



## Establishment Committee

**Date:** WEDNESDAY, 12 MAY 2021  
**Time:** 1.45 pm  
**Venue:** VIRTUAL PUBLIC MEETING (ACCESSIBLE REMOTELY)

|                 |                                      |                             |
|-----------------|--------------------------------------|-----------------------------|
| <b>Members:</b> | Tracey Graham (Chair)                | The Revd Stephen Haines     |
|                 | Deputy Edward Lord (Deputy Chairman) | Sheriff Christopher Hayward |
|                 | Randall Anderson                     | Deputy Jamie Ingham Clark   |
|                 | Deputy Keith Bottomley               | Deputy Richard Regan        |
|                 | Alderman Sir Charles Bowman          | Deputy Elizabeth Rogula     |
|                 | Henry Colthurst                      | Ruby Sayed                  |
|                 | Karina Dostalova                     | Deputy Tom Sleigh           |
|                 | Deputy Kevin Everett                 | Deputy Philip Woodhouse     |

\*Representative of Finance Committee to be appointed on 11th May.

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### Accessing the virtual public meeting

**Members of the public can observe this virtual public meeting at the below link:**

<https://youtu.be/xglpec7PqWU>

This meeting will be a virtual meeting and therefore will not take place in a physical location. Any views reached by the Committee today will have to be considered by the Comptroller & City Solicitor after the meeting in accordance with the Court of Common Council's Covid Approval Procedure who will make a formal decision having considered all relevant matters. This process reflects the current position in respect of the holding of formal Local Authority meetings and the Court of Common Council's decision of 15th April 2021 to continue with virtual meetings and take formal decisions through a delegation to the Town Clerk and other officers nominated by him after the informal meeting has taken place and the will of the Committee is known in open session. Details of all decisions taken under the Covid Approval Procedure will be available on line via the City Corporation's webpages.

A recording of the public meeting will be available via the above link following the end of the public meeting for up to one municipal year. Please note: Online meeting recordings do not constitute the formal minutes of the meeting; minutes are written and are available on the City of London Corporation's website. Recordings may be edited, at the discretion of the proper officer, to remove any inappropriate material.

**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. **VOTE-OF-THANKS**  
The Chair to be heard
4. **MINUTES**  
To agree the public minutes of the meeting held on 26<sup>th</sup> March 2021.

**For Decision**  
(Pages 7 - 10)

5. **APPOINTMENT OF THE JOINT CONSULTATIVE COMMITTEE**  
To appoint four Members, in addition to the Chair, Deputy Chair and representative of the Finance Committee, to the Joint Consultative Committee.

**For Decision**

6. **APPOINTMENT OF THE SENIOR REMUNERATION SUB COMMITTEE**  
To appoint the following Members to the Senior Remuneration Sub-Committee:

- Chair of the Establishment Committee (Chair)
- Chair of the Policy and Resources Committee (Deputy Chair)
- Deputy Chair of the Establishment Committee
- A Deputy Chair of the Policy and Resources Committee
- Chairman of the Finance Committee
- Chairman of the General Purposes Committee of Aldermen
- Up to 3 additional members of the Establishment Committee

**For Decision**

## **Strategic Business**

7. **TAKING FORWARD TACKLING RACISM TASKFORCE RECOMMENDATION ON WORK PLACEMENTS**  
Report of the Director of Human Resources.

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

8. **WORKPLACE DESIGN PRINCIPLES**

Report of the City Surveyor.

**For Information**  
(Pages 19 - 40)

9. **MEMBER REMOTE WORKING AND RETURN TO GUILDHALL**

Report of the Town Clerk.

**For Information**  
(Pages 41 - 46)

10. **BREXIT UPDATE**

Report of the Director of Human Resources.

**For Decision**  
(Pages 47 - 50)

**For Formal Decision**

11. **CORPORATE HOME / REMOTE WORKING POLICY (HEALTH AND SAFETY)  
(DRAFT)**

Report of the Director of Human Resources.

**For Decision**  
(Pages 51 - 68)

12. **CORPORATE NOISE AND VIBRATION POLICY (DRAFT)**

Report of the Director of Human Resources.

**For Decision**  
(Pages 69 - 88)

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

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

15. **EXCLUSION OF THE PUBLIC**

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

**For Decision**

**Part 2 - Non-Public Agenda**

16. **NON-PUBLIC MINUTES**

To agree the non-public minutes of the meeting held on 26<sup>th</sup> March 2021.

**For Decision**  
(Pages 89 - 90)

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

### **Part 3 - Confidential Agenda**

19. **CONFIDENTIAL MINUTES**  
To agree the Confidential minutes of the last meeting held on 26<sup>th</sup> March 2021.  

**For Decision**
- For Formal Decision**
20. **TARGET OPERATING MODEL - UPDATE ON PROGRESS**  
Report of the Town Clerk.  

**For Decision**
21. **COMPTROLLER & CITY SOLICITOR'S DEPARTMENT - TOM UPDATE**  
Report of the Comptroller & City Solicitor.  

**For Decision**
22. **EXTENSION TO THE 55-59 FLEXIBLE RETIREMENT OPPORTUNITY**  
Report of the Director of Human Resources.  

**For Decision**
23. **HONORARIUM (1)**  
Report of the Director of Human Resources.  

**For Decision**
24. **HONORARIUM (2)**  
Report of the Director of Human Resources.  

**For Decision**

**For Information**

25. **TOWN CLERK'S UPDATE**

The Town Clerk to be heard.

**For Information**

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## ESTABLISHMENT COMMITTEE Friday, 26 March 2021

Draft Minutes of the meeting of the Establishment Committee held virtually on Friday,  
26 March 2021 at 1.45 pm

### Present

#### Members:

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

#### Officers:

|                  |   |
|------------------|---|
| John Barradell   | - Town Clerk and Chief Executive                  |
| Angela Roach     | - Assistant Town Clerk                            |
| Tracey Jansen    | - Human Resources                                 |
| Chrissie Morgan  | - Director of Human Resources                     |
| Janet Fortune    | - Town Clerk's Department                         |
| Chris Oldham     | - Town Clerk's Department                         |
| Marion Afoakwa   | - Human Resources                                 |
| Nick Bodger      | - Cultural & Visitor Development Director         |
| Dorian Price     | - City Surveyor's Department                      |
| Sonia Virdee     | - Chamberlain's Department                        |
| Paul Chadha      | - Comptroller's and City Solicitor's Department   |
| Tim Fletcher     | - Media Team                                      |
| Amanda Lee-Ajala | - Human Resources                                 |
| Andrew Carter    | - Director of Community and Children's Services   |
| Liam Gillespie   | - Department of Community and Children's Services |
| Amanda Mays      | - Town Clerk's Department                         |
| Ian Simpson      | - Human Resources                                 |
| Kate Smith       | - Town Clerk's Department                         |
| Alan Bird        | - Head, City of London School                     |
| Caroline Reeve   | - Human Resources                                 |
| Orla O'Loughlin  | - Guildhall School of Music and Drama             |

Lynne Williams

- Principal, Guildhall School of Music and Drama

Donna Dix

- Guildhall School of Music and Drama

William Coomber

- Town Clerk's Department

John Cater

- Town Clerk's Department

1. **APOLOGIES**

Apologies for absence were received from Henry Colthurst, Karina Dostalova, Sylvia Moys, and Richard Regan.

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

There were no declarations of interest.

3. **MINUTES**

**RESOLVED** – That the public minutes and summary of the meeting held on 27<sup>th</sup> January 2021 be approved as an accurate record.

4. **EQUALITY ANNUAL PERFORMANCE REPORT**

The Committee received a Report of the Town Clerk concerning the Equality Annual Performance Summary.

Highlighting the self-assessment ratings, the Head of Corporate Strategy & Performance confirmed that departments have not been named for now, so as to encourage full candour.

A Member queried why the proportion of staff with a protected characteristic fell short of both the London Council and London Civil Service benchmarks. Officers responded that the range of roles at the Corporation were very different to local authorities, for example, it was not uncommon for London Boroughs to employ 60 to 70 social workers, this compared to approx. 10 at the City. The London Civil Service benchmark was new, so further analysis would be required before officers could provide a fuller answer.

Responding to a query, the Head of Corporate Strategy & Performance stressed that, whilst the aim was to bring back a firm plan for the 2021/24 Equality and Diversity objectives in the autumn, further resources needed to be identified in the interim to complete this work.

In addition, it was confirmed that the City Corporation ranked at 50 (out of 119) on the 2020 Social Mobility Employer Index; whilst this marked an improvement from 2019 (56), the aspiration was to continue to improve.

The Chair thanked officers for their hard work and reminded Members that they still had an opportunity to feed into the process; the Report had yet to be published and communications would need to be scoped out before wider circulation.

**RESOLVED** – that the Committee noted the Report.



5. **GUILDHALL - NEW WAYS OF WORKING UPDATE REPORT**

The Committee received a Report of the City Surveyor concerning new ways of working at Guildhall.

**RESOLVED** – that the Committee noted the Report.

6. **BREXIT UPDATE**

The Director of Human Resources informed Members that whilst she had no further update to make on Brexit at this time, she noted that several new pieces of domestic legislation impacting employees had been announced, and these would need consideration from officers and Members alike.

7. **TOM REVIEW, PILOT PROJECT AT THE 3 CITY OF LONDON SCHOOLS - PEOPLE MANAGEMENT - GREATER LOCAL DELEGATION**

The Committee considered a Report of the Director of Human Resources concerning a TOM related pilot project at the three City of London Schools.

