Improving and increasing employability</p>	<p>% diversity of residents, learners, workers and visitors at City sites/institutions</p>	<p>8a. Promote the City, London and the UK as attractive and accessible places to live, learn, work and visit.</p>
<p>Improving and increasing employability</p>	<p>Increase membership and participation in 'Business Healthy'</p>	<p>5c. Support, celebrate and advocate responsible practices and investments.</p>
<p>Improving and increasing employability</p>	<p>Reduction in the prevalence of mental health across communities in the Square Mile</p>	<p>2b. Raise awareness of factors affecting mental and physical health.</p>

Improving and increasing employability	Reduction in the prevalence of mental health across communities in the Square Mile	2b. Raise awareness of factors affecting mental and physical health.
Improving and increasing employability	# new social homes completed	4c. Help provide homes that London and Londoners need.
Improving and increasing employability	% people who report increased quality of life after relevant interventions	2a. Promote equality and inclusion in health through outreach to our working, learning and residential communities and better service design and delivery.
Improving and increasing employability	% adults, children and young people referred to safeguarding whose expressed outcomes are fully met	1d. Safeguard children, young people and adults at risk.
Improving and increasing employability	% people who report increased quality of life after relevant interventions	2a. Promote equality and inclusion in health through outreach to our working, learning and residential communities and better service design and delivery.
Improving and increasing employability	% people who report increased quality of life after relevant interventions	2a. Promote equality and inclusion in health through outreach to our working, learning and residential communities and better service design and delivery.

<p>The development of personal attributes and 'soft' skills, such as networking, communication etc</p>	<p>% diversity of residents, learners, workers and visitors at City sites/institutions</p>	<p>8a. Promote the City, London and the UK as attractive and accessible places to live, learn, work and visit.</p>
<p>The development of personal attributes and 'soft' skills, such as networking, communication etc</p>	<p># participating in creative/cultural learning programmes</p>	<p>7c. Preserve and promote the City as a world-leading global centre for financial and professional services, commerce and culture.</p>



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<b>Primary link to other corporate strategy/plan</b>	<b>Geography covered by activity</b>
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Bridging Divides	London
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Bridging Divides	London
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Bridging Divides	London
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Culture Mile	London
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Cultural	Global
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Cultural	Global
Bridging Divides	London
Philanthropy	London
Philanthropy	Square Mile

Culture Mile Learning	London
Cultural and Creative Learning	London
Joint Health and Wellbeing	London
Joint Health and Wellbeing	London



Joint Health and Wellbeing	London
Housing	London
Digital Skills	Square Mile
Education	Square Mile
Education	Square Mile
Education	Square Mile

Cultural and Creative Learning	UK
Education	London



**Updates Jan/Feb 2020**

Ongoing - we are into the fifth year of this 10-year strategic partnership. Final figures for 2019 to be provided in March 2020.

The Bridge to Work programme continues to grow - both in terms of numbers of young disabled people that are beneficiaries of the programme, as well as the number of employers who are now building more inclusive workplaces and practices as a result of exposure to this programme.

On track - good case study examples provided by Jenny include: Young Londoners Fund, Responding to the Resilience Risk (programme to fund resilience of front line workers in charities), CAST funding programme around digital skills and literacy in the charity sector, and separate grants aimed at young people given to the Federation of London Youth Clubs, the GLA, the Centre for Youth Impact and Partnership for Young London.

Ongoing - the programming review takes the form of 'action research' through a series of initiatives including (1) market research which has identified a significant opportunity for the district to attract audiences from Audience London's 'Kaleidoscope Creativity' audience segment (lower income, more ethnically diverse/mixed, less regular traditional culture goers, broader interest/definition of culture); (2) a major brand campaign which builds on this research; (3) the adoption of a set of 'Content Principles' within Culture Mile which include 'everyday creativity' so aim to present artistic and cultural content that is accessible and inclusive; (4) evaluation which will set a benchmark for Culture Mile's audiences/background so targets can be set for diversity going forward.

On track

Data is dominated by Barbican theatre/concert audiences and so hides the strong outreach work this (and other institutions do). Outdoor arts (as illustrated by Women: Work and Power data attracts more diverse audiences.

For Women: Work and Power (2018):

- \* 68% of the respondents identified as female;
- \* 25% of all respondents fell into the 35-44 age group, with a further 23% being aged 25-34 years old.
- \* 65% of attenders identified as being from a White ethnic background, slightly higher than the London population, where 60% identify in this way
- \* 16% of attenders identified as being from a Black or Black British ethnic background, higher than the London population (13% )
- \* 10% identified as being from an Asian or Asian British ethnic background, lower than the London population (18%)
- \* 73% of respondents were resident in Greater London, with a further 13% visiting from elsewhere in the UK and 13% from overseas
- \* 35% of all attenders said they work in the City of London

On track - attend regular Strategic Meetings at the GLA for the LBOC Programme. Supported Waltham Forest with programme. Engaging with the Brent Programme for 2020.

Data for Waltham Forest (LBOC 2019) not available until April 2020; City has supported 2019 and 2020 (Brent) with £300k from its City Bridge Trust (over two years) and in-kind support. It is estimated that over £300k has been invested through officer time and fee waiving as part of the in-kind support for Waltham Forest in 2019. Conversations are underway with Brent (2020) with the aim to achieve same.

The next round of applications for LBOC has been launched (for 2021 and 2023); the City has committed to this new round with the same offer of in-kind support. City Bridge Trust have not yet confirmed (or declined) to support.

On track

On track

On track.

Up to six finalists to be awarded seed funding of £1000.

May 2020

Award Ceremony and Prize awarded in accordance with payment plan agreed with winning Team.

19th June 2020

Cities of the Future Conference. All finalists will be provided with the opportunity to attend and present their Ideas to a conference with representation from up to 15 European cities.

Ongoing/ on track.

The Mental Health Strategy has been developed in partnership with City and Hackney CCG and the LB Hackney. An action plan is currently being finalised.

Two further Suicide Prevention Awareness sessions were delivered to the business community in October 2019 and February 2020, led by Business Healthy, the City of London Police and Samaritans and hosted by City firms. Further targeted outreach is ongoing with the City's security sector, recognising their workers' role as "eyes and ears" and first responders.

Campaigning continues to raise awareness of mental health and tackling stigma. This includes local amplification of PHE's national "Every Mind Matters" campaign, the continuation of the local "Release the Pressure" campaign and the development of a short video on the "Five Ways to Wellbeing", published on digital platforms and the CoL's YouTube channel

The Public Health team worked with the Lion Barbers Collective in Sep and Oct 2019 to train a significant proportion of the City's barbers and hairdressers in suicide prevention, signposting and listening skills.

Ongoing commissioning of services accessible to City workers that can provide support for positive mental health, including City Advice and Dragon Café in the City.

Business Healthy delivered a free webinar for local businesses on mental health and problem gambling in the workplace in November 2019, focusing on the risk factors and drawing in a public health approach.

An article from the City and Hackney Supported Employment Network on how employers can improve their recruitment of individuals with disabilities is featured on the Business Healthy website

Support services available to City residents and workers in routine/ manual/ service roles (including cleaning, catering, security, retail, etc) were recommissioned, including exercise on referral and weight management programmes. Work is ongoing to encourage employers to share information about these services with relevant workers.

Tavistock Relationships, has won the contract to deliver a new three-year pilot mental health centre in the City of London. It is the first centre dedicated to supporting good mental health among residents and workers within the Square Mile. Tavistock Relationships will provide a subsidised service for those residents and workers that are not able to pay for treatment at full cost. This is facilitated through a sliding scale payment system, designed to ensure that therapeutic services are accessible for all those who need them, including lower paid workers. Another intention of the centre is to improve access to treatments that are not available through the NHS.

The centre, which will be situated in Middlesex Street, will open in Spring 2020.

Pilot completed in February 2020. Over 90 residents engaged with the service on numerous occasions. Many users felt the workshops served as an important enable for social inclusion. Service to be recommissioned for 6 months.

Ongoing.

Paper going to Education Board (5th March) and P&R 19th March. Kitchen Social and Northumbria report available on request.

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<b>Committee</b>	<b>Dated:</b>
Establishment Committee – For Information	12/03/2020
<b>Subject:</b> Flu Vaccination Scheme – Review of Year 1	<b>Public</b>
<b>Report of:</b> Chrissie Morgan, Director of HR	<b>For Information</b>
<b>Report author:</b> Colette Hawkins, Corporate HR	

## Summary

In February 2019 the Establishment Committee approved the introduction of the flu vaccination scheme. This scheme applies to all employees and members who do not already qualify for a free flu vaccination.

The scheme was in place for the 2019/20 flu season and 88 employees/members reclaimed the cost of a private flu vaccination.

The scheme has been well received across the organisation, both at the City of London Corporation and at the institutions.

## Recommendation

Members are asked to:

- Note the report.

## Main Report

### Background

1. In February 2019 the Establishment Committee approved the introduction of the flu vaccination scheme for employees and members. This scheme was in place for the 2019/20 flu season.

### Current Position

2. Employees and members, who do not qualify for a free flu vaccination, may reclaim up to a maximum of £15 for a private flu vaccination.
3. This year a total of 88 employees/members reclaimed the cost of a private flu vaccination, at a total cost of £1,105.79. This is approximately 2% of the workforce. The table below shows the breakdown of claims per department.

<b>Department</b>	<b>Number of Claims</b>	<b>Cost</b>
Barbican	5	£65.47
Built Environment	8	£98.95
Chamberlains	8	£101.45
City of London Police	8	£91.44
City of London School	1	£9.00
City of London School for Girls	1	£11.69
City Surveyors	7	£88.14
Community & Children's Services	7	£85.60
Comptroller & City Solicitor's	2	£24.68
GSMD	10	£134.40
Markets & Consumer Protection	6	£76.95
Members	3	£39.99
Open Spaces	12	£156.91
Town Clerk's	10	£121.12
<b>TOTAL</b>	<b>88</b>	<b>£1,105.79</b>

4. Data on employees/members who are entitled to, and actually had, a free flu vaccination is not held by the City Corporation.
5. A year-on-year comparison of sickness absence data due to cold, cough, flu (influenza) has shown that there has been a slight decrease in absences related to this reason (see table below) over the past 12 months.

<b>Absence Reason</b>	<b>Date</b>	<b>Percentage of working days lost in year</b>
Cold, Cough, Flu (Influenza)	31 January 2019	11.05%
Cold, Cough, Flu (Influenza)	31 January 2020	10.83%

6. It is not possible to identify a direct correlation between the introduction of the flu vaccination scheme and the decrease in sickness absence due to cold, cough, flu (influenza) after one year. However, the scheme does demonstrate the City Corporation's commitment to supporting the wellbeing of all employees / members.

### **COVID-19 (Coronavirus)**

7. The City Corporation is monitoring the situation on COVID-19 (also known as the Coronavirus) and is taking the lead from Public Health England. Information is

available to all staff via the intranet and information has been provided to Chief Officers for dissemination.

8. Although it is not connected to the COVID-19 employees have been reminded of the flu vaccination scheme. This may result in additional employees claiming reimbursement for a private flu vaccination over the next few months.

### **Conclusion**

9. The City Corporation is committed to supporting the wellbeing of all employees / members. The flu vaccination scheme contributes to the Corporate Plan outcome – people enjoy good health and wellbeing.

### **Appendices**

- None

### **Background Papers**

- Establishment Committee – 26 February 2019: Flu Vaccinations
- Establishment Committee – 3 December 2018: Flu Vaccinations

### **Colette Hawkins**

Strategic HR Projects Manager  
Town Clerks Department

T: 020 7332 1553

E: [colette.hawkins@cityoflondon.gov.uk](mailto:colette.hawkins@cityoflondon.gov.uk)

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<b>Committee(s)</b>	<b>Dated:</b>
Hampstead Heath Consultative Committee	09/03/2020
Hampstead Heath, Highgate Wood & Queen's Park Committee	11/03/2020
Establishment Committee	12/03/2020
<b>Subject:</b> Hampstead Heath Swimming Review 2020	<b>Public</b>
<b>Report of:</b> Director, Open Spaces Department	<b>For Discussion/ Decision</b>
<b>Report author:</b> Bob Warnock, Open Spaces Department	

### Summary

A full review of the Hampstead Heath Swimming Facilities has been undertaken, in conjunction with Health and Safety advice received following a fatality at the Highgate Men's Bathing Ponds in June 2019. The Health and Safety Executive confirmed that there were no material breaches and provided advice in relation to Lifeguard breaks and alertness, maximum bather loading, minimum Lifeguards numbers and Lifeguard training. The report sets out the improvements required to address the Health and Safety issues, visitor access, rapidly increasing demand and presents options to secure the long-term financial sustainability of the Bathing Ponds.

### Recommendations

It is recommended that:

- Members note the outcomes of the Swimming Review.
- The views of the Hampstead Heath Consultative Committee are conveyed to the Hampstead Heath, Highgate Wood and Queen's Park Committee at their meeting on 11 March 2020.
- Members of the Hampstead Heath, Highgate Wood and Queen's Park Committee approve the level of subsidy for the Bathing Ponds, and set the Charges for 2020/21, as detailed in paragraph 19.
- Members of the Hampstead Heath, Highgate Wood and Queen's Park Committee approve to freeze all Swimming Season Tickets prices until April 2021, as detailed in paragraph 20.
- Members of the Hampstead Heath, Highgate Wood and Queen's Park Committee approve charging Model Option 3, as set out in paragraph 33.
- Members of the Hampstead Heath, Highgate Wood and Queen's Park Committee approve a package of Concessions, as set out in paragraph 38.

## Main Report

### Background

1. In the light of exceptional popular summer seasons in 2018 and 2019, as well as a fatality at the Highgate Men's Bathing Pond in June 2019 and multiple incidents of physical and verbal abuse against Heath staff, the City Corporation has commenced the first large scale Swimming Review since 2005.
2. The Review has focused on:
  - Taking account of the Health and Safety Executive advice (8 October 2019)
  - Fulfilling our responsibilities in relation to our Duty of Care towards visitors, Lifeguards and wider Heath Staff;
  - Responding to the increased demand for cold water swimming on the Heath. Swimming visits at the Bathing Ponds are estimated to have increased by over 300,000 visits since 2010/11, to over 655,000 visits per year;
  - Ensuring the swimming facilities are inclusive and welcoming to a diverse range of visitors;
  - Applying clear and fair charging arrangements to ensure the long-term financial sustainability of the swimming facilities.
  - Ensuring the City Corporation has effective communications and appropriate technology in place to promote and collect the swimming charges.
3. In February 2005, the Hampstead Heath Management Committee agreed the following charging arrangements for the Bathing Ponds,

*“From 1 June 2005, a self-policing £2 charge (£1 concessions) and an annual payment scheme giving unlimited use for regular swimmers at all three ponds, be introduced, producing an estimated income of £80,000”.*
4. Members should note that the Hampstead Heath Swimming Regulations (January 1990) set out the requirement to pay to use the Swimming Facilities.
5. These charges have remained unchanged for 15 years. During the development and implementation of the Hampstead Heath Ponds Project it was agreed by the Management Committee that the charges would be held until the Project was completed, in view of the likely disruption at each of the Bathing Ponds.
6. The previous Superintendent reported to the Hampstead Heath Management Committee on 25 November 2006, stating that during the first year following the introduction of the charges at the Bathing Ponds, £13,000 of income was generated, and £23,000 the following summer.
7. In 2018/19 the income generated at the Bathing Ponds was £67,000.
8. The Adult Season Ticket for the Bathing Ponds costs £125 for 12 months and £66 for 6 months. Season Tickets are available to purchase online through the City of London Corporation website, and in person at the Parliament Hill Fields Lido. So far during 2019/20, 377 Season Tickets have been sold for the Bathing Ponds. This compares with 1,041 for the Lido. The Superintendent

acknowledges the feedback from Season Ticket holders that the online system has scope to be improved in terms of functionality and user experience.

### **Current Position**

9. There are substantial costs involved in running all the swimming facilities. These include the cost of providing and training Lifeguards, maintaining and upgrading the facilities, providing safety equipment, ensuring water quality and managing the natural surroundings. Other factors (including complying with the Health and Safety Executive advice in relation to the ratio of Lifeguards to swimmers, their breaks, rotation of duties and alertness), this will involve additional expenditure for the 2020/21 season onwards, as will the need for additional Heath Rangers to help with the management of visitors and operation of the swimming facilities.
10. As a result, the cost to provide the Bathing Ponds in 2020/21 is likely to rise from £747,000, to £1,061,000. Without any corresponding increase in income under the status quo, this increasing deficit cannot be funded from the Heath's Local Risk Budget without having a detrimental impact on the conservation and protection of the wider Heath and the provision of other sports and recreational activities.
11. In addition, the costs to provide the Parliament Hill Fields Lido for 2002/21 is likely to rise from £521,000, to £582,000, which would result in an estimated subsidy of £205,000 i.e. 35%. This would represent 5% of the Heath's Local Risk Budget.
12. The Review has involved detailed discussions with the Lifeguards and engagement with the Hampstead Heath Swimming Associations. The first stage of the Review commenced at the Swimming Forum on 1 October 2019. A facilitated discussion then took place at the Swimming Forum on 14 January 2020. The notes of that meeting are attached (Appendix 1).
13. Following this, a series of discussions have been held with the Swimming Associations to collaborate in developing ideas and options. Draft proposals (Appendix 1) were discussed at a Swimming Forum on 4 February 2020 and following feedback from the Swimming Associations have been refined into a position paper (Appendix 1). This was discussed at the Swimming Forum on 11 February 2020. The notes of the meeting are attached (Appendix 2).
14. The Hampstead Heath Sports Advisory Forum discussed this report at their meeting on the 24 February 2020. A summary of the comments received will be provided at the meeting.
15. Through these discussions, a shared understanding has been achieved in relation to the Health and Safety Executive advice, the City Corporation's Duty of Care, and the primary role of the Lifeguards being to ensure bather safety, rather than facility upkeep and visitor management. Consequently, the Superintendent is updating the Swimming Facilities Risk Assessments, Safe Systems of Work and the Swimming Regulations to reflect the learning from the Swimming Review and the Health and Safety Executive advice. This will inform a review of the Open Spaces Department and Hampstead Heath Risk Registers. The following actions are being progressed:
  - The current practice of manual head counting by the Lifeguards is no longer fit for purpose. A new system needs to be investigated to monitor both the

bathing and the facility load at the Bathing Ponds more accurately. This will need to be non-intrusive, robust, effective and appropriate to the natural environment at the Bathing Ponds.

- The Royal Life Saving Society Open Water Training with external validation has commenced for Lifeguards and the Fixed-Term Contract Lifeguards. The training will also be extended to casual contract Lifeguards.
  - A programme of closures to enable facility maintenance, Lifeguard Team training and continual professional development will be introduced in consultation with the Swimming Associations.
  - New additional safety equipment has been procured for the 2020 season.
  - Through the Annual Work Programme, the Conservation Team will install perimeter dead hedging, hedging, planting and chestnut pale fencing to reduce unauthorised access into the Bathing Ponds.
  - Subject to Planning and Historic Building Consents an additional temporary 2.4 metre perimeter fence will be trialled at the Lido (May-August) to prevent unauthorised access over the boundary walls. The proposed temporary fence is a no-dig, self-supporting system that can withstand vandalism and winds in excess of 100mph. It would be supported through a series of rigid plastic ballast bins.
  - We will investigate options to increase the level of facility cleaning during busy periods. Contract cleaning is an option being investigated.
  - We will also promote and develop the role of Heath Hands volunteers with conservation projects associated with the Bathing Ponds.
  - Working with each of the Swimming Associations and the Lifeguarding Team, we will seek to establish Working Groups to collaborate on finding solutions to operational and access issues at each facility.
16. In addition to specifically responding to the issues raised by the Health and Safety Executive in relation to Lifeguard alertness, breaks and the minimum Lifeguard numbers the following staffing arrangements are being progressed: -
- Additional Lifeguards will be employed to allow for breaks and rotation of duties to maintain alertness. During the winter season a roving female Lifeguard will operate between the Kenwood Ladies' Bathing Pond and the Highgate Men's Bathing Pond. This is currently being trialled. During the summer season six additional Lifeguards will be required for the three Bathing Ponds, as two shifts operate.
17. In response to the learning from the Swimming Review, additional staff resources are required to ensure the primary role of Lifeguards is focussed on bather safety. The following staffing arrangements are being progressed: -
- Additional Heath Rangers employed to support the Lifeguards in relation to managing visitors and the operation of the swimming facilities. During the winter season a roving Heath Ranger will operate between the swimming facilities. During the summer season it is estimated that six additional Heath Rangers will be required across the swimming facilities. The Heath Rangers will be required to manage the queues, control the number of people within



the facility, provide information to visitors, support visitors with the updated payment arrangements, respond to incidents within the facility, liaise with other Heath staff and the Emergency Services and assist with cleaning and the management of the facilities.

## Options

18. Taking account of the issues discussed in the report Members are asked to consider the appropriate levels of subsidy and charges, as set out in table 1, in order to secure the long-term financial sustainability of the Bathing Ponds. Taking into account local considerations and priorities to ensure this aligns with the Heath's charitable objectives and the Hampstead Heath Management Strategy 2018 - 2028 outcomes.

Current					
	Subsidy <sup>*1</sup>	% of Heath Local Risk <sup>*2</sup>	Charge Rates	Projected Income (Ex VAT) <sup>*4</sup>	Recovery (%) <sup>*1</sup>
<b>A</b>	£994,000	22%	£2.00 Adult	£67,000.00	6%
	94%		£1.00 Concession		
Proposed					
	Subsidy <sup>*1</sup>	% of Heath Local Risk <sup>*2</sup>	Charge Rates <sup>*3</sup>	Projected Income (Ex VAT) <sup>*5</sup>	Recovery (%) <sup>*1</sup>
<b>B</b>	£728,000.00	16%	£2.00 Adult	£333,000.00	31%
	69%		£1.20 Concession		
<b>C</b>	£586,000.00	13%	£3.00 Adult	£475,000.00	45%
	55%		£1.80 Concession		
<b>D</b>	£443,000.00	10%	£4.00 Adult	£618,000.00	58%
	42%		£2.40 Concession		
<b>E</b>	£301,000.00	7%	£5.00 Adult	£760,000.00	72%
	28%		£3.00 Concession		
<b>F</b>	£159,000.00	4%	£6.00 Adult	£902,000.00	85%
	15%		£3.60 Concession		
<p>*1 Based on projected expenditure of £1,061,000 for 2020/21 season and rounded to the nearest thousand or whole percentage.</p> <p>*2 Based on 2019/20 Hampstead Heath Local Risk Budget of £4,460,000 and rounded to the nearest whole percentage.</p> <p>*3 Concession based on a 40% discount on the Adult charge.</p> <p>*4 Income based on 2018/19 season.</p> <p>*5 Projected income based on 2016/17 visits (426,443), accounting for Income of £58,170 from the sale of 894 Season Tickets which is estimated to account for 42.8% of visits. Day Tickets have been modelled on a 25% Adult, 75% Concession split. Figures rounded to the nearest thousand.</p>					

Table 1

19. Members are asked to determine the level of subsidy and the ensuing day ticket price point for the Bathing Ponds, noting that **Officers recommend Option D**. Members may wish to consider a phased approach to increasing the charges in order to reach the approved level of subsidy.

20. It is proposed that all Swimming Season Tickets prices are frozen until April 2021.
21. In future years the City Corporation will benchmark, consider inflation and review the approved charges, bringing a report to this Committee for approval as part of the annual fees and charges approval cycle. This process involves consulting Stakeholders including the Swimming Forum, Sports Advisory Forum and the Hampstead Heath Consultative Committee.
22. In order to achieve the agreed level of subsidy for the Bathing Ponds, there are a number of models for Members to consider in relation to how the charges are collected.

### **Bathing Ponds Charging Model**

23. Through discussions it is recognised that the following steps are required to support all of the proposed charging models:
  - Install contactless payment, in addition to maintaining cash collection arrangements for 2020/21.
  - Improve the online experience for people purchasing Season Tickets.
  - Install new signage that provides information about the payment options and the Hampstead Heath Charity. This would make it much easier for swimmers to pay and to understand that their payments go towards sustaining the Ponds and the Lifeguarding costs.
  - Promote a culture of payment at the Ponds in collaboration with the Swimming Associations.
24. Heath Rangers will be deployed at the Bathing Ponds to support the Lifeguards and the operation of the facilities. Part of their role will be to support and manage the agreed charging model.
25. The following options in relation to the Bathing Ponds charging model have been prepared:

#### Option 1 - Maintain the existing "Self-Policing" charges

26. A "Self-Policing" charge would continue to be operated at the Bathing Ponds to collect the approved charges and meet the agreed level of subsidy.

#### Option 2 – Adopt applied charges – supported by Heath Rangers

27. Collect the approved charges from 2 May 2020 to meet the agreed level of subsidy. It is proposed that charges would be applicable at the point of entry for the Bathing Ponds.
28. Heath Rangers would support the culture of payment at the Ponds, this builds on the existing practice at the Mixed Pond during the summer season.

#### Option 3 – Adopt applied charges – managed by Heath Rangers

29. Collect the approved charges from 2 May 2020 to meet the agreed level of subsidy. It is proposed that charges would be applicable at the point of entry for the Bathing Ponds. Heath Rangers will oversee and ensure payment.

#### Option 4 – Adopt applied charges – managed using a gate entry system

30. Collect the approved charges from 2 May 2020 to meet the agreed level of subsidy. It is proposed that charges will be applicable at the point of entry and managed using a gate entry system to ensure payment.
31. This option would require Capital Investment and implementation would need to be phased.

#### Option 5 – Reduce the swimming offer to reduce expenditure

32. Introduce a morning Members only swimming club to reduce the Lifeguard hours in the winter. Applying annualised hours to the Lifeguards work arrangements and reducing the number of swimming hours to align with the agreed subsidy and income from charges.

#### Preferred Option – Charging Model

33. **Officers recommend Option 3.** This option establishes clear and fair arrangements to collect the agreed charges, in-line with the Hampstead Heath Swimming Regulations. The current Self-Policing model has not proved an effective mechanism to collect the approved charges. However, recognising the unique environments of the Bathing Ponds, this option to collect the approved charges without installing significant infrastructure should be trialled in the first instance. The City Corporation welcomes the opportunity to continue collaborate with the Swimming Associations to establish a culture of payment to meet the agreed level of subsidy.
34. The Swimming Associations have robustly indicated their support for Option 1 and that the City Corporation implement an effective payment collection system based on voluntary contributions. In support of this approach the Associations have indicated their willingness to promote a culture of payment at the Ponds and to encourage the purchase of Season Tickets.

#### Concessions

35. In addition to the charges, Members have a number of options to consider in relation to the concessionary offer.
  - A. Concessionary discount retained at 50% discount of the adult rate.
  - B. Concessionary rates brought in line with other fees and charges across Hampstead Heath, which are based on a 40% discount of the Adult rate.
  - C. Concessionary rates brought in line with other fees and charges across Hampstead Heath, which are based on a 40% discount of the Adult rate and introduce free morning swims (until 09.30) to over 60's and under 16's to the Highgate Men's Bathing Pond the Kenwood Ladies' Bathing Pond and the Hampstead Mixed Bathing Pond.
36. Concessions apply to the following:
  - Freedom Pass
  - Disabled Card
  - Job Seekers Allowance
  - Student
  - Under 16's

37. The Open Spaces Department is currently undertaking a review of Concessions and this will include the consideration of a support fund to ensure the Open Spaces facilities remain financially inclusive.

#### Preferred Option – Concessions

38. Whilst this review is undertaken, **Officers recommend Option C** - that the Concessionary rates are brought in line with other fees and charges across Hampstead Heath, which are based on a 40% discount of the adult rate and introduce free morning swims (until 09.30) to over 60's and under 16's to the Bathing Ponds.

### **Corporate & Strategic Implications**

39. Ensuring the long-term sustainability of the swimming facilities supports the Hampstead Heath Management Strategy 2018-2028 Strategic Outcomes A: The Heath is maintained as a flourishing green space and historic landscape, B: Improved quality of life for Heath visitors, C: The Heath is inclusive and welcoming to a diverse range of visitors and D: Greater number of and diversity of People taking care of the Heath.
40. This also meets the three objectives and outcomes set out in the Open Spaces Department 2020-21 Business Plan. (a) Open spaces and historic sites are thriving and accessible, (b) Spaces enrich people's lives and (c) Business practices are responsible and sustainable.
41. As well as contributing towards the achievement of the three aims set out in the City of London Corporation Corporate Plan 2018-23: Contribute to a flourishing society (1-4), Support a thriving economy (5) and Shape outstanding environments (9-12).

### **Implications**

#### Legal

42. Under articles 7 and 10 of the Greater London Parks and Open Spaces Order 1967, as applied by the London Government Reorganisation (Hampstead Heath) Order 1989, the City Corporation may:
- Provide and maintain swimming baths and bathing places whether open air or indoor;
  - Provide and maintain platforms, screens, seats, lockers, towels, costumes and any apparatus, appliances, equipment or conveniences that are necessary or desirable;
  - Erect and maintain such related buildings or structures as they consider to be necessary or desirable;
  - Set apart or enclose any part of the Heath in connection with the above and preclude any person from entering that area other than a person to whom access is permitted by them;
  - Employ such persons in connection with the use or enjoyment of those facilities, do such acts and make and enforce such restrictions or

conditions as they consider necessary or desirable in connection with the exercise of their powers;

- Make such reasonable charges as they think fit for the use or enjoyment of any such facilities provided by them, or the use of any such building or structure erected or maintained by them, or admission to, or the use of, any such part of the Heath set apart or enclosed by them.

#### Financial

43. The City's Financial Regulations require all Departments to recover full costs when setting charges to persons or external organisations or submit reasons to the appropriate service Committee when that objective is not met. It is therefore at the discretion of individual spending Committees to determine the actual level of fees and charges relative to the services they provide, after taking into account local considerations and priorities.
44. Members have been asked to consider the level of subsidy to inform the charges for the Bathing Ponds. Members may wish to consider phasing any increase in charges.

#### Property

45. The Swimming Review has identified the requirement for capital investment to improve accessibility, introduce technology to measure the bathing load and to introduce contactless payment options as well as upgrading electricity, broadband, and water supplies.
46. The identified capital projects align with the High-Level Asset Management Plan priorities for Hampstead Heath and will follow the City of London Corporation Capital Bidding Process and the Project Procedures.
47. In addition to capital projects, there are a range of projects that will need to be funded and programmed through the Cyclical Works Programme and the Hampstead Heath Annual Works Programme, Appendix 3. Therefore, a phased programme of implementation will be necessary that focuses on safety and access.

#### Reputational Risks

48. Members should be aware that the proposed changes may attract negative media coverage and potentially campaigns, given that some swimmers are opposed to the possible introduction of applied charges. However, the proposals could also generate positive media coverage by improving swimmer safety, ensuring the City Corporation complies with Health and Safety Executive advice, and that the Bathing Ponds are sustainable. The Communications Team has a Communications Plan in place to take forward opportunities and mitigate risks.

#### Human Resources

49. Additional Lifeguards and Rangers will need to be recruited using Fixed-Term Contracts, not exceeding 12 months, to retain flexibility and to align with the moratorium on recruitment.