In response to a query, officers confirmed that if the pilot was successful, other City institutions could introduce similar delegations in late 2021/early 2022.

**RESOLVED** – that the Committee:

Noted and endorsed the areas identified to pilot local delegation to the three Head Teachers at the City Schools in relation to:

- starting point for external appointments;
- incremental progression;
- additional awards and Honoraria payments including the calculation for partial acting ups payments.

Agreed that the pilot commences with immediate effect in order that there can be a full term to pilot these delegations and report back with findings after recess.

Noted that a report will be made to an autumn 2021 meeting of the Establishment Committee providing a review and evaluation of the pilot.

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

There were no questions.

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

There were no urgent items.

10. **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.

11. **NON-PUBLIC MINUTES**

**RESOLVED** – That the non-public minutes and summary of the meeting held on 27<sup>th</sup> January 2021 be approved as an accurate record.

12. **REDEPLOYMENT - PAY PROTECTION**

The Committee considered a Report of the Director of Human Resources concerning Redeployment Policy – Pay Protection provision.

13. **TARGET OPERATING MODEL - UPDATE ON PROGRESS**

The Committee received a Report of the Town Clerk concerning the Target Operating Model.

14. **NEW FINANCIAL SYSTEM AND ERP PROJECT**

The Committee considered a Report of the Chamberlain concerning the New Financial System and ERP Project.

15. **EXTENSION OF MANAGED SERVICE TEMPORARY AGENCY RESOURCE CONTRACT**

The Committee received a Report of the Director of Human Resources.

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

There were no questions.

17. **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.

**The meeting ended at 3.20 pm**

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Chairman

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# Agenda Item 7

|   |  |
|---|--|
| <b>Committee(s)</b><br>Establishment Committee<br>Policy and Resources Committee?   | <b>Dated:</b><br>12 May 2021<br>13 June 2021 |
| <b>Subject:</b><br>TRT Staffing Workstream – Work Experience and Training Budget  | <b>Public</b>                                |
| <b>Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?</b>                     | 3, 4, 5, 8,10                                |
| <b>Does this proposal require extra revenue and/or capital spending?</b>  | Yes  |
| <b>If so, how much?</b>   | £60,000                                      |
| <b>What is the source of Funding?</b>   |  |
| <b>Has this Funding Source been agreed with the Chamberlain's Department?</b>   | No   |
| <b>Report of:</b><br>Chrissie Morgan, Director of Human Resources   | <b>For Decision</b>                          |
| <b>Report authors:</b><br>Amanda Lee-Ajala, Diversity and Business Engagement Lead<br>Janet Fortune, Assistant Director of HR |  |

## Summary

This report provides the Establishment Committee with the formal recommendations relating to, two work priorities for Corporate Human Resources in tackling racism in the workplace initiatives, as recommended by the Tackling Racism Taskforce (TRT) staffing workstream. It provides an overview of the subsequent progress made since a report was submitted to the TRT by the Director of Human Resources on the 24 July 2020, and the requirement for approval to request funding to further progress these initiatives.

They are as follows:

- i. Work experience
- ii. Training Budget

## Recommendations

The Establishment Committee is asked to:

- Approve the proposed targeted work experience/internship scheme that will complement the current offers by targeting not only students from BAME, and lower socio-economic backgrounds, but also those from the most underrepresented groups across the City Corporation (Disability, LGBT and Women). This programme will be offered to our academies as a first priority and the Corporation will work with external organisations wherever possible to widen its reach.
- Endorse the increase in HR staffing budget required to recruit the proposed Coordinator, to be submitted to the Policy and Resources Committees, on the 13 June 2021 for approval.

- Endorse the proposed changes to the way that current training budgets are allocated and accessed in that all departmental training budgets are put into a central holding account until costed development plans are agreed and the monies can be reallocated. This will be proposed to the Policy and Resources Committees on the 13 June 2021 for approval. Development pathway programmes will be developed during 2021 combining internal and external providers. External providers being subject to procurement under the City of London Procurement Code of Practice.

## **Main Report**

### **Background**

1. Following the recommendations of the Tackling Racism Taskforce focused session on staffing on 13 July 2020. It was agreed that if the City Corporation is committed to increasing diversity and inclusion, it needed to better engage young people at the right stages in their education and support the payment of travel and other expenses.
2. It was acknowledged that although work experience would not satisfy immediate employment needs. Aligning work experience activities, with potential career options, for students in years 10-13 could encourage and inform more students to consider working for the City Corporation in the future.
3. A report of the Director of HR was submitted to the Tackling Racism Taskforce on 24 July 2020, it contained key recommendations of which the following have yet to be reported on:
  - i. Explore the cost of current and possible schemes that can support work experience programmes with schools and young adults aimed at underrepresented groups.
  - ii. A framework be developed that ensures that all departments allocate budgets for all employees to access for their personal development (this is separate from and in addition to budgets for professional and technical training).

### **Current Position**

4. The City Corporation is committed to providing quality work experience for students that is further endorsed in the Skills Strategy 2019-2023. There are ongoing good work experience programmes currently being provided in an ad hoc way with limited data to clearly define: type, quality, work area and student details i.e. what school, demographics, the personal career aspirations of the student or placement type is a distinct barrier for change.
5. There is a comprehensive managers' guide with details about the enhancements we have committed to. This includes, paying work experience placements of two weeks or more the London Living Wage. However, this is not a consideration for the age groups identified for this scheme because this is required as part of their education. Conversely, they are also not entitled to the minimum wage.
6. The aim of the current student work experience placements is to help young people understand the transition from education into working life, by providing them with:

- First-hand experience of the workplace
  - Insight into the skills required for a particular job and an opportunity to find out whether it is something they would like to pursue in the future
  - Increased confidence and employability skills
  - An understanding of the needs of employers and how recruitment works
  - Insight into how their education, skills and abilities translate into the workplace
7. Work experience requests are made to the City Corporation through a variety of channels:
- Contacting Corporate HR
  - Through a member of staff or a Member
  - Through IG or DCCS – who both link with the City Corporations Family of Schools
  - Through other departments or institutions
8. In April 2018, the Equality and Inclusion Board considered a report on a feasibility study undertaken to introduce an overarching Work Experience Service. It concluded that to co-ordinate the various initiatives already in place, an enhanced scheme would be required to support the wider equality and inclusion agenda including social mobility, responsible business, and changing school initiative. The report recommended that if such a scheme were introduced a target of, 20% of managers would have to support a work experience, apprentice, graduate, intern etc each year. This was agreed by Summit Group (May 2018) and the Establishment Committee (October 2018).
9. Work has since concentrated on the apprenticeship schemes, where between March 2019 and April 2021, 144 apprentices have been successfully gaining professional job training combined with accredited study. During the same period there were 13 work experience places reported in HR and 2 placements were placed on hold due to the pandemic in 2020 (rescheduled for summer 2021). Other departments may have hosted student placements, however, there were no available centralised records capturing this information.
10. It is, therefore, timely that with the TRT recommendation this project can be prioritised and fully established at a time when the apprentice scheme is fully entrenched in the City Corporation. However, data collected also highlighted the need to target more people from Black, Asian and Minority Ethnic backgrounds (see below).

|                             | 2019/20   | 2020/21   |
|-----------------------------|-----------|-----------|
| <b>Total</b>                | <b>95</b> | <b>49</b> |
| Sex                         |           |           |
| <b>Male</b>                 | 52        | 14        |
| <b>Female</b>               | 43        | 35        |
| Declared Disability         |           |           |
| <b>Yes</b>                  | 2         | 3         |
| Ethnicity                   |           |           |
| <b>White</b>                | 56        | 30        |
| <b>Mixed Race</b>           | 6         | 4         |
| <b>Asian/Asian British</b>  | 5         | 5         |
| <b>Black /Black British</b> | 8         | 5         |
| <b>Other ethnic group</b>   | 2         | 0         |
| <b>Unknown</b>              | 18        | 5         |

11. A report on progress of the overarching service will be reported back to the Committee in June.
12. Whilst the City Corporation does support students from the City Academies, they are not the only students who placements are offered to.

## **Proposals**

13. This proposal is to introduce a targeted student work experience programme as recommended by the TRT, to attract underrepresented and disadvantaged groups particularly from the BAME community to the City Corporation. The intention is to enhance what is in place by adding a targeted programme of up to 6 weeks aimed at specific groups, with relevant expenses paid.
14. In addition to this, it is proposed that a dedicated coordinator is appointed, to progress and provide oversight of the whole work experience offering at a corporate level. This role will work collaboratively with the City Corporations institutions, to create and maintain a truly cohesive work experience service.
15. This proposed internship would be structured in the following way:
  - Placements will take place once a year between June and August for student from diverse backgrounds, aged between 14 and 18 - academic years 10-13. Relevant departments will be asked to offer at least 1 student work shadowing placement in an area of expressed interest and wherever possible, larger departments will be asked to offer a minimum of 2 placements each year.
  - Placements will be advertised in a prominent place on the City Corporation careers site with imagery encompassing the essence of engaging with diverse groups, and a message that reflects and has meaning to the target audience. Links will be shared with City schools and academies in March/April.
  - Key sectors identified within the City Corporation, that can be targeted include: Education, Legal, Arts & Culture, Surveyors, Policy Development, Social Care and Housing, Finance & Investment Management, Financial Services, Information Technology, Human Resources, Communications, Events, Sport and Media & Broadcasting.
  - All students interested in attaining a placement will be asked to complete a short application form (available in alternative formats on request) to provide the City Corporation with key details about why students wish to undertake a placement at the City Corporation, what they hope to learn and what skills they have.
  - Applicants will be interviewed by managers who have recently undertaken the recruitment and selection course. Thus, providing a reciprocal benefit to the City Corporation, as managers are able to practice their new skills.
  - An employee group managed by the Coordinator, with representation from the City Police and other institutions. This group will have responsibility for developing clear schedules for the placements and arrange named staff members from within their respective departments to provide speed coaching sessions, in areas of expressed interest for the students.