#### Equality Analysis

50. A test of relevance for an Equality Analysis has been undertaken and has confirmed there are no significant negative/adverse impacts on protected

characteristics, (Appendix 5). Therefore, a full Equality Analysis is not required at this stage.

## **Conclusion**

51. The Swimming Review focussed on Health and Safety, the Duty of Care towards staff and visitors, recognising the increasing demand and providing inclusive and welcoming facilities to a diverse range of visitors. A range of options in relation to the level of subsidy have been modelled to inform the charges for 2020/21. In addition, a range of charging models have been developed to establish clear and fair charging arrangements to ensure the long-term financial sustainability of the Bathing Ponds.
52. The City Corporation welcomes the opportunity to continue collaborating with the Swimming Associations to safeguard the future of the swimming facilities on Hampstead Heath.

## **Appendices**

- Appendix 1 – Position Paper, February 2020
- Appendix 2 – Swimming Forum Meeting Notes - 11 February 2020
- Appendix 3 – Projects Identified during the Swimming Review 2020
- Appendix 4 – Benchmarking Data
- Appendix 5 – Equality Analysis Test of Relevance

## **Bob Warnock**

Superintendent, Open Spaces Department

T: e.g. 020 7332 3322

E: [bob.warnock@cityoflondon.gov.uk](mailto:bob.warnock@cityoflondon.gov.uk)

# Hampstead Heath Swimming Review

## January - March 2020

### **HEATH VISION**

*The Heath contributes immensely to our mental, emotional and physical health and well-being, providing free access to roam in the outdoors, to pause and observe, to play, to explore, discover and learn about the natural world.*

*Connection with the Heath is life-enhancing and our lives are healthier and more active with opportunities for walking, informal recreation, active pursuits, swimming and sports.*

### **KEY ISSUES**

In the light of exceptional summer seasons in 2018 and 2019, a fatality at the Highgate Men's Bathing Pond in June 2019, together with multiple incidents of physical and verbal abuse against City Corporation employees, the City Corporation has commenced the first large scale Swimming Review since 2005. The review has focused on:

- Taking account of the Health and Safety Executive advice (received 8 October 2019).
- Fulfilling our responsibilities in relation to our Duty of Care towards visitors, Lifeguards and wider Heath Staff.
- Responding to the increasing demand for cold water swimming on the Heath. Swimming visits at the Bathing Ponds are estimated to have increased by over 300,000 since 2010/11, to over 655,000 visits per year.
- Ensuring the swimming facilities are inclusive and welcoming to a diverse range of visitors.
- Establishing a clear and fair charging structure that is consistent with the subsidies for recreation and sport across the Heath to ensure the long-term financial sustainability of the swimming facilities.

### **THE PROCESS**

This paper is the latest in a series of documents that have been prepared as part of a wider process of engaging with stakeholders.

The review to date has comprised of detailed discussions with the Lifeguards and engagement with the Hampstead Heath Swimming Associations at the Swimming Forum on the 14 January 2020 (see Appendix 1). Following this a series of discussions have been held with the Swimming Associations to collaborate in developing ideas and options.

The Members of the Hampstead Heath Consultative Committee discussed the objectives of the Swimming Review at their meeting on the 27 January 2020.

On the 4 February 2020 the City Corporation presented a series of draft options and proposals (Appendix 2) to the Swimming Forum and facilitated a further discussion (Appendix 3).

Taking account of the feedback from the Swimming Forum, this paper sets out the City Corporation's position for discussion with the Swimming Forum on the 11 February 2020.

The Hampstead Heath Sports Advisory Forum will have the opportunity to consider this position at their meeting on the 24 February 2020.

## WHAT WE HAVE HEARD DURING THE DISCUSSIONS

<b>FEEDBACK FROM THE SWIMMING FORUM</b>	<b>THE CITY CORPORATION RESPONSES</b>
Don't rush	<p>The Hampstead Heath Swimming Forum commenced a review the 2019 summer season at their meeting on the 1 October 2019. It was agreed that the review would continue once the outcome of the investigations by the Health and Safety Executive and Coroner into the fatality at the Highgate Men's Pond on the 1 June 2019 were completed.</p> <p>The Health and Safety Executive concluded their investigations and provided written advice to the City Corporation on the 8 October 2019.</p> <p>The Coroners Court hearing was completed on the 31 October 2019.</p> <p>The Chairman of the Hampstead Heath Management Committee chaired the Swimming Review on the 7 January 2020.</p> <p>Engagement with the Lifeguards, the Swimming Forum and the Swimming Associations has enabled open discussions on the key issues.</p> <p>To take account of the Health and Safety Executive advice, additional safety control measures need to be implemented ahead of the 2020 Summer Swimming Season, which commences on 2 May.</p>
Don't gold-plate	<p>We understand this position, however, the City Corporation has a duty of care towards visitors, Lifeguards and the wider staff working across the Heath. The City Corporation will continue to use Risk Assessment to assess the risks in terms of likelihood and impact. Work has started reviewing the Risk Assessments and Safe Systems of Work. A roving Lifeguard is being trialled to find a cost-effective model for the winter months.</p>
Don't make payments compulsory	<p>Self-policing charges (£2 adults, £1 concession) were introduced at the Bathing Ponds in 2005. The charges were expected to generate income of £80,000 in the first year (2005/06). Income for 2018/19 was £67,000, despite the number of visits increasing on an annual basis. Taking account of the additional expenditure for the 2020/21 season without increasing income the costs are likely to rise to £994,000. This cannot be funded from the Heath's Local Risk Budget without having a detrimental impact on the conservation and protection of the Heath.</p>



	Whilst fundraising has been suggested, the scale and pace required gives some uncertainty in relation to the viability of this model.
Don't save costs by reducing opening hours	Maintaining the current level of provision is being prioritised, however this will be retained as an option.
Don't impinge on the unique natural environment	We agree and whilst measures need to be taken to secure the perimeters of the Bathing Ponds, we intend to use native hedging, dead-hedging, aquatic planting and fencing in-keeping with the materials used across the Heath.
Don't exclude people	An Equalities Impact Assessment will be undertaken as part of the Committee reporting process. We are also developing opportunities to make the facilities more accessible to a diverse range of visitors.  In conjunction with the Swimming Associations the City Corporation welcomes the opportunity to consider local 'hardship' funds to ensure that Heath swimming facilities are financially inclusive.
Do make it easier for people to pay	The City Corporation acknowledges your feedback about signage and communications. The priority is to implement a clear and fair system that is based around contactless payment and the online purchase of season tickets. The online season tickets were launched in April 2019 and some further improvements are required to streamline the process. You have suggested that a cash payment box should be maintained initially as visitors adjust to contactless payments or purchase season tickets.  New signs at the Bathing Ponds were discussed with the Swimming Forum in 2018 and installed in 2019.
Do aim for consistency	Currently, the Bathing Ponds are not consistent with the other leisure and sports facilities across the Heath. There is an opportunity to extend the offer of free swimming between 7.30-9.00 for 60+ and under 16's to the Bathing Ponds.
Do highlight the excellent value	The season tickets are heavily subsidised and offer value for money. For visitors who purchase an annual Adult Bathing Ponds season ticket at £125 and swim three times per week this represents a cost of only 80p per swim. The equivalent cost is 42p for Concessions.
Do make the case for the City of London Corporation's role as custodians of Hampstead Heath.	We acknowledge the feedback received. We will look for additional opportunities to clarify the role the City Corporation as custodians of Hampstead Heath.

<p>Do make the case for the Hampstead Heath Charitable Trust and that payments and donations all contribute towards the cost of providing and maintaining the swimming facilities.</p>	<p>We acknowledge the feedback received and will update our communications accordingly.</p>
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There is agreement on many things; however, we recognise there are opportunities to improve the accuracy of our data. Currently, our data, customer visits and bather numbers do not correlate (e.g. multiple beam breaks could be one person, and one beam break could be a non-swimmer. Also, a season ticket holder may not visit for a long period) and therefore we do not have reliable data to work on cost/subsidies.

Importantly, there is a shared understanding in relation to the Health and Safety Executive advice, the City Corporation’s Duty of Care and the primary role of Lifeguards being to ensure bather safety, and not facility and crowd management. Consequently, the City Corporation is updating the Swimming Facilities Risk Assessments and Safe Systems of Work to reflect the learning from the Swimming Review and the Health and Safety Executive advice.

**ACTIONS BEING PROGRESSED BY THE CITY CORPORATION**

- |   |
|---|
| <ol style="list-style-type: none"> <li>1. Introducing a third Lifeguard at each facility to allow for breaks, rotation of duties and to maintain alertness. A roving Lifeguard is currently being trialled, to provide support at both the Men’s and Ladies’ Ponds.</li> <li>2. The current practice of manual head counting by the Lifeguards is no longer fit for purpose. A new system needs to be investigated to accurately monitor both the bathing and the facility load at the Bathing Ponds.</li> <li>3. The Royal Life Saving Society Open Water Training with external validation for the Lifeguards and the Fixed Term Contract Lifeguards has commenced.</li> <li>4. A programme of regular closures at all the swimming facilities to enable Lifeguard Team training and continual professional development will be introduced in consultation with the Swimming Associations.</li> <li>5. New additional safety equipment is being procured for the 2020 season.</li> <li>6. Install perimeter hedging, planting and chestnut pale fencing to reduced unauthorised access into the Bathing Ponds.</li> <li>7. Trial an additional temporary perimeter fence at the Lido (June-August) to prevent unauthorised access over the boundary walls.</li> <li>8. Deployment of additional Ranger staff to aid the management of visitors and operation of the swimming facilities.</li> <li>9. Investigate options to increase the level of facility cleaning during busy periods.</li> </ol> |
|---|

10. Install technology to record anonymous data on visitor numbers, bather and facility loading, to assist staff in managing safety and demand, especially on busy days.
11. Promote and develop the role of Heath Hands volunteers with conservation projects associated with the Bathing Ponds.
12. Seek to work with each of the Swimming Associations and the Lifeguarding Team to establish Working Groups to collaborate on finding solutions to operational and access issues at each facility.
13. Update the Swimming Facility Risk Assessments and Safe Systems of Work to reflect the additional safety control measures.
14. Continue to work with each Swimming Association to see where fundraising opportunities can be facilitated.

## REVENUE COSTS

The City Corporation is working with an independent Health and Safety Consultant to find the best possible and most practical ways to mitigate the inherent risks in a way that is cost effective and pragmatic.

Nevertheless, there are going to be substantial extra costs. The extra revenue costs to implement the additional control measures are estimated to be £300,000 - £330,000 as well as one off revenue cost of £70,000 towards new signs, equipment, technology and materials.

In addition, a significant capital investment is required to re-provision the electrical supply at the Mixed Pond, change the entrance at the Men's Pond and ensure the facilities are accessible.

<b>Current Operating Model</b>	<b>Bathing Ponds</b>	<b>Lido</b>	<b>Total</b>
Expenditure 2018/19	£747,000	£521,000	<b>£1,268,000</b>
Income 2018/19	£67,000	£377,000	<b>£444,000</b>
Subsidy 2018/19	<b>£680,000</b>	<b>£144,000</b>	<b>£824,000</b>

<b>New Operating Model</b>	<b>Bathing Ponds</b>	<b>Lido</b>	<b>Total</b>
Expenditure 2018/19	£747,000	£521,000	£1,268,000
Estimated Additional Expenditure 2020/21	£314,000	£61,000	£375,000
<b>Total Expenditure</b>	<b>£1,061,000</b>	<b>£582,000</b>	<b>£1,643,000</b>
Income 2018/19	£67,000	£377,000	<b>£444,000</b>
Income 2020/21	*	+	
Estimated Subsidy 2020/21	<b>£994,000</b>	<b>£205,000</b>	<b>£1,199,000</b>

\* This will be modelled from May 2020 based on actual income

+ This will be modelled from May 2020 based on actual income

## **PAYMENT FOR USE OF THE FACILITIES**

Charges for the Bathing Ponds were introduced in 2005 at a rate of £2 for an adult swim and £1 for concessions.

There are differing views amongst swimmers about the charges. There are swimmers who pay the entry charges; there are swimmers who would be happy to pay the entry charges if it were made easier for them; and there are those who do not recognise the entry charges.

The City Corporation is very clear there are substantial cost to running all the swimming facilities. These include: the cost of providing Lifeguards, training, maintaining the changing facilities, maintaining water quality and the natural surroundings. The following position has been developed to address the long-term funding of the ponds in light of growing demand and to ensure their sustainability for current and future generations to enjoy.

## **PROPOSED POSITION – CHARGES**

The following proposed position has been prepared for consideration by the Swimming Forum and Hampstead Heath Consultative Committee.

The introduction of fully compliant entry payment system at the Bathing Ponds applied from 2 May 2020. Contactless Payment Points will be introduced at the Bathing Ponds together with improved signage and communication. A cash payment option will be maintained for the 2020/21 season.

## **PROPOSED POSTION – BATHING POND FEES**

Recognising that Bathing Pond fees have been held since they were introduced in 2005 and in response to the key safety issues discussed as part of the Swimming Review the following fees are proposed for the 2020/21 swimming season:

- Freeze the cost of all the season tickets for the 2020/21 season.
- Adult day tickets fees are benchmarked against other similar facilities in London. Prices range from £2 at Hampstead Heath to £10 at the West Reservoir Centre.
- Introduce free swimming between 7.30-9.00 for 60+ and under 16's.
- Concessionary rates will be reviewed and brought in line with other fees and charges across Hampstead Heath, which are based on a 40% discount of the adult rate. Concessionary rates apply to:
  - Freedom Pass
  - Disabled Card
  - Job Seekers Allowance
  - Student
  - Under 16's
- In conjunction with the Swimming Associations the City Corporation welcomes the opportunity to consider local 'hardship' funds to ensure that Heath swimming facilities are financially inclusive.
- The City Corporation will then continue to benchmark and review the fees as part of the annual cycle that commences each Autumn. This process involves consulting Stakeholders including the Swimming Forum, Sports Advisory Forum and the

Hampstead Heath Consultative Committee. The Hampstead Heath Management Committee will then determine the fees and the level of subsidy provided to swimming to ensure this aligns with the Heath's charitable objectives and the Hampstead Heath Management Strategy 2018 -2028 outcomes.

## **PROPOSED POSTION – LIDO FEES**

The Lido Adult and Concession day tickets prices have been held since April 2017. The Lido swimming season tickets prices have been held since April 2018.

- Freeze the cost of all the swimming season tickets for the 2020/21 season.
- Freeze the cost of all swimming day tickets for the 2020/21 season.
- Maintain free swimming between 7.30-9.00 for 60+ and under 16's.
- Concessionary rates will continue to apply to:
  - Freedom Pass
  - Disabled Card
  - Job Seekers Allowance
  - Student
  - Under 16's
- The City Corporation will then benchmark and review the fees as part of the annual cycle that commences each Autumn. This process involves consulting Stakeholders including the Swimming Forum, Sports Advisory Forum and the Hampstead Heath Consultative Committee. The Hampstead Heath Management Committee will then determine the fees and the level of subsidy provided to swimming to ensure this aligns with the Heath's charitable objectives and the Hampstead Heath Management Strategy 2018 -2028 outcomes.

## **NEXT STEPS**

The City Corporation acknowledges the importance and the necessary pace of the Swimming Review and values and appreciates the contributions of the Lifeguards, Swimming Associations and the Swimming Forum throughout the process. Work is underway to review the Swimming Facilities Risk Assessments and Safe Systems of Work to implement additional control measures to address the issues discussed as part of the review.

Taking account of the feedback from the engagement the Superintendent will prepare a report for the Hampstead Heath Consultative Committee seeking their views and comments on outcomes of the Swimming Review. The Consultative Committee Report will be published on the 28 February 2020, the Superintendent will forward the report to members of the Swimming Forum.

9 March 2020, Hampstead Heath Consultative Committee will meet to discuss the Report and make representations to the Hampstead Heath Management Committee. The Swimming Associations Chairs/ Co-Chairs or their nominated representatives will be invited by the Chairman to present the views of their Associations at the commencement of the meeting.

11 March 2020, Hampstead Heath Management Committee will meet to discuss the proposals and, taking account of the representations from the Hampstead Heath Consultative Committee, decide on the recommendations.

The Superintendent will develop an implementation plan for the summer season.

Establish Working Groups to develop plans for longer term projects i.e. Men's Pond access, rear gate at the Ladies' Pond, reviewing the configuration at the Mixed Pond.

## **APPENDICES**

Appendix 1 – Notes from the Swimming Forum 14 January 2020

Appendix 2 – Hampstead Heath Swimming Review, January 2020 - Draft Options and Proposals.

Appendix 3 – Notes from the Swimming Forum 4 February 2020



**Swimming Facilities Forum**  
**Tuesday 14 January 2020, 6pm**  
**Parliament Hill Meeting Room**

Karina Dostalova (Chair)	KD	Chairman, Hampstead Heath, Highgate Wood & Queen's Park Committee, CoLC
Anne Fairweather	AF	Deputy Chair, Hampstead Heath, Highgate Wood & Queen's Park Committee, CoLC
Bob Warnock	BW	Superintendent, Hampstead Heath, CoLC
Colin Buttery	CB	Director of Open Spaces, CoLC
Tim Johns	TJ	Facilitator, Orator Consulting
Tanya Gagin	TG	Health & Safety Consultant, Human Applications
Eleanor Kennedy	EK	Parliament Hill Lido User Group
Chris Piesold	CP	Highgate Men's Pond Association
Kasia Sikora	KS	Mixed Pond Association
Margaret Dickinson	MD	Mixed Pond Association
Nicky Mayhew	NM	Kenwood Ladies' Pond Association
Ruth Halgarten	RH	Kenwood Ladies' Pond Association
Marc Hutchinson	MH	Winter Swimming Club
Robert Sutherland-Smith	RSS	United Swimming Association
Chris Ruocco	CR	Highgate Lifebuoys
Declan Gallagher	DG	Operational Services Manager, CoLC
Paul Maskell	PM	Leisure and Events Manager, CoLC
Paul Jeal	PJ	Senior Swimming Facilities Supervisor, CoLC
Jennifer Wood	JW	Communications Officer, CoLC
Nicola Hurley	NH	Duty Lifeguard Team Leader, CoLC
Mike Thompson	MT	Duty Lifeguard Team Leader, CoLC
Mick Annegarn	MA	Duty Lifeguard Team Leader, CoLC
Tony May	TM	Duty Lifeguard, CoLC
Steve O'Connell	SOC	Duty Lifeguard, CoLC
Kate Radusin (notes)	KR	PA to Superintendent, CoLC

Public Gallery

Geoff Goss – Highgate Men's Pond Association

<b>1.</b>	<b>Apologies</b>
	Mike Sands.
<b>2.</b>	<b>Minutes of the previous meeting (1.10.19)</b>
	Members to email any comments or corrections.
<b>3.</b>	<b>Matters Arising</b>
	N/A
<b>4.</b>	<b>Facilitated Discussion to learn lessons from 2019 &amp; prepare for the 2020 season</b>
	KD welcomed the Members of the Swim Forum and introduced the Lifeguards, Tim Johns and Tanya Gagin.

KD noted a change in the meeting format and explained the item 4 would be the first item discussed and invited representatives to email any additional comments in relation to items 6 & 7 to the Superintendent.

KD explained the approach we were taking to review the Hampstead Heath Swimming Facilities. A collaborative process would be taken to co-design proposals to secure the long-term sustainability of the swimming facilities. The Superintendent noted that it was critical to learn from the heat wave in 2018 and the incidents that occurred in summer 2019, HSE Advice following the fatality at the Highgate Men's Bathing Pond and the increasing demand for cold water swimming on Hampstead Heath.

TJ then led a facilitated conversation to identify the key issues that will need addressing as part of the review.

The review will address the following priorities:

#### Priorities

1. Take account of the HSE Advise and review the risk assessments and operating procedures following the fatality at the Highgate Men's Bathing Pond.
2. Fulfilling our responsibilities in relation to our Duty of Care towards visitors, lifeguards and wider Heath staff.
3. Recognising and responding to the increasing demand for cold water swimming on the Heath.
4. Securing the long-term sustainability of the facilities (environmental/economic/social).

#### Summary of the points raised and discussed during the facilitated session

1. City of London Corporation (COLC) to implement the Royal Life Saving Society (RLSS) 'Open Water' training/certification for the Duty Lifeguards and Fixed Term Contract Lifeguards and to maintain the regular training programme that includes first aid; defibrillator; personal safety conflict management; safeguarding and gender awareness etc.
2. The introduction of a regular programme of all facility closures to allow Lifeguards to undertake training as a team. Two closures to take place during the summer season.
3. Recruitment of Fixed Term Contract Lifeguards and Rangers to support the Duty Lifeguards.
4. The primary role of the Lifeguards watching the water was acknowledged. Further resources are necessary to provide support to the Lifeguards in relation to crowd control and resolving conflicts.
5. Purchase of additional rescue equipment tailored to each facility. E.g. rescue kayaks and paddle boards.
6. Programme of works to manage and secure the perimeters of the swimming facilities.
7. Undertake a review of the Hampstead Heath Swimming Regulations in relation to the age of children using the Ponds, smoking, alcohol, photography, mobile phones, etc.



8. In conjunction with the Swim Forum undertake a review the signage at the Bathing Ponds in relation to the hazards for swimmers, the role of the Lifeguards and providing information about the Hampstead Heath charitable objectives.
9. In conjunction with the Highgate Men's Bathing Pond develop the project to relocate the entrance of the facility and the associated works to provide a more accessible facility.
10. In conjunction with the Kenwood Ladies' Pond Association review the operation of the rear gate, as well as increasing the height of the gate and fencing while being in keeping with the natural surroundings.
11. In conjunction with the Mixed Pond Association review the layout and access arrangements for the facility.
12. Trialling technology to count the number of bathers in the three Bathing Ponds to assist Lifeguards in managing the bathing Load and the ratio of Lifeguards.
13. Opportunities to collect, analyse and share anonymous visitor data to support the management of the facilities.
14. Utilising the new COLC website swimming pages to provide up to date information on the swimming facilities and access to social media feeds.
15. Discuss with the Swimming Associations the opportunity to offer additional incentives to purchase season tickets. For example, the early morning swims being for season ticket holders only and the public swimming sessions commencing at 10am.
16. Install contactless payment options across the swimming facilities.
17. Consider moving towards a cashless payment system. A suggestion to retain the donation posts was also raised to provide an option for visitors without cards or phones.
18. Explore options to provide lockers/baskets/pigeonholes to facilitate the storage of phones, bank cards smart watches etc.
19. At this point Tim Johns asked the Swimming Representatives if they had sufficient background and information to discuss the issues that had been raised so far in the discussion with their respective Associations?
  - Members queried, if there were specific proposals or changes that the City Corporation wished to seek feedback on?
  - Members sought clarification of the level of savings required, is the aspiration to be cost neutral? Can payments be hypothecated to reassure swimmers that the income is being reinvested in the facilities?
  - A Member asked that an additional outcome of the review should focus on inclusivity.
  - A Member indicated that the timescale was very tight to undertake these important discussions.
  - A question was taken from the public gallery on the COLC powers to charge for access to the ponds and to enclose them.
  - The Superintendent confirmed that charges for swimming at the Bathing Ponds, were introduced in 2005. However, as a "self-policing" charge this approach has not generated the level of income needed to sustain the swimming facilities.
  - A question was received from the public gallery in relation to the opportunities for fund raising to raise money for the additional resources required.

	<ul style="list-style-type: none"> <li>• The Chairman responded that the COLC would welcome suggestions how fundraising could be used to generate funds to support the facilities.</li> <li>• A Member requested a breakdown of the additional costs incurred during the extreme weather events in 2019.</li> <li>• A Member suggested that the COLC has a role to promote further opportunities for outdoor swimming across London.</li> <li>• A Member asked for clarification on the proposed changes to the layout of the entrance to the Highgate Men's Bathing Pond. The Superintendent confirmed this project was progressing and is critical to the safe operation of the Pond.</li> <li>• A Member queried the next steps in relation to further discussions on the 4 and 11 February.</li> <li>• The Superintendent confirmed that before the meeting on the 4 February, the COLC will seek to engage with each of the Swimming Associations to develop a series of proposals. To assist this process and taking account of the discussions the COLC will develop some embryonic options to guide further discussions with the Swimming Associations. The meeting on the 4 February will offer an opportunity to provide feedback and discuss the emerging proposals. The meeting on the 11 February will provide the opportunity to further collectively develop the proposals.</li> </ul> <p>The Chairman thanked Members for their time and participation and welcomed the opportunity to engage in further discussions ahead of the next meeting.</p>
<b>5.</b>	<b>Next Steps in relation to the review of the Hampstead Heath Swimming Facilities</b>
	Covered under item 4.
<b>6.</b>	<b>2020/21 Season Swimming Times</b>
	Covered under item 4.
<b>7.</b>	<b>Update on swimming facilities</b>
<b>7a.</b>	<b>Lido</b>
	Members to email any additional comments.
<b>7b.</b>	<b>Men's Pond</b>
	Members to email any additional comments.
<b>7c.</b>	<b>Ladies' Pond</b>
	Members to email any additional comments.
<b>7d.</b>	<b>Mixed Bathing Pond</b>
	Members to email any additional comments.
<b>8.</b>	<b>AOB</b>
	N/A
<b>9.</b>	<b>Date of the next meetings</b>
	<ul style="list-style-type: none"> <li>• Tuesday 4 February 2020, 6pm at Parliament Hill meeting room</li> <li>• Tuesday 11 February 2020, 6pm at Parliament Hill meeting room</li> </ul>

## Hampstead Heath Swimming Review – January 2020

### **VISION**

*The Heath contributes immensely to our mental, emotional and physical health and well-being, providing free access to roam in the outdoors, to pause and observe, to play, to explore, discover and learn about the natural world.*

*Connection with the Heath is life-enhancing and our lives are healthier and more active with opportunities for walking, informal recreation, active pursuits, swimming and sports.*

### **SWIMMING ON THE HEATH**

The Heath's Bathing Ponds were originally created in the 17<sup>th</sup> and 18<sup>th</sup> Centuries as reservoirs to meet London's growing demand for water. Over time some were repurposed for swimming.

Parliament Hill Fields Lido was opened on 20 August 1938. At a cost of £34,000, it was the most ambitious and expensive of the thirteen Lidos built on parkland sites by the London County Council between the wars<sup>1</sup>.

Swimming charges for the Bathing Ponds were agreed by the Hampstead Heath Management Committee on 21 February 2005. The charges were implemented across the Bathing Ponds on 15 June 2005. Payment for access to the Bathing Ponds has continued since 2005 via a 'self-policed' collection charge, along with season tickets and some users prefer to make donations.

Subsidised season tickets and concessions will continue, and the City of London Corporation remains committed to subsidising swimming on Hampstead Heath.

### **INTRODUCTION TO THE REVIEW**

Accident investigations together with multiple incidents of physical and verbal abuse against City Corporation employees during summer 2019, led to a decision to carry out the first large scale swimming review since 2005.

In the light of the exceptional 2018 and 2019 summer seasons and a fatality at the Highgate Men's Bathing Pond in June 2019, the City Corporation decided to conduct a full review of the facilities.

The objective of the Swimming Review is to secure the long-term sustainability of the Hampstead Heath swimming facilities:

- Taking account of the 8th October 2019 Health and Safety Executive advice.
- Fulfilling our responsibilities in relation to our Duty of Care towards visitors, Lifeguards and wider Heath Staff.
- Responding to the increasing demand for cold water swimming on the Heath.
- Ensuring the swimming facilities are inclusive and welcoming to a diverse range of visitors.
- Establishing a clear and fair charging structure that is consistent with the subsidies for recreation and sport across the Heath to ensure the financial sustainability of the swimming facilities.

## THE PROCESS OF THE REVIEW

- The Hampstead Heath Swimming Forum undertook a review the 2019 summer season at their meeting on the 1 October 2019. It was agreed that the review would continue once the outcome of the investigations by the Health and Safety Executive and Coroner into the fatality at the Highgate Men's Pond on the 1<sup>st</sup> June 2019 were completed.
- The Health and Safety Executive concluded their investigations and provided written advice to the City Corporation on the 8th October 2019, (Appendix 1).
- The Coroners Court hearing was completed on the 31<sup>st</sup> October 2019.
- The Chairman of the Hampstead Heath Management Committee launched the Swimming Review on the 7 January 2020.
- Members of the Management Committee and Corporation Officers contacted the Local Councillors and Members of Parliament to set out the objectives of the Swimming Review and the timescale.
- The City Corporation Lifeguards have participated in a series of facilitated workshops as part of the review process.
- 14 January 2020 the Swimming Forum participated in a facilitated discussion to establish a shared understanding of the issues that the review would need to address. The City Corporation has shared financial information, visitor data (Appendix 2) and a wider Heath Dashboard (Appendix 3) with the Swimming Associations to support the review.
- Following the Swimming Forum on the 14 January 2020 further conversations have been held with representatives from the Kenwood Ladies' Pond Association (KLPA), Highgate Men's Pond Association (HMPA), United Swimmers Association (USA), Highgate Lifebuoys (HL), Mixed Pond Association (MPA), Hampstead Heath Winter Swimming Club (HHWSC) and Parliament Hill Lido User Group (PHLUG).
- The Heath swimming facilities are being benchmarked against similar organisations and facilities.
- A further meeting of the Swimming Forum is scheduled for the 4 February 2020. The purpose of this meeting is to recap and update on the discussions that have taken place since the 14 January 2020 and to discuss the proposals that have emerged following the discussions with the Lifeguards and Swimming Associations.
- Between the 5 -10 February 2020, Swimming Associations will be asked to consider and discuss the draft proposals.
- At the Swimming Forum meeting on 11 February 2020 the proposals will be developed to form recommendations to be considered by the Hampstead Heath Consultative Committee on 9 March 2020.
- 9 March 2020, Hampstead Heath Consultative Committee meet to discuss the proposals and make representations to the Hampstead Heath Management Committee.
- 11 March 2020, Hampstead Heath Management Committee meet to discuss the proposals and, taking account of the representations from the Consultative Committee, decide on the recommendations.

- A meeting with the Swimming Forum (date TBA) to discuss the implementation of the recommendations.
- 2 May 2020, commencement of the 2020 summer swimming season.

## **FINANCIAL DATA AND DASHBOARD**

At the request of the Swimming Forum, financial data was produced showing income, expenditure, and visitor counts at each facility for 2016/17, 2017/18, 2018/19. (Appendix 2).

The Corporation also produced a Hampstead Heath Dashboard (Appendix 3) covering a wide range of data sets including visitor numbers, season ticket sales, weather analysis, and Hampstead Heath pedestrian counts.

The data shows that since 2010/11 swimming visits have increased from 296,000 to over 655,000 per year at the Bathing Ponds. This huge increase reflects a national trend of increased popularity in cold water swimming. For instance, Sporting England's *Active Lives* survey found that the number of people who regularly swim outdoors almost doubled between November 2017 and 2018. The same survey found that 7.5million people went outdoor swimming in the past year. Additionally, the Outdoor Swimming Society's membership has grown rapidly in recent years and now numbers 80,000.