- The Learning and Organisation Development Team will provide an integral role in these placements, by hosting half day sessions once a week on useful topics such as: creating an interesting CV, LinkedIn profile and covering letter, Interviewing techniques including dress codes, mock interviews, practice assessments, presentation skills, customer care, equality and inclusion and teamworking. They will also provide information about the apprenticeships the City Corporation offers.
- At the end of the placement students interviewed to discuss their experience and what they have learnt. They will be given the opportunity to feed back in whatever format they wish (Word report of a PowerPoint presentation) to ensure their objectives have been met. The Coordinator can assess the information provided to improve the offer annually.
- Each student will be provided with a reference for future employment use, including apprentice applications, or as part of their supporting statement for university.
- Placements will be available to up to 20 students, predominantly, but not exclusively, offered to students at City schools and academies.

16. The City Corporation will seek to partner with external organisations who can widen the reach of the desired groups where take up is low. Any partnerships would be reviewed biannually, to allow the City Corporation to support several organisations over time. Intrinsically with the aim in the Equality and Inclusion Action Plan and ambition of becoming Leaders in Equality, Diversity and Inclusion and attract people from a larger, more diverse talent pool.

## **Financial Implications**

17. It is anticipated that the cost of creating a full-time permanent Coordinators role, anticipated to be evaluated at a grade D (average for a role of this description) is estimated to cost £48,093.82 for a full year starting April 2021 assuming October 2021 increment, including on cost, London Weighting and pensions contribution. This role is proposed to sit within the HR recruitment team requiring a budget uplift of this amount to be increased annually.

18. The calculated cost for work experience expense payment for which HR are requesting a further budget uplift is, £9,000 for expenses provided for these placements. This is in accordance with the payment structure of the two-week corporate programme estimated as up to £15 per day for travel expenses and subsistence.

19. The recommendation of the Tackling Racism Taskforce to centralise Departmental Training Budgets, if realised in total would bring around £750,000 into one pot. However, some departments use this for technical and professional training, and are anxious to retain these funds.

## **Resource implications**

### **Work experience**

20. Whilst it is incumbent on the student to make the most of the opportunity that working for the City Corporation brings, it is ultimately the role of the City Corporation to create the right balance of briefing, tasks and assessment for the individual concerned.
21. The Co-ordinators role will enable this, whilst identifying the most impactful work experience opportunities currently available.
22. Most pertinent to the TRT recommendation, is that without a dedicated coordinator there will be no clear framework for improvement and data collection/analysis. Critical information such as who are schemes are attracting, that could greatly benefit the City Corporations ability to achieve greater results, and visibility on external accreditations such as Disability Confident, Race at Work Charter and Stonewalls Workplace Equality Index will not be achieved.

### Training budget allocation

23. The TRT identified that staff feel that there is a lack of development pathways and this can disproportionately affect staff from Black, Asian and Minority Ethnic backgrounds. Although a development-based appraisal system was introduced in 2019, a project in 2020 to gather the departmental development plans from 2019/20, to produce an organisational plan, resulted in a very small response. We cannot assume that staff do not have development plans, but it would indicate that there is inconsistency across the organisation.
24. This inconsistency is also reflected in the departmental training budgets. The table below shows the comparison of 19/20 budget/spend and 20/21 budgets for all departments except GSMD, Open Spaces and Surveyors which were not available. Even without these departments the inconsistency in spend is illustrated. There is over three quarters of a million in departments so probably closer to £1m overall.

| Chief Officer                       | 2019/20        | Actuals<br>£000 | 2020/21        |
|-------------------------------------|----------------|-----------------|----------------|
|                                     | Budget<br>£000 |                 | Budget<br>£000 |
| Barbican Centre                     | 47             | 37              | 35             |
| Built Environment                   | 166            | 206             | 136            |
| Chamberlains                        | 147            | 80              | 148            |
| City of London Freeman's School     | 43             | 36              | 62             |
| City of London School               | 94             | 97              | 84             |
| City of London School for Girls     | 63             | 62              | 63             |
| Comptrollers                        | 8              | 11              | 8              |
| Guildhall school of music and drama |                |                 |                |
| Mansion House & Old Bailey          | 16             | 19              | 22             |
| Markets and Consumer Protection     | 135            | 87              | 131            |
| Open Spaces                         |                |                 |                |
| Remembrancer                        | 9              | 5               | 9              |
| Surveyors                           |                |                 |                |
| Town Clerks                         | 88             | 89              | 98             |
| <b>Totals</b>                       | <b>816</b>     | <b>729</b>      | <b>795.6</b>   |



25. It is not possible to split this spend into professional/technical training and soft skills as it is not coded in this way and we do not have the development plans. However, we do have some information from the suppliers, for example from 1<sup>st</sup> November 2019 to January 2021 £165,000 of departmental training budgets has been spent with one external training company largely with the development of senior staff which included coaching. This has been without any form of tendering process.
26. Some managers have expressed concern at 'losing' the training budgets and have been assured that they will keep that which relates to professional/technical training. However, we have been unable to establish what amount that would be. Therefore, it is proposed that all 2021/22 training budgets are put in a holding account and departments asked to submit costed plans for the professional development. All budgets would have to be recalibrated in any case for the new structure.
27. Development pathway programmes throughout the organisation will be developed in 2021 and provided by internal and external providers. External providers will be subject to procurement under City of London Procurement Code of Practice.

### **Corporate & Strategic Implications**

28. Enhancing our work experience offering contributes to our corporate aim of working with underrepresented communities.
29. It will also enable us to meet the target of 1 in 5 managers hosting a work experience placement or apprentice each year.
30. It also supports several of the City Corporation's strategies, for example Children and Young People's Plan; Education, Culture and Creative Learning Skills; Employability; Equality and Inclusion; Responsible Business; Social Mobility; and Special Education Needs and Disability Joint Strategy (SEND).
31. It aligns to the Corporate Plan outcomes of contributing to a flourishing society and supporting a thriving economy.
32. The proposals in this report seek to directly improve outcomes for people from the most underrepresented protected characteristics and backgrounds.

### **Security Implications**

33. Security considerations relating to safeguarding are addressed in the Work Experience Guide, and education establishments visit the workplace prior to any placement to undertake a health and safety risk assessment.

### **Equality implications**

34. This targeted scheme will have a positive impact on students from Black, Asian, Minority Ethnic and those from underrepresented groups and backgrounds. Affording these students, who may have perceived the City Corporation as out of their reach in the past with the ability to merge their academic studies with practical application in a vibrant and world leading workplace. Whilst gaining professional development and recognition for fulfilling requirements of the programme full time, without concerns about expense payments.

## Conclusion

35. By enhancing our work experience programmes, this targeted student internship scheme as recommended by the TRT will enable the City Corporation to promote itself as an employer of choice for future generations. Whilst, establishing a ready pool of well trained, ethnically and diverse young professionals for the future.
36. There is a distinct requirement for Work Experience Co-ordinator as there is currently no clear ownership, data collection methods to critically analysis the City Corporations programmes. Accurate data and feedback will enable the corporation to improve and champion the work it does in an informed and coordinated way.
37. From the research and the response from departments on departmental training spend we have concluded that there is sufficient inconsistency to support the conclusions of the Tackling Racism Taskforce that there are gaps in some areas, and that this needs a more holistic approach.

## Background Papers

- [Work Experience toolkit](#)

### **Amanda Lee-Ajala**

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|   |                               |
|---|-------------------------------|
| <b>Committee:</b><br>Establishment Committee  | <b>Dated:</b><br>12 May 2021  |
| <b>Subject: Report on Workplace Principles</b>  | <b>Public</b>                 |
| <b>Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?</b> | <b>1, 9, 10,11,12</b>         |
| <b>Does this proposal require extra revenue and/or capital spending?</b>                                  | <b>Y</b>                      |
| <b>If so, how much?</b>   | <b>Up to an estimated £1m</b> |
| <b>What is the source of Funding?</b>   | <b>Yet to be identified</b>   |
| <b>Has this Funding Source been agreed with the Chamberlain's Department?</b>                             | <b>N</b>                      |
| <b>Report of:</b> City Surveyor   | <b>For Information</b>        |
| <b>Report author:</b> Dorian Price  |                               |

## Summary

Covid-19 has demonstrated that it is possible for our organisation to operate without access to Guildhall. However, Covid-19 has also demonstrated that this is not without challenges and recent staff surveys have provided evidence that the office still has a major role to play in the workplace, as a destination for staff to meet and collaborate and for anybody who simply cannot work from home for health and wellbeing reasons or has a need to work on-site physically.

As the parameters of the 'new normal' become better understood and we continue to follow the government's four-step roadmap back to a more normal life, the Workplace Steering Group, chaired by the City Surveyor, has been taking a lead role in the return to the workplace by reviewing and updating a set of Workplace Design Principles (Appendix 1) that will inform the layout of workspace and feed into policies and procedures to support staff as they start to return to the workplace.

These workplace principles align with the Target Operating Model, which is also reviewing how combining spaces, technology, insight and support, creates an environment conducive to better and successful collaboration.