<https://www.sportengland.org/research/active-lives-survey/>

## **HEALTH AND SAFETY EXECUTIVE ADVICE**

Following a fatality on the 1<sup>st</sup> June 2019 at the Highgate Men's Bathing Pond, the Health and Safety Executive undertook an investigation including interviews with the Lifeguards on duty. In a letter of 2<sup>nd</sup> October 2019, the HM Inspector of Health and Safety concluded that he would not be pursuing further enquiries. However, he provided a supplementary letter dated 8<sup>th</sup> October 2019 providing some points of advice concerning matters found during the course of the enquiries.

The Inspector set out four specific areas for review:

- Lifeguard breaks and alertness
- Maximum bather loading
- Minimum Lifeguard Numbers
- Lifeguard Training

The full contents of the letter were shared with the Chairs and Co-Chairs of the Swimming Associations. (Appendix 1).

The City Corporation engaged an independent Health and Safety Consultant to review the current situation at the Lido and Bathing Ponds and to provide health and safety advice throughout the Swimming Review.

## **THE SWIMMING REVIEW – OPTIONS AND PROPOSALS**

- 1. LIFEGUARD BREAKS AND ALERTNESS**
- 2. MAXIMUM BATHER LOADING**
- 3. MINIMUM LIFEGUARD NUMBERS**
- 4. LIFEGUARD TRAINING**
- 5. REVIEW OF CHARGES**
- 6. CHARGING OPTIONS**
- 7. FACILITY MANAGEMENT**
- 8. SITE SPECIFIC ISSUES**
- 9. COMMUNICATIONS**
- 10. NEXT STEPS**

## **1. LIFEGUARD BREAKS AND ALERTNESS**

The City Corporation has reviewed the role of the Lifeguards. The Royal Life Saving Society UK (RLSS) guidance is to maintain a good level of alertness and supervision which will need to be reflected in the Risk Assessments and Safe Systems of Work. In effect, this means that pondside/poolside working time should be no longer than 60 minutes or in exceptional circumstances 90 minutes.

The impact of this safety control is a requirement for three Lifeguards at each facility during all opening hours. Having an additional Lifeguard will ensure that there can be rotation and breaks.

### **Options to comply with RLSS guidelines:**

#### **1a. Reduce opening hours to deploy the existing Lifeguard numbers to implement the new working arrangements.**

Create a new rota based on minimum strength of three Lifeguards per facility. Consult existing employees on proposed new working arrangements.

#### **1b. Volunteer Lifeguards**

Supplement the team with fully qualified volunteers deployed to support the Lifeguards at the Mixed Pond, Highgate Men's Bathing Pond and Kenwood Ladies' Bathing Ponds. The Bathing Ponds would only be able to open once three qualified Lifeguards were on station.

The volunteer Lifeguards would need to be habituated and would be provided with full training in cold, opaque water techniques, and familiarisation with equipment. They would be subject to annual physical check-ups, Disclose and Barring Service checks and performance reviews.

#### **1c. Morning and Afternoon Members Only Swimming Clubs**

A new model is developed to reduce the core City Corporation Lifeguarded hours through establishing Morning and Afternoon Swimming Clubs at the Highgate Men's Bathing Pond and Kenwood Ladies' Bathing Pond.

These could operate on a similar basis as the existing Hampstead Heath Winter Swimming Club at the Mixed Pond.

For example, the morning Swimming Clubs could operate until 9am and then handover to the City Corporation Lifeguards at 9.30. The Lifeguarded public swimming sessions at the bathing Ponds would commence at 10am. A later afternoon Swimming Club could also operate.

The Hampstead Heath Winter Swimming Club at the Mixed Pond would remain unchanged.

#### **1d. Additional City Corporation Lifeguards**

The City Corporation would employ a number of additional Lifeguards\*. This would be necessary to maintain Lifeguard numbers to cover breaks and to maintain alertness. This arrangement could be supplemented by Temporary Lifeguards at peak seasonal times.

\* Recruitment of fixed term contract staff is subject to Business Case approval.

## **2. MAXIMUM BATHER LOADING**

The current practice of manual head counting by the Lifeguards is deemed to be no longer feasible. A new system needs to be implemented to accurately monitor both the bathing and the facility load at the Bathing Ponds. In addition, procedures need to be developed to enable the Lifeguards to request further support.

### **Options:**

**2a. Introduce camera-based technology to monitor the bathing load.**

**2b. Introduce technology to monitor the access and egress to the Bathing Ponds from the jetties.**

**2c. Introduce technology to monitor the access and egress to the Bathing Facilities.**

Once the bathing load at a swimming pond is approaching the triggers set out in section 3 below, additional measures would be required to manage access to the Bathing Ponds.



### 3. MINIMUM LIFEGUARD NUMBERS

In response to the Health and Safety Executive advice, thought has been given to the Lifeguard to swimmer ratios based on the numbers of people using the facilities. It is proposed to move to adopting a ratio of 1:25 Lifeguards to swimmers. The arrangements would ensure that in all cases the Lifeguards should have the ability to reach a casualty within one minute and to recover them to the side in three minutes. Given the unique nature of the Ponds the ratio of 1:25 is considered appropriate.

A trigger level of 50+ swimmers would require a fourth Lifeguard to operate from the Bathing Ponds on either a rescue ski, kayak or paddle board, thereby allowing the safety team to be in closer proximity to the swimmers. A further trigger of 75+ swimmers would require a fifth Lifeguard.

This effectively means that a minimum team of three Lifeguards are required at each facility and at each trigger point an additional Lifeguard is required in order to allow an increased bathing load.

In addition, the City Corporation is proposing to engage dedicated security/facility operatives, thereby ensuring that the Lifeguards primary responsibility is to protect and preserve the safety of bathers in both the Ponds and Lido, (see section 7).

The summer 2020 season will be the first opportunity to operate under these new guidelines. The City Corporation will carry out a review to ensure the new arrangements work effectively for all users and meet the requirements of the Health and Safety Executive.

Lifeguards	3 Lifeguards rotating positions and taking regular breaks.  Pondside/Poolside working time should be no longer than 60 minutes or in exceptional circumstances 90 minutes.	4 Lifeguards rotating positions and taking regular breaks.  Pondside/Poolside working time should be no longer than 60 minutes or in exceptional circumstances 90 minutes.  1 Lifeguard on a rescue ski, or operating for another suitable location.	Additional Lifeguards subject to Dynamic Risk Assessment e.g. <ul style="list-style-type: none"> <li>• Change in behaviour eg impact of alcohol.</li> <li>• Change in profile of swimming capability.</li> <li>• Change in weather conditions.</li> <li>• Additional requirement for swim tests.</li> </ul>
Pond Bathing Load	0-50	51 - 75	76 - 100 at a Bathing Pond.

#### **4. LIFEGUARD TRAINING**

Following a series of meetings with the Lifeguards it is proposed to rollout the Royal Life Saving Society UK (RLSS) Open Water Training with external validation for the Lifeguards and the Fixed Term Contract Lifeguards.

##### **Proposals:**

**4a.** Temporary Lifeguards, including Volunteer Lifeguards, would receive the additional Open Water Training as part of their induction programme.

**4b.** A programme of regular closures of all the facilities to enable team training and continual professional development will be introduced in consultation with the Swimming Associations.

**4c.** Subject to the Risk Assessment and in consultation with the Lifeguards, the City Corporation will provide new additional safety equipment and seek to introduce separate radios for each facility.

## 5. REVIEW OF CHARGES

Charges for swimming at the Bathing Ponds were introduced in 2005 and are set out on notice boards at the entrance to each of the facilities. The charges are also published on the City Corporation website and in the Hampstead Heath Diary.

In 2018/19 the total cost to operate the three Bathing Ponds was £747,048. The income from ticket sales, season tickets and donations totalled £67,000. In comparison, for 2016/17 the total cost to operate the three Bathing Ponds was £584,180 and the income from ticket sales, season tickets and donations totalled £44,959.

Since 2005 access to these managed facilities has been by payment. However, for the past 15 years these charges have been collected using a 'self-policing' process. The current level of income raised through the 'self-policing' process is a small fraction of actual swim visits and is no longer a sustainable model for the future.

The huge increase in the popularity of cold water swimming together with the increased resources required to comply with the Health and Safety Executive advice will have a significant impact. In the light of this, the City Corporation now wishes to move to collecting payment for swim visits, bringing the Bathing Ponds into line with the Lido and all other recreational and sporting facilities on the Heath.

The City Corporation remains committed to subsidising the cost of swimming and fees, charges and concessions for the Heath are benchmarked and reviewed annually following consultation.

The City Corporation will be introducing contactless payment for all of its managed facilities, in line with the general societal trends.

### Options:

#### **5a. Continue payment collection via the existing 'self-policed' honesty system**

Increasing the number of payments through improved reliability of collection points together with clear signage, communications and information.

#### **5b. Access to the managed facilities is by paid admission – contactless, season tickets**

Access via mechanised gates.

#### **5c. Standalone Contactless Payment/Season Ticket and Cash option (no change provided)**

Compliance by spot checks, ticket collector, and/or mechanised gate.

#### **5d. Standalone Contactless Payment/Season Ticket only**

Compliance managed by spot checks, ticket collector, and/or mechanised gate.

#### **5e. Fundraising by Swimming Associations to significantly reduce the gap between the subsidy and the true operating costs**

#### **5f. Fundraising to support specific projects or improvements**

The City Corporation welcomes fund raising initiatives towards improvement projects.

## 6. CHARGING OPTIONS

The City Corporation seeks to maintain a charging framework that incorporates subsidised Season Tickets, Day Tickets and comprehensive concessions.

The City Corporation seeks commonality in the approach to charging across the Bathing Ponds, Lido and other facilities.

Additionally, Direct Debit options are to be considered.

### Options:

#### 6a. Season Tickets

**6ai.** Season Ticket prices frozen until April 2021 and then reviewed annually following consultation.

**6aii.** Season Tickets prices increased by £25 as a safety levy from April 2021 and then reviewed annually following consultation.

#### 6b. Day Tickets

**6bi.** Day ticket prices frozen until April 2021 and then reviewed annually following consultation.

**6bii.** Day ticket prices increase to the London benchmark levels from April 2020 and then reviewed annually.

**6biii.** Day ticket prices increase to the London benchmark levels from April 2020 with additional £1 safety levy.

**6biv.** Day ticket prices increase to the London benchmark levels from April 2020 with additional £1 safety levy and £2 Tourist levy (applicable for non-London residents.)

#### 6c. Concessions

Concessionary rates will be reviewed and brought in line with other fees and charges across Hampstead Heath, which are based on a 40% discount of the adult rate.

Concessions – 40% on day ticket

- Freedom Pass
- Disabled Card
- Unemployment Card
- Student
- Under 16's
- Extend the existing Lido charging policy of free morning swims (07.00 to 09.30) to overs 60's and under 16's.

In conjunction with the Swimming Associations the City Corporations welcomes the opportunity to consider local 'hardship' funds to ensure that Heath swimming facilities are financially inclusive.

## **7. FACILITY MANAGEMENT**

Following input from the Health and Safety Executive and the Lifeguards, the City Corporation wants to ensure that the Lifeguards are not distracted from their duties watching the water. Additionally, the City Corporation seeks to significantly reduce the risk of physical and verbal assaults to Lifeguards and other Heath staff that occur especially at busy periods.

Therefore, additional resources are to be deployed to aid the management of visitors and operation of the facilities.

Mechanised gates could be introduced to help manage access to the facilities.

Additionally, technology linked to the gates would provide data on visitor numbers, bather and facility loading, helping to manage demand and safety especially on busy days.

### **Options:**

#### **7a. Volunteers**

Promote a programme of volunteers to help at busy periods, who will be trained and registered.

#### **7b. Rangers**

The City Corporation would employ a number of additional \*Rangers. Supplemented by temporary staff at peak seasonal times.

\* Recruitment of fixed term contract staff is subject to Business Case approval.

#### **7c. Contract Security/Facilities Operatives**

The City Corporation would procure a number of contract security/facility operatives to take on the responsibility for elements such as cleaning, spot checks, visitor management and security.

## **8. SITE SPECIFIC ISSUES**

Each of the facilities has a series of unique challenges for which there is no “one-size-fits all” approach. The City Corporation is committed to creating accessible environments for more diverse visitors by removing barriers that may exist for different groups that experience more exclusion or disadvantage than others.

The City Corporation proposes to work with each of the Swimming Associations and the Lifeguarding team to establish Working Groups to collaborate on finding solutions to the following:

### **Examples of challenges and issues include:**

- Management of visitors to the Men’s Pond including sunbathers and accessibility.
- Management of visitors to the Ladies’ Pond, the meadows and back gate.
- Management of visitors at the Mixed Pond sunbathers, accessibility and changing facilities.
- Management of visitors at the Lido.
- Improvements to Lifeguard facilities and fixed viewing positions.
- Perimeter management and planting.
- The non-bathing ponds.
- Signage and communications.
- Review of the Hampstead Heath Swimming Regulations.
- Secure lockers, pigeonholes and storage arrangements.
- Promoting biodiversity.
- Improving water quality and sustainability initiatives e.g. waste & recycling.
- Access for people with disabilities.
- Safeguarding.

## 9. COMMUNICATIONS

The City Corporation welcomes the feedback on the quality and effectiveness of its general communications regarding the swimming facilities. It recognises that more can be done to explain the charges, season tickets, concessions, the existence of the Hampstead Heath Charitable Trust and the significant costs associated with the safe and sustainable running of the swimming facilities.

The Heath Management Team will work with the City Corporation communication experts to review all external signage, communications and online information.

The City Corporation welcomes the considered email from the Chairs and Co-Chairs of the KLPA, HMPA, USA and the MPA (see appendix 4 and financial models).

The City Corporation also welcomes the discussions with the Parliament Hill Lido User Group which took place on Monday 3 February 2020.

The following issues were discussed:

1. With the increasing popularity of cold water swimming, more information is required to explain the health implications for over exertion and exposure to cold water.
2. The Swimming Review has identified the role of staff to support the Lifeguards with tasks like security, bag searches, cleaning, setting up barriers/sunshade and providing information to visitors queuing.
3. The learning from summers 2018 and 2019 demonstrates that additional measures are necessary to secure the boundary of the Lido. The City Corporation is considering trialling an additional temporary perimeter fence (June/July/August) to prevent unauthorised access over the boundary walls.
4. The operation of the café during extreme weather events needs to be reviewed to ensure the safety of staff and visitors.
5. There are many opportunities to collaborate with the PHLUG to improve communications using websites, social media, signs, video clips etc.
6. There was agreement that the numbered queuing system trialled over the 2019 August Bank Holiday weekend was successful and should be reviewed and implemented during 2020. The importance of information to visitors queuing was also noted.
7. The group discussed the importance of promoting the season tickets and suggested a range of extra benefits like season ticket only events or additional access for swimming.
8. The free early morning over 60's and under 16 swimmers should be issued with season tickets to record participation data and their contact details in case of an emergency.
9. A review of the lockers is required.

10. The City Corporation will collaborate with PHLUG to review the opportunities to utilise vacant space to provide opportunities for exercise and meditation, a shop, new access door to facilitate poolside recycling, water bottle refilling points etc.
11. The built assets in the area know as the Parliament Hill Triangle will form part of a comprehensive review. Initial scoping identifies the Lido as a hub for swimming, health, wellbeing and learning.
12. Further engagement with local schools was discussed.
13. In relation to charges the City Corporation discussed the following points:
  - The importance of promoting season tickets and the various concessions.
  - Maintaining contactless payment options.
  - Clear and fair charges.
  - The Lido fees, charges and concessions require benchmarking (with similar providers) and reviewed annually following consultation.
14. PHLUG recognise the historical context of the Lido which should be conserved, however the importance of hot water and maintenance of the fabric of the Lido is critical.
15. The Parliament Hill Fields Lido Café lease expires in January 2021 and a public consultation will take place in 2020, to help define the outcomes the Heath community seeks for the café facility.



## 10. NEXT STEPS

- 3<sup>rd</sup> February – meeting with Parliament Hill Lido User Group
- 4<sup>th</sup> February – Swimming Forum
- 5<sup>th</sup> February - meeting with the Lifeguards
- 11<sup>th</sup> February - Swimming Forum. Formal proposal to be considered ahead of recommendation for the Hampstead Heath Consultative Committee on 9 March
- 9<sup>th</sup> March - Hampstead Heath Consultative Committee
- 11<sup>th</sup> March - Hampstead Heath Management Committee
- Develop implementation plan ahead for 2<sup>nd</sup> May - Summer 2020 swimming season – Phase 1
- Develop plans for Phase 2

Appendix 1 – Letters from the Health and Safety Executive dated 02 October 2019 and 08 October 2019

Appendix 2 - Swimming Facilities income, expenditure and visitor counts

Appendix 3 – Hampstead Heath Dashboard

Appendix 4 – Joint response from the KLPA, HMPA, USA, MPA and two financial models

<sup>1</sup>Parliament Hill Lido Users' Group, website.



**Swimming Facilities Forum**  
**Tuesday 4 February 2020, 6pm**  
**Parliament Hill Meeting Room**

Attending:

Karina Dostalova (Chair)	KD	Chairman, Hampstead Heath, Highgate Wood & Queen's Park Committee, CoLC
Bob Warnock	BW	Superintendent, Hampstead Heath, CoLC
Colin Buttery	CB	Director of Open Spaces, CoL
Tim Johns	TJ	Facilitator, Orato Consulting
Tanya Gagin	TG	Health & Safety Consultant, Human Applications
Eleanor Kennedy	EK	Parliament Hill Lido User Group
Jeremy Watson	JW	Highgate Men's Pond Association
Chris Ruocco	CR	Highgate Lifebuoys
Charles Marks	CM	Mixed Pond Association
Robert Sutherland-Smith	RSS	United Swimmers Association
Nicky Mayhew	NM	Kenwood Ladies' Pond Association
Julia Dick	JD	Kenwood Ladies' Pond Association
Declan Gallagher	DG	Operational Services Manager, CoLC
Paul Maskell	PM	Leisure and Events Manager, CoLC
Paul Jeal	PJ	Senior Swimming Facilities Supervisor, CoLC
Kate Radusin (notes)	KR	PA to Superintendent, CoLC

<b>1.</b>	<b>Apologies</b>
	Anne Fairweather, Marc Hutchinson, Mike Sands, Kasia Sikora, Chris Piesold, Ruth Halgarten & Richard Gentry.
<b>2.</b>	<b>Notes of the previous meeting (14.1.20)</b>
	Agreed.
<b>3.</b>	<b>Matters Arising</b>
	N/A
<b>4.</b>	<b>Facilitated Discussion to consider draft proposals</b>
	<p>KD welcomed Members of the Swimming Forum and provided a recap of the Swimming Forum meeting on 14 January 2020 and subsequent meetings with the individual Swimming Associations. Draft proposals have been circulated for consideration, which reflect the discussions and comments made during these meetings.</p> <p>TJ led a facilitated discussion to consider the draft proposals.</p> <p>BW noted that the draft proposals covered the following points:</p> <ol style="list-style-type: none"> <li>1. <u>Lifeguard Breaks and alertness</u> – Lifeguards need to have a break after 60-90 minutes watching the water. This requires additional Lifeguard resources and is linked to managing the bathing load.</li> </ol>

2. Maximum Bather Loading – Need to move away from manual head counts. Technological solutions are being investigated. This is linked to the facility carrying capacity.
3. Minimum Lifeguard Numbers – The ratio of swimmers to Lifeguards and the need to increase the number of Lifeguards. Links to Lifeguards breaks and maximum bather loading.
4. Lifeguard Training – Additional Open Water training to be rolled out to all Duty Lifeguards and Fixed Term Contract Lifeguards.
5. Review of Charges – Varying feedback has been received. Additional options can be included in the proposals if Members have further options to put forward.
6. Charging Options – We have considered how we can introduce systems that will not disadvantage swimmers on lower incomes.
7. Facility Management – Critical role for Ranger Staff to perform in managing gates, queues, toilets etc. to ensure the Lifeguards are not distracted from watching the water.
8. Site Specific Issues – The issues considered, which are facility specific, have arisen following meetings with the Lifeguards and Swimming Association Reps.
9. Communications – We appreciate the feedback and agree there are many opportunities to improve the signage and information at the Bathing Ponds and Lido

TJ the headlines of the draft proposals are that CoLC are proposing to increase the number of Lifeguards by at least 1 per facility and to bring in additional Ranger Staff to manage the facilities to ensure the Lifeguards are not distracted away from watching the water.

Initial feedback on the proposals were received from the Swimming Association Reps:

NM noted it was difficult to give opinions on the options as there had not yet been time for Reps to consult with their Association Members. All Members support the Lifeguards, but there are concerns that 3 Lifeguards would be too many on many occasions.

RSS supported the comments made by NM and noted that there was no data for the number of occasions during the year that the bathing load reached more than 100 people. 2020 should be considered as a year of observation. The motivation for the changes is understood but is it objectively necessary?

JW the Heath budget has stayed constant over the last 10 years, which is equal to a 30% decrease. The swimming budget has increased by inflation, however the number of visits to the facilities has increased by more than this amount. 19% of people reported visiting the Heath for swimming.

CM noted the increase in the number of Lifeguards would increase the cost of managing the facilities.

EK the Lido has a different set up as you have a to pay to get into the facility. The Lifeguards do an excellent job. The process is moving quickly, don't want there to be knock on effects from any changes made.

TJ CoLC are aware of issues around 'gold plating' but have to move forward with implementing the HSE advice. There will need to be 3 Lifeguards on duty so that there is capacity for breaks and rotations, while ensuring there are always 2

Lifeguards watching the water. The use of technology to manage the bather loading is a little chicken and egg, in that the usefulness can only be ascertained once it is in place. Data shows there is a general UK wide increase in the popularity of cold water swimming.

BW noted that CoLC were still considering how to respond to the HSE advice. The Lifeguards have been subject to physical and verbal assaults and the current rota doesn't allow for breaks. We are trying to put systems in place to support the Lifeguards, and additional staff will be required to carry out bag searches and queue management. The current operating model of 2 Lifeguards working 7.5 hour shifts needs addressing. We need to adopt a different model and start trialling 3 Lifeguards to see what system works best. It is also important to know how many people are in the water. The HSE advice is based on triathletes with a ratio of 1 Lifeguard for 20 Swimmers.

NM raise concerns that 3 Lifeguards would be too many on cold winter days and that this could be demoralising for the Lifeguards. BW confirmed that arrangements would be trialled to see what worked best. There will need to be adjustments between Summer and Winter.

TG noted that there was no average break length. Similar roles and environments would be looked at to see what would be reasonable in the context of the HSE advice. If the HSE do not consider that the advice has been followed, and the consider there is 'immediate danger' then prohibition notice is an option open to HSE.

PJ there can be 30+ swimmers for an early morning swim. If there are 2 Lifeguards on duty and an incident occurs 1 Lifeguard will react. If they then get into difficulty or need back up, or the other Lifeguard is on a break, then this leaves no-one watching the water. At the inquest into the Men's Pond fatality the 2 Lifeguards on duty were not able to corroborate the number of swimmers in the water.

A comment was received from the public gallery that the swimming areas of the ponds could be reduced.

JW queried whether there was an implementation timetable for the HSE advice?

TG noted that as advice had been received there was no deadline, however the CoLC need to show they are taking the advice seriously.

TJ led a discussion around the additional costs of implementing the HSE advice. BW confirmed that Officers were working to establish the costs. A trial of the 3<sup>rd</sup> roaming Lifeguard would commence soon. Once the facilities open Lifeguards will require their first break within 60-90 minutes. Therefore, the facility could open at 7am with 2 Lifeguards on duty with a 3<sup>rd</sup> coming on duty at 8am to cover breaks.

TJ led a discussion around the Heath budget. CB noted that the budget had reduced by an average of 2% each year for the last 2 years. To counter this additional income generation and efficiencies have been introduced, rather than services cut. On the whole, revenue has remained relatively stable at around £5m per year. In the next 3-5 years there will be less funding from Central Government. Since 2019 there has been a freeze on permanent staff appointments, and Fixed-Term and Casual contracts have been used to retain flexibility within the workforce. KD noted that the Heath budget was fixed and that additional funds could not be diverted to swimming as this would take

resources away from education, ecology etc. We want to make the facilities sustainable for future generations. CB when the CoLC took on the Heath it came with a £15M endowment. This still stands at roughly £15M as the CoLC have only ever drawn the interest from it. The funding from the CoLC has been philanthropic and is greater than the funding which would have come from the GLC or another Local Authority. The CoLC spends more on the Heath than other Local Authorities spend on their open spaces.

TJ led a discussion about the feasibility of having volunteer Lifeguards. PJ outlined the extensive training requirements, and it was agreed that this was not a feasible option to pursue. It was agreed that there could be a role for volunteers at the facilities, which would be explored.

TJ led a discussion around section 5 of the proposal - review of charges. BW noted that the majority of Lido ticket sales were by card and that cash now accounted for only a small proportion of transactions. We have considered ways to collect income at the Ponds which do not require the installation of turnstiles. Views were expressed that the current 'parking style' ticket machines, donations posts and signage was not adequate and that contactless payment points should be introduced. It was suggested that a donation tick box option was added to the online season ticket so that swimmers could make donations alongside purchase of the season ticket. It was also suggested that a delivery option should be introduced. It was noted that there are many swimmers who do not pay, but will contribute, and that there is a culture surrounding the principles of free swimming. Views were expressed that further time should be given to allow fundraising and an increase in donations (once contactless payment had been introduced).

There followed a discussion round the Hampstead Heath Charity. Views were expressed that many people visiting the facilities were not aware of the Heath's charitable status, and that further information should be provided to make this clear to visitors to encourage payment and donations.

A comment was received from the public gallery that any changes to the swimming facilities may impact on the number of people attempting to swim in non-lifeguarded ponds.

TJ confirmed the need for Lifeguards to move away from undertaking additional tasks, such as toilet cleaning and queue management. Additional Staff would be required to take on these duties, so the Lifeguards would not be distracted from watching the water. BW noted that Officers would collaborate with Lifeguards and small groups from each facility to discuss site specific planting improvements and projects, some of which will need funding identified, i.e. installation of 3-phase electricity at the Mixed Pond. Lockers would also be considered on a facility by facility basis.

<b>5.</b>	<b>AOB</b>
	N/A
<b>6.</b>	<b>Next Steps</b>

	<p>KD confirmed that the proposals would be refined following the comments and feedback received at the meeting. These would be discussed at the next Swim Forum on 11 February 2020 and would form the basis of a report to the Hampstead Heath Consultative Committee (HHCC), who will meet on 9 March 2020. Swimmers would have until 9 March to put forward their comments. The proposals would be considered by the Hampstead Heath, Highgate Wood &amp; Queen's Park Committee (Management Committee), taking account of the view of the HHCC, on 11 March 2020.</p>
<b>7.</b>	<b>Date of the next meeting</b>
	<ul style="list-style-type: none"> <li>• Tuesday 11 February 2020, 6pm.</li> </ul>



**Swimming Facilities Forum**  
**Tuesday 11 February 2020, 6pm**  
**Parliament Hill Meeting Room**

Attending:

Karina Dostalova (Chair)	KD	Chairman, Hampstead Heath, Highgate Wood & Queen's Park Committee, CoLC
Bob Warnock	BW	Superintendent, Hampstead Heath, CoLC
Colin Buttery	CB	Director of Open Spaces, CoL
Tim Johns	TJ	Facilitator, Orato Consulting
Eleanor Kennedy	EK	Parliament Hill Lido User Group
Jeremey Watson	JW	Highgate Men's Pond Association
Chris Piesold	CP	Highgate Men's Pond Association
Chris Ruocco	CR	Highgate Lifebuoys
Mike Sands	MS	Mixed Pond Association
Kasia Sikora	KS	Mixed Pond Association
Margaret Dickinson	MD	Mixed Pond Association
Marc Hutchinson	MH	Winter Swimming Club
Robert Sutherland-Smith	RSS	United Swimmers Association
Nicky Mayhew	NM	Kenwood Ladies' Pond Association
Mary Powell	MP	Kenwood Ladies' Pond Association
Declan Gallagher	DG	Operational Services Manager, CoLC
Paul Maskell	PM	Leisure and Events Manager, CoLC
Paul Jeal	PJ	Senior Swimming Facilities Supervisor, CoLC
Kate Radusin (notes)	KR	PA to Superintendent, CoLC

<b>1.</b>	<b>Apologies</b>
	Anne Fairweather, Julia Dick, Richard Gentry, Jennifer Wood.
<b>2.</b>	<b>Notes of the previous meeting (4.2.20)</b>
	Agreed.
<b>3.</b>	<b>Matters Arising</b>
	RSS raised a query in relation to the timeline for engagement. KD outlined the process and set out the timeline and next steps of the engagement.
<b>4.</b>	<b>Facilitated Discussion to consider draft proposals</b>
	<p>KD thanked Members of the Swimming Forum for their time and the comments and feedback received, which would be addressed during the facilitated discussion led by TJ.</p> <p>TJ commenced a facilitated discussion to consider the Position Paper prepared by the CoLC and discuss the feedback letter received from the Swimming Association Chairs. It was noted that the Swimming Forum was not a decision-making body, but instead informed the Hampstead Heath Consultative Committee and ultimately the Hampstead Heath, Highgate Wood and Queen's Park Committee, who would make a decision on the proposals.</p>

### Timetable

There followed a discussion around when the engagement commenced, and it was noted that the Swimming Association Reps considered the meeting on 14 January 2020 to be start of the process.

KD noted that whilst the matter was discussed at the previous meeting on 1 October 2019, the advice from the HSE had not been received until after this date and that the Coroners Court did not conclude until 31 October 2019. Therefore, the full implications were not able to be considered until November 2019, at which point Officers commenced background work on the Swimming Review. The final date for comments on the proposals was 9 March 2020, ahead of the Hampstead Heath Consultative Committee meeting.

MS noted that the Swimming Association Chairs had not yet sought to consult their Members, as they were waiting to receive firmed up proposals.

KD confirmed that the proposals would be considered by the Hampstead Heath, Highgate Wood & Queen's Park Committee on 11 March, to ensure there was time to implement ahead of the Summer swimming season, which commences on 2 May 2020.

TJ asked the Swimming Association Chairs to confirm how long they would need to consult with their Members.

### Financial Data & Dashboard

KD confirmed that proposals were not initially tabled by the CoLC at the meeting on 14 January 2020, as it was considered that these would be collaboratively processed to formulate proposals during discussions. However, responding to feedback at the meeting CoLC Officers has subsequently considered draft options which had been discussed at the 4 February 2020 meeting. There had been a lot of common ground established at the meeting, which was very encouraging, although there were areas where there was not agreement. This demonstrated the varied issues covered, which were not solely around charging.

NM felt that the issues around Health and Safety and charging had been conflated.

CP noted that if the CoLC contribution to the funding of the Hampstead Heath Charity had remained constant over a number of years, then in real terms it had reduced.

MP noted that the proposals had been based on data, which did not stack-up.

KD confirmed that the 2018/19 income was £67k.

MP felt that the inefficiency of the current collection system was a factor.

### Lifeguard Breaks & Alertness and Maximum Bather Loading

MP noted that in relation to the proposed use of cameras to assist with the bather loading count, there was unease amongst some swimmers about what the technology could be used for, and this would rely on trust.

### Minimum Lifeguard Numbers

There followed a discussion around the need to avoid gold plating, especially in relation to the number of Lifeguards on duty.

TJ noted that there was been clear feedback on gold plating and confirmed that CoLC were working to establish the minimum additional number of staff



required, and that this would vary between the winter and summer seasons to respond to demand. Trials of a roving third Lifeguard had begun. PJ confirmed that an electric bike had been ordered to assist the roving Lifeguard traveling between the sites so that they could cover breaks and quickly provide assistance should an emergency arise at any of the facilities. BW confirmed that the swimming facility Risk Assessments were being reviewed and updated in-line with the HSE advice received. Recruitment for Fixed-Term Lifeguards had commenced.

#### Lifeguard Training

PJ confirmed that training was scheduled for March and would be externally verified.

BW noted that stand-alone radios were being considered to allow greater internal communication between the swimming facilities. This would stop the main Heath radio being 'clogged' and had already been successfully used at the Lido. Two or Three radios would be required for each pond, and Lifeguards would carry these radios in addition to the Heath radio.

#### Facility Management

TJ CoLC are comfortable with the response given to 7a&b.

BW Rangers would have a role at the Bathing Pond and Lido to ensure the Lifeguards are not distracted by managing queues, toilets etc. The approach to queue management was trialled last summer and will be embedded for the 2020 summer season. At the Lido this would include litter picking and placing queue barriers. Contract Security staff would continue to be deployed at the Lido.

MS queried if turnstiles would be used at the Bathing Ponds?

BW turnstiles are not being considered. Mechanised touch and release gates could be used. These could be activated by Season Tickets or contactless payment.

MS this would not be feasible with the existing Mixed Pond entrance gate.

BW a tailored approach would need to be taken for each facility entrance.

MD noted that this approach could deter new people from swimming into the winter season.

BW want to ensure that the infrastructure used is in keeping with the Heath.

MP noted that some people may choose not to use contactless payment in their everyday lives and could therefore be digitally excluded if they came for a one-off visit.

KD there would be a transition period where cash payments could still be accepted at the facilities.

MS felt that the contactless payment should be trialled before it was linked to access. The perimeters of the facility should be made secure before it was linked.

KD hedging has been discussed, and we may need to phase with Rangers assisting in the first instance.

MP there are boggy areas around the Ladies' Pond where hedges do not grow.

BW we are looking for solutions, which will be tailored to each facility.

### Charging Options & Charges

TJ noted there had been clear feedback from the Associations on keeping the Self-Policing arrangements, with the addition of contactless payments.

Hypothecation had also been raised.

BW we need to generate income to support the cost of running the facilities, which will still be subsidised.

CR will Associations have to pay for members access?

BW please encourage your Members to purchase a Season Ticket or a day ticket if they do not want a season ticket.

KD noted the value that the Season Tickets provide to people swimming regularly at the facilities.

NM noted the current online application process was clunky and did not offer a renewal reminder. More effort should be made to promote it to swimmers.

PM confirmed that this would be looked into.

There followed a discussion around phasing of technology and low-tech solutions which could be trialled to assist with bather loading in the short term, such as wristbands.

RSS agreed there was a cost to run the facilities but did not believe that the CoLC had the right to charge for access to the Bathing Ponds.

TJ there has been a lot of feedback around signage and lack of information around the current payment points.

There followed a discussion around the signage and messaging at the Bathing Ponds. There was confusion around the final wording of the signage, and Association Members did not feel that the signage was clear enough.

CB confirmed that currently the Bathing Ponds were running with a £680,000 subsidy.

NM felt more swimmers would pay if they clearly understood that the Heath is a charity. Money spent on swimming cannot be spent elsewhere on the Heath, if there was a greater understanding then it would free up money to invest in the swimming facilities and to be spent elsewhere on the Heath.

CB agreed that this message needs to be put across more widely at the Heath and across all the CoLC Open Spaces.

EK queried if gift aid could be added to the Season Ticket application form, as this would also highlight to people that the Heath is a charity.

There followed a discussion around the role of the Rangers and additional Lifeguards at the facilities.

BW clarified that the Rangers would support the Lifeguards and would ensure that they were not distracted from watching the water. Contract cleaning was also being investigated. The costs for the additional staffing and resources will be kept as low as possible.

There followed a discussion around the implications of changes at the facilities on the non-lifeguarded ponds and concerns were raised that this would increase.

CB noted that the proposals had focused on sustaining the current number of swimming hours. The alternative could be to reduce the number of swimming hours and not increase costs. However, we are currently focusing on trying to

sustain the number of swimming hours, recognising the popularity of swimming on the Heath.  
RSS queried if the income from swimming would off-set the cost of other sports on the Heath.  
CB confirmed that all sports and activities were subsidised across the CoLC Open Spaces.  
BW confirmed that licensing for dog walkers and fitness trainers was being progressed.

TJ feedback on the proposed hardship fund?

MP felt it would be patronising and divisive.

NM many people see swimming in the ponds as an extension of enjoying the Heath. It is unrealistic people will pay £5 for a 5 minute swim in winter.

CP noted that many people use the Men's Pond socially in the winter months, and do not swim.

MH noted that socialising was an aspect of the Men's Pond culture and would have to be managed, with consideration to the bathing loads, as these people do not use the facility to swim.

BW confirmed that the priority was to manage the bathing load on busy days and having technology in place which shows how many people are in the facility. People may need to be held outside the facility. This is already practiced at the Mixed Bathing Pond and had been trialled at the Ladies' Pond last summer with help from Members of the Kenwood Ladies' Pond Association.

JW noted that the Serpentine model was based on 2,000 swimmers paying £25 a year to access non-lifeguarded waters.

CB confirmed that there was a lot of onus on the Club to manage this. Similar models could be considered at the Bathing Ponds.

TJ concluded the discussions and asked Members for their final comments.

EK contactless payment has been discussed over a number of years but has yet to be installed. Many swimmers are happy to pay voluntarily. It could explode.

PJ there has been lot of work to rebuild the relationship between the swimmers and Lifeguards since 2005. Do not want to detract from this moving forward.

PM we have a Duty of Care towards the Lifeguards. Accept the payment machines are not ideal and have not always worked reliably.

CR hope we can carry on as we are. The Lifebuoys have been going for 100 years. Can receipts be provided for Season Ticket purchases?

RSS will never accept compulsory payment. Good will can easily be dispersed if there is not a proper discussion around the voluntary payment.

CP concerned that people will be pushed out to the non-lifeguarded ponds, which could be dangerous. If there is not a more elegant solution to collecting money, then you may end up collecting less.

NM do not spend a lot of money on changing the things that make the Bathing Ponds unique. Do not increase the charges or make them compulsory.

Emphasises the need, and make it easier, for people to pay.

MS CoLC have a stewardship responsibility. A lot of what has been discussed is contrary to the Heath Vision. Understand the need for more Lifeguards. Have a phased process and work with the Associations to raise more income. Good that

	<p>it is proposed to freeze the Season Ticket prices, can day tickets also be frozen?  The ponds are unique and cannot be benchmarked.  KS when I first started swimming at the Mixed Pond 15 years ago, I didn't have much money, I think that if people have the opportunity to pay, they would do so.  MD it would be unfortunate if big changes were made in a rush.  TJ thanked everyone for their time and feedback.  KD we recognise that signage and technology are an issue. We want to improve our data, but we have a responsibility to respond to take onboard the HSE advice, and we have a responsibility to know how many people are in our facilities and the water so we do need to take action. It is clear that the current model is not sustainable. We are grateful for your time and contributions. I welcome the Chairs of the Associations to attend the Hampstead Heath Consultative Committee and to speak at the meeting for a few minutes to get your views across to the Members. We are also happy to receive any more feedback you have in writing. The Hampstead Heath Consultative Committee consider many issues and their feedback informs the Hampstead Heath, Highgate Wood &amp; Queen's Park Committee when making decisions. I will ensure your views are put across to Members at the Hampstead Heath, Highgate Wood &amp; Queen's Park Committee meeting on 11 March.</p> <p><u>Comments received from the public gallery</u>  I urge you to look at H&amp;S and funding differently and to work with the Associations to increase the income. You do not understand us, and we do not trust you.</p> <p>What level of subsidy are you looking for? If it is £2 a swim you will break even, if it is £5 you will make £2m profit. My concerns are around the financial modelling.</p>
<b>5.</b>	<b>AOB</b>
	N/A
<b>6.</b>	<b>Next Steps</b>
	<p>A report will be prepared for the Hampstead Heath Consultative Committee, who will meet on 9 March 2020. Swimmers will have until 9 March to put forward their comments. The proposals would be considered by the Hampstead Heath, Highgate Wood &amp; Queen's Park Committee, taking account of the view of the Hampstead Heath Consultative Committee, on 11 March 2020.</p>
<b>7.</b>	<b>Date of the next meeting</b>
	<ul style="list-style-type: none"> <li>• TBC</li> </ul>

## **SWIMMING REVIEW 2020**

### **INVESTMENT PROGRAMME (Draft Proposals)**

In addition to addressing the charging model and rates at the Swimming Facilities and the operational deployment of Lifeguards and Rangers, it has become apparent that an investment programme is necessary to achieve the objectives of the Swimming Review. Particularly, given the need to move at pace to implement the Health and Safety Executive advice and address the negative comments from the Swimming Forum on the City Corporation's failure to install contactless technology.

This programme has been generated following detailed discussions with the City Corporation Lifeguards, the Hampstead Heath Swimming Associations and following three meetings of the Hampstead Heath Swimming Forum.

The Superintendent seeks to collaborate with colleagues from across the City Corporation to implement this programme. Project Management, Information Technology, Communication capability is required to help deliver this programme.

Given the short timescale, additional project management capacity is needed to prepare for the 2 May 2020 commencement of the summer swimming season.

### **PROPOSED PROJECTS ACROSS THE FOUR SWIMMING FACILITIES**

#### **Technology**

1. To facilitate the installation of technology to support revenue collection provide power and broadband at the entrances (inner and outer cordons) to the Bathing Ponds.
2. Install contactless payment and season ticket card readers at two positions, the outer gate and a location in view of the Lifeguards. Upgrade the contactless payment system and install and season ticket card readers at the kiosk to align with the system at the Bathing Ponds.
3. Install technology to count the number of visitors entering/exiting the facilities.
4. Install technology to record the bathing loads, and the capability to relay the number to the queue outside the facilities.
5. Install keyless lockers at all facilities to support the rollout of contactless payment for phones, wallets and cards.
6. To review the online season ticket application process to enhance user experience. This should include adding the option to make a donation in addition to purchasing a season ticket, gift aid, delivery options for the season ticket, automatic renewal, photo uploading and monthly instalment payments.
7. Investigate and procure smart season tickets to collect participation data.

## **Capital Bid - Built Assets**

8. Relocate the Men's Pond entrance to create an accessible facility, removing the steps and fencing associated with the existing location. Provide payment points, dog tethering area, widen paths and access to both the compound and pond to establish better flows for visitors to the facility. Provision of a new door into the existing changing facilities to separate wet/dry routes. This access programme is also paramount for Lifeguards and their safety so that they can see people coming into the facility for safety and accessibility.

Men's toilet block to be reconfigured to address the anti-social behaviour, re-planned and to integrate a 'pissoir' with off the ground metal screens and sections of canopy roof. Enclosed WC cubicles would also be required.

Provision of accessible changing, showering facilities and accessible WC in a new lightweight compound on the edge of the pond with a pontoon for disabled access into the water.

Provision of new long window on the south elevation with glazed corners to the West and East elevation to allow a panoramic view of the pond for the Lifeguards.

Reconfiguration of the key clamp enclosure/railings outside the Lifeguards Observation Hut.

Provision of steps to link the two existing concrete platforms to improve Lifeguard access.

9. Increase the height of the fence and gates at the rear access at the Kenwood Ladies' Pond and install the facility for season ticket entry gate release.
10. Re-provision the accessible toilet as a wet room and toilet at the Kenwood Ladies' Pond.
11. Re-provision the Lifeguard welfare facilities at the Mixed Bathing Pond.
12. Review the space allocated to the changing compounds and sunbathing areas at the Mixed Bathing Pond.
13. Review the accessibility of the facilities.

## **Cyclical Works Programme**

14. Re-provision the 3-phase electrical power supply from the UK Power Networks pillar near Hampstead No 1 Pond to the Mixed Pond. Trunking has been incorporated into the dams to facilitate the new cable run.
15. Review and update the Mixed Bathing Pond fixed wiring.
16. Connect the 3-phase aerator at the Mixed Bathing Pond from the Hampstead Heath Ponds Project.
17. Upgrade the water supply at the Mixed Bathing Pond to increase the water pressure allowing cold water showers to operate in the summer.
18. To re-provision the hot water boilers for the Ladies' changing room at the Lido.
19. Re-provision the Lido entrance shutters, gates and turnstiles to provide a secure facility to protect staff.

20. The Lido leak is currently being monitored. To review the data and develop a project to resolve the leak.

### **CSD – Client Funded Projects**

21. Review the design of the Lido outer perimeter fence to prevent unauthorised access. Seek Planning Consent to install a temporary security fence for June - August 2020.

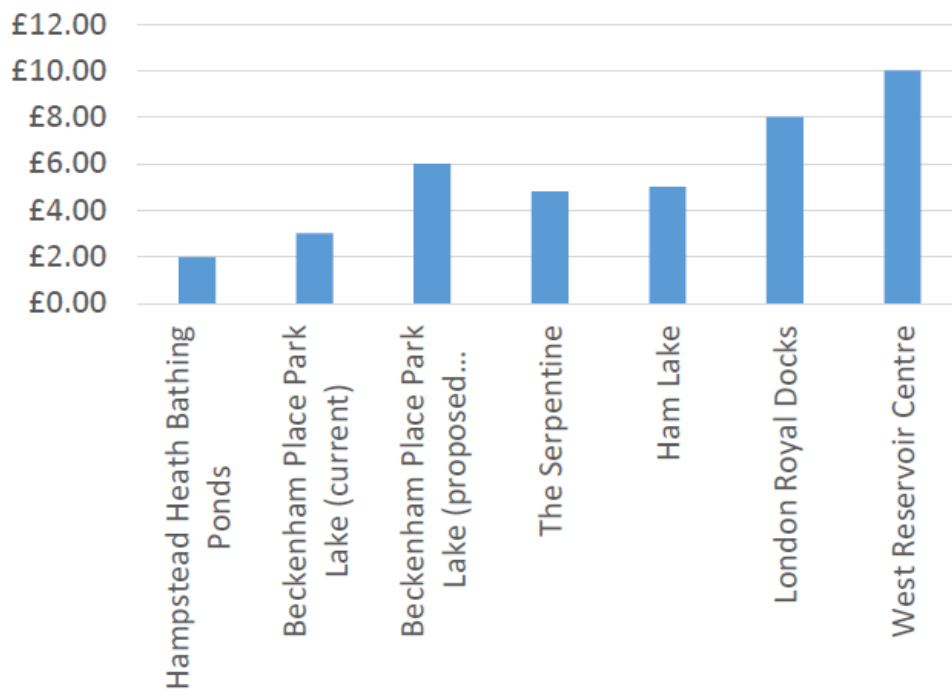
### **Hampstead Heath Annual Work Programme**

22. Design and fabricate a cover to securely close the diving board when the Men's Bathing Pond is reaching the peak bathing load.
23. Re-provision of a new timber pontoon for Lifeguards at the Men's Bathing Pond to the South-East of the concrete jetty (access to water) & steps into water for ambulant disabled access.
24. Re-provision the fixed Lifeguarding position at the Kenwood Ladies' Bathing Pond to the north of the pond.
25. Install waste and recycling facilities all facilities.
26. Update the Communications Plan in relation to both internal and external stakeholders utilising the web, social media and the Heath Diary.
27. Update Risk Assessments, Safe Systems of Work and Emergency Action Plans to inform staff training and development.
28. Install new signage to support the contactless payment and season ticket access arrangements.
29. Update the safety signage to reflect the learning from the Swimming Review.

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### Open water swimming adult day swim price benchmarking (2019/20)



This benchmarking data was captured in January 2020

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# TEST OF RELEVANCE: EQUALITY ANALYSIS (EA)

The screening process of using the Test of Relevance template aims to assist in determining whether a full Equality Analysis (EA) is required. The EA template and guidance plus information on the Equality Act and the Public Sector Equality Duty (PSED) can be found on Colnet at: <http://colnet/Departments/Pages/News/Equality-and-Diversity.aspx>

## Introduction

The Public Sector Equality Duty (PSED) is set out in the Equality Act 2010 (s.149). This requires public authorities, in the exercise of their functions, to have 'due regard' to the need to:

- Eliminate discrimination, harassment and victimisation
- Advance equality of opportunity between people who share a protected characteristic and those who do not, and
- Foster good relations between people who share a protected characteristic and those who do not

The characteristics protected by the Equality Act 2010 are:

- Age
- Disability
- Gender reassignment
- Marriage and civil partnership.
- Pregnancy and maternity
- Race
- Religion or belief
- Sex (gender)
- Sexual orientation

### What is due regard?

- It involves considering the aims of the duty in a way that is proportionate to the issue at hand
- Ensuring that real consideration is given to the aims and the impact of policies with rigour and with an open mind in such a way that it influences the final decision
- Due regard should be given before and during policy formation and when a decision is taken including cross cutting ones as the impact can be cumulative.

The general equality duty does not specify how public authorities should analyse the effect of their business activities on different groups of people. However, case law has established that equality analysis is an important way public authorities can demonstrate that they are meeting the requirements.

Even in cases where it is considered that there are no implications of proposed policy and decision making on the PSED it is good practice to record the reasons why and to include these in reports to committees where decisions are being taken.

It is also good practice to consider the duty in relation to current policies, services and procedures, even if there is no plan to change them.

### How to demonstrate compliance

Case law has established the following principles apply to the PSED:

- **Knowledge** – the need to be aware of the requirements of the Equality Duty with a conscious approach and state of mind.
- **Sufficient Information** – must be made available to the decision maker
- **Timeliness** – the Duty must be complied with before and at the time that a particular policy is under consideration or decision is taken not after it has been taken.
- **Real consideration** – consideration must form an integral part of the decision-making process. It is not a matter of box-ticking; it must be exercised in substance, with rigour and with an open mind in such a way that it influences the final decision.
- **Sufficient information** – the decision maker must consider what information he or she has and what further information may be needed in order to give proper consideration to the Equality Duty
- **No delegation** - public bodies are responsible for ensuring that any third parties which exercise functions on their behalf are capable of complying with the Equality Duty, are required to comply with it, and that they do so in practice. It is a duty that cannot be delegated.
- **Review** – the duty is continuing applying when a policy is developed and decided upon, but also when it is implemented and reviewed.

However there is no requirement to:

- Produce equality analysis or an equality impact assessment
- Indiscriminately collect diversity data where equalities issues are not significant

- Publish lengthy documents to show compliance
- Treat everyone the same. Rather, it requires public bodies to think about people's different needs and how these can be met
- Make services homogeneous or to try to remove or ignore differences between people.

**The key points about demonstrating compliance with the duty are to:**

- Collate sufficient evidence to determine whether changes being considered will have a potential impact on different groups
- Ensure decision makers are aware of the analysis that has been undertaken and what conclusions have been reached on the possible implications
- Keep adequate records of the full decision making process

**Test of Relevance screening**

The Test of Relevance screening is a short exercise that involves looking at the overall proposal and deciding if it is relevant to the PSED.

**Note: If the proposal is of a significant nature and it is apparent from the outset that a full equality analysis will be required, then it is not necessary to complete the Test of Relevance screening template and the full equality analysis and be completed.**

The questions in the Test of Relevance Screening Template to help decide if the proposal is equality relevant and whether a detailed equality analysis is required. The key question is whether the proposal is likely to be relevant to any of the protected characteristics.

Quite often, the answer may not be so obvious and service-user or provider information will need to be considered to make a preliminary judgment. For example, in considering licensing arrangements, the location of the premises in question and the demographics of the area could affect whether section 149 considerations come into play.

There is no one size fits all approach but the screening process is designed to help fully consider the circumstances.

**What to do**

In general, the following questions all feed into whether an equality analysis is required:

- How many people is the proposal likely to affect?
- How significant is its impact?
- Does it relate to an area where there are known inequalities?

At this initial screening stage, the point is to try to assess obvious negative or positive impact.

If a negative/adverse impact has been identified (actual or potential) during completion of the screening tool, a full equality analysis must be undertaken.

If no negative / adverse impacts arising from the proposal it is not necessary to undertake a full equality analysis.

On completion of the Test of Relevance screening, officers should:

- Ensure they have fully completed and the Director has signed off the Test of Relevance Screening Template.
- Store the screening template safely so that it can be retrieved if for example, Members request to see it, or there is a freedom of information request or there is a legal challenge.
- If the outcome of the Test of Relevance Screening identifies no or minimal impact refer to it in the Implications section of the report and include reference to it in Background Papers when reporting to Committee or other decision making process.

**1. Proposal / Project Title: Hampstead Heath Swimming Review 2020**

**2. Brief summary (include main aims, proposed outcomes, recommendations / decisions sought):** A full review of the Hampstead Heath Swimming Facilities has been undertaken, in conjunction with Health & Safety Advice received followed a fatality at the Highgate Men’s Bathing Ponds in June 2019. The report sets out the improvements required to address Health and Safety, accessibility, increasing demand and options to secure the long-term financial sustainability of the Swimming facilities on Hampstead Heath.

**Option 2 – Adopt applied Charges**

1. Contactless Payment Points will be introduced at the Bathing Ponds, to collect the charges, which will be applied from 2 May 2020.
2. The subsidised season ticket offer will be widely promoted to encourage take-up for regular swimmers. In addition, a cash payment option will be maintained for the 2020/21 season.
3. This option would be supported by new signage that provides information about the payment options and the Hampstead Heath Charity to demonstrate that their payments go towards sustaining the Ponds and the Lifeguards.
4. Officers recommend option 2. Heath Rangers will support a culture of payment at the Ponds, this builds on the existing practice at the Mixed Pond during the summer season. The Rangers will be required to manage the queues, control the number of people within the facility, provide information to visitors, respond to incidents, liaise other Heath staff, the emergency services and assist with cleaning and the operation of the facilities.

**Option 5 – Revise the scale of charges for season tickets, day ticket and concessions.**

- a. Season Ticket prices frozen until April 2021 and then reviewed annually following consultation.
- d. Adult day ticket prices increase to the London benchmark lower quartile £4 from April 2020 and then reviewed annually.
- h. Concessionary rates brought in line with other fees and charges across Hampstead Heath, which are based on a 40% discount of the adult rate and introduce free morning swims (07.00 to 09.30) to over 60’s and under 16’s to the Bathing Ponds.

**3. Considering the equality aims (eliminate unlawful discrimination; advance equality of opportunity; foster good relations), indicate for each protected group whether there may be a positive impact, negative (adverse) impact or no impact arising from the proposal:**

Protected Characteristic (Equality Group) <input checked="" type="checkbox"/>	Positive Impact	Negative Impact	No Impact	Briefly explain your answer. Consider evidence, data and any consultation.
Age	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	If option C is chosen, then this will have a positive impact due to the introduction of a free morning swims (until to 09.30) to over 60’s and under 16’s to the Bathing Ponds. This proposal has been discussed with the Hampstead Heath Swimming Associations and the Hampstead Heath Consultative Committee. If this option if not chosen, then there will be ‘no impact’ as the service provided will remain unchanged and fees and charge increases and method of collecting fees will be the same for all protected characteristics. Age concessions will remain.
Disability	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	The Swimming Review indicates that a capital investment programme would improve accessibility to the Bathing Ponds.
Gender Reassignment	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	The City of London Corporation adopted a Gender Identity Policy in June 2019, following public consultation.

Marriage and Civil Partnership	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
Pregnancy and Maternity	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
Race	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
Religion or Belief	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	The proposals retain the existing provision of separate sex (including gender) Bathing Ponds.
Sex (i.e gender)	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	The proposals retain the existing provision of separate sex (including gender) Bathing Ponds.
Sexual Orientation	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	The proposals retain the existing provision of separate sex (including gender) Bathing Ponds.

**4. There are no negative/adverse impact(s)**  
Please briefly explain and provide evidence to support this decision:

The recommendations following the Swimming Review have taken account of the characteristics protected by the Equality Act 2010 and there are no negative or adverse impacts.

**5. Are there positive impacts of the proposal on any equality groups?** Please briefly explain how these are in line with the equality aims:

If option C is chosen, then this will have a positive impact due to the introduction of a free morning swims (until to 09.30) to over 60's and under 16's to the Bathing Ponds.

As a result of this screening, is a full EA necessary? (Please check appropriate box using <input type="checkbox"/> )	Yes	No	Briefly explain your answer: The impact of the recommended options is positive and there are no negative or adverse impacts identified.
	<input type="checkbox"/>	<input checked="" type="checkbox"/>	

**7. Name of Lead Officer: Bob Warnock**      **Job title: Superintendent**      **Date of completion: 24 February 2020**

<b>Signed off by Department Director :</b>	<b>Name:</b> Colin BATTERY	<b>Date:</b> 24.2.2020
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<b>Committee:</b> Establishment Committee	<b>Date:</b> 12 March 2020
<b>Subject:</b> Stonewall Workplace Equality Index Feedback	<b>Public</b>
<b>Report of:</b> Director of Human Resources	<b>For Information</b>
<b>Report author:</b> Amanda Lee-Ajala	

## Summary

1. This report presents the feedback received from Stonewall, in relation to the City Corporation's first Workplace Equality Index submission in September 2019. This Index is a bench-marking tool for LGBT inclusion, which we entered as part of our membership of the Stonewall Diversity Champions programme. The submission included evidence of our performance against a set of best practice criteria, exploring ten areas of our employment policies and practices.
2. The information contained in this feedback, serves to guide the City Corporation on the strengths and weaknesses of our submission and will help build an action plan for future development. A task and finish group is being established to facilitate the progress of this action plan and the 2020 submission. It will be Co-Chaired by the Chair of the Establishment Committee and the Town Clerk.

## Recommendation

3. Members are asked to note the report.

## Main Report

### Background

4. At the Equality and Inclusion Board meeting on 17 December 2018 approval was received to join the Stonewall Diversity Champions programme. As part of this programme the City Corporation entered and made its first Workplace Equality Index (WEI) submission in September 2019.
5. From July – October 2019 Stonewall supported the City Corporation in sharing the Staff Feedback Survey that they conducted with our staff.
6. Participating in the Workplace Equality Index for the first time gave the City Corporation the opportunity to show its commitment to LGBT equality. The City Corporation scored 31 and ranked 419<sup>th</sup> for 2019/20, giving an overall local government sector rank of 29 from the 33 entrants. The feedback result, although not unexpected was disappointing. It identified that whilst some good work in relation to LGBT Inclusion has been completed, there are some significant areas of work still to be done. Nevertheless, it demonstrates that making our workplace and services inclusive is a priority.
7. The Index assessed our work by asking a series of questions about things we have done. The questions were split across different sections of – employee policy, the

employee lifecycle, staff network groups, allies and role models, senior leadership, monitoring, procurement, customers, service users and clients.

8. The questions were developed in such a way that regardless of where we are on our inclusion journey, the Index will help guide our progress and commitment towards becoming a more inclusive employer.
9. Understanding the lived experiences of our employees is crucial to inclusion. The Index provided insight into staff experiences through an anonymous survey which went out in July and ended in October 2019, after the submission had been made. The survey was promoted internally, and the results were collected directly by Stonewall and formed a small percentage of the feedback from Stonewall. The survey summary, showing our employee opinions, attitudes and experiences is attached (Appendix 2). This also includes comparison data against other organisations in the public sector and regional averages.
10. The most beneficial element of this index is that it provided a developmental framework that can be further advanced to include all protected characteristics. It also provides the City Corporation with best practice examples and areas for development that will help us to build a robust action plan.

### **Current Position**

11. On the 12 February 2020, a two-hour session was facilitated by our Client Account Manager with staff from HR, procurement, DCCS and City Pride who completed the submission and the Chair of the Establishment committee. This session gave in-depth details about the outcomes contained within the feedback report (Appendix 1), focusing on areas of development in our work and actions for the future. This session also included analysis of the Staff Feedback Survey and our performance compared to other organisations in our sector and region.
12. An additional benefit of membership of the Stonewall Diversity Champions programme is that we are able to access 5 free advertising spaces on Proud Employers. This year we have advertised 3 senior roles at grade G on this site.
13. In 2020 Stonewall will be implementing an accreditation scheme as an additional benefit to making a submission to the Workplace Equality Index. Organisations will be awarded bronze, silver and gold employers' status.

### **Corporate & Strategic Implications**

14. Stonewall Diversity Champions membership and actions included in this report links to the Corporate Plan aim of 'contributing to a flourishing society'.

### **Implications**

15. There is a budget provision for the Stonewall Diversity Champions Membership and Conference, other required expenditure will be covered from within the Diversity and Business Engagement budget. However, it should be noted that the scores are not based on the amount of money an organisation spends on making this change happen, it is about commitment that can be evidenced throughout an organisation.



16. There are no security considerations envisaged.

### **Conclusion**

17. The City Corporations score of 31 and rank 419<sup>th</sup> for 2019/20, gave a local government sector rank of 29 from the 33 entrants was disappointing. However, this result gives a good baseline for future submissions and our Client Account Manager has sent the City Corporation a list of things that they feel should be priorities for this year and they are as follows:

- Policies and procedures – The City Corporation needs a discrimination, bullying and harassment policy.
- A task and finish group for the Workplace Equality Index – to start planning early and use the pre-submission review service
- Raise awareness around confidential support the network offer
- Push forward on work around service users
- Training – ensure it is fully LGBT inclusive and focus on bi and trans awareness
- Multiple identities should be visible in the staff network, including roles for Bi and Trans champions
- LGBT Role Models in the workplace
- Equipping senior leaders to be role models / allies
- Arrange for the procurement team to meet with the Client Account Manager to discuss LGBT inclusion in the supply chain

18. This is quite a long list, so it is suggested that the task and finish group ascertain which are the top priorities / realistic aims from these for the coming year.

19. The top 100 employers list can be found at <https://www.stonewall.org.uk/full-list-top-100-employers-2020>

### **Appendices**

Appendix 1 - Stonewall Feedback Report

Appendix 2 - Stonewall Workforce Equality Index Survey Results

Amanda Lee-Ajala – Diversity and Business Lead

T: 020 7332 1406

E: [Amanda.Lee-Ajala@cityoflondon.gov.uk](mailto:Amanda.Lee-Ajala@cityoflondon.gov.uk)

## Appendix 1

### City of London Corporation: Workplace Equality Index 2020 Feedback

Congratulations on taking part in Stonewall's 2020 Workplace Equality Index. As an employer that has taken the time to participate, you've demonstrated commitment to your LGBT staff and the wider LGBT community. In this report you will find feedback from Stonewall to help you plan your year ahead to drive forward LGBT inclusion in your workplace.