## Recommendations

The Workplace Steering Group is now recommending to Establishment Committee, that they;

1. Note the workplace principles.

## Main Report

### Background

1. The workplace principles are not intended as a short-term response to the Covid-19 Pandemic, but a change to the way we work. However, during these times, we must continue to be responsive and flexible to Government guidance on social

contact, business activities and travel, which are subject to potential change at the next Step 3 - not before 17 May and Step 4 - not before 21 June 2021.

2. The Workplace Steering Group produced the workplace principles having received input from the Senior Leaders Forum held in February 2021 and consulted with the E,D &I staff network groups during March 2021 to ensure the diverse needs of all colleagues have been considered. In addition, discussion has taken place with the Trade Unions.

### **Current Position**

3. The workplace principles have been established around 3 key areas:
  - a. Space Planning
  - b. People and Technology
  - c. Culture and Behaviour
4. These principles align with the Target Operating Model by creating a unique opportunity to embed better collaboration across the organisation as a key capability, accelerating the adoption of new flexible ways of working and supporting the staff return to the workplace.
5. The workplace principles can be used to help guide staff as they return to the workplace but are not a definitive set of principles and may require further refinement.
6. During Covid times, CoL continues to be responsive and flexible to any changing Government advice on social contact, business activities and travel, and any emerging requirements from our diverse range of stakeholders.

### **Corporate & Strategic Implications**

7. **Strategic implications** – The workplace principles align with the Target Operating Model to support;
  - a. Creating **physical spaces** which promote creativity
  - b. Using collaboration **technology** to create more agile networks and threads which can flex/evolve
  - c. Applying **data** and insight to inform and inspire
8. **Financial implications** - Previous short-term costs associated with adapting Guildhall for the safe return of staff has, to date, been absorbed by the City Surveyor's local risk budget. However, the longer-term financial implications are yet to be fully assessed and funding source identified.
9. **Risk implications** – On-going covid pandemic and any future Government changes to meet the pandemic will all have a significant effect to the workplace principles. Further, the availability of funding to support the move to a more flexible and hybrid way of working again may limit the speed of progress and change.
10. **Equalities implications** – To ensure the diverse needs of our colleagues are considered, all Staff Networks have been consulted and provided feedback which has been incorporated in these principles.

### **Conclusion**

11. The Workplace Steering Group is recommending Members note the set of Workplace Design Principles as set out in Appendix 1. These principles align with

the Target Operating Model and will support the return of staff to the workplace and a more collaborative and flexible way of working going forward.

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# Workplace Design Principles

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**Are we returning to the way we worked before,  
or adopting new ways of working?**

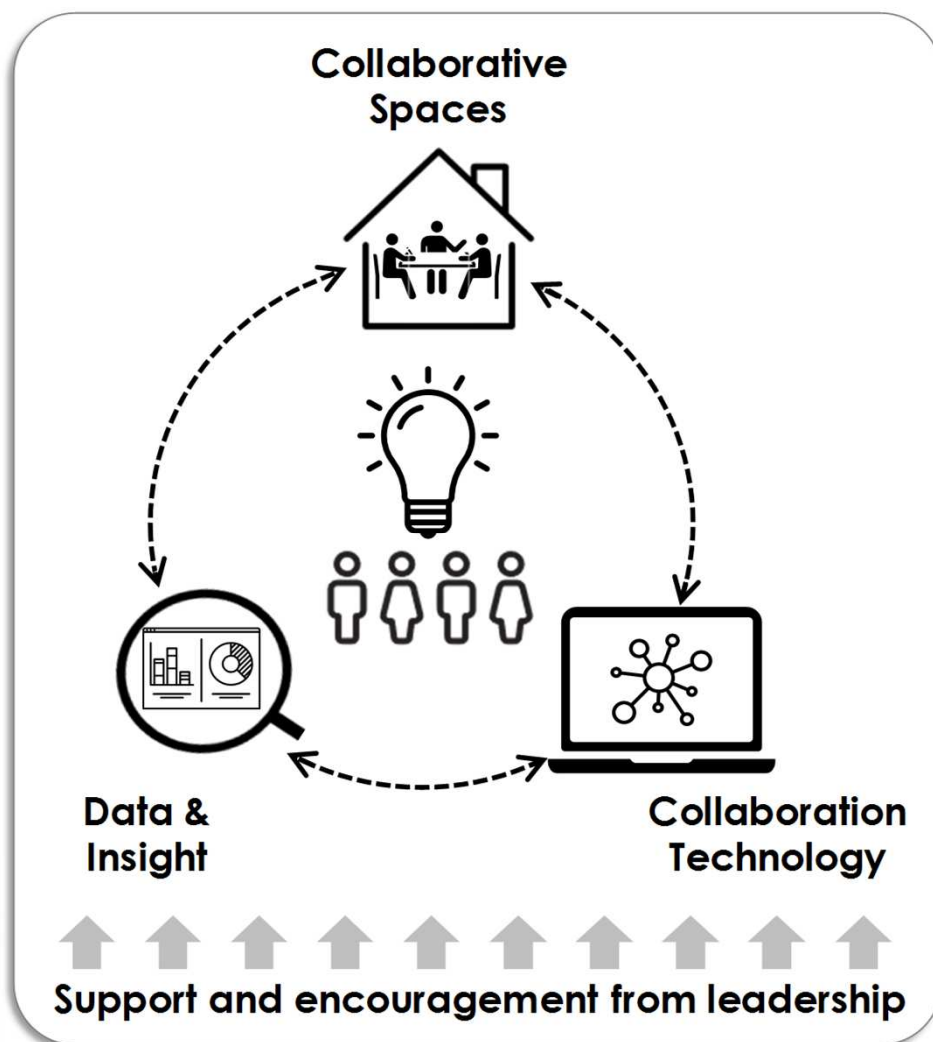
# Design Principles for new ways of working

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- The Workplace Steering Group, chaired by Paul Wilkinson, is recommending the acceptance of a set of Workplace Design Principles
- These principles will inform the layout of workspace and feed into policies and procedures as we return to the workplace
- These principles align with the Target Operating Model, which is also reviewing how combining spaces, technology, insight and support, create an environment conducive to collaboration
- Input from the Senior Leaders Forum has been taken into account when arriving at these principles
- To ensure the diverse needs of our colleagues are considered, all Staff Networks have been consulted and provided feedback
- The principles have been established around 3 key areas:
  - Space Planning
  - People and Technology
  - Culture and Behaviour
- The Workplace Steering Group and Summit Group will oversee implementation of the design activity and this will be supported by an internal comms campaign



# Target Operating Model



In light of the Target Operating Model, the workplace design principles create a unique opportunity to embed collaboration across the organisation as a key capability. Successful collaboration can be described as when the organisation is good at working across boundaries to ensure both efficiency and leverage.

To do this, the workplace design needs to:

- Create **physical spaces** which promote creativity
- Use collaboration **technology** to create agile networks and threads which can flex/evolve
- Apply **data** and insight to inform and inspire

# Summary of Design Principles

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**The Workplace principles are not a short-term response to the Covid-19 Pandemic, but a change to the way we work. However, during these times, we shall continue to be responsive and flexible to Government guidance on social contact, business activities and travel.**

## Space Planning

1. Zero-based approach to workstyle requirements
2. Promote the 'office' as an environmentally sustainable space for collaboration, social cohesion and face to face activities
3. Setting benchmarks around numbers of desks, meetings spaces and other facilities per person, using a 'neighbourhood' approach
4. Recycling equipment where possible before procuring afresh

## People and Technology

5. Technology as an enabler - ensure that all employees are provided with the appropriate technology for their role, removing any barriers that restrict people working collaboratively

## Culture and Behaviour

6. Output based management culture – people managed to objectives and priorities instead of presenteeism

# Space Planning

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## Principle Definition

1. Taking a zero-based approach to workstyle requirements, i.e. everyone needs to demonstrate that they need a particular element (e.g. office, fixed desk, other equipment) rather than the programme having to persuade them to give it up

## How this is achieved

- A variety of work settings are available: Employees categorised into 4 distinct workstyles to help plan space and technology requirements (see next slide)
- Space allocated by business then personal need

## Impact, success measures and benefits

- Employees are provided with the best work environment to support their business needs

## Our proposed four workstyles are:

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- **Fixed Worker** - An individual whose role requires them to work in a fixed area in a specific location (reception, library, gallery etc).
- **Flexible Worker** - An individual who can work effectively from a variety of work spaces anywhere within the organisation's estate, and with the right security considerations, outside the organisation's estate, including home.
- **Mobile/Free Worker** - An individual whose role requires them to be away from their principle place of work on a regular basis.
- **Field Based Worker** - An individual whose role requires them to spend the majority of their time on the move around the City, with the core tools they need to complete their work, They will rarely need to use office space.