#### What this report contains

This report is specific to your organisation. It gives you the following information: -

- Your overall score
- Your overall rank, and rank within the local government sector
- Your performance on key questions for bi and trans staff
- Your scores in the ten sections of your submission
- A short qualitative summary of your performance in each section
- Comparison data for different groups of entrants: -
  - All entrants
  - Entrants in the local government sector
  - Top 100
  - Top 100 threshold: those ranked one hundred to eighty-five, typical of organisations newly entering the Top 100

Additional information will be provided to you on the staff feedback questionnaire that you sent to your employees: -

- How your employees responded to key questions about LGBT equality
- How employees of similar organisations in the local government sector and your region responded

#### How to use this report

Your Stonewall Account Manager will organise a feedback meeting with you to talk through the strengths and weaknesses of your current LGBT inclusion work, best practice and give you tips for action planning in the future. During this meeting, the Account Manager go through the work that is most relevant to your organisation.

You should use this report, along with the verbal feedback from your Account Manager to make the short and long-term changes necessary to drive inclusion in your workplace.

### **Score and rank**

- Total score: 31
- Rank: 419th
- Local government sector rank: 29th
- Local government sector entrants: 33
- Bi inclusion score: 9%
- Trans inclusion score: 3%

### **Quick facts**

- Over 500 organisations took part
- 109 820 people responded to the Staff Feedback Questionnaire
- The average Top 100 score is 137.5
- The average Top 100 Bi Inclusion Score is 67%
- The average Top 100 Trans Inclusion Score is 60%

## Summary and overview

The below table gives you a summary of how you scored across the ten sections of the Workplace Equality Index.

Section	Your score	Total marks	Marks claimed	Marks claimed not awarded	Marks available not awarded	Averages	All entrants	Local government	Top 100	Top 100 Threshold Entrants
1 Policies and benefits	1	15	6.5	5.5	14		6.5	6.5	10.5	10.5
2 The employee lifecycle	2.5	27	12.5	10	24.5		10	11.5	17.5	15
3 LGBT employee network group	11.5	22	16	4.5	10.5		9.5	10.5	17	14.5
4 Allies and role models	1.5	22	2	0.5	20.5		7.5	8	14.5	13
5 Senior leadership	0	17	2	2	17		6	7	12.5	11
6 Monitoring	5.5	21	14	8.5	15.5		6	7	10.5	8.5
7 Procurement	0	17	7	7	17		4	6	10.5	8.5
8 Community engagement	4	20	14	10	16		9	12	15.5	13.5
9 Clients, customers and service users	2	17	11	9	15		6	6	12.5	9.5
10 Additional work	2	2	2	0	0		0.5	1	1	1
Staff feedback questionnaire	1	20	n/a		19		10.5	8	16	16

- **Your score** – the number of points allocated based on the answers and evidence provided
- **Total marks** – the number of points available in that section
- **Marks claimed** – the number of marks that your organisation claimed in the submission<sup>†</sup>
- **Marks claimed, not awarded** – the difference between marks claimed and your score
- **Marks available, not awarded** – the difference between marks available and your score
- **Averages** – mean averages of the scores awarded to...
  - **All entrants** – all organisations, over 500, who entered the Workplace Equality Index 2020
  - **Local government sector** – all organisations which entered in the local government sector
  - **Top 100** – all organisations which ranked in the Top 100 employers
  - **Top 100 Threshold** – all organisations which ranked between 100 and 85, the typical score of an organisation that is newly entering the Top 100

<sup>†</sup> If this number is less than your score this shows that the evidence you submitted is worth more points than you claimed

<sup>†</sup> Referred to in previous reports as 'self-score'

## Section 1: Policies and benefits

This section examines the policies and benefits the organisation has in place to support LGBT staff. The questions scrutinise the policy audit process, policy content and communication.

Section	Your score	Total marks	Marks claimed	Marks claimed not awarded	Marks available not awarded	Averages	All entrants	Local government sector	Top 100	Top 100 Threshold
1 Policies and benefits	1	15	6.5	5.5	14	6.5	6.5	10.5	10.5	

### Feedback from your marker

When it comes to inclusive policies, we need further evidence that the audit process ensures that language is gender neutral and explicitly inclusive of LGBT people in policies (beyond a standard EIA process).

In order to award for explicit bans on discrimination, bullying and harassment based on SO/GI, we require explicit examples of homophobic, biphobic and transphobic incidents. The Stonewall 'Inclusive Policy Toolkit' can support with this.

We recommend using the term "bi" rather than "bisexual". Bi is an umbrella term used to describe an emotional, romantic and/or sexual orientation towards more than one gender. Your family policies are almost fully inclusive, but inconsistent. Some are gender neutral but have no explicit inclusion, others use gendered language but do explicitly include same-sex couple. Your definition of who the policy applies to can still include the term "mother" and refer to any relevant government legislation, but we'd recommend using gender neutral language in the body of the policy. You may find the following terms useful: "pregnant employee"; "birth parent" and then "second parent"; "parent who has given birth" or "new mothers and other pregnant employees". Please see Stonewall's inclusive policy toolkit which has further guidance on this.

It's good to see clear support for managers and HR when it comes to transitioning at work, but what about support for the individual transitioning? There is also no explicit non-binary support or inclusion.

### Your notes

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### Stonewall opportunities

**Best practice guides** are available to you, as a Stonewall Diversity Champion for free. Talk to your account manager about how to best use these resources.

**Open programmes** are available for up to three people from City of London Corporation to attend. Trans allies is available in [London on the 28<sup>th</sup> of April](#) and in [Liverpool on the 25<sup>th</sup> of June](#). Open Programmes are available as part of the Scotland Empowerment Week from [18<sup>th</sup> to 22<sup>nd</sup> May in Scotland and the north-east of England](#).

## Section 2: The employee lifecycle

This section examines the employee lifecycle within the organisation; from attraction and recruitment through to employee development. The questions scrutinise how you engage and support employees throughout their journey in your workplace.

Section	Your score	Total marks	Marks claimed	Marks claimed not awarded	Marks available not awarded	Averages	All entrants	Local government	Top 100	Top 100 Threshold
2 The employee lifecycle	2.5	27	12.5	10	24.5		10	11.5	17.5	15

### Feedback from your marker

In this section we would like to see comprehensive information provided at both application and induction stage on the organisation's LGBT inclusion commitment and network.

For recruitment training we are looking at training for those with recruitment responsibility that explicitly covers discrimination and bias faced by LGBT people in the recruitment process, and the steps that can be taken by recruiters in overcoming it.

Staff training needs to be updated to reflect best practice, especially around trans inclusion.

It's good to see internal comms around LGBT History Month and the Network, but going further you should celebrate days specific to Bi and Trans identities.

### Your notes

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### Stonewall opportunities

**London Workplace Conference** is on the 3<sup>rd</sup> of April. [Tickets are available](#) for £349+VAT (or at our early bird rate of £309+VAT until the 21st Feb) for public-sector organisations.

**Cymru Workplace Conference** is on the 14<sup>th</sup> of February. [Tickets are available](#) for £110+VAT for public-sector organisations. Tickets can be bought on a buy-three-get-one-free basis.

**Global dial-in tickets** for London Workplace Conference [are available](#) for £50 (or three for £120), with discounts available to Global Diversity Champions.

**Workplace Allies** is an empowerment programme which [can be booked](#) to be run in-house for up to 36 delegates from City of London Corporation.

**Stonewall Workshops** are available, on topics such as bi inclusion, trans inclusion, allyship, and leadership. Email [conference@stonewall.org.uk](mailto:conference@stonewall.org.uk).

## Section 3: LGBT employee network group

This section examines the activity of your LGBT employee network group. The questions scrutinise its function within the organisation.

Section	Your score	Total marks	Marks claimed	Marks claimed not awarded	Marks available not awarded	Averages	All entrants	Local government	Top 100	Top 100 Threshold
3 LGBT employee network group	11.5	22	16	4.5	10.5		9.5	10.5	17	14.5

### Feedback from your marker

This is a good section for you, it's clear that the network is very active, and a force for good in the organisation as well as a critical friend. We would like to see that the network has tangible, measurable annual objectives, and that progress against these is measured. We would also like to see more detail on how the network provides confidential support to all staff and how this is promoted across the organisation.

Next steps are to engage across wider initiatives to ensure people with multiple identities (e.g. LGBT parents, BAME LGBT people, LGBT people with disabilities) are included and represented.

### Your notes

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### Stonewall opportunities

**Workplace Allies, Workplace Trans Allies and Workplace Role Models** are empowerment programmes which [can be booked](#) to be run in-house for up to 36 delegates from City of London Corporation.

**LGBT Network Group Masterclass** is available in June in Birmingham (email [conference@stonewall.org.uk](mailto:conference@stonewall.org.uk) to reserve your place) and on [24<sup>th</sup> of April in Scotland](#).

## Section 4: Allies and role models

This section examines the process of engaging allies and promoting role models. The questions scrutinise how the organisation empowers allies and role models and then the individual actions they take.

Section	Your score	Total marks	Marks claimed	Marks claimed not awarded	Marks available not awarded	Averages	All entrants	Local government sector	Top 100	Top 100 Threshold
4 Allies and role models	1.5	22	2	0.5	20.5		7.5	8	14.5	13

### Feedback from your marker

I'm looking forward to seeing this area develop in the year ahead, as there isn't currently enough evidence of systematic / engaged allies initiative, but it sounds like this is starting to develop. This section explores the organisation's work around empowering allies to be active in their support of the LGBT community, and empowering LGBT role models to be visible and inspire others.

There were no example role models at the City of London, Stonewall can support with developing this area, through creating allies campaigns and programmes, and providing best practice examples of other organisations' role model profiling.

### Your notes

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### Stonewall opportunities

**Inclusive Future Leaders** is a tailored programme designed to form part of a graduate or management training programme, which [can be booked](#) in-house at City of London Corporation.

**Workplace programmes** including [LGBT Role Models](#), [Allies](#) and [Trans Allies](#). They are available as open programmes for up to three people or the programmes can be booked to be run in-house for up to 36 delegates from City of London Corporation. Open Programmes are available as part of the Scotland Empowerment Week from [18<sup>th</sup> to 22<sup>nd</sup> May in Scotland and the north-east of England](#).

**Inclusive Leadership** is a newly developed programme which will be made available from May, email [empowerment@stonewall.org.uk](mailto:empowerment@stonewall.org.uk) for more information.



## Section 5: Senior leadership

This section examines how the organisation engages senior leaders. The questions scrutinise how the organisation empowers senior leaders at different levels and the individual actions they take

Section	Your score	Total marks	Marks claimed	Marks claimed not awarded	Marks available not awarded	Averages	All entrants	Local government sector	Top 100	Top 100 Threshold
5 Senior leadership	0	17	2	2	17		6	7	12.5	11

### Feedback from your marker

We would like to see consistent engagement across both tiers of leadership (Board and Senior Manager levels) on issues of LGBT inclusion, including engagement with the network and sending strong messages of commitment to both sexual orientation and trans equality as a starting point.

The most inclusive organisations support board level employees and senior managers to understand the issues that affect LGBT people.

They also encourage senior leaders to engage in activities such as meeting LGBT network groups or attend LGBT events.

Companies increasingly recognise that having support from senior leaders is key to advancing LGBT equality in the workplace.

### Your notes

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### Stonewall opportunities

**LGBT Leadership** is an empowerment programme for LGBT leaders. Our [next open programme](#) is in London 15<sup>th</sup> to 17<sup>th</sup> of July, and can be [booked to be run](#) in-house for City of London Corporation.

**Inclusive Leadership** is a newly developed programme which will be made available from May, email [empowerment@stonewall.org.uk](mailto:empowerment@stonewall.org.uk) for more information.

## Section 6: Monitoring

This section examines how the organisation monitors its employees. The questions scrutinise data collection methods, analysis and outcomes.

Section	Your score	Total marks	Marks claimed	Marks claimed not awarded	Marks available not awarded	Averages	All entrants	Local government sector	Top 100	Top 100 Threshold
6 Monitoring	5.5	21	14	8.5	15.5		6	7	10.5	8.5

### Feedback from your marker

Monitoring is vital for understanding lesbian, gay, bi and trans (LGBT) employees and their needs.

Monitoring gender identity and sexual orientation data gives a broad overview of who's working for an organisation and how satisfied they are. We couldn't see the questions you ask when monitoring sexual orientation, and I would recommend starting to monitor gender identity as soon as possible. You do have good response rates for sexual orientation declaration, well done.

We would like to see staff satisfaction data cut across sexual orientation and gender identity data to ensure the organisation knows whether LGBT staff experiences are worse, the same or better than non-LGBT staff, and for sexual orientation and gender identity to be monitored across pay grades.

### Your notes

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### Stonewall opportunities

**Best practice guides** are available to you, as a Stonewall Diversity Champion for free. Talk to your account manager about how to best use these resources.

**London Workplace Conference** includes a session on monitoring. It is held on the 3<sup>rd</sup> of April. [Tickets are available](#) for £349+VAT (or at our early bird rate of £309+VAT until the 21st Feb) for public-sector organisations.

## Section 7: Procurement

This section examines how the organisation affects change in its supply chain. The questions scrutinise the steps taken to ensure LGBT inclusive suppliers are procured and held to account.

Section	Your score	Total marks	Marks claimed	Marks claimed not awarded	Marks available not awarded	Averages	All entrants	Local government sector	Top 100	Top 100 Threshold
7 Procurement	0	17	7	7	17		4	6	10.5	8.5

### Feedback from your marker

This is a section we can work on together going forward, and there is great opportunity to share best practice and engage with suppliers around LGBT inclusion. Training or guidance given to the procurement team should explicitly include LGBT equality in relation to procurement processes, guiding the team to understand how procurement processes can be used to further LGBT equality.

Organisations should scrutinise potential suppliers' policies and training, to ensure that the suppliers are representing the same values, and whilst this doesn't need to be a deciding factor, it can be a chance to bring others along with you in your journey to LGBT inclusion.

### Your notes

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### Stonewall opportunities

**Best practice guides** are available to you, as a Stonewall Diversity Champion for free. Talk to your account manager about how to best use these resources.

**London Workplace Conference** includes a session on procurement. It is held on the 3<sup>rd</sup> of April. [Tickets are available](#) for £349+VAT (or at our early bird rate of £309+VAT until the 21st Feb) for public-sector organisations.

## Section 8: Community engagement

This section examines the outreach activity of the organisation. The questions scrutinise how the organisation demonstrates its commitment to the wider community and the positive impact it has.

Section	Your score	Total marks	Marks claimed	Marks claimed not awarded	Marks available not awarded	Averages	All entrants	Local government sector	Top 100	Top 100 Threshold
8 Community engagement	4	20	14	10	16		9	12	15.5	13.5

### Feedback from your marker

We would like further information about the impact of community engagement activity, including any outcomes from collaborative initiatives with other organisations in the region or sector.

There will be lots of opportunities for the City of London Corporation to engage with wider community and show its support to LGBT community and commitment towards LGBT inclusion and equality. This can be done via direct support given to LGBT community groups or collaborating with other organisations in your region or sector on an initiative or campaign that reaches the wider community.

### Your notes

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### Stonewall opportunities

**Your Stonewall account manager** can advise on how to maximise your impact with community engagement.

**London Workplace Conference** includes a session on community engagement. It is on the 3<sup>rd</sup> of April. [Tickets are available](#) for £349+VAT (or at our early bird rate of £309+VAT until the 21st Feb) for public-sector organisations.

## Section 9: Clients, customers and service users

This section examines how the organisation engages with clients, customers, services users or partners.

Section	Your score	Total marks	Marks claimed	Marks claimed not awarded	Marks available not awarded	Averages	All entrants	Local government sector	Top 100	Top 100 Threshold
9 Clients, customers and service users	2	17	11	9	15		6	6	12.5	9.5

### Feedback from your marker

More information is needed on the outcomes and impact of consultation with service users. We would also like to see the organisation undertake a specific mapping exercise of the touchpoints of LGBT service users as a starting point, the Stonewall 'Service Delivery Toolkit' can support with this.

It is important to identify and address issues that LGBT service users may have, and barriers they may face in accessing services. We recommend that organisations monitor their service users to improve their reach and impact, and that all frontline staff are trained on reducing bias and discrimination towards LGBT customers.

### Your notes

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### Stonewall opportunities

**London Workplace Conference** is on the 3<sup>rd</sup> of April. [Tickets are available](#) for £349+VAT (or at our early bird rate of £309+VAT until the 21st Feb) for public-sector organisations.

**Cymru Workplace Conference** is on the 14<sup>th</sup> of February. [Tickets are available](#) for £110+VAT for public-sector organisations. Tickets can be bought on a buy-three-get-one-free basis.

## Section 10: Additional work

This section gives outstanding employers an opportunity to share best practice not already awarded elsewhere in the submission.

Section	Your score	Total marks	Marks claimed	Marks claimed not awarded	Marks available not awarded	Averages	All entrants	Local government sector	Top 100	Top 100 Threshold
10 Additional work	2	2	2	0	0		0.5	1	1	1

### Feedback from your marker

There are some great initiatives here, however in future please remember to add specific dates and time periods .....

### Your notes

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### Stonewall opportunities

Many organisations have innovative ideas for LGBT inclusion. The Stonewall Empowerment Team can work with you to design bespoke and tailored events, workshops, webinars and programmes. Email [empowerment@stonewall.org.uk](mailto:empowerment@stonewall.org.uk) to discuss your ideas.

## Staff Feedback Questionnaire

This section examines the policies and benefits the organisation has in place to support LGBT staff. The questions scrutinise the policy audit process, policy content and communication.

Section	Your score	Total marks	Marks available not awarded	Averages	All entrants	Local government sector	Top 100	Top 100 Threshold
Staff feedback questionnaire	1	20	19		10.5	8	16	13.5

### Stonewall opportunities

**Stonewall Workplace Conferences** have expert workshops and unique networking opportunities. This gives you the holistic tool to deal with the diverse and varied issues that your LGBT staff and their allies face. London Conference is on the 3<sup>rd</sup> of April. [Tickets are available](#) for £349+VAT (or at our early bird rate of £309+VAT until the 21<sup>st</sup> Feb) for public-sector organisations. Cymru Conference is on the 14<sup>th</sup> of February. [Tickets are available](#) for £110+VAT for public-sector organisations. Tickets can be bought on a buy-three-get-one-free basis.

## Appendix 2

# STAFF FEEDBACK QUESTIONNAIRE

## City of London Corporation

### Overview

The 2020 Stonewall Staff Feedback Questionnaire received more than 109,928 responses from LGBT and non-LGBT people across all areas of the UK. Your employees' responses are shown below.

- Responses from groups of ten or fewer are removed to protect respondents' confidentiality.
- Statistics restricted for confidentiality are shown with an asterisk.
- We have broken out useful sub-groups of analysis to help you better understand your workforce and their experiences.
- You can compare the experiences of your workforce to other employees in the local government sector and in your region.

### Terms describing LGBT people

All respondents to the Staff Feedback Questionnaire were asked questions about their gender identity and sexual orientation. Some respondents answered the survey in Welsh, so the questions and responses are presented bilingually.

Question	Responses
Which of the following best describes your gender? / Pa un o'r canlynol yw'r disgrifiad gorau o'ch rhywedd?	Male / Gwrywaidd Female / Benywaidd Non-binary / Anneuaidd Prefer not to say / Byddai'n well gen i beidio â dweud
If you describe your gender with another term, please provide this here: / Os ydych chi'n defnyddio term arall i ddisgrifio eich rhywedd, nodwch ef yma:	<i>free text</i>
Do you identify as trans? / Ydych chi'n arddel hunaniaeth draws?	Yes / Ydw No / Nac ydw Prefer not to say / Byddai'n well gen i beidio â dweud
Which of the following best describes your sexual orientation? / 	Bi / Deurywiol Gay or lesbian / Hoyw neu lesbiad



<p><b>Pa un o'r canlynol yw'r disgrifiad gorau o'ch cyfeiriadedd rhywiol?</b></p>	<p>Heterosexual/straight / Heterorywiol/syth Prefer not to say / Byddai'n well gen i beidio â dweud</p>
<p><b>If you describe your sexual orientation with another term, please provide this here:</b> / <b>Os ydych chi'n defnyddio term arall i ddisgrifio eich cyfeiriadedd rhywiol, nodwch ef yma:</b></p>	<p><i>free text</i></p>

*On future reference, Welsh language responses will be grouped for analysis with responses according to the English language translation as noted above.*

Based on responses to the above questions, we have categorised respondents according to their LGBT identities.

<b>Respondents</b>	<b>Report definition</b>
<b>Bi</b>	Bi for sexual orientation
<b>Lesbian &amp; gay</b>	Gay or lesbian for sexual orientation
<b>LGBT</b>	Non-binary for gender and/or Yes for trans identity and/or Bi, or gay or lesbian for sexual orientation
<b>Non-LGBT</b>	Male or female for gender identity No for trans identity and Heterosexual/straight for sexual orientation
<b>Non-trans</b>	No for trans identity
<b>Trans &amp; non-binary</b>	Non-binary for gender and/or Yes for trans identity

*Please consult our [guide on diversity monitoring](#) for best practice wording when conducting your own monitoring and surveys.*

## **Comparisons between respondents**

This typically presents two tables of responses for each question. The first table allows you to compare responses from City of London Corporation to other organisations. The second table allows you to compare responses from within your organisation between different groups of employees. In a few cases, we have omitted the second table, for instance where a question is only asked to non-LGBT respondents.

## **Your respondents**

The number of respondents in your organisation broken down based on different identities.

Where the number of respondents to a question is ten or fewer, we have replace the value with an asterisk to protect employee confidentiality.

<b>Respondents identified as</b>	<b>Number of Respondents</b>
<b>All</b>	501
<b>LGBT</b>	85
<b>Bi</b>	21
<b>Lesbian &amp; gay</b>	61
<b>Trans &amp; non-binary</b>	*
<b>Non-binary</b>	*
<b>LGBT men</b>	50
<b>LGBT women</b>	32
<b>LGBT people of faith</b>	37
<b>LGBT BAME</b>	*
<b>LGBT under 24</b>	*
<b>LGBT over-55</b>	*
<b>LGBT people who are disabled</b>	16

## Being yourself at work

All respondents were asked if they agree that they feel able to be themselves at work

City of London Corporation	All entrants	London entrants	Local government sector entrants
82%	85%	86%	85%

All respondents	Non-LGBT respondents	LGBT respondents	Bi respondents	Trans & non-binary respondents
82%	86%	75%	57%	*

## Disclosure of LGBT identities

Lesbian & gay, bi, and trans respondents were asked if they feel comfortable to disclose their sexual orientation and/or gender identity at work. Respondents were asked to specify if they felt comfortable talking to colleagues (in general), to managers or senior managers, and to customer, clients or service users.

I feel comfortable to disclose my identity to all ...	City of London Corporation	All entrants	London entrants	Local government sector entrants
<b>Colleagues</b>	46%	50%	52%	50%
<b>Managers</b>	29%	31%	33%	24%
<b>Service Users</b>	25%	26%	29%	19%

I feel comfortable to disclose my identity to all ...	All LGBT respondents	Bi respondents	Trans & non-binary respondents
<b>Colleagues</b>	46%	14%	*
<b>Managers</b>	29%	14%	*
<b>Service Users</b>	25%	0%	*

## Discrimination

### Bullying and harassment

LGBT respondents were asked four questions on experiencing and reporting discrimination based on their gender identity or sexual orientation: -

- If they agree that they know how to report
- If they agree that they would feel confident to report, in the event an incident occurred
- Whether an incident occurred
- If they reported an incident occurring, whether they did report

Most responses below combine responses based on gender identity and sexual orientation. In those cases, respondents who are both trans and bi, lesbian or gay, are accorded the lower of their two responses. For instance, a bi and trans employee who agrees they know how to report bullying & harassment based on sexual orientation, but not based on gender identities, would be recorded as 'not agreeing' with this question.

Regarding (reporting) bullying & harassment	City of London Corporation	All entrants	London entrants	Local government sector entrants
<b>Know how</b>	63%	73%	73%	74%
<b>Feel confident to</b>	82%	82%	84%	82%
<b>Incident occurred</b>	6%	6%	5%	5%

Regarding (reporting) bullying & harassment	City of London Corporation	All entrants	London entrants	Local government sector entrants
<b>Did report</b>	*	76%	74%	74%

Regarding (reporting) bullying & harassment	LGBT respondents	Bi respondents	Trans & non-binary respondents
<b>Know how</b>	63%	57%	*
<b>Feel confident to</b>	82%	71%	*
<b>Incident occurred</b>	6%	10%	*
<b>Did report</b>	*	*	*

### Barriers to progression

LGBT respondents were asked about whether their gender identity or sexual orientation had created barriers to progression within their workplace.

Most responses below combine responses based on gender identity and sexual orientation. In those cases, respondents who are both trans, and bi, lesbian or gay, are accorded the lower of their two responses. For instance, a trans lesbian employee, who agrees she knows how to report bullying & harassment based on sexual orientation, but not based on gender identities, would be recorded as 'not agreeing' with this question.

City of London Corporation	All entrants	London entrants	Local government sector entrants
2%	11%	11%	9%

LGBT respondents	Bi respondents	Trans & non-binary respondents
2%	0%	*

### Confidence challenging

All respondents were asked if they felt confident challenging inappropriate behaviour and discrimination towards LGBT people.

City of London Corporation	All entrants	London entrants	Local government sector entrants
48%	63%	68%	60%

All respondents	LGBT respondents	Non-LGBT respondents	Bi respondents	Trans & non-binary respondents
48%	48%	51%	33%	*

## Inclusive Cultures

### Support and understanding

Respondents who are non-LGBT were asked if they feel confident in supporting LGBT people and understand why their organisation is committed to LGBT equality.

Regarding (reporting) bullying & harassment	City of London Corporation	All entrants	London entrants	Local government sector entrants
Personally support	94%	95%	96%	95%
Understand employer's support	92%	93%	94%	94%

### Inclusive Leadership

All respondents were asked if senior management demonstrate commitment to bi, gay & lesbian, and trans equality. Responses are shown both for all respondents, and specifically for respondents whose identities correspond with the question being asked. The group of respondents is shown in brackets.

Employees who agree that senior leaders demonstrate visible commitment to ...	City of London Corporation	All entrants	London entrants	Local government sector entrants
Bi equality (all employees)	42%	59%	60%	56%
Bi equality (bi employees)	33%	46%	47%	43%
Lesbian & gay equality (all employees)	51%	67%	69%	63%
Lesbian & gay equality (lesbian & gay employees)	49%	54%	71%	71%
Trans equality (all employees)	42%	57%	58%	55%
Trans equality (trans employees)	*	44%	45%	52%

## Inclusive workplaces

LGBT people were asked if they agree that their workplace was inclusive of people like them.

Employees who are ... that agree that their organisation is inclusive of ... people	City of London Corporation	All entrants	London entrants	Local government sector entrants
<b>Bi</b>	48%	52%	19%	46%
<b>Lesbian &amp; gay</b>	82%	83%	85%	81%
<b>Trans</b>	*	48%	51%	45%

## Role Models

LGBT people were asked if they agree that their workplace has visible role models who share their identity.

Employees who are ... that agree there are visible role models who are ...	City of London Corporation	All entrants	London entrants	Local government sector entrants
<b>Bi</b>	0%	18%	19%	13%
<b>Lesbian &amp; gay</b>	61%	63%	67%	60%
<b>Trans</b>	*	31%	31%	30%



## Issues and identities

### Understanding

Respondents were asked if they agree that they understood the identities of, and issues that affect (other) LGBT people.

I agree that I understand the issues and identities of ... people	City of London Corporation	All entrants	London entrants	Local government sector entrants
<b>Bi</b>	70%	74%	75%	76%
<b>Lesbian &amp; gay</b>	79%	81%	82%	83%
<b>Trans</b>	67%	71%	72%	74%

I agree that I understand the issues and identities of ... people	All respondents	Non-LGBT respondents	LGBT respondents	Bi respondents	Lesbian & gay respondents
<b>Bi</b>	70%	69%	74%	n/a	74%
<b>Lesbian &amp; gay</b>	79%	69%	n/a	n/a	n/a
<b>Trans</b>	67%	74%	74%	81%	72%

### Training

Respondents (regardless of identity) were asked if they were aware of LGBT training within their organisation. Those who were aware were asked if they agree that their training meant they better understood the issues and identities that affect (other) LGBT people.

Respondents were asked separately about issues and identities. Where respondents agreed that they better understood either issues or identities, they are reported here as agreeing with this question.

I agree that training has improved my understanding of ...	City of London Corporation	All entrants	London entrants	Local government sector entrants
<b>Bi identities</b>	66%	76%	77%	76%
<b>Bi issues</b>	59%	72%	73%	72%
<b>Lesbian &amp; gay identities</b>	77%	85%	86%	84%
<b>Lesbian &amp; gay issues</b>	70%	81%	82%	81%
<b>Trans identities</b>	67%	75%	76%	75%
<b>Trans issues</b>	63%	73%	74%	73%

I agree that training has improved my understanding of ...	All respondents	Non-LGBT respondents	All LGBT respondents	Bi respondents	Lesbian & gay respondents
<b>Bi identities</b>	66%	69%	68%	n/a	68%
<b>Bi issues</b>	59%	61%	62%	n/a	62%
<b>Lesbian &amp; gay identities</b>	77%	77%	n/a	n/a	n/a
<b>Lesbian &amp; gay issues</b>	70%	70%	n/a	n/a	n/a
<b>Trans identities</b>	67%	73%	59%	36%	70%
<b>Trans issues</b>	63%	66%	62%	45%	70%

## Monitoring

LGB employees were asked if they agree that they understand why their employer monitors their sexual orientation. Trans employees were asked the same about their gender identity.

Employees were then asked whether they agree they are confident to disclose their identities.

Where respondents are LGB and trans, we included the lower of their two responses about gender identity and sexual orientation monitoring.

I agree that I ... my sexual orientation and/or gender identity	City of London Corporation	All entrants	London entrants	Local government sector entrants
<b>Understand why my employer monitors</b>	64%	73%	74%	75%
<b>Am confident to tell my employer</b>	75%	80%	81%	81%

I agree that I ... my sexual orientation and/or gender identity	LGBT respondents	Bi respondents	Trans respondents
<b>Understand why my employer monitors</b>	64%	62%	*
<b>Am confident to tell my employer</b>	75%	76%	*

## Network Group

### Visibility of the group

All respondents were asked if their organisation had an LGBT employee network group.

City of London Corporation	All entrants	London entrants	Local government sector entrants
78%	82%	86%	81%

All respondents	Non-LGBT respondents	LGBT respondents	Bi respondents	Trans & non-binary respondents
78%	81%	76%	67%	*

### Network group activities

All respondents who reported having an LGBT employee network group were asked two questions about the activities of their network group: if they were aware of its activities and if they had taken part in them over the last year.

I ... the activities of my employer's LGBT network group	City of London Corporation	All entrants	London entrants	Local government sector entrants
<b>Am aware of</b>	67%	79%	83%	73%
<b>Have taken part in (All respondents)</b>	19%	35%	42%	25%
<b>Have taken part in (LGBT respondents)</b>	37%	49%	37%	37%

I ... the activities of my employer's LGBT network group	All respondents	Non-LGBT respondents	LGBT respondents	Bi respondents	Trans & non-binary respondents
<b>Am aware of</b>	67%	70%	75%	79%	*
<b>Have taken part in</b>	19%	16%	37%	21%	*

### Support and advice

All respondents who reported having an LGBT employee network group were asked if they agree they would feel confident approaching the network group for confidential support or advice.