## Principle Definition

## How this is achieved

## Impact, success measures and benefits

**2.** Promote the use of the 'office' as an environmentally sustainable space for collaboration, social cohesion and face to face activities - as opposed to other more solitary, desk-based activities which could be more effectively achieved working flexibly

- Employees are encouraged to work in the optimal setting for their role or specific task to meet business need. For the majority of employees this will be a mix of the office, home working and other locations
- Trust from senior and line managers to support a flexible and efficient workforce
- Data and insight (esp. data visualisation) is applied in physical spaces to focus, inform and inspire innovation

- All COL office locations are positioned as Collaboration Hubs, with offices making the most of natural lighting and ventilation and becoming a more inspirational and dynamic space, moving away from banks of desks to a more flexible layout to meet a variety of working styles
- Employees feel empowered and trusted to fulfil their duties to the best of their ability and there is an increased level of creativity, innovation and new ideas from employees to improve the efficiency of services
- Employees are encouraged to adopt more flexible working practices, promoting COL as a supportive and responsible employer

## Principle Definition

**3.** Setting benchmarks around numbers of desks, meetings spaces and other facilities per person, using a 'neighbourhood' approach rather than 'sit anywhere'. Benchmarks to be determined – current capacity with social distancing is 40% occupancy

## How this is achieved

- Smart Meeting rooms - implementing innovative new technologies to transform our meeting rooms into collaborative environments that foster creativity, and improve workforce connectivity
- Smart Spaces - implementing innovative new collaborative furniture that fosters creativity, improves workforce connectivity and allows individuals to work in a variety of work settings

## Impact, success measures and benefits

- Employees consider that the work environment supports their physical and mental wellbeing
- Employees feel able to replace face-to-face meetings with virtual meetings where appropriate to support work-life balance and to reduce the impact of travel
- Employees feel able to work in a variety of settings to suit their needs
- Employees diversify their network of colleagues and work with different people

| Principle<br>Definition  | How this is<br>achieved   | Impact, success<br>measures and<br>benefits  |
|--|---|--|
| <p>4. Recycling equipment where possible before procuring afresh. All spend to be approved by the Workplace Steering Group</p> | <ul style="list-style-type: none"> <li>Each department to identify 1-2 Workspace Change Champions (recommendation, to use COVID Co-ordinators), who will support the Workplace Manager and provide the baseline data</li> <li>Clear desks and general de-cluttering will be consistently observed</li> <li>Furniture will be standardised - our workspaces and equipment are suited to the types of business we do not personal preference</li> </ul> | <ul style="list-style-type: none"> <li>Our workspaces and workstyles are always evolving to meet our needs better</li> <li>Specialist equipment is only supplied where it is necessary to do so</li> <li>Standardisation reduces waste and cost</li> </ul> |



# People & Technology

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## Principle Definition

## How this is achieved

## Impact, success measures and benefits

- | Principle Definition  | How this is achieved  | Impact, success measures and benefits  |
|---|---|--|
| <p>5. Ensure that all employees are provided with the appropriate technology for their role, underpinned by efficient digital practices</p> | <ul style="list-style-type: none"> <li>• All relevant employees complete the DSE e-learning packages on City Learning</li> <li>• All line managers and employees, where relevant, complete agile working and agile working for managers on City Learning (includes a self-assessment test)</li> <li>• All managers complete the 'managing remote workers' short course</li> </ul> | <ul style="list-style-type: none"> <li>• Employees work environment supports their physical and mental wellbeing</li> <li>• Employees work style supports a good work-life balance and their career progression chances</li> <li>• Employees are supported to work in an agile or flexible way and are not discriminated against because of this working pattern</li> <li>• There are agile networks created which can be flexed based on need and value.</li> <li>• Digital Technology provided meets employee's needs and breaks down barriers to collaborative working</li> </ul> |

## Principle Definition

## How this is achieved

## Impact, success measures and benefits

- | Principle Definition | How this is achieved   | Impact, success measures and benefits  |
|----------------------|--|--|
| 5. Continued....     | <ul style="list-style-type: none"> <li>• Online file storage to facilitate digitisation of files and access from anywhere (MS Teams)</li> <li>• Audio and video conferencing available from any device (Azure VPN)</li> <li>• Employees are assigned with appropriate mobile devices to provide access to all the same Microsoft tools and capabilities on the move</li> </ul> | <ul style="list-style-type: none"> <li>• Employees feel confident handling and managing data to comply with regulations and standards</li> <li>• Employees can log in from anywhere and have the same experience as if they were in the office (Direct Access)</li> <li>• Employees can use their Corporate Phones or Tablets on the move with access to all the same Microsoft tools and capabilities.</li> </ul> |

# Culture & Behaviour

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## Principle Definition

## How this is achieved

## Impact, success measures and benefits

6. Output based management culture – people managed to objectives and priorities with reduced focus on presence

- Managers to complete training on outputs focused management
- Senior leadership team make public pledge/communication that this will be the focus
- Employee survey ran to capture how successful this approach has been and what further activity is required.
- Meeting benchmark targets

- Employees feel they are equipped with the right skills to manage their teams working in a hybrid way or know how to access support
- People Policies are designed to reflect hybrid working
- There is a genuine culture of collaboration which permeates throughout the organisation

## Principle Definition

## How this is achieved

## Impact, success measures and benefits

6. Continued....

- Employees feel empowered and enabled to work from wherever they will be most productive based on their role and to meet business need
- All employees see the value of sharing information and working together across teams and departments for a wider shared purpose.
- KPI Targets measuring efficiencies gained through remote working to inform and inspire

# Governance and Comms

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## Principles

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- All changes to the design principles will need to be cleared through the Workplace Steering Group and anything significantly different from the workplace principles to be cleared by Summit Group.
- An internal comms campaign to be designed that will cover all organisational change projects and programmes and thereby hold the narrative on what staff said and what we are doing in response to the pulse survey.
- Transparency on principles and actions will provide greater central visibility on the overall performance of the total office workspace for Summit Group.



# Agenda Item 9

|   |                        |
|---|------------------------|
| <b>Committee:</b>   | <b>Date:</b>           |
| Establishment Committee   | 12 May 2021            |
| <b>Subject: Member Remote Working and Return to Guildhall</b>   | <b>Public</b>          |
| <b>Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?</b> | <b>1, 2 and 12</b>     |
| <b>Does this proposal require extra revenue and/or capital spending?</b>                                  | <b>N</b>               |
| <b>If so, how much?</b>   | <b>N/A</b>             |
| <b>What is the source of Funding?</b>   | <b>N/A</b>             |
| <b>Has this Funding Source been agreed with the Chamberlain's Department?</b>                             | <b>N/A</b>             |
| <b>Report of:</b> Town Clerk  | <b>For Information</b> |
| <b>Report author:</b> Angela Roach, Assistant Town Clerk and Director of Committee and Members Services   |                        |

## Summary

1. The City of London Corporation has a duty of care to ensure the health and safety of its employees and its Members when conducting City Corporation business regardless of whether it is performed in the workplace or remotely. The COVID-19 pandemic has resulted in most employees and all Members working from home.
2. A report relating to the health and safety of City Corporation employees whilst working remotely is dealt with elsewhere on the agenda for today's meeting. Your Chair and Deputy Chair have requested that the Committee is also provided with details of any health and safety measures which have been considered in relation to Members. They were also keen for the Committee to be provided with any plans for the safe return of Members to Guildhall as the country eases out of lock down,
3. A number of measures were taken last year to assist Members in keeping safe as set out in the body of this report, these include the provision of guidance and appropriate equipment.
4. Whilst Members are able to perform their duties from home, a wholesale return to Guildhall in the next few weeks is very much dependent on the success of next steps of the Government's road map for easing the current restrictions and providing a route back to a more normal way of life.

## Recommendation

5. The Committee is asked to note this report.

## **Main Report**

### **Background**

6. Last year's outbreak of COVID-19 together with the restrictions on gatherings and travel which followed meant that Members could no longer undertake their City Corporation duties from the building and, like a majority of the City Corporation's employees, they have had to undertake their work remotely. The City of London Corporation has a duty of care to ensure the health and safety of its employees and its Members when conducting City Corporation business regardless of whether it is performed in the workplace or at home.
7. A report relating to the health and safety of City Corporation employees is included on today's agenda. However, following a request from your Chair and Deputy Chair this report provides the Committee with the details of the health and safety measures which have been considered in relation to Members. It also provides details of the plans for Members to return to Guildhall safely as the country eases out of lock down.

### **Health and Safety of Members Working Remotely**

8. In July last year the Chief Commoner wrote to all Members providing them with guidance on how to work from home safely. Members were provided with the following links:

#### [Working Safety with Display Screen Equipment \(DSE\)](#)

This related to the use DSE on a regular basis and it provided information about safe working practices when using the equipment, associated workstations and Visual Display Units.

#### [Laptops and other devices](#)

This covers the use of laptops and portable computing devices on a regular basis. It provided advice on the risks associated with their use and information on safe working practices when using them. Several Members were provided with additional devices, monitors and other equipment to assist with remote working activities.

#### [Agile and Mobile Working](#)

Agile working relates to people not working from a fixed location, at a fixed time, who have the flexibility to work from a variety of places. This link provided tips and details of the risks associated with agile and mobile working.

9. Members were also provided with a suite of [resources](#) on how to stay mentally and physically healthy during lockdown. This included information on how to access the Employee Assistance Programme (HAP). A free service giving Members around-the-clock access to articles, tips, resources and information regarding issues of a more personal nature to them and their families. Members have access to a telephone information service which includes support for stress which might be caused by legal

and financial matters as well as access to a limited confidential counselling service. This is not only available to Members but to their families also.

10. Members were also asked to complete a short survey of their working practices to provide a source of information to a future meeting of the Policy and Resources Committee's Members Privileges Sub-Committee as it was felt that this might be area the Sub-Committee wished to review post-pandemic in order to identify areas of possible improvements.

### **Return to Guildhall**

11. Like officers, Members are able to perform their duties from home. A wholesale return to Guildhall is very much dependent on the success of each step of the Government's road map for easing the current restrictions on movement and gatherings which it put in place in an attempt to keep people safe whilst the pandemic continues.
12. In February Government set out a four-step road map to "ease restrictions and provide a route back to a more normal way of life". Having successfully instigated steps 1 and 2, step 3 is scheduled to come into effect from 17<sup>th</sup> May. From that date, some of the social contact rules for being outdoors will be lifted, indoor hospitality can resume providing relevant mitigation measures are in place and the number of people attending certain social gatherings such as receptions, weddings and funerals will increase to 30 people.
13. Whilst a limited number of officers have been working in Guildhall throughout the pandemic, Members have not and coming into the building has been limited to use of a temporary touch down space on the Ground floor of the North Wing, which accommodates a maximum of four people. Very few Members have used the facility preferring to operate within travel guidelines, other safety measures and undertake their City Corporation duties from home.
14. At the time of writing this report, Government advice is that we should all continue to work from home where we can. However, in line with Step 3 of the road map, the Guildhall Club will re-open its doors and be taking bookings from 17<sup>th</sup> May. It will offer a service in line with any mitigation measures deemed necessary by Government and Health and Safety advisers at the time. Other recreational services operated by the Club will remain closed for the time being.
15. As you know, despite the fact that meeting virtually has introduced more flexibility, widened the City Corporation's reach, facilitated greater public scrutiny and aided the organisation in conducting business more efficiently, Government decided not to extend provisions which would have enabled local authority meetings to continue virtually or indeed enable the City Corporation to move towards a hybrid format as had been hoped. As a result, the Court recently agreed a number of changes to the delivery of committee business. Those committees with non-local/police authority functions can now choose whether to continue to operate remotely or hold hybrid meetings with some Members attending virtually and some participating in person. A new temporary COVID decision-making process has also been put in place for committees exercising local/police authority functions until October 2021. This means that after 6<sup>th</sup> May these committees will continue to meet virtually in an informal manner. Given these

measures it is not envisaged that this will result in a wholesale return to the building as it was pre-pandemic. It is likely that only a limited number of Members will choose or need to attend in person meetings.

16. However, to assist those that do choose to come into Guildhall, the West Wing Reception will reopen from 10<sup>th</sup> May. Hand sanitisers will be available, and for track and trace purposes, it will also be equipped with a QR code stand for those with a smartphone and for those without, paper forms will be available. Instructions for travelling within this area of the building will also be in place e.g. use of the stairs and lifts.
17. The Members Reading Room and Computer Suite will also reopen from 10<sup>th</sup> May. However, as social distancing measures are still in place, the number of Members using the area will be restricted. Therefore, the temporary facility in the North Wing will remain available for use until such time as things ease and Members can return to the use of the Reading and Computer rooms in larger numbers.
18. Step 4 of the Government's road map is scheduled for 21 June. It could see the removal of the legal limits on social contact. Whilst infection rates are reducing as a result of the activities associated with the road map and the successful roll out of the vaccination programme, the requirement for the retention of limits on social contact and other PPE measures is still an unknown. It is understood that some measures may be required as coverage or the effectiveness of the vaccine is not considered to be 100% effective. A significant proportion of the population will remain vulnerable to infection. Members are therefore being encouraged to undertake a rapid flow test if they do decide to come into Guildhall. Whilst this is not mandatory it is considered the responsible thing to do. Free tests are available for Members and officers at the COVID-19 rapid testing site which has opened at 65A Basinghall Street opposite the North Wing entrance to Guildhall. Testing kits are also available free of charge at that site, from pharmacies and from other local testing sites. Kits can also be ordered online for home testing.
19. A further update will be provided to the Chair and Deputy Chair as matters progress.

### **Corporate and Strategic Implications**

20. Policies and guidance on working remotely or from the workplace safely supports outcomes 1, 2 and 12 of the Corporate Plan i.e. they ensure that people are safe, feel safe and enjoy health and wellbeing. It also ensures that the spaces used are secure, resilient and maintained. The relaxation of the social contact rules means that Members will be able to socialise and network in person indoors for the first time in several months and this will add to the sense of wellbeing.

### **Equality Impact Assessment**

21. Under the Equality Act 2010, all public bodies have a duty to ensure that when exercising its functions they have due regard to, advance equality of opportunity between people who share a protected characteristic and those who do not; and amongst other things, to take steps to meet the needs of people with certain protected characteristics where these are different from the needs of other people and to

encourage people with certain protected characteristics to participate in public life or in other activities where their participation is disproportionately low.

22. The measures which have been in operation throughout the pandemic and the phased return to Guildhall will have had a positive impact on elected Members, particularly those with disabilities or health conditions who will have been more vulnerable as the pandemic continues.

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|---|---|
| <b>Committee(s):</b><br>Establishment Committee – For decision  | <b>Dated:</b><br>12/05/2021   |
| <b>Subject:</b> Brexit Update   | <b>Public</b>   |
| <b>Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?</b> | 3. People have equal opportunities to enrich their lives and reach their full potential<br>8. We have access to the skills and talent we need |
| <b>Does this proposal require extra revenue and/or capital spending?</b>                                  | <b>N</b>  |
| <b>If so, how much?</b>   | <b>£0</b>   |
| <b>What is the source of Funding?</b>   |   |
| <b>Has this Funding Source been agreed with the Chamberlain's Department?</b>                             | <b>N/A</b>  |
| <b>Report of:</b> Chrissie Morgan, Director of HR   | <b>For Decision</b>   |
| <b>Report author:</b> Marion Afoakwa, Assistant Director, Corporate HR & Change                           |   |

## Summary

The purpose of this report is to provide an update about actions taken by Corporate HR to mitigate the anticipated impact of Brexit on the recruitment and retention of staff, and seek a decision about the standing agenda item for an oral Brexit update.

## Recommendation(s)

Members are asked to consider removing Brexit updates as a standing item on the Establishment Committee agenda, pending any future developments.

## Main Report

### Background

1. The EU Settlement Scheme initially included an application fee of £65. A report was considered by Members at the 3<sup>rd</sup> December 2018 Establishment Committee meeting and a decision made that the City of London would fund this fee for its employees and their dependents. The fee was subsequently scrapped on 21<sup>st</sup> January 2019.
2. The main HR Brexit risk identified was its effect on the recruitment and retention of staff. This was owing to the potential outcome of Brexit negotiations impacting on the ability of EU nationals to live and work in the UK and in Brussels, thereby

staff losses, difficulty accessing specialist skills, higher recruitment costs and longer-term disruptions to service provision.

3. Actions taken to mitigate this risk include on-going internal communications about the EU Settlement Scheme, encouraging EU national employees to apply, signposting on the intranet to the relevant Government's website, cascading information via Chief Officers and working with departments to identify any EU citizens in critical roles for more targeted support.
4. A challenge for the City of London and for several organisations, was how to identify which employees were EU citizens, as this information is not held on the HR system. This is because an employee's nationality does not reflect their right to work and they could hold dual nationality. Nonetheless the government has stated that employers are not expected to retrospectively check right to work documents and employees are not required to advise employers that they have applied for settled status.
5. We have also worked with Hays, our temporary staff contractor, to ensure that any EU agency workers continue to be eligible to work under the rules of the EU Settlement Scheme and Hays have confirmed that they and their supply chain will implement any updated Home Office guidance including those related to Brexit.

### **Current Position**

6. There has to date been no impact of Brexit on the City of London's ability to recruit and retain staff in the UK or in Brussels.
7. There have been no further Brexit-related legislative changes since the EU Settlement Scheme was laid before Parliament on 20<sup>th</sup> July 2018.
8. The intranet site dedicated to Brexit is up to date, currently reminding staff of the 30<sup>th</sup> June 2021 EU Settlement Scheme deadline. The site also includes a set of Frequently Asked Questions and links to the government's website for important information for EU citizens.
9. We continue to regularly monitor the situation from an HR perspective for any upcoming changes.
10. Since April 2019, there has been a standing item on the Establishment Committee Agenda for the Director of HR to provide oral updates on the impact of Brexit on the recruitment and retention of staff.

### **Options**

11. Option 1: Brexit updates remain on the Establishment Committee agenda as a standing item
12. Option 2: Remove Brexit updates as a standing item on the Establishment Committee agenda



## **Proposals**

13. Option 2 is recommended, while we continue to monitor any policy or legislative changes proposed by the government. We will report back to Committee where there are any developments that are likely to impact on the recruitment and retention of staff.

## **Corporate & Strategic Implications**

None

## **Conclusion**

14. Due to the current limited impact of Brexit on the City of London's ability to recruit and retain staff and, as mitigating actions have been considered and remain under regular review, Option 2 ensures that pertinent Brexit-related items are included on Establishment Committee agendas, as and when they arise.

## **Appendices**

None

## **Background Papers**

Establishment Committee report on the EU Settlement Scheme, 3 December 2018

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|---|---------------------|
| <b>Committee(s)</b>   | <b>Dated:</b>       |
| Establishment Committee – For approval  | 12 May 2021         |
| <b>Subject:</b> Corporate Home / Remote Working Policy (Health and Safety) (Draft)  | <b>Public</b>       |
| <b>Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?</b>                       | <b>1,2</b>          |
| <b>Does this proposal require extra revenue and/or capital spending?</b>  | <b>N</b>            |
| <b>If so, how much?</b>   | <b>N/A</b>          |
| <b>What is the source of Funding?</b>   | <b>N/A</b>          |
| <b>Has this Funding Source been agreed with the Chamberlain's Department?</b>   | <b>N/A</b>          |
| <b>Report of:</b> Chrissie Morgan, Director of HR   | <b>For Decision</b> |
| <b>Report author:</b><br>Sandrine Pluviaux, Health Safety & Wellbeing Advisor<br>Justin Tyas, Health Safety & Wellbeing Manager |                     |

## Summary

This report outlines a proposal for new corporate policy for Home and Remote Working.