I agree if feel confident to approach the LGBT employee network group for support and advice	City of London Corporation	All entrants	London entrants	Local government sector entrants
<b>All respondents</b>	62%	77%	79%	73%
<b>LGBT respondents</b>	63%	77%	63%	63%

All respondents	Non-LGBT respondents	LGBT respondents	Bi respondents	Trans & non-binary respondents
62%	63%	63%	50%	*

### Value and effectiveness

All respondents who reported having an LGBT employee network group were asked if they agree that the group is a valuable and effective asset for the organisation.

I agree I feel is a valuable and effective asset to my organisation	City of London Corporation	All entrants	London entrants	Local government sector entrants
<b>All respondents</b>	73%	78%	81%	76%
<b>LGBT respondents</b>	65%	78%	65%	65%

All respondents	Non-LGBT respondents	LGBT respondents	Bi respondents	Trans & non-binary respondents
73%	76%	65%	71%	*

## Training & Communication

All respondents were asked about their awareness of steps their employer is taking to improve LGBT equality. Respondents were asked about LGBT-inclusive diversity training, and whether they were aware of their employer's membership of the Stonewall Diversity Champions programme.

I am aware of ...	City of London Corporation	All entrants	London entrants	Local government sector entrants
<b>LGBT-inclusive diversity training</b>	45%	40%	39%	44%
<b>Stonewall Diversity Champion membership</b>	42%	59%	59%	60%

I am aware of ...	All respondents	Non-LGBT respondents	LGBT respondents	Bi respondents	Trans & non-binary respondents
<b>LGBT-inclusive diversity training</b>	45%	47%	40%	52%	*
<b>Stonewall Diversity Champion membership</b>	42%	44%	38%	43%	*

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<b>Committee:</b>	<b>Date:</b>
Establishment Committee	12 March 2020
<b>Subject:</b> Equality, Diversity and Inclusion Manager's update	<b>Public</b>
<b>Report of:</b> Andrew Carter – Director of Community and Children's Services	<b>For Information</b>
<b>Report author:</b> William Coomber - Equality, Diversity and Inclusion Manager	

## Summary

This report provides a summary of the work of the Equality, Diversity and Inclusion (ED&I) Manager in support of the Corporation's service delivery departments and work with communities.

## Recommendation

Members are asked to:

- Note the report

## Main Report

### Background

1. The ED&I Manager works closely with the Diversity Lead: Engagement & Business Diversity, to deliver a coordinated and consistent approach across the Corporation and in its work with partners. The ED&I Manager focusses on supporting the effective delivery of the City Corporation's Public Sector Equality Duty in relation to service delivery and its work with its communities of residents, City workers and visitors.

### Current position - Corporate Issues

2. The work of the ED&I Manager – often delivered in partnership with Human Resources – has focused on strengthening the approach to equality and inclusion across the organisation. This is being achieved through renewing the Corporate Action Plan for 2019-20, undertaking a process of departmental self-assessment and improvement planning and several other initiatives.

3. The approach seeks to ensure that equalities is developed, reported and monitored via performance management/business planning systems at a departmental level. Local oversight is led by departmental ED&I Groups whose role includes ensuring corporate actions/priorities are progressed and reported to departmental management teams.
4. There has also been a renewed focus on creating a greater sense of organisational synergy on ED&I. This has involved strengthening the linkage between existing equality structures such as the Corporate E&I Board, the Departmental ED&I Groups and the Diversity Staff Networks.

#### *Corporate Equalities Action Plan*

5. Local approaches inform the achievement of the Corporate Equalities Action Plan which is reported to the Equalities and Inclusion Board.
6. A new one year (2019-20) Corporate Equalities Action Plan has been developed with a smaller number of targets/actions designed to have the maximum positive impact in improving the organisation. This will be succeeded by a 2020-22 Corporate Equalities Action Plan. An internal consultation meeting - in October 2019 - considered the approach to the 2020-22 Corporate Equalities Action Plan. It noted that significant groundwork had been undertaken, but there was a need to base the successor plan on the existing targets in the 2019-20 plan.
7. The 2020-22 Corporate Action Plan will be considered by the E&I Board and put in place by 31 March 2020.

#### *ED&I self-assessment*

8. Individual Departments have developed local equality targets through the process of undertaking an ED&I self-assessment. This process is being implemented across the organisation following its piloting in Community and Children's Services.
9. It provides a method of assessing a department's degree of compliance with the Public Sector Equality Duty (PSED).
10. Self-assessment is being project managed across nine Departments in the following three tranches:
  - Tranche One: Department of Built Environment, Markets & Consumer Protection and Open Spaces (Finish date: 28 February 2020)
  - Tranche Two: Mansion House & the Central Criminal Court, Remembrancers and Comptrollers & City Solicitor (Finish date: 31 March 2020)
  - Tranche Three: Town Clerk's, Chamberlain's and City Surveyors (Finish date: 30 April 2020)
11. The improvement plans formulated in response will be implemented over 2020-21 and it is recommended that for 2021-22 a successor equalities performance system is adopted, such as the Maturity Model.

12. A set of basic equality KPIs have been put in place against which all Departments will collect data and report to the E&I Board quarterly on an ongoing basis.
13. At this juncture there is an opportunity to undertake some basic process mapping to build upon recent progress, by further streamlining and mainstreaming the various processes around ED&I.

#### *2016-20 ED&I objectives and the approach for 2020-24*

14. The current ED&I Objectives are subject to review. An internal consultation meeting (in October 2019) reviewed the 2016-20 ED&I objectives as part of the process of putting in place objectives for 2020-24. The predominant view from departmental representatives was that the existing objectives remained relevant and should continue for a further year in order to finish outstanding work against them.
15. Authorities are allowed to extend their objectives for a further year. The E&I Board supported a continuation of the current objectives into 2020-21 to allow for outstanding work to be completed and facilitate further engagement and consultation - including with external stakeholders – in developing revised objectives for 2021-24.

#### *Equalities and Inclusion Annual Performance Summary*

16. The City Corporation is required to report its achievements in relation to the Public Sector Equality Duty. The ED&I Manager completed the report for 2018-19. The report is available on the City Corporation website (<https://www.cityoflondon.gov.uk/about-the-city/how-we-make-decisions/Documents/equality-inclusion-city-of-london-2017-2018.pdf>).
17. The structure and content has subsequently been reviewed to streamline the document and aid accessibility. Further improvements will be introduced – including a revised template linked to the Corporate Equalities Objectives - to produce the Performance Summary for 2019-20 and subsequent years.

#### *Inclusion of due regard for 'social mobility' to the Corporation's Test of Relevance/Equality Analysis process*

18. Work has been undertaken to scope out connecting the Corporation's mainstream equalities work with its new ten-year Social Mobility (SM) Strategy. In principle this will require officers to give voluntary 'due consideration' to social mobility issues when undertaking Tests of Relevance/Equality Analysis.
19. This provides an opportunity to align with and strengthen awareness and delivery of the Corporation's Social Mobility Strategy. Initial discussions have taken place

with HR and consideration will be given to preparing, training and familiarising officers with the new Social Mobility element.

#### *Reviewing the Corporate policy statement on Equal Opportunities*

20. The current corporate Equal Opportunities policy statement is being reviewed. This is being done in conjunction with corporate HR to ensure that there is consistency with the various HR policy statements/guidance.

#### *Proposed Equalities External Communications/Leadership Campaign*

21. A proposal has been developed for a City of London Corporation, high profile, ED&I communications and leadership campaign, which has been agreed in principle with the Head of Communications. Delivery will require identification of a budget and is subject to further detailed discussion.

### **Current position - departmental**

#### *Mainstreaming of equality in DCCS commissioning*

22. The ED&I Manager has worked with the Commissioning Team in Community and Children's Services to examine ways of advancing the mainstreaming of equality in to commissioning/procurement processes. The team commissions a range of services delivered to City Communities – including those who are vulnerable and marginalised. Through working with the Commissioning Team, a prioritised list of actions has been agreed that are currently being worked through.

### **Future delivery of equalities, diversity and inclusion**

23. Equalities, diversity and inclusion support to service delivery departments in the City Corporation has been delivered by an ED&I Manager hosted by the Department of Community and Children's Services. The role has been fixed term, and its end point provides an opportunity to review the delivery of this function. From April 2020 functions of this role will migrate to the Corporate Strategy and Performance in the Town Clerk's department.

### **Implications**

24. The work undertaken by the ED&I Manager has improved the ability of the Corporation to respond to the requirements of the PSED and address its current Equality Objectives, as follows:
- Increase community engagement and improve cohesion within our communities so people feel safe
  - Support the City's most disadvantaged groups and develop our understanding of our communities

- Improve the way that we listen to our communities and respond to their feedback to improve services
- Promote staff development and career progression to ensure that equality of opportunity for promotion and the development of workforce that reflects the makeup of our communities

25. The work has also contributed to achieving the Corporate Plan 2018-23 objectives that:

- People are safe and feel safe
- People enjoy good health and wellbeing
- People having equal opportunities to enrich their lives and reach their full potential
- Communities are cohesive and have the facilities they need

## **Conclusion**

26. The City Corporation continues to strengthen its approach to equalities and inclusion. This is reflected in the breadth of work reported above.

## **Appendices**

- None

## **William Coomber**

ED&I Manager

Department of Community & Children's Services

020 7332 1324

[William.coomber@cityoflondon.gov.uk](mailto:William.coomber@cityoflondon.gov.uk)

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<b>Committee</b>	<b>Dated:</b>
Establishment Committee – For decision	12/03/2020
<b>Subject:</b> Parental Bereavement (Leave and Pay) Act 2018	<b>Public</b>
<b>Report of:</b> Director of Human Resources	<b>For Decision</b>
<b>Report author:</b> Colette Hawkins, Strategic HR Projects Manager	

## Summary

This report outlines the requirements under the Parental Bereavement (Leave and Pay) Act 2018 which comes into effect on 6 April 2020 (subject to Parliamentary approval) entitling parents to two weeks Parental Bereavement Leave (PBL). This entitlement will be added to the Special Leave Policy.

During PBL there is no statutory right for employees to be paid their normal salary. Members are asked to decide what level of pay should be made for employees.

## Recommendations

Members are asked to:

- Note the requirements under the Parental Bereavement (Leave and Pay) Act 2018 and the proposed amendments to the Special Leave Policy;
- To approve 2 weeks paid PBL for all employee's regardless of length of service (paid at normal pay);
- To approve paid PBL for a child of any age.

## Main Report

### Background

1. The City of London Corporation understands the personal nature of bereavement and grief and is committed to supporting employees in practical and reasonable ways.
2. According to [www.gov.uk](http://www.gov.uk) there are c7,500 child deaths, which includes c3,000 still births in the UK every year.
3. The Parental Bereavement (Leave and Pay) Act, which is known as Jack's Law in memory of Jack Herd, is due to come into effect on 6 April 2020 (subject to Parliamentary approval) and will help support thousands of parents each year.

## **Current Position**

4. The current provisions within the Special Leave Policy allow Chief Officers to grant all employees (regardless of length of service) a maximum of 5 days paid compassionate leave (for the death and funeral of a member of their immediate family). Payment is based on normal pay.
5. The legal requirements under the Parental Bereavement Leave and Pay Act is for employee's who lose a child under the age of 18, including stillbirths from 24 weeks of pregnancy (for those not covered by the maternity leave policy), to receive two weeks statutory leave regardless of length of service, known as PBL.
6. The leave may be taken either as a single block of 2 weeks, or as 2 separate blocks of one week. The leave must be taken within 56 weeks of the death of the child.
7. PBL applies to the biological parent; partner of the biological parent; adopted parent; foster parent; guardian; and / or as defined in the regulations
8. Employees with over 26 weeks continuous service by the date of the child's death will be entitled to receive Statutory Parental Bereavement Pay (SPBP) (currently £148.68 per week). This is in line with other parental entitlements and will be administered in the same way as existing family-related statutory payments, which the City Corporation enhance.
9. Appendix 1 shows the proposed wording which will be added to the Special Leave Policy and will replace the current provision of bereavement leave for a child.

## **Option**

10. Under the current provisions for compassionate leave all employees, regardless of length of service, can be granted up to 5 days compassionate leave (paid as normal pay).
11. During PBL there is no statutory right for employees to be paid their normal salary. The entitlement is to receive Statutory Parental Bereavement Pay (SPBP) (currently £148.68 per week) for those with over 26 weeks continuous service by the date of the child's death.
12. Members will recall that in 2016 the Establishment Committee approved that paternity pay would be paid at normal pay for both weeks (for those with 26 weeks continuous service) instead of statutory pay. In 2017 the maternity, adoption and shared parental leave payments were enhanced further to extend the number of paid weeks leave.
13. As we already enhance the family friendly provisions, to bring this new statutory provision in line with these, it is proposed that we top up the statutory payment, regardless of the employee's length of service, to normal pay for both weeks and apply this provision to the loss of a child of any age.



14. This approach is fully supported by the senior leadership team as it demonstrates that we value staff and wish to support them during difficult times.

### **Corporate & Strategic Implications**

15. Although this will sit within the Special Leave Policy, this will link with our suite of family friendly policies. It also links with the Responsible Business Strategy.

16. It links to the Corporate Plan aim of contributing to a flourishing society.

### **Implications**

17. Legal implications have been fully considered through consultation with the Comptrollers and City Solicitor's Department. They have provided advice and guidance on the Parental Bereavement (Leave and Pay) Act and the associated regulations to ensure our policy meets the legal requirements.

18. It is not possible to estimate financial implications as we do not currently record compassionate leave based on relationship to the employee. However, there will only be one additional week's leave in these particular circumstances in addition to the current provision of 1 week. It should also be noted that as the government is introducing a statutory payment this can be recouped in the same way as other family friendly statutory payments.

19. There are no security or additional resourcing implications.

20. A test of relevance, as required by the Public Sector Equality Duty (PSED) was undertaken at the start of the review of the Parental Bereavement (Leave and Pay) Act and identified that the proposed option would be positive in its approach.

### **Conclusion**

21. The introduction of the Parental Bereavement Act into law sets out the minimum requirements required by organisations. Whilst it is not a legal requirement to pay employees with less than 26 weeks continuous service for their period of PBL, by doing so this would support our continued drive to have attractive terms and conditions of service and would demonstrate that we value staff and wish to support them during difficult times.

### **Appendices**

- Appendix 1 – Special Leave Policy: Proposed Parental Bereavement Leave wording

### **Colette Hawkins**

Strategic HR Projects manager

T: 020 7332 1553

E: [colette.hawkins@cityoflondon.gov.uk](mailto:colette.hawkins@cityoflondon.gov.uk)

## Appendix 1: Special Leave Policy: Parental Bereavement Leave wording

### Parental Bereavement Leave

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1. The City Corporation understands the personal nature of bereavement and grief and is committed to supporting employees in practical and reasonable ways.
2. Chief Officers may grant two weeks paid parental bereavement leave per child. This applies to stillbirths after 24 weeks of pregnancy (for those employees not covered by the maternity leave policy). The leave must be taken within 56 weeks of the date of the child's death, it can be taken as two separate weeks or as one two-week block.
3. Parental leave applies to the:
  - biological parent;
  - partner of the biological parent;
  - adopted parent;
  - foster parent;
  - guardian;
  - and / or those as defined in the regulations.
4. Employees are required to put the request in writing and provide evidence of the death of the child.
5. During parental bereavement leave employees have no statutory right to be paid their normal wages or salary during their leave period. However, the City Corporation will pay the first and second week at normal pay.

<b>Committee</b>	<b>Dated:</b>
Establishment Committee	12/03/2020
<b>Subject;</b>	<b>Public</b>
HR Dashboard – January 2020	
<b>Report of:</b>	<b>For Information</b>
Chrissie Morgan, Director of Human Resources	
<b>Report author:</b>	
Tracey Jansen, Human Resources	

## Summary

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

There has been an increase in the Headcount – a rise of 39 employees since the last report which includes temporary appointments but excludes agency staff. The full time equivalent hours has increased by 25 FTE posts. Sickness days have increased very marginally since the last report but as this covers the winter months such seasonal variation is expected.

## Recommendations

The Establishment Committee is asked to note the report.

## Main Report

### Background

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

ensure that a consistent approach is taken across the department, taking into account individual circumstances.

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

## Current Position

### Highlight Information

- Based on the year end January 2020 figures, the following should be noted at corporate level and where appropriate in comparison to the year end June 2019.
- The City Corporation employs 3,879.1 Full Time Equivalent (FTE) employees with a total headcount of 4,145. This includes all directly employed staff, including teaching staff and police civilians but excluding City of London Police Officers. This is an overall increase of 25.37 FTE since year ending June 2019 and 39 on headcount.
- Turnover at 13.26%, has reduced by 2.25%. Members have previously queried the higher percentage of leavers in their first year of service compared to longer serving staff. The main reason for the difference is because the statistics include all types of leavers and so includes employees who are in fixed term contracts such as a specific project or maternity cover.
- The split of staff by gender is 48.61 % female against 51.39% male. Further detail is available in our Gender Pay Gap reports. 3.31% of staff have declared having a disability.
- Sickness (average days per person per month) since the last reporting period has increase slightly to 0.59. This is above our target of 0.50 days per person per month. Short term sickness is at 0.25 and long term at 0.34.
- The top 3 reasons which make up 43.47% of all sickness absence, as a percentage of the total, for sickness absence are:

Sickness Reason	Overall	Short-term	Long-term
Anxiety, stress, depression, other psychiatric illnesses	24.26%	12.48%	87.52%
Other musculoskeletal problems -excluding back problems, including neck problems	10.41%	22.40%	77.60%
Colds Coughs Flu	10.83%	95.91%	4.09%

10. It is difficult to analyse the immediate impact of our mental health and wellbeing initiatives on sickness absence levels. Certainly, as is the general trend, anxiety and stress remain our top reason for sickness and has increased since last year. At the City Corporation the uncertainty that some staff may be facing as a result of the fundamental review may also result in higher levels of stress and anxiety. In addition, by supporting staff to talk about mental health and wellbeing, this could in itself result in an increase in sickness due to stress and anxiety. However, the staff survey indicates that staff feel positive about the support and initiatives that we have in place.

11. There have been 45 formal disciplinary cases in the year to the end of January 2020 with 12 cases currently open. 24 formal grievances have been submitted with 4 open. 260 sickness cases are being managed formally and this is an increase of 34 cases since the last report. 100 cases are currently being actively managed.

### **Town Clerk's Department**

12. The Town Clerk's department has a headcount of 424 (396.87 FTE) with a staff turnover higher than the Corporate turnover at 15.31%. Sickness absence (average days per person per month) in Town Clerk's is lower than the average at 0.48 and is below the corporate target of 0.50 days per person per month.

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

13. The Comptroller and City Solicitor's Department has a headcount of 59 (52.56 FTE) with a staff turnover of 6.9%. Sickness absence in this department is below the corporate target at 0.48 per person per month.

### **Corporate & Strategic Implications**

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

### **Appendices**

Appendix 1 – Corporate Dashboard January 2020

Appendix 2 – Town Clerk's department Dashboard January 2020

Appendix 3 – Comptroller's and City Solicitors Department 2020

### **Background Papers**

Establishment Committee – Annual Workforce Profile June 2019 and Equalities and Inclusion Update report - December 2019

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

Tracey Jansen, Assistant Director Human Resources

T: 020 7332 3289 E: [tracey.jansen@cityoflondon.gov.uk](mailto:tracey.jansen@cityoflondon.gov.uk)

City of London Figures 01/02/2019 to 31/01/2020

<b>4145</b>	Current Staff - Headcount
<b>3879.1</b>	Current staff FTE

<b>13.26%</b>	Staff Turn over
<b>Starters</b>	<b>560</b>
<b>Leavers</b>	<b>548</b>
- Voluntary	10.62% 439
- Involuntary	2.64% 109

<b>Disciplinaries</b>			
In the last year	<b>45</b>	Currently open	<b>12</b>
<b>Grievances</b>			
in the last year	<b>24</b>	Currently open	<b>4</b>
<b>Sickness Cases</b>			
In the last year	<b>260</b>	Currently open	<b>100</b>

<b>Monthly Sickness Level</b>	<b>0.59</b>
Long Term	<b>0.34</b>
Short Term	<b>0.25</b>
Previous level February 2019	0.57

**Dash Board Notes**

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

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

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

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

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

The Separate Units of the Central Criminal Court and the Mansion house will continue to show on the report until they have been empty for a year.

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

**Staff Turnover 01/02/2019 to 31/01/2020**

Type / Detail	Headcount	FTE
Staff as at 01/02/2019	4121	3866.87
Staff as at 31/01/2020	4145	3879.1
<b>Average Staff</b>	<b>4133</b>	<b>3872.99</b>
Leavers In period	548	508.97
<b>Overall Turnover</b>	<b>13.26%</b>	<b>13.14%</b>
Involuntary Turnover	2.64%	2.60%
Voluntary Turnover	10.62%	10.54%

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



## Corporate Dashboard January 2020

### Corporation of London

#### Departmental Dashboard 01/02/2019 To 31/01/2020

Department	Head count	Current FTE	Staff Turnover	Starters	Leavers
BARBICAN CENTRE [05]	375	360.96	18.28%	78	67
CHAMBERLAIN'S DEPARTMENT [11]	273	265.81	15.86%	34	44
CITY OF LONDON POLICE (CIVILIANS) [55]	456	442.1	11.03%	41	50
CITY OF LONDON SCHOOL [61]	179	163.32	10.64%	20	19
CITY OF LONDON SCHOOL FOR GIRLS [63]	155	124.44	16.03%	25	25
CITY SURVEYOR'S DEPARTMENT [73]	234	227.74	16.08%	18	39
COMMUNITY & CHILDREN'S SERVICES DEPARTMENT [25]	352	337.85	12.80%	34	46
COMPROLLER & CITY SOLICITOR'S DEPARTMENT [15]	59	52.56	6.90%	4	4
FREEMEN'S SCHOOL [65]	191	164.97	17.99%	38	34
GUILDHALL SCHOOL OF MUSIC & DRAMA [19]	313	272.15	16.21%	59	50
MANSION HOUSE & CENTRAL CRIMINAL COURT [09]	147	135.55	8.39%	22	12
MARKETS & CONSUMER PROTECTION [41]	273	258.23	8.16%	29	22
OPEN SPACES DEPARTMENT [50]	446	420.98	9.44%	43	42
REMEMBRANCER'S OFFICE [59]	31	30.8	26.67%	11	8
THE BUILT ENVIRONMENT [54]	237	224.76	9.24%	20	22
TOWN CLERKS DEPARTMENT [77]	424	396.87	15.31%	84	64
<b>Corporation of London</b>	<b>4145</b>	<b>3879.09</b>	<b>13.26%</b>	<b>560</b>	<b>548</b>

#### Departmental Sickness

Department	Annual Sick lost	Annual sick per FTE	Annual sick Short term per FTE	Annual sick Long term per FTE	January2020 Monthly Sickness Level	Long Term	Short Term	Previous level February 2019
BARBICAN CENTRE [05]	1629	4.51	2.19	2.32	0.37	0.17	0.21	0.45
CHAMBERLAIN'S DEPARTMENT [11]	1512	5.69	2.31	3.37	0.74	0.53	0.21	0.4
CITY OF LONDON POLICE (CIVILIANS) [55]	4289	9.7	3.84	5.86	0.94	0.67	0.26	0.88
CITY OF LONDON SCHOOL [61]	440.5	2.7	1.55	1.15	0.47	0.34	0.12	0.19
CITY OF LONDON SCHOOL FOR GIRLS [63]	341	2.74	1.56	1.18	0.38	0.18	0.2	0.39
CITY SURVEYOR'S DEPARTMENT [73]	1463	6.42	2.72	3.71	0.57	0.32	0.25	0.67
COMMUNITY & CHILDREN'S SERVICES DEPARTMENT [25]	3529	10.45	3.86	6.58	0.78	0.47	0.31	0.78
COMPROLLER & CITY SOLICITOR'S DEPARTMENT [15]	151	2.87	2.19	0.68	0.48	0	0.48	0.45
FREEMEN'S SCHOOL [65]	417	2.53	1.78	0.75	0.19	0.01	0.18	0.18
GUILDHALL SCHOOL OF MUSIC & DRAMA [19]	573.5	2.11	1.52	0.59	0.15	0.05	0.1	0.38
MANSION HOUSE & CENTRAL CRIMINAL COURT [09]	1324	9.77	3.76	6.01	0.66	0.38	0.27	0.63
MARKETS & CONSUMER PROTECTION [41]	2340	9.06	4.57	4.49	0.78	0.36	0.43	0.69
OPEN SPACES DEPARTMENT [50]	3948	9.38	3.54	5.83	0.71	0.47	0.25	0.59
REMEMBRANCER'S OFFICE [59]	78	2.53	1.43	1.1	0.52	0.36	0.16	0.24
THE BUILT ENVIRONMENT [54]	1385	6.16	2.64	3.52	0.65	0.35	0.3	0.62
TOWN CLERKS DEPARTMENT [77]	2327	5.86	2.86	3	0.47	0.17	0.3	0.56
<b>Corporation of London</b>	<b>25747</b>	<b>6.64</b>	<b>2.9</b>	<b>3.74</b>	<b>0.59</b>	<b>0.34</b>	<b>0.25</b>	<b>0.57</b>

**Workforce information at 31/01/2020**

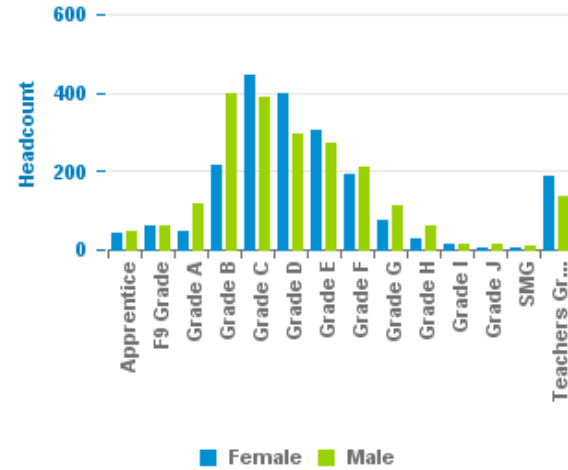
Female/Male Profile

Female	Male
48.61%	51.39%

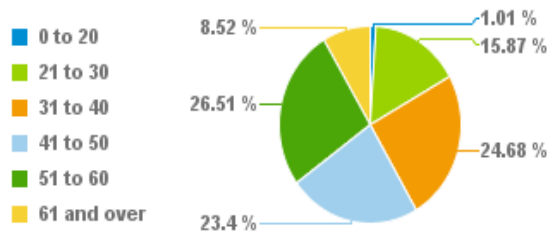
Workforce Breakdown

	Head Count	Full Time Equivalent
Full-Tim	3501	3489.41
Part-Tim	644	389.69
<b>Total</b>	<b>4145</b>	<b>3879.1</b>

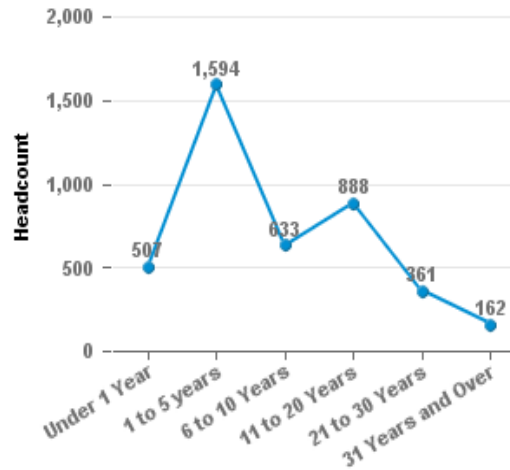
Grade Breakdown



Age Groups



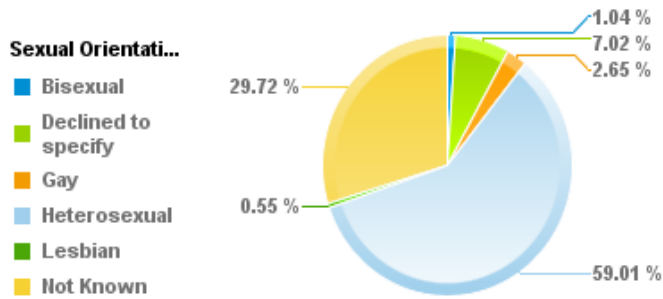
City of London Length of Service



Stated Disability

No	77.13%
Not Known	19.57%
Yes	3.31%

### Sexual Orientation



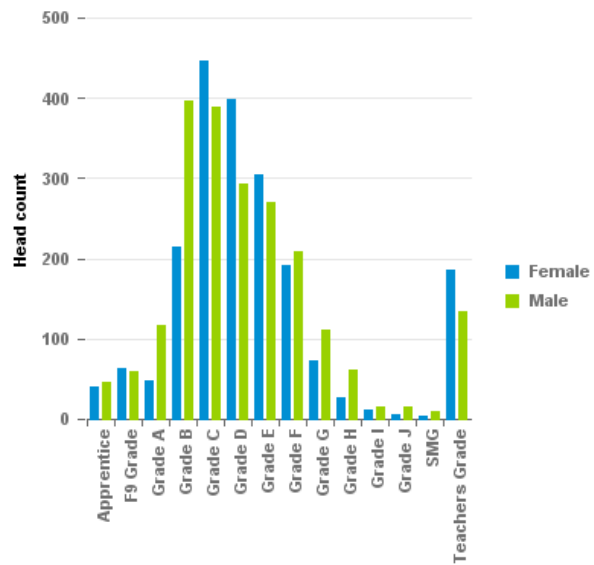
Sexual Orientation	Total	%
Bisexual	43	1.04%
Declined to specify	291	7.02%
Gay	110	2.65%
Heterosexual	2446	59.01%
Lesbian	23	0.55%
Not Known	1232	29.72%
<b>Total</b>	<b>4145</b>	<b>100.00%</b>

### Religion and Beliefs

Religious Belief	Total	%
Buddhist	18	0.43%
Christian	1423	34.33%
Hindu	47	1.13%
Jewish	23	0.55%
Muslim	110	2.65%
None / No religion	1347	32.50%
Not Known	734	17.71%
Not stated	233	5.62%
Other	141	3.40%
Sikh	31	0.75%
Spiritual	38	0.92%
<b>Totals</b>	<b>4145</b>	<b>100.00%</b>

City of London Grade & Female/Male Breakdown as at 31/01/2020

Grade	Female	Male	Total
Apprentice	40 46.51%	46 53.49%	86
F9 Grade	63 51.22%	60 48.78%	123
Grade A	48 29.27%	116 70.73%	164
Grade B	215 35.13%	397 64.87%	612
Grade C	447 53.47%	389 46.53%	836
Grade D	399 57.66%	293 42.34%	692
Grade E	304 52.87%	271 47.13%	575
Grade F	192 47.88%	209 52.12%	401
Grade G	73 39.67%	111 60.33%	184
Grade H	27 30.34%	62 69.66%	89
Grade I	12 44.44%	15 55.56%	27
Grade J	6 27.27%	16 72.73%	22
SMG	3 23.08%	10 76.92%	13
Teachers Grade	186 57.94%	135 42.06%	321
<b>Totals</b>	<b>2015</b> 48.61%	<b>2130</b> 51.39%	<b>4145</b>