The purpose of the policy is to set a corporate framework with articulated responsibilities and arrangements, to protect staff, so far as is reasonably practicable, from the risks that are associated with home and remote/agile working and support the delivery of our corporate outcomes.

## Recommendation(s)

Members of the Establishment Committee are asked to:

- Endorse the draft Home Working and Remote Policy (Health and Safety)

## **Main Report**

### **Background**

1. Incorrect use of Display Screen Equipment (DSE) or poorly designed workstations or work environments can lead to pain in necks, shoulders, backs, arms, wrists and hands as well as fatigue and eye strain. The causes may not always be obvious.
2. The Health and Safety (Display Screen Equipment) Regulations 1992 (as amended) apply to employees who use DSE daily, for an hour or more at a time. They apply to employees who work at a fixed desk, work flexibly in agile or remote way and to home workers.
3. Covid-19 has presented major challenges to ensuring the health, safety and wellbeing of employees and others during the pandemic. The necessity for homeworking came very suddenly as a result of lockdown, and perhaps many employees did not expect to be working from home for such a prolonged period.
4. Agile/remote working, this new way of working means staff may work from home some of the time, from an office base some of the time, or from a variety of different workplaces such as a partner building, or a community space – or maybe even a mix of all these. Work will become more about what you do, not where you do it from.
5. Research suggests that many public bodies have documented health and safety home / remote working arrangements. ACAS and London Councils also propose standardising home working provisions through policy arrangements, not just in response to the Covid-19 pandemic
6. The draft policy was discussed at the Health and Safety Managers Forum in November 2020 and it was agreed to endorse for tabling at the Corporate Health Safety and Wellbeing Committee. Other stakeholders were also consulted. The Town Clerk agreed to this draft policy proceeding to the Establishment Committee.

### **Current Position**

7. The City Corporation has started developing a range of flexible working practices to enable more effective working in a variety of ways from a range of work settings.
8. There is specific corporate guidance on home working and various other related guidance notes in place.
9. The City Corporation used a soft wear system called “WorkRite” for DSE training, testing and assessment. The system was not adapted for homeworking which meant that “paper” based homeworking DSE assessments were manually loaded onto system during the first national lockdown in early 2020. Self-reported compliance by departments, as monitored by the Recovery Group, was high.

10. The Corporate Health Safety and Wellbeing Team are in the process of implementing an Agile DSE solution which will allow DSE assessment, training and testing to be completed in home working, agile/remote and office-based environments.

## **Proposals**

11. That a new corporate Home and Remote Working Policy (Health and Safety) is developed as set out be endorsed with the aim of it being finally approved by the Establishment Committee.
12. This draft policy provides a framework for consistent and fair practice on the issues to be considered when considering agile and home working arrangements.
13. The proposed (new) policy aims to:
- provide a corporate policy and arrangements for managing home / remote working
  - support the implementation of the new Agile DSE software system
  - reduce risks associated with agile and home working to a reasonably practicable level
  - establish the standards, working practices and supported configurations of home and remote working solutions
  - facilitate the adoption of modern flexible working practices where appropriate to do so, in line with our equality and diversity obligations

## **Corporate & Strategic Implications**

14. Everything we do supports the delivery of the Corporate Plan's three strategic objectives, including contributing to a flourishing society, especially:
- *People are safe and feel safe (Outcome 1)*
  - *People enjoy good health and wellbeing (Outcome 2)*
15. The draft Home / Remote Working Policy is entirely consistent with the above, providing the governance and framework (safety management system) to support these outcomes, and drive performance.

## **Legal and risk implications**

16. The Health and Safety at Work etc Act 1974 remains the primary legislation which sets out the legal duties on health and safety. The Health and Safety Executive (HSE) are the principal enforcers and have a statutory duty to enforce the requirements of the legislation.
17. Effective health, safety and wellbeing management is good for business and contributes to our strategic objectives, including reduced potential for sickness absence, litigation, enforcement action and unnecessary (additional) financial costs.

## **Financial and resources implications**

18. There are no additional financial implications other than that noted above. Additional equipment has been provided for home working as justified by DSE risk assessment.

## **Equalities implications**

19. Remote / Homeworking can help enables organisations to embrace diversity and inclusion by hiring people from different socioeconomic, geographic, and cultural backgrounds and with different perspectives—which can be challenging to accomplish when recruiting is restricted to a certain specific locale that not everyone wants, or can afford, to live near.
20. Remote / Homeworking where this is business possible also gives people who may have a hard time finding steady employment at an onsite job, like those with disabilities or caregivers who need a flexible schedule, the opportunity to follow their career goals without having to worry about commuting back and forth to an office, and with the flexibility to get to doctor's and other healthcare appointments when needed.
21. The City Corporation is committed to its duty to fulfil the requirements of the Equality Act 2010. Where reasonable adjustments are already made at an employee display screen workstation, such as ergonomic and/or personalised equipment, that same help, support and protection shall be afforded to homeworkers

## **Climate implications**

22. Likely to be beneficial. Heating and lighting may be offset. Reduced travel.

## **Security implications**

23. Remote/home workers must ensure the security and safekeeping of any confidential information provided by the City Corporation for use in the remote working environment. Such information should not be accessible to family or visitors of the remote/home worker. Employees must ensure that all reasonable precautions are being taken to maintain confidentiality of material in accordance with the City Corporation's requirements. All personal data must be processed in accordance with GDPR and City Corporation data protection protocols.
24. It is City Corporation policy that computer users are not permitted to load non-standard applications and other software on the City Corporation's PCs or laptops. Home/remote workers should not download any application or software without specific advance permission.

## **Conclusion**

25. A home / remote working policy, with articulated responsibilities and arrangements, aligned to our corporate outcomes will provide an organisational framework for managing these occupational issues. The evidence from implementing agile and home working suggests that many more problems are anticipated than actually arise and that, once any initial problems are overcome, most people appreciate the greater flexibility and autonomy that agile working brings.
26. Supporting the opportunities for agile and home working gives to the City Corporation the opportunity to modernise its working practices in line with our commitments to flexible working where this meets business needs and our obligations to improving equality and diversity.

## **Appendices**

None

## **Background papers**

[Corporate Health Safety and Wellbeing Policy](#)

[Corporate DSE Policy](#)

[Home / Remote Working Guidance](#)

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## **HSP XX - Corporate Homeworking Policy (Health Safety and Wellbeing)**

|                |   |
|----------------|---|
| VERSION number | 01-00                                       |
| DATE           | May 2021                                    |
| REVIEW DATE    | May 2024                                    |
| AUTHOR         | Sandrine Rivoal Pluviaux<br>and Justin Tyas |
| Approved by    | Establishment Committee                     |

This Policy can only be considered valid when viewed via the CoL Intranet website. If this document is printed in hard copy or saved to another location, you must check that the version number on your copy matches that of the one on-line.

HSP XX - Corporate Home / Remote Working Policy  
(Health Safety and Wellbeing)

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# 1. Introduction

During the COVID-19 crisis, emergency homeworking has been used to support the public health strategy. The City Corporation enacted emergency arrangements to support staff in sometimes challenging homeworking environments. However, homeworking is not a new concept, it is an extremely popular form of flexible working that many departments, services and teams have been offering which often has benefit for both business and employees.

This policy is concerned specifically with homeworking which is a type of flexible working that may require a City Corporation employee to work almost entirely at home, occasionally at home, or splitting their time between their home and their usual workplace.

It is recognised that many employees already work occasionally from home e.g. preparing material, assessing work, carrying out research etc. The objective of this policy is not to undermine existing work practices or impose unnecessary restrictions. Rather, the objectives are:

- to ensure the health safety and wellbeing of all employees.
- to provide all employees with the equality of opportunity to work from home where this is possible

For the purpose of this policy, the term homeworking applies equally to remote and mobile working.

To enable the City Corporation to maximise its employee's effectiveness and productivity but at the same time giving more flexibility in their working lives, the City of London Corporation is committed to supporting homeworking where there is also demonstrable business need.

The City Corporation, in support of homeworking, will provide the equipment and tools to reap the benefits of adopting flexible working practices that meet the needs of the organisation, the team and the individual. This will maximise our ability to provide the highest quality of service whilst at the same time managing our operating costs.

The City Corporation will ensure that all employees who work from home or remotely are aware of the acceptable use of portable computer devices and remote working opportunities. Portable computing devices such as laptops are provided to assist employees to conduct their work efficiently and effectively. This equipment and any information stored on it should be recognized as valuable organisational information assets and safeguarded appropriately.

The City Corporation is committed to its duty to fulfil the requirements of the Equality Act 2010. Where reasonable adjustments are already made at an employee display screen workstation, such as ergonomic and/or personalised equipment, that same help, support and protection shall be afforded to homeworkers.

This policy should not be used to accommodate caring responsibilities. The City Corporation has developed a number of other work/life balance policies to enable employees to undertake caring responsibilities for dependants where required.

## 2. Policy statement

The Home and Remote Working scheme is in place to assist in achieving a work-life balance as part of the [City Corporation's Flexible Working Policy](#).

The City Corporation has developed a range of flexible working practices to enable more effective working in a variety of ways from a variety of work settings. The City Corporation has, for a number of years, operated working from home on a limited basis to accommodate specific individual or service needs. These flexible working practices should be used in conjunction with this policy.

The benefits of home and remote working can include:

- employee retention,
- increased productivity and
- reduced costs of accommodation and other overheads.