# Corporate Dashboard January 2020

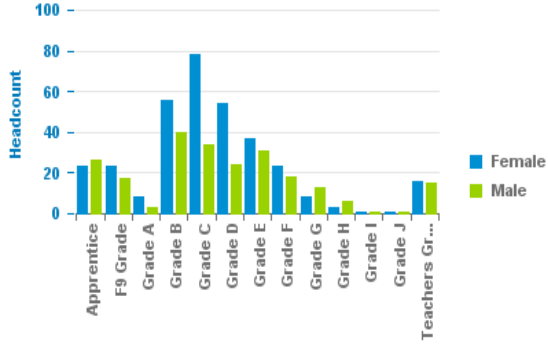
## New starter information 01/02/2019 to 31/01/2020

Female	Male
59.11%	40.89%
331	229

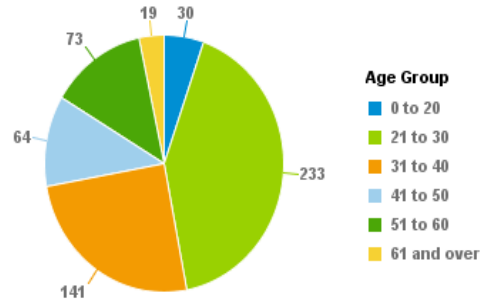
### Workforce profile

	Full-Time	Part-Time	Total
Head count	483	77	560
Full Time Equivalent	480.82	44.11	524.93

Grade & Female/Male Profile



Age Grouping



Grade	Female	Male	Total
Apprentice	23	26	49
F9 Grade	23	17	40
Grade A	8	3	11
Grade B	56	40	96
Grade C	78	34	112
Grade D	54	24	78
Grade E	37	31	68
Grade F	23	18	41
Grade G	8	13	21
Grade H	3	6	9
Grade I	1	1	2
Grade J	1	1	2
Teachers Grade	16	15	31
<b>Totals</b>	<b>331</b>	<b>229</b>	<b>560</b>

Age Group	Female	Male	Total
0 to 20	18	12	30
21 to 30	151	82	233
31 to 40	86	55	141
41 to 50	37	27	64
51 to 60	32	41	73
61 and over	7	12	19
<b>Totals</b>	<b>331</b>	<b>229</b>	<b>560</b>

Ethnic Groups

Grade	Asian or Asian British	Black or Black British	Mixed	Not Known	Other Ethnic Groups	White	Total
Apprentice	5.81%	6.98%	9.30%	16.28%		61.63%	100.00%
F9 Grade	3.25%	5.69%	0.81%	23.58%	0.81%	65.85%	100.00%
Grade A	3.05%	28.66%	2.44%	8.54%	6.71%	50.61%	100.00%
Grade B	5.39%	12.09%	2.78%	13.56%	1.31%	64.87%	100.00%
Grade C	7.54%	7.18%	3.35%	12.44%	2.15%	67.34%	100.00%
Grade D	5.06%	8.09%	2.75%	15.46%	1.01%	67.63%	100.00%
Grade E	6.26%	4.17%	2.61%	12.00%	1.74%	73.22%	100.00%
Grade F	6.48%	3.49%	1.75%	7.48%	1.50%	79.30%	100.00%
Grade G	4.35%	1.63%	2.17%	8.15%	1.63%	82.07%	100.00%
Grade H	2.25%	1.12%	1.12%	5.62%	1.12%	88.76%	100.00%
Grade I						100.00%	100.00%
Grade J	9.09%	9.09%	4.55%	18.18%		59.09%	100.00%
SMG		7.69%		30.77%		61.54%	100.00%
Teachers Grade	0.93%		0.93%	52.96%		45.17%	100.00%

Ethnic Group	Total	Percentage
Asian or Asian British	222	5.36%
Black or Black British	295	7.12%
Mixed	108	2.61%
Not Known	648	15.63%
Other Ethnic Groups	65	1.57%
White	2807	67.72%
<b>Total</b>	<b>4145</b>	<b>100.00%</b>

# Corporate Dashboard January 2020

## Leaver information 01/02/2019 to 31/01/2020

### Breakdown

Female	Male
56.20%	43.80%
308	240

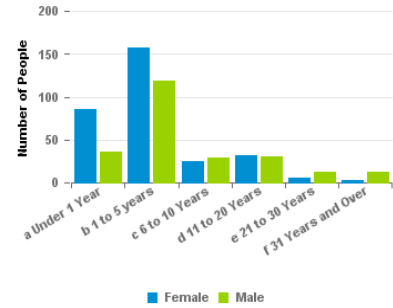
### Workforce Profile

Full Time	Part-Time	Total
456	92	548
454.58	54.37	508.95

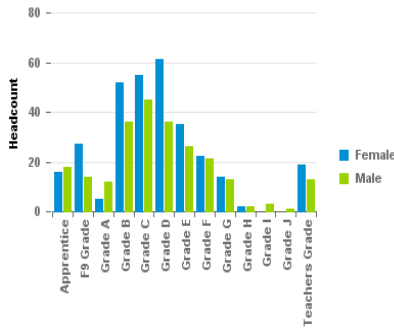
Head count

Full Time Equivalent

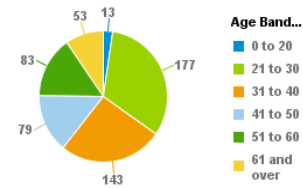
### Service History



### Grade & Female/Male Profile



### Age Grouping



Grade	Female	Male	Total
Apprentice	16	18	34
F9 Grade	27	14	41
Grade A	5	12	17
Grade B	52	36	88
Grade C	55	45	100
Grade D	61	36	97
Grade E	35	26	61
Grade F	22	21	43
Grade G	14	13	27
Grade H	2	2	4
Grade I	0	3	3
Grade J	0	1	1
Teachers Grade	19	13	32
<b>Totals</b>	<b>308</b>	<b>240</b>	<b>548</b>

Age group	Female	Male	Total
0 to 20	9	4	13
21 to 30	114	63	177
31 to 40	79	64	143
41 to 50	50	29	79
51 to 60	35	48	83
61 and over	21	32	53
<b>Totals</b>	<b>308</b>	<b>240</b>	<b>548</b>

Service groups	Female	Male	Total
a Under 1 Year	85	36	121
b 1 to 5 years	157	119	276
c 6 to 10 Years	25	29	54
d 11 to 20 Years	32	31	63
e 21 to 30 Years	6	12	18
f 31 Years and Over	3	13	16
<b>Totals</b>	<b>308</b>	<b>240</b>	<b>548</b>

Leaving Reasons	Total
Death in Service	1
Dismissal	18
End of Fixed Term Contract	60
Other Reason	10
Redundancy	14
Resignation	422
Retirement	17
Transfer	6
<b>Totals</b>	<b>548</b>

Sickness Absence reporting - January 2020

**Average Working days lost**

	February 2019	January2020
Short Term Sickness	0.28	0.25
Long Term Sickness	0.28	0.34
<b>Total</b>	<b>0.57</b>	<b>0.59</b>

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**Top 3 Reasons as % of Total absence**

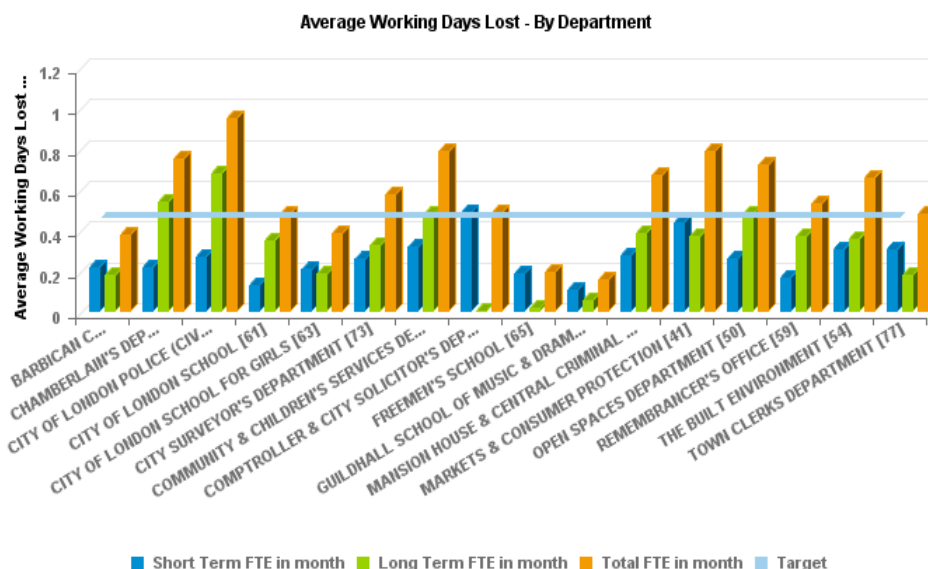
Sickness Reason	%
Anxiety/stress/depression/other psychiatric illnesses	24.26%
Other musculoskeletal problems -excluding back problems, including neck problems	10.41%
Cold, Cough, Flu (Influenza)	10.83%
<b>Total of top 3 Reasons</b>	<b>45.50%</b>
Other Reasons	54.50%
<b>Total</b>	<b>100.00%</b>

**Short-Term/ Long-term split**

Top 3 Sickness Reasons	Short-Term split	Long-Term split
Anxiety/stress/depression/other psychiatric illnesses	12.48%	87.52%
Other musculoskeletal problems -excluding back problems, including neck problems	22.40%	77.60%
Cold, Cough, Flu (Influenza)	95.91%	4.09%
<b>Average</b>	<b>43.60%</b>	<b>56.40%</b>



Sickness Absence per Department - January 2020



Department	Total	Short Term	Long Term	Occurrences	Target
BARBICAN CENTRE [05]	0.37	0.21	0.17	18	0.5
CHAMBERLAIN'S DEPARTMENT [11]	0.74	0.21	0.53	15	0.5
CITY OF LONDON POLICE (CIVILIANS) [55]	0.94	0.26	0.67	13	0.5
CITY OF LONDON SCHOOL [61]	0.47	0.12	0.34	11	0.5
CITY OF LONDON SCHOOL FOR GIRLS [63]	0.38	0.2	0.18	12	0.5
CITY SURVEYOR'S DEPARTMENT [73]	0.57	0.25	0.32	12	0.5
COMMUNITY & CHILDREN'S SERVICES DEPARTMENT [25]	0.78	0.31	0.47	19	0.5
COMPROLLER & CITY SOLICITOR'S DEPARTMENT [15]	0.48	0.48	0	7	0.5
FREEMEN'S SCHOOL [65]	0.19	0.18	0.01	10	0.5
GUILDHALL SCHOOL OF MUSIC & DRAMA [19]	0.15	0.1	0.05	16	0.5
MANSION HOUSE & CENTRAL CRIMINAL COURT [09]	0.66	0.27	0.38	9	0.5
MARKETS & CONSUMER PROTECTION [41]	0.78	0.43	0.36	20	0.5
OPEN SPACES DEPARTMENT [50]	0.71	0.25	0.47	25	0.5
REMEMBRANCER'S OFFICE [59]	0.52	0.16	0.36	3	0.5
THE BUILT ENVIRONMENT [54]	0.65	0.3	0.35	15	0.5
TOWN CLERKS DEPARTMENT [77]	0.47	0.3	0.17	18	0.5
<b>Total</b>	<b>0.59</b>	<b>0.25</b>	<b>0.34</b>	<b>223</b>	<b>0.5</b>

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

## Corporate Dashboard January 2020

### Sickness lost by Absence reason - January 2020

Absence Reason	Working days lost in last month	Percentage of working days lost in last month	Working days lost in year	Percentage of working days lost in year
Anxiety/stress/depression/other psychiatric illnesses	467	20.30%	6246	24.26%
Cold, Cough, Flu (Influenza)	404	17.56%	2787.5	10.83%
Other musculoskeletal problems -excluding back problems, including neck problems	266	11.56%	2681	10.41%
Other Reason (not classified elsewhere)	219	9.52%	1535	5.96%
Gastrointestinal problems	162	7.04%	2254.5	8.76%
Back Problems	146	6.35%	1528	5.93%
Chest & respiratory problems	93	4.04%	990	3.85%
Genitourinary & gynaecological disorders - excluding pregnancy related disorders	89	3.87%	1033	4.01%
Heart, cardiac & circulatory problems	74	3.22%	959	3.72%
Injury, fracture	69	3.00%	1446	5.62%
Ear, nose, throat (ENT)	54	2.35%	830	3.22%
Headache / migraine	51	2.22%	612	2.38%
Benign and malignant tumours, cancers	43	1.87%	788	3.06%
Nervous system disorders - excluding headache/migraine	34	1.48%	327	1.27%
Eye problems	31	1.35%	312	1.21%
Dental and oral problems	30	1.30%	170	0.66%
Pregnancy related disorders	23	1.00%	262	1.02%
Endocrine / glandular problems (e.g. diabetes, thyroid, metabolic problems)	22	0.96%	230	0.89%
Asthma	12	0.52%	307	1.19%
Infectious diseases	11	0.48%	214	0.83%
Skin disorders	1	0.04%	201	0.78%
Blood disorders (e.g. anaemia)	0	0.00%	4	0.02%
Burns, poisoning, frostbite, hypothermia	0	0.00%	17	0.07%
Substance abuse - including alcoholism & drug dependence	0	0.00%	13	0.05%
<b>Total</b>	<b>2301</b>	<b>100.00%</b>	<b>25747</b>	<b>100.00%</b>

## HR Casework - January 2020

### Grievances

<b>Total cases in rolling year</b>	<b>24</b>
<b>Cases currently open</b>	<b>4</b>
<b>Open cases that relate to Leavers</b>	<b>4</b>

<b>closure rate</b>	<b>Cases</b>	<b>%</b>
0 to < 3 Months	9	45.00%
3 to <6 Months	3	15.00%
6 to <9 Months	0	0.00%
9 to <12 Months	1	5.00%
over 12 Months	7	35.00%
<b>Total Cases closed</b>	<b>20</b>	<b>100.00%</b>

### Disciplinaries

<b>Total cases in rolling year</b>	<b>45</b>
<b>Cases currently open</b>	<b>12</b>
<b>Open cases that relate to Leavers</b>	<b>5</b>

<b>closure rate</b>	<b>Cases</b>	<b>%</b>
0 to <3 Months	21	63.64%
>=12 Months	2	6.06%
3 to <6 Months	9	27.27%
9 to <12 Months	1	3.03%
over 12 Months	0	0.00%
<b>Total Cases closed</b>	<b>33</b>	<b>100.00%</b>

### Sickness Management

<b>Total cases in rolling year</b>	<b>260</b>
<b>Cases currently open</b>	<b>100</b>
<b>Open cases that relate to Leavers</b>	<b>12</b>

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**Comptroller & City Solicitor's Dashboard January 2020**

**COMPROLLER & CITY SOLICITOR'S DEPARTMENT [15] 01/02/2019 to 31/01/2020**

<b>59</b>	<b>Current Staff - Headcount</b>
<b>52.56</b>	<b>Current staff FTE</b>

<b>6.90%</b>	<b>Staff Turn over</b>
<b>Starters</b>	<b>4</b>
<b>Leavers</b>	<b>4</b>
- Voluntary	5.17%      3
- Involuntary	1.72%      1

<b>Disciplinaries</b>			
In the last year	<b>0</b>	Currently open	<b>0</b>
<b>Grievances</b>			
in the last year		Currently open	
<b>Sickness Cases</b>			
In the last year	<b>3</b>	Currently open	<b>0</b>

<b>Monthly Sickness Level</b>	<b>0.48</b>
Long Term	<b>0.00</b>
Short Term	<b>0.48</b>
Previous level February2019	0.45

**Dashboard Notes**

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

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

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

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

**COMPTROLLER & CITY SOLICITOR'S DEPARTMENT [15]**

**Divisional Dashboard - 01/02/2019 to 31/01/2020**

Division	Head count	Current FTE	staff Turnover	Starters	Leavers
Chief Officer [15A]	4	4	28.57%	0	1
Litigation & Corporate Law & Contracts Division [15C]	17	15.16	10.81%	1	2
Office Services [15D]	13	11.2		0	0
Property Division [15B]	17	15		2	0
Public Law Division [15E]	8	7.2	13.33%	1	1
<b>COMPTROLLER &amp; CITY SOLICITOR'S DEPARTMENT [15]</b>	<b>59</b>	<b>52.56</b>	<b>6.90%</b>	<b>4</b>	<b>4</b>

Division	Annual sick days lost	Annual sick per FTE	January2020 Monthly Sickness Level	Long Term	Short Term	Previous level February2019
Chief Officer [15A]	7	1.75	0	0	0	0
Litigation & Corporate Law & Contracts Division [15C]	49	3.23	0.26	0	0.26	0.96
Office Services [15D]	33	2.95	0.89	0	0.89	0.49
Property Division [15B]	52	3.47	0.4	0	0.4	0.07
Public Law Division [15E]	10	1.39	0.69	0	0.69	0
<b>COMPTROLLER &amp; CITY SOLICITOR'S DEPARTMENT [15]</b>	<b>151</b>	<b>2.87</b>	<b>0.48</b>	<b>0</b>	<b>0.48</b>	<b>0.45</b>

Comptroller & City Solicitor's Dashboard January 2020

COMPROLLER & CITY SOLICITOR'S DEPARTMENT [15] Workforce information at 31/01/2020

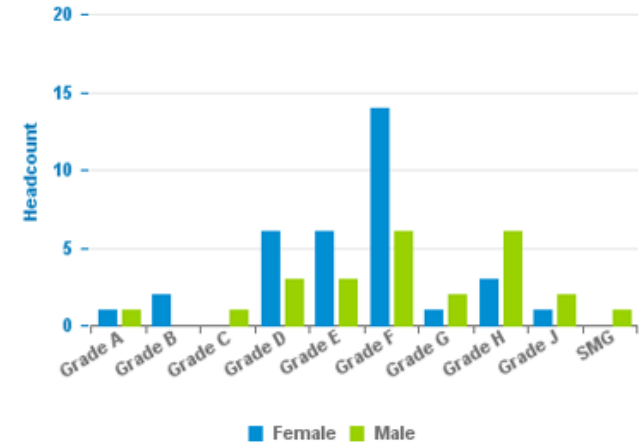
Gender Profile

Female	Male
57.63%	42.37%

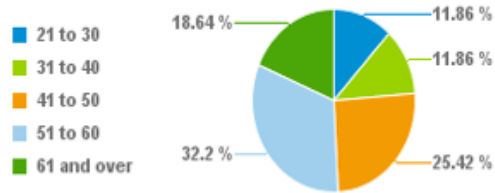
Workforce Breakdown

	Head Count	Full Time Equivalent
Full-Time	41	41
Part-Time	18	11.56
<b>Total</b>	<b>59</b>	<b>52.56</b>

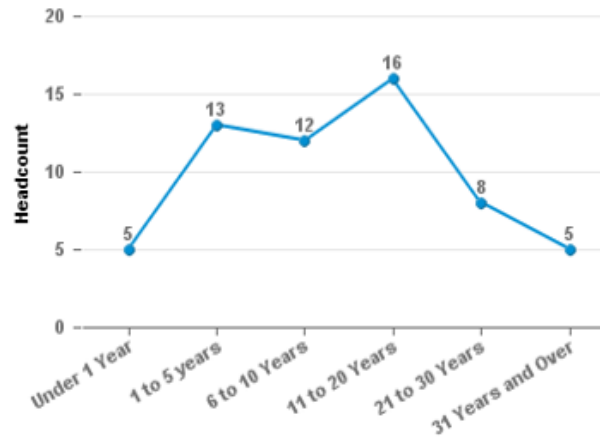
Grade Breakdown



Age Groups



City of London Service

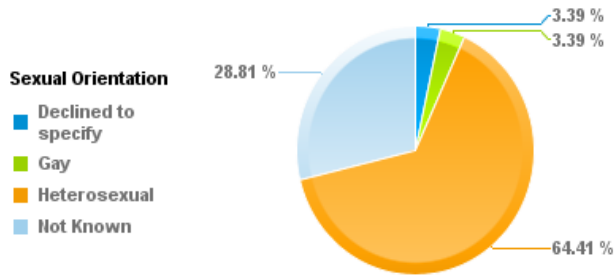


Stated Disability

No	77.97%
Not Known	15.25%
Yes	6.78%

COMPROLLER & CITY SOLICITOR'S DEPARTMENT [15]

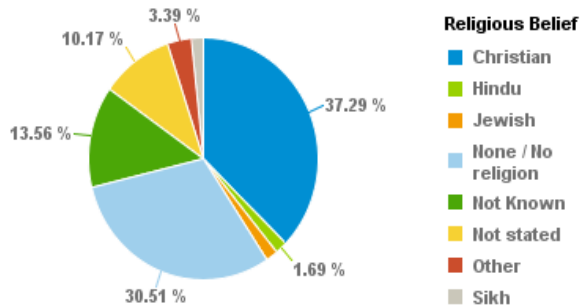
Sexual Orientation



Sexual Orientation	Total	Percentage
Declined to specify	2	3.39%
Gay	2	3.39%
Heterosexual	38	64.41%
Not Known	17	28.81%
<b>Total</b>	<b>59</b>	<b>100.00%</b>

Religious Beliefs

Religious Belief	Total	Percentage
Christian	22	37.29%
Hindu	1	1.69%
Jewish	1	1.69%
None / No religion	18	30.51%
Not Known	8	13.56%
Not stated	6	10.17%
Other	2	3.39%
Sikh	1	1.69%
<b>Totals</b>	<b>59</b>	<b>100.00%</b>





# Comptroller & City Solicitor's Dashboard January 2020

**COMPTRROLLER & CITY SOLICITOR'S DEPARTMENT [15]    New starter information 01/02/2019 to 31/01/2020**

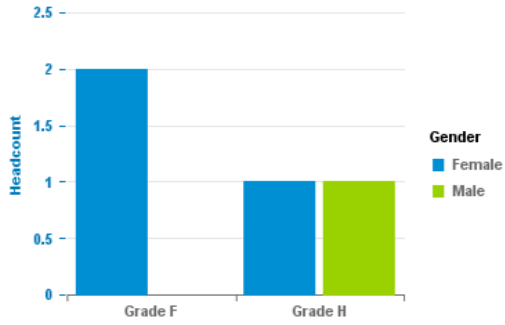
**Gender Breakdown**

Female	Male
75.00%	25.00%
3	1

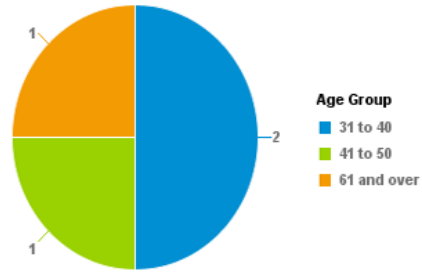
**Workforce profile**

	Full-Time	Part-Time	Total
Head count	2	2	4
Full Time Equivalent	2	1.4	3.4

**Grade & Gender Profile**



**Age Grouping**

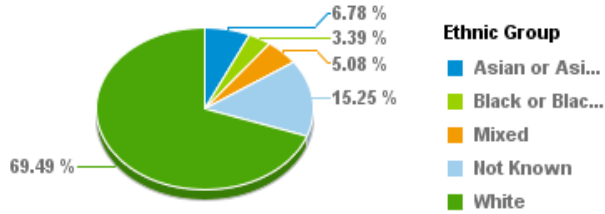


Grade	Female	Male	Total
Grade F	2	0	2
Grade H	1	1	2
<b>Totals</b>	<b>3</b>	<b>1</b>	<b>4</b>

Age Group	Female	Male	Total
31 to 40	2		2
41 to 50		1	1
61 and over	1		1
<b>Totals</b>	<b>3</b>	<b>1</b>	<b>4</b>

**COMPROLLER & CITY SOLICITOR'S DEPARTMENT [15]**

**Ethnic Groups**



Ethnic Group	Total	Percentage
Asian or Asian British	4	6.78%
Black or Black British	2	3.39%
Mixed	3	5.08%
Not Known	9	15.25%
White	41	69.49%
<b>Total</b>	<b>59</b>	<b>100.00%</b>

Grade	Asian or Asian British	Black or Black British	Mixed	Not Known	White	Total
Grade A			50.00%		50.00%	100.00%
Grade B					100.00%	100.00%
Grade C				100.00%		100.00%
Grade D		11.11%	11.11%	22.22%	55.56%	100.00%
Grade E		11.11%		22.22%	66.67%	100.00%
Grade F	15.00%			10.00%	75.00%	100.00%
Grade G					100.00%	100.00%
Grade H	11.11%			11.11%	77.78%	100.00%
Grade J			33.33%		66.67%	100.00%
SMG				100.00%		100.00%

# Comptroller & City Solicitor's Dashboard January 2020

## COMPROLLER & CITY SOLICITOR'S DEPARTMENT [15] Leaver information 01/02/2019 to 31/01/2020

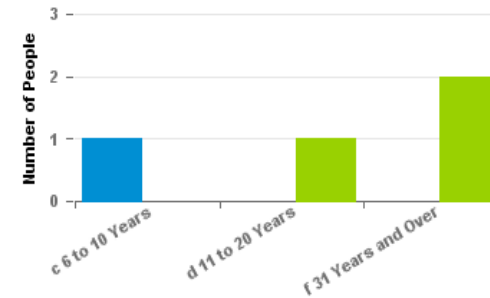
### Gender Breakdown

Female	Male
25.00%	75.00%
1	3

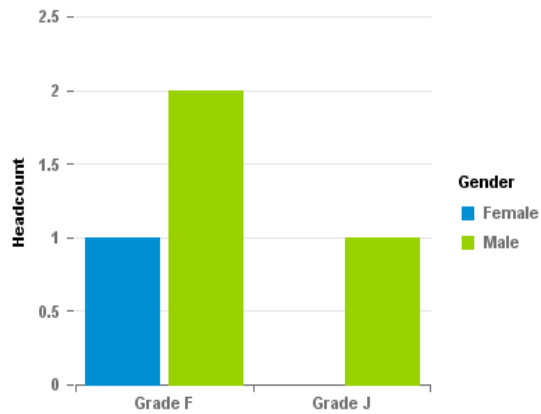
### Workforce Profile

	Full Time	Part-Time	Total
Head count	2	2	4
Full Time Equivalent	2	1.6	3.6

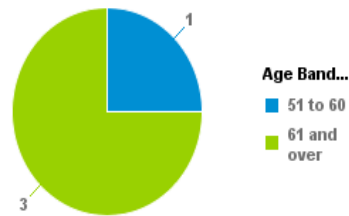
### Service History



### Grade & Gender Profile



### Age Grouping



Service groups	Female	Male	Total
c 6 to 10 Years	1	0	1
d 11 to 20 Years	0	1	1
f 31 Years and Over	0	2	2
<b>Totals</b>	<b>1</b>	<b>3</b>	<b>4</b>

Grade	Female	Male	Total
Grade F	1	2	3
Grade J	0	1	1
<b>Totals</b>	<b>1</b>	<b>3</b>	<b>4</b>

Age group	Female	Male	Total
51 to 60	1	0	1
61 and over	0	3	3
<b>Totals</b>	<b>1</b>	<b>3</b>	<b>4</b>

Leaving Reasons	Total
Other Reason	1
Resignation	1
Retirement	2
<b>Totals</b>	<b>4</b>

**COMPTROLLER & CITY SOLICITOR'S DEPARTMENT [15]**

**Staff Turnover 01/02/2019 to 31/01/2020**

<b>Type / Detail</b>	<b>Headcount</b>	<b>FTE</b>
Staff as at 01/02/2019	57	50.76
Staff as at 31/01/2020	59	52.56
<b>Average Staff</b>	<b>58</b>	<b>51.66</b>
Leavers In period	4	3.6
<b>Overall Turnover</b>	<b>6.90%</b>	<b>6.97%</b>
Involuntary Turnover	1.72%	1.55%
Voluntary Turnover	5.17%	5.42%

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

COMPTROLLER & CITY SOLICITOR'S Sickness Absence reporting - January 2020

**Average Working days lost**

	February2019	January2020
Short Term Sickness	0.14	0.48
Long Term Sickness	0.32	0
<b>Total</b>	<b>0.45</b>	<b>0.48</b>

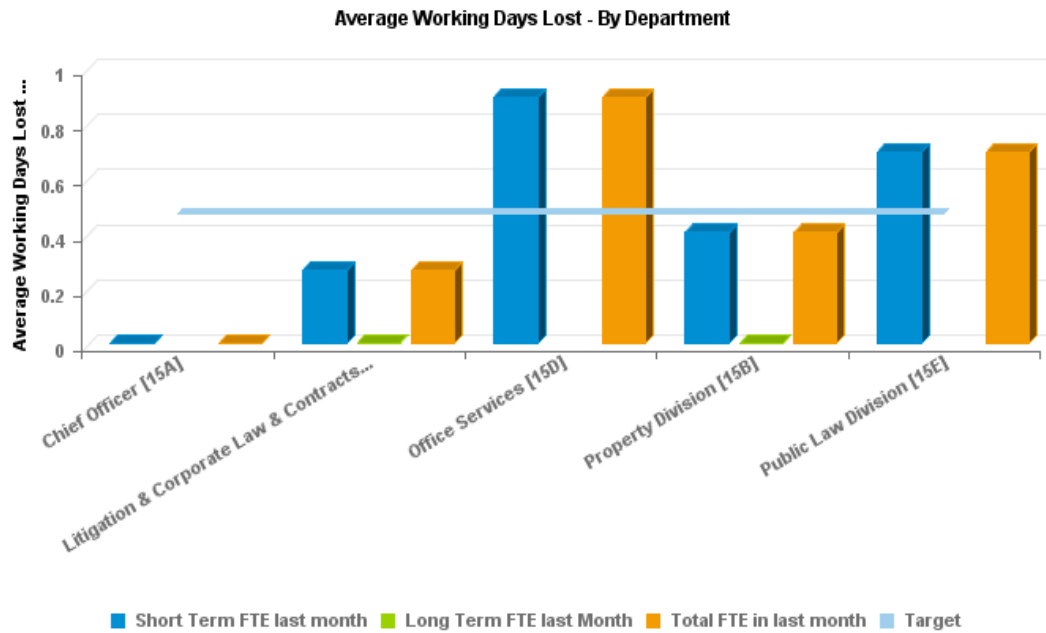
**Top 3 Reasons as % of Total absence**

Sickness Reason	Percentage
Anxiety/stress/depression/other psychiatric illnesses	53.41%
Cold, Cough, Flu (Influenza)	11.11%
Benign and malignant tumours, cancers	7.53%
<b>Total of top 3 Reasons</b>	<b>72.04%</b>
Other Reasons	27.96%
<b>Total</b>	<b>100.00%</b>

**Short-Term/ Long-term split**

Top 3 Sickness Reasons	Short-Term split	Long-Term split
Anxiety/stress/depression/other psychiatric illnesses		100.00%
Cold, Cough, Flu (Influenza)	100.00%	
Benign and malignant tumours, cancers	28.57%	71.43%
<b>Average</b>	<b>64.29%</b>	<b>85.71%</b>

COMPTRROLLER & CITY SOLICITOR'S DEPARTMENT [15]  
Sickness Absence per Department - January 2020



Page 184

Department/Division	Annual sick days lost	Annual sick per FTE	Monthly Total	Short Term	Long Term	Occurence	Target
Chief Officer [15A]	7	1.75	0	0	0	0	0.5
Litigation & Corporate Law & Contracts Division [15C]	49	3.23219	0.26	0.26	0	2	0.5
Office Services [15D]	33	2.94643	0.89	0.89	0	2	0.5
Property Division [15B]	52	3.46667	0.4	0.4	0	2	0.5
Public Law Division [15E]	10	1.38889	0.69	0.69	0	2	0.5
<b>COMPTRROLLER &amp; CITY SOLICITOR'S DEPARTMENT [15]</b>	<b>151</b>	<b>2.87291</b>	<b>0.48</b>	<b>0.48</b>	<b>0</b>	<b>8</b>	<b>0.5</b>

Notes: Totals sickness days lost / Total of FTE in Department/Division

**COMPROLLER & CITY SOLICITOR'S DEPARTMENT [15] Sickness lost by Absence reason - January 2020**

<b>Absence Reason</b>	<b>Working days lost in last month</b>	<b>Percentage of working days lost in last month</b>	<b>Working days lost in year</b>	<b>Percentage of working days lost in year</b>
Cold, Cough, Flu (Influenza)	7	28.00%	31	20.53%
Ear, nose, throat (ENT)	4	16.00%	9	5.96%
Gastrointestinal problems	4	16.00%	11	7.28%
Genitourinary & gynaecological disorders - excluding pregnancy related disorders	3	12.00%	6	3.97%
Other Reason (not classified elsewhere)	3	12.00%	20	13.25%
Chest & respiratory problems	2	8.00%	5	3.31%
Headache / migraine	2	8.00%	11	7.28%
Anxiety/stress/depression/other psychiatric illnesses	0	0.00%	21	13.91%
Back Problems	0	0.00%	9	5.96%
Benign and malignant tumours, cancers	0	0.00%	21	13.91%
Dental and oral problems	0	0.00%	1	0.66%
Eye problems	0	0.00%	2	1.32%
Injury, fracture	0	0.00%	4	2.65%
<b>Total</b>	<b>25</b>	<b>100.00%</b>	<b>151</b>	<b>100.00%</b>

**COMPTROLLER & CITY SOLICITOR'S DEPARTMENT [15]**

**Grievances**

<b>Total cases in rolling year</b>	<b>0</b>
<b>Cases currently open</b>	<b>0</b>
<b>Open cases that relate to Leavers</b>	<b>0</b>

**HR Casework - January 2020**

<b>closure rate</b>	<b>Cases</b>	<b>%</b>
0 to < 3 Months	0	
3 to <6 Months	0	
6 to <9 Months	0	
9 to <12 Months	0	
over 12 Months	0	
<b>Total Cases closed</b>	<b>0</b>	
<b>closure rate</b>	<b>Cases</b>	<b>%</b>
	0	0.00%
<b>Total Cases closed</b>		

**Disciplinary**

<b>Total cases in rolling year</b>	<b>0</b>
<b>Cases currently open</b>	<b>0</b>
<b>Open cases that relate to Leavers</b>	<b>0</b>

**Sickness Management**

<b>Total cases in rolling year</b>	<b>3</b>
<b>Cases currently open</b>	<b>0</b>
<b>Open cases that relate to Leavers</b>	<b>0</b>



**TOWN CLERKS DEPARTMENT [77] 01/02/2019 to 31/01/2020**

<b>424</b>	<b>Current Staff - Headcount</b>
<b>396.87</b>	<b>Current staff FTE</b>

<b>15.31%</b>	<b>Staff Turn over</b>	
<b>Starters</b>	<b>84</b>	
<b>Leavers</b>	<b>64</b>	
- Voluntary	13.40%	56
- Involuntary	1.91%	8

<b>Disciplinaries</b>			
In the last year	<b>0</b>	Currently open	<b>0</b>
<b>Grievances</b>			
in the last year	<b>1</b>	Currently open	<b>1</b>
<b>Sickness Cases</b>			
In the last year	<b>33</b>	Currently open	<b>13</b>

<b>Monthly Sickness Level</b>	<b>0.47</b>
Long Term	<b>0.17</b>
Short Term	<b>0.30</b>
Previous level February 2019	0.56

**Dashboard Notes**

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

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

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

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

Town Clerks Dashboard January 2020

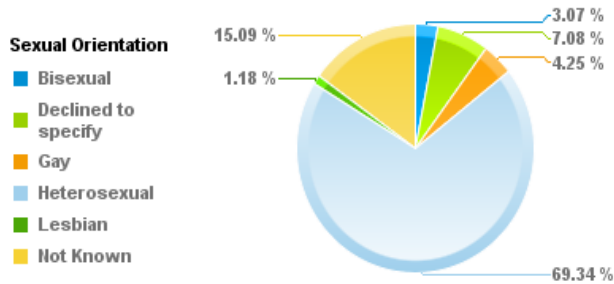
TOWN CLERKS DEPARTMENT [77]

Divisional Dashboard - 01/02/2019 to 31/01/2020

Division	Head count	Current FTE	staff Turnover	Starters	Leavers
Business & Support & Security & Corporate Policy [77H]	157	143.53	10.03%	23	16
City Bridge Trust [77F]	33	26.8	16.67%	8	5
Committee & Members & Electoral Services [77G]	27	27	25.45%	7	7
Corporate HR Unit [77B]	73	67.4	9.66%	5	7
Corporate Strategy & Performance [77J]	6	6	26.67%	0	2
Economic Development Office [77E]	90	88.6	25.30%	36	21
External Communications [77I]	27	26.94	22.22%	5	6
Town Clerks Office [77A]	11	10.6		0	0
<b>TOWN CLERKS DEPARTMENT [77]</b>	<b>424</b>	<b>396.87</b>	<b>15.31%</b>	<b>84</b>	<b>64</b>

Division	Annual sick days lost	Annual sick per FTE	January 2020 Monthly Sickness Level	Long Term	Short Term	Previous level February 2019
Business & Support & Security & Corporate Policy [77H]	1008	7.02	0.48	0.15	0.33	0.45
City Bridge Trust [77F]	147	5.49	0.41	0	0.41	1.14
Committee & Members & Electoral Services [77G]	312	11.56	0.81	0.81	0	1.03
Corporate HR Unit [77B]	392	5.82	0.92	0.33	0.59	0.77
Corporate Strategy & Performance [77J]	23	3.83	0	0	0	0
Economic Development Office [77E]	378	4.27	0.24	0	0.24	0.35
External Communications [77I]	26	0.97	0.04	0	0.04	0.23
Town Clerks Office [77A]	41	3.87	0	0	0	1.23
<b>TOWN CLERKS DEPARTMENT [77]</b>	<b>2327</b>	<b>5.86</b>	<b>0.47</b>	<b>0.17</b>	<b>0.3</b>	<b>0.56</b>

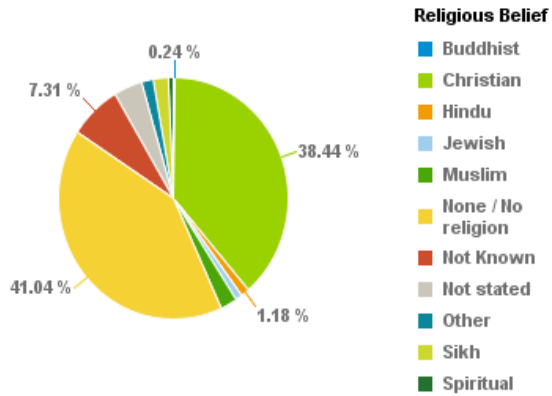
**TOWN CLERKS DEPARTMENT [77]**  
**Sexual Orientation**



Sexual Orientation	Total	Percentage
Bisexual	13	3.07%
Declined to specify	30	7.08%
Gay	18	4.25%
Heterosexual	294	69.34%
Lesbian	5	1.18%
Not Known	64	15.09%
<b>Total</b>	<b>424</b>	<b>100.00%</b>

**Religious Beliefs**

Religious Belief	Total	Percentage
Buddhist	1	0.24%
Christian	163	38.44%
Hindu	5	1.18%
Jewish	4	0.94%
Muslim	10	2.36%
None / No religion	174	41.04%
Not Known	31	7.31%
Not stated	17	4.01%
Other	7	1.65%
Sikh	9	2.12%
Spiritual	3	0.71%
<b>Totals</b>	<b>424</b>	<b>100.00%</b>



## Town Clerks Dashboard January 2020

### TOWN CLERKS DEPARTMENT [77] New starter information 01/02/2019 to 31/01/2020

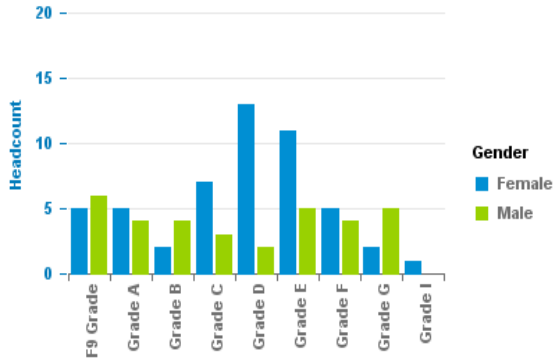
#### Gender Breakdown

Female	Male
60.71%	39.29%
51	33

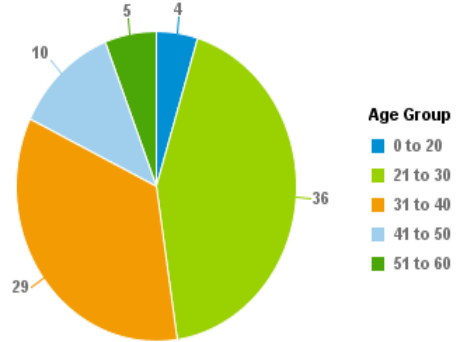
#### Workforce profile

	Full-Time	Part-Time	Total
Head count	74	10	84
Full Time Equivalent	74	6.42	80.42

#### Grade & Gender Profile



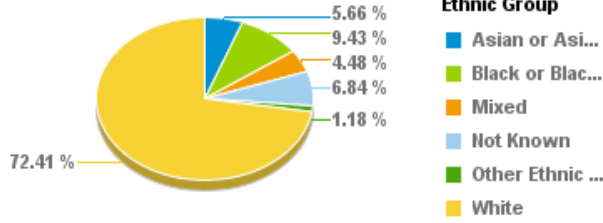
#### Age Grouping



Grade	Female	Male	Total
F9 Grade	5	6	11
Grade A	5	4	9
Grade B	2	4	6
Grade C	7	3	10
Grade D	13	2	15
Grade E	11	5	16
Grade F	5	4	9
Grade G	2	5	7
Grade I	1	0	1
<b>Totals</b>	<b>51</b>	<b>33</b>	<b>84</b>

Age Group	Female	Male	Total
0 to 20	1	3	4
21 to 30	24	12	36
31 to 40	18	11	29
41 to 50	5	5	10
51 to 60	3	2	5
<b>Totals</b>	<b>51</b>	<b>33</b>	<b>84</b>

TOWN CLERKS DEPARTMENT [77] Ethnic Groups



Ethnic Group	Total	Percentage
Asian or Asian British	24	5.66%
Black or Black British	40	9.43%
Mixed	19	4.48%
Not Known	29	6.84%
Other Ethnic Groups	5	1.18%
White	307	72.41%
<b>Total</b>	<b>424</b>	<b>100.00%</b>

Grade	Asian or Asian British	Black or Black British	Mixed	Not Known	Other Ethnic Groups	White	Total
F9 Grade	9.38%	21.88%		9.38%		59.38%	100.00%
Grade A		26.67%	26.67%	6.67%		40.00%	100.00%
Grade B	7.41%	14.81%	3.70%	11.11%		62.96%	100.00%
Grade C	5.97%	7.46%	7.46%	10.45%		68.66%	100.00%
Grade D	6.41%	14.10%	2.56%	1.28%		75.64%	100.00%
Grade E	5.21%	3.13%	4.17%	7.29%	3.13%	77.08%	100.00%
Grade F	6.38%	6.38%	4.26%	6.38%		76.60%	100.00%
Grade G	2.94%	2.94%	2.94%	5.88%	2.94%	82.35%	100.00%
Grade H	8.33%	8.33%			8.33%	75.00%	100.00%
Grade I						100.00%	100.00%
Grade J		25.00%				75.00%	100.00%
SMG				50.00%		50.00%	100.00%

# Town Clerks Dashboard January 2020

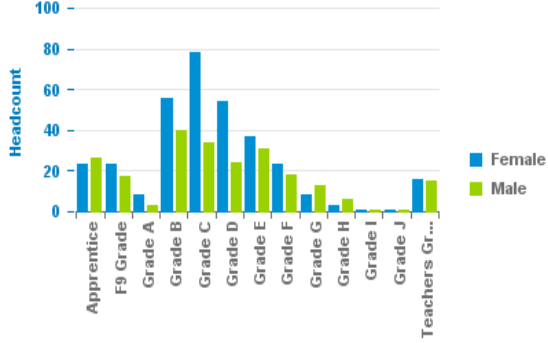
## New starter information 01/02/2019 to 31/01/2020

Female	Male
59.11%	40.89%
331	229

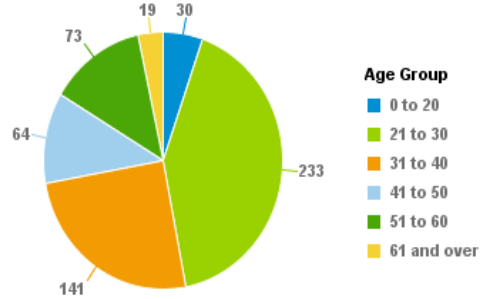
### Workforce profile

	Full-Time	Part-Time	Total
Head count	483	77	560
Full Time Equivalent	480.82	44.11	524.93

**Grade & Female/Male Profile**



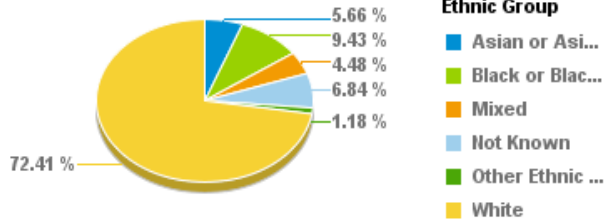
**Age Grouping**



Grade	Female	Male	Total
Apprentice	23	26	49
F9 Grade	23	17	40
Grade A	8	3	11
Grade B	56	40	96
Grade C	78	34	112
Grade D	54	24	78
Grade E	37	31	68
Grade F	23	18	41
Grade G	8	13	21
Grade H	3	6	9
Grade I	1	1	2
Grade J	1	1	2
Teachers Grade	16	15	31
<b>Totals</b>	<b>331</b>	<b>229</b>	<b>560</b>

Age Group	Female	Male	Total
0 to 20	18	12	30
21 to 30	151	82	233
31 to 40	86	55	141
41 to 50	37	27	64
51 to 60	32	41	73
61 and over	7	12	19
<b>Totals</b>	<b>331</b>	<b>229</b>	<b>560</b>

TOWN CLERKS DEPARTMENT [77] Ethnic Groups



Ethnic Group	Total	Percentage
Asian or Asian British	24	5.66%
Black or Black British	40	9.43%
Mixed	19	4.48%
Not Known	29	6.84%
Other Ethnic Groups	5	1.18%
White	307	72.41%
<b>Total</b>	<b>424</b>	<b>100.00%</b>

Grade	Asian or Asian British	Black or Black British	Mixed	Not Known	Other Ethnic Groups	White	Total
F9 Grade	9.38%	21.88%		9.38%		59.38%	100.00%
Grade A		26.67%	26.67%	6.67%		40.00%	100.00%
Grade B	7.41%	14.81%	3.70%	11.11%		62.96%	100.00%
Grade C	5.97%	7.46%	7.46%	10.45%		68.66%	100.00%
Grade D	6.41%	14.10%	2.56%	1.28%		75.64%	100.00%
Grade E	5.21%	3.13%	4.17%	7.29%	3.13%	77.08%	100.00%
Grade F	6.38%	6.38%	4.26%	6.38%		76.60%	100.00%
Grade G	2.94%	2.94%	2.94%	5.88%	2.94%	82.35%	100.00%
Grade H	8.33%	8.33%			8.33%	75.00%	100.00%
Grade I						100.00%	100.00%
Grade J		25.00%				75.00%	100.00%
SMG				50.00%		50.00%	100.00%

# Town Clerks Dashboard January 2020

## TOWN CLERKS DEPARTMENT [77] Leaver information 01/02/2019 to 31/01/2020

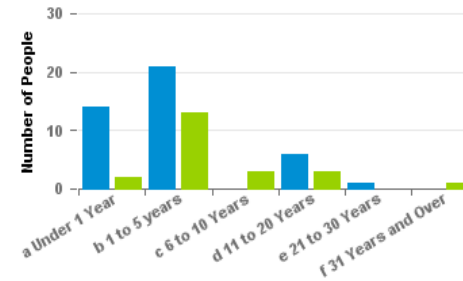
### Gender Breakdown

Female	Male
65.63%	34.38%
42	22

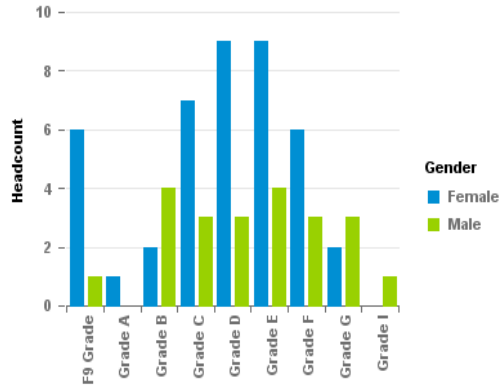
### Workforce Profile

	Full Time	Part-Time	Total
Head count	49	15	64
Full Time Equivalent	49	10.01	59.01

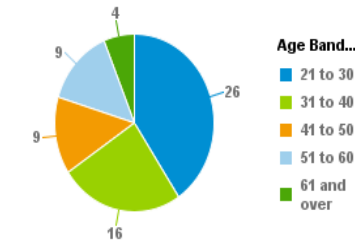
### Service History



### Grade & Gender Profile



### Age Grouping



Service groups	Female	Male	Total
a Under 1 Year	14	2	16
b 1 to 5 years	21	13	34
c 6 to 10 Years	0	3	3
d 11 to 20 Years	6	3	9
e 21 to 30 Years	1	0	1
f 31 Years and Over	0	1	1
<b>Totals</b>	<b>42</b>	<b>22</b>	<b>64</b>

Grade	Female	Male	Total
F9 Grade	6	1	7
Grade A	1	0	1
Grade B	2	4	6
Grade C	7	3	10
Grade D	9	3	12
Grade E	9	4	13
Grade F	6	3	9
Grade G	2	3	5
Grade I	0	1	1
<b>Totals</b>	<b>42</b>	<b>22</b>	<b>64</b>

Age group	Female	Male	Total
21 to 30	19	7	26
31 to 40	8	8	16
41 to 50	6	3	9
51 to 60	6	3	9
61 and over	3	1	4
<b>Totals</b>	<b>42</b>	<b>22</b>	<b>64</b>

Leaving Reasons	Total
Dismissal	1
End of Fixed Term Contract	5
Redundancy	2
Resignation	55
Retirement	1
<b>Totals</b>	<b>64</b>



**TOWN CLERKS DEPARTMENT [77]**

**Staff Turnover 01/02/2019 to 31/01/2020**

Type / Detail	Headcount	FTE
Staff as at 01/02/2019	412	384.52
Staff as at 31/01/2020	424	396.87
<b>Average Staff</b>	<b>418</b>	<b>390.69</b>
Leavers In period	64	59.01
<b>Overall Turnover</b>	<b>15.31%</b>	<b>15.11%</b>
Involuntary Turnover	1.91%	1.95%
Voluntary Turnover	13.40%	13.16%

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

TOWN CLERKS DEPARTMENT [77]    Sickness Absence reporting - January 2020

**Average Working days lost**

	February2019	January2020
Short Term Sickness	0.3	0.3
Long Term Sickness	0.26	0.17
<b>Total</b>	<b>0.56</b>	<b>0.47</b>

**Top 3 Reasons as % of Total absence**

Sickness Reason	Percentage
Anxiety/stress/depression/other psychiatric illnesses	23.71%
Cold, Cough, Flu (Influenza)	14.32%
Chest & respiratory problems	11.46%
<b>Total of top 3 Reasons</b>	<b>49.48%</b>
Other Reasons	50.52%
<b>Total</b>	<b>100.00%</b>

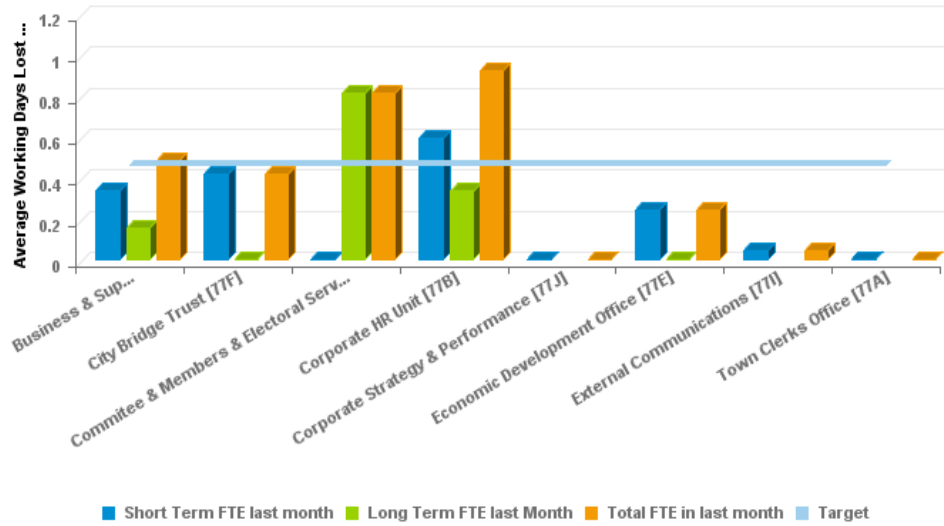
**Short-Term/ Long-term split**

Top 3 Sickness Reasons	Short-Term split	Long-Term split
Anxiety/stress/depression/other psychiatric illnesses	19.90%	80.10%
Cold, Cough, Flu (Influenza)	100.00%	
Chest & respiratory problems	9.75%	90.25%
<b>Average</b>	<b>43.21%</b>	<b>85.18%</b>

Town Clerks Dashboard January 2020

TOWN CLERKS DEPARTMENT [77]  
Sickness Absence per Department - January 2020

Average Working Days Lost - By Department



Department/Division	Annual sick days lost	Annual sick per FTE	Monthly Total	Short Term	Long Term	Occurrences	Target
Business & Support & Security & Corporate Policy [77H]	1008	7.02292	0.48	0.33	0.15	13	0.5
City Bridge Trust [77F]	147	5.48507	0.41	0.41	0	5	0.5
Committee & Members & Electoral Services [77G]	312	11.5556	0.81	0	0.81	0	0.5
Corporate HR Unit [77B]	392	5.81602	0.92	0.59	0.33	8	0.5
Corporate Strategy & Performance [77J]	23	3.83333	0	0	0	0	0.5
Economic Development Office [77E]	378	4.26637	0.24	0.24	0	4	0.5
External Communications [77I]	26	0.96511	0.04	0.04	0	1	0.5
Town Clerks Office [77A]	41	3.86792	0	0	0	0	0.5
<b>TOWN CLERKS DEPARTMENT [77]</b>	<b>2327</b>	<b>5.86338</b>	<b>0.47</b>	<b>0.3</b>	<b>0.17</b>	<b>31</b>	<b>0.5</b>

Notes: Totals sickness days lost / Total of FTE in Department/Division

Town Clerks Dashboard January 2020

**TOWN CLERKS DEPARTMENT [77]**

**Sickness lost by Absence reason - January 2020**

<b>Absence Reason</b>	<b>Working days lost in last month</b>	<b>Percentage of working days lost in last month</b>	<b>Working days lost in year</b>	<b>Percentage of working days lost in year</b>
Cold, Cough, Flu (Influenza)	38	20.43%	344	14.78%
Anxiety/stress/depression/other psychiatric illnesses	36	19.35%	559	24.02%
Other Reason (not classified elsewhere)	35	18.82%	118	5.07%
Chest & respiratory problems	27	14.52%	266	11.43%
Ear, nose, throat (ENT)	13	6.99%	34	1.46%
Gastrointestinal problems	12	6.45%	155	6.66%
Benign and malignant tumours, cancers	6	3.23%	74	3.18%
Injury, fracture	6	3.23%	172	7.39%
Genitourinary & gynaecological disorders - excluding pregnancy related disorders	4	2.15%	140	6.02%
Headache / migraine	4	2.15%	47	2.02%
Other musculoskeletal problems -excluding back problems, including neck problems	2	1.08%	42	1.80%
Back Problems	1	0.54%	189	8.12%
Heart, cardiac & circulatory problems	1	0.54%	49	2.11%
Skin disorders	1	0.54%	40	1.72%
Dental and oral problems	0	0.00%	6	0.26%
Eye problems	0	0.00%	5	0.21%
Nervous system disorders - excluding headache/migraine	0	0.00%	4	0.17%
Pregnancy related disorders	0	0.00%	83	3.57%
<b>Total</b>	<b>186</b>	<b>100.00%</b>	<b>2327</b>	<b>100.00%</b>

**TOWN CLERKS DEPARTMENT [77]**

**HR Casework - January 2020**

**Grievances**

<b>Total cases in rolling year</b>	<b>1</b>
<b>Cases currently open</b>	<b>1</b>
<b>Open cases that relate to Leavers</b>	<b>1</b>

<b>closure rate</b>	<b>Cases</b>	<b>%</b>
0 to < 3 Months	0	
3 to <6 Months	0	
6 to <9 Months	0	
9 to <12 Months	0	
over 12 Months	0	
<b>Total Cases closed</b>	<b>0</b>	

**Disciplinaries**

<b>Total cases in rolling year</b>	<b>0</b>
<b>Cases currently open</b>	<b>0</b>
<b>Open cases that relate to Leavers</b>	<b>0</b>

<b>closure rate</b>	<b>Cases</b>	<b>%</b>
over 12 Months	0	0.00%
<b>Total Cases closed</b>	<b>0</b>	<b>0.00%</b>

**Sickness Management**

<b>Total cases in rolling year</b>	<b>33</b>
<b>Cases currently open</b>	<b>13</b>
<b>Open cases that relate to Leavers</b>	<b>1</b>

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# Agenda Item 17

<b>Committee(s):</b> Establishment Committee	<b>Date:</b> 12 March 2020
<b>Subject:</b> Project Management Academy	<b>Public</b>
<b>Report of:</b> Town Clerk	<b>For Information</b>
<b>Report author:</b> John Cater	

## Summary

The Projects Sub-Committee felt that it would be useful for Establishment Committee Members to receive a briefing note on the progress of the Project Management Academy (PMA) once the pilot sessions of the academy had been concluded.

After the pilot phase was completed a briefing note was circulated via email to all Establishment Committee Members on 20<sup>th</sup> February 2020 and is included again here for your information.

To note, the HR Department will assume responsibility for the management of the PMA after the full handover is completed in April 2020.

## Recommendation(s)

Members are asked to Note the Report.

### John Cater

Senior Committee and Member Services Officer

T: 020 7332 1407

E: [john.cater@cityoflondon.gov.uk](mailto:john.cater@cityoflondon.gov.uk)

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## The Project Management Academy

This briefing note summarises progress to date for the development of the Project Management Academy (PMA).

### **Key points to note:**

- The curriculum has been finalised and will consist of 15 modules (see Appendix 1);
- The pilot module (Risk) has been completed and received positive feedback;
- Each module will contain an e-learning video and 2 face to face training sessions between now and April;
- This remains on track for completion by April;
- HR will assume responsibility for the management of the PMA after the handover is completed in April.

### **Progress:**

1. 15 modules have been built into the scope of the syllabus and are outlined in Appendix 1. These modules have been selected to align with best practice within the industry and reflect the City's needs;
2. Responsibility for developing the PMA was transferred from HR to the Corporate Programme Office (CPO). The CPO are leading the development phases, whereby the training content is being created, including an online video and delivery of two Face to Face sessions for each module.
3. A pool of project officers with mixed experience/qualifications are participating in the training during the development phases for quality assurance and feedback. This will ensure the content can meet the needs of the intended audiences and is fit for purpose.
4. Currently, there are 4 mandatory modules, which all staff will be required to complete. The core modules are *Risk*, *Costed Risk*, *Governance and Project Change Control*. These have been prioritised for the first phase as requested by Members of Projects Sub Committee.
5. Officers will be expected to discuss which of the non-mandatory modules they should complete with their line manager. This will vary according to levels of experience and any existing qualifications. Costed Risk Provision (CRP) will not be delegated to any officers who have not completed the core modules.
6. Delegates will be tested on each module after completing the training.
7. The programme remains on target for completion by April, after which a handover to HR will take place, who will then be responsible for managing the PMA henceforth. It is presumed the PMA will then be formally launched and all staff will be able to access the content. HR have been asked to produce a post-handover plan for April onwards.
8. HR may choose to make changes to the content/structure in the future if they feel the needs of the organisation have changed or officer feedback suggests amendments are required.
9. A longer-term aim for the PMA is to consider formal accreditation. HR can provide further information on this matter.

## Appendix 1

<b>Module</b>	<b>Mandatory/Optional</b>
Introduction to PM	<ul style="list-style-type: none"><li>• Optional for officers with a qualification/experience.</li><li>• Mandatory for staff new to the industry.</li></ul>
Business Case	<ul style="list-style-type: none"><li>• As above</li></ul>
Project Planning	<ul style="list-style-type: none"><li>• As above</li></ul>
Scope Management	<ul style="list-style-type: none"><li>• As above</li></ul>
Budget Management	<ul style="list-style-type: none"><li>• As above</li></ul>
Benefits Management	<ul style="list-style-type: none"><li>• As above</li></ul>
Stakeholder Management	<ul style="list-style-type: none"><li>• As above</li></ul>
Quality Management	<ul style="list-style-type: none"><li>• As above</li></ul>
Procurement	<ul style="list-style-type: none"><li>• As above</li></ul>
Contract Management	<ul style="list-style-type: none"><li>• As above</li></ul>
Risk	<ul style="list-style-type: none"><li>• Core module – mandatory for all.</li></ul>
Costed Risk Provision	<ul style="list-style-type: none"><li>• Core module – mandatory for all.</li></ul>
Governance	<ul style="list-style-type: none"><li>• Core module – mandatory for all.</li></ul>
Project Change Control	<ul style="list-style-type: none"><li>• Core module – mandatory for all.</li></ul>
Project Closure	<ul style="list-style-type: none"><li>• Optional for officers with a qualification/experience.</li><li>• Mandatory for staff new to the industry.</li></ul>

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