Not all work is suited to this sort of scheme so availability will be based on the:

- suitability of the employment and person to homeworking
- demonstrable benefits and measurable outcomes for the organisation needs
- the position involved
- the proposed workplace i.e. a suitable home working environment

Homeworking is a form of flexible working that can in certain circumstances bring benefits both to an employee and to the City Corporation. However, the success of homeworking depends on whether all three elements (i.e the job, the person and the home) are suited to this type of working practice.

The needs of the City Corporation services will always be the paramount consideration.

The success of the scheme will depend on trust, reasonableness and co-operation between managers and employees. Home and remote working are both to be treated in exactly the same way as if the employee was working in the office.

Home and remote workers will be treated no less favourably than any other member of staff, with regard to City Corporation policies and procedures or terms and conditions.

## 3. Purpose of the policy

The purpose of this policy is to establish the standards, working practices and supported configurations of home and remote working solutions.

At the City Corporation we are committed to adopting modern flexible working practises where appropriate to do so.

## 4. Scope

This policy applies to all City Corporation employees (not contractors), but not the City of London Police who have their arrangements. This policy does not apply to Members of the City Corporation.

Occasionally, it can be agreed for staff to work from specific locations other than their home on a 'major' or 'minor' homework basis. If this is agreed, the provisions of this policy apply it is their responsibility to ensure that the location is safe and enables confidential working practices.

## 5. Definitions

Home workers are defined as employees who, in whole or in part, are based at home for the purpose of carrying out their work with the agreement of the City Corporation and are designated as 'home workers'.

Working from home may be on an occasional, a temporary or a permanent basis and all contractual obligations, including core working hours, continue to apply. Further details can be found in the [Corporate guidance on Home / remote working safely](#).

Home and remote working consist of working based at home rather than at the normal place of work and may involve using IT systems to perform work and to remain in contact with managers and employee. It is carried out to an agreed work pattern on a, permanent, regular, part-time, temporary or ad hoc basis.

Not all jobs are suitable for home and remote working, however any job may be considered on its own merits. Jobs that involve project work or an identifiable output, or those that provide services within the community may particularly lend themselves to this type of work. Jobs that will not usually be suitable are those provide a direct service to the public at a fixed location that, e.g. staff on reception.

Managers must ensure that home and remote working arrangements do not have an adverse effect on any particular group of employees neither should a refusal to agree homeworking disadvantage any particular group.

## 6. Interaction with other policies and guidance

The City Corporation has developed a range of flexible working practices to enable more effective working in a variety of ways from a variety of work settings.

This Policy supports and is aligned with other City Corporation policies and guidance which offer further guidance in relation to health and safety, including but not limited to:

- HR Policies including Flexible Working Policy
- Equal Opportunity Policy
- Corporate Health Safety and Wellbeing Policy
- [Display Screen Equipment \(DSE\) Policy](#)
- [Display Screen Equipment Guidance](#) including [Home working guidance](#)
- Lone working guidance
- Acceptable Use of IT

These documents should be used in conjunction with this policy.

## 7. The Legal Position

The Health and Safety at Work etc Act 1974 (HASWA) places a duty on employers to ensure the health safety and welfare of their employees as far as reasonably practicable. This duty applies whenever the employee is at work regardless of whether they are working on the City of London Corporation's premises, other locations or in their own home. HASWA also places a duty on employees to take care of their own safety and the safety of others who may be affected by their work activity. Again, this applies regardless of where the employee is working, so the employee would have to consider the safety of other family members etc.

Under the Management of Health and Safety at Work Regulations 1999, employers are required to carry out a risk assessment of the work activities carried out by the home worker, with the aim of identifying hazards (factors that could cause harm) arising from the work activity and deciding whether sufficient steps have been taken to prevent harm to the employee or anyone else who may be affected by the work activity.

The Health and Safety (Display Screen Equipment - DSE) Regulations 1992 (as amended) apply to workers who use DSE daily, for an hour or more at a time. In law, employers must:

- Undertake a DSE assessment
- reduce risks, including making sure workers take a break from DSE work or do something different
- provide an eye test if employees ask for one
- provide training and information

## 8. Responsibilities

### 8.1 Responsibility of Chief Officers, Head Teachers Directors, and other Senior Officers

Chief Officers, Head Teachers, Directors, and other Senior Officers are responsible for:

- Ensuring that health and safety issues reported to them, as senior line managers, are addressed at the appropriate level and in a timely manner.
- Ensuring the developing a departmental network of DSE assessors
- Ensuring that the policy is benefiting the City Corporation's business
- Overseeing the consistent implementation of the policy
- Recommending improvements to the policy

Local arrangements will be in place for our independent schools

### 8.2 Responsibility of Managers

Managers will ensure that their staff:

- Unless in an emergency capacity, understand the specific hours and measurable outcomes are agreed before the arrangement starts. This is in order to ensure that employees complete the task in hand and do not exceed the Working Time Regulations
- Complete home working / agile DSE assessments at an appropriate frequency and ensure that staff have access to the appropriate technology to work effectively both in the office environment and from home

- Have access to appropriate training and support to work effectively in the new ways
- Take responsibility for creating a safe working environment when working from home
- Have access to appropriate support equipment to assist in the creation of a safe working environment when working from home
- Have SMART (Specific, Measurable, Achievable, Relevant and Timely) objectives, priorities and targets which can be measured in line with the Performance Reviews, as well as clarity about the outcomes expected of their job role
- Have their individual circumstances and requirements (particularly where an employee has a disability) taken into account, including the needs of newly appointed staff, trainees and apprentices who may initially need to come into the office more often for support rather than working at home
- Have access to continuous performance review process which includes regular 1:1 conversation and/or supervision. This will include ensuring staff are not isolated, and that regular supervision and team meeting arrangements are in place.
- Ensure that information governance and health and safety requirements are adhered to at all times
- Have documented and mutually agreed arrangements for homeworking

Homeworkers are covered by health and safety law in the same way as any other employed worker. Any equipment used for the purpose of the work at home could be judged to fall within the scope of the Provision and Use of Work Equipment Regulations 1998.

This means that all the equipment must be:

- safe for the user
- in an adequate state of repair
- not cause a hazard to others who may be affected by it.

As such Managers must ensure that all equipment provided is carefully selected and regularly maintained. Likewise, the homeworker is responsible for their electricity supply, sockets and the equipment that they own and may be used as part of their work.

### **8.3 Responsibility of Homeworking employees:**

Employees must:

- Agree working arrangements with their manager (and in consultation with other team members where appropriate)
- Ensure that their manager knows when and where they are working at all times
- Attend appropriate training and meetings at management's request
- Co-operate with the risk assessment process (including home working/agile DSE assessments), report any problems, carry out regular checks of equipment and the workplace and report faults to the manager without delay;
- Report any accidents which occur during the agreed work hours
- Report any health problems which may be attributed to, or aggravated by, their working arrangements.
- Take care of City Corporation equipment such as laptops, particularly when travelling or working from home. Any loss, damage or theft must be reported to the manager and the police if appropriate.
- Comply with the IT security and data protection requirements
- Complete the Data Protection Act training modules
- Take reasonable care of their own health and safety and follow the DSE Guidance and other health and safety arrangements and procedures

## **8.4 Responsibility of Human Resources**

Human Resources is responsible for:

- Providing advice and guidance to managers and employees on how to effectively deal with home working at departmental or individual level.
- Assisting managers with the fair and consistent application of the guidelines.

## **8.5 Responsibility of the Corporate Health Safety and Wellbeing Team**

The Health Safety and Wellbeing Manager is responsible for:

- Providing guidance on risk assessments
- Implementing a system for DSE and Agile working awareness training for all DSE users and home workers
- Promoting wellbeing for homeworkers via corporate mechanisms

## **8.6 Responsibility of Information Technology**

The Information and Technology (IT) Team are responsible for:

- Providing guidance on technical solutions to assist remote working
- Providing IT support to staff that are working from home.

## **8.7 Responsibility of Occupational Health Service**

The Occupational Health Department is responsible for:

- Offering specialist advice and support to home and remote workers, managers on risk reduction of DSE
- Advising on individual cases where health problems related to DSE usage have been reported

## **9. Providing advice and supporting staff on mental health Particular considerations**

### **9.1 Health and safety**

Each member of staff working from home is responsible for the condition of their home-working environment. The environment must be conducive to such work and all of the necessary equipment should be fit for purpose.

Setting up the workstation correctly (including desk/table, chair, and the PC or laptop) is equally important when working away from the workplace and the same principles apply.

Therefore, homeworkers must complete the online agile / home working workstation training courses and self-assessment. For further information please read the [Corporate Guidance on Home and Remote working Safely](#) and visit the intranet page on Display Screen Equipment guidance.

### **9.2 Equipment and Supplies**

The City Corporation will provide the equipment needed to carry out the work. This may include City Corporation computer and IT devices, DSE furniture (chair, desk. Etc.)

Use of City Corporation IT equipment (computers, laptops, mobiles etc) must be in accordance with the [City Corporation's IT Policies](#).

Equipment provided by the City Corporation must not be used for means other than homeworking, or it may be viewed as a benefit in kind and the individual may be liable to tax.



Employees must notify any faults with equipment to their manager as soon as possible who will make appropriate arrangements for repair or replacement. If the fault relates to computer equipment, then they should notify the IT helpdesk in the first instance.

The City Corporation is responsible for maintaining equipment supplied to a homeworker and will ensure electronic and other equipment is safe and functioning properly, subject to reasonable notice being given.

### 9.3 Learning & Development

Working from home is a very different way of working, which requires the employee to adapt quickly to working independently and on their own for most of their working day. There will be less support from colleagues and daily contact with their line manager (although regular communication is essential).

Recommended learning and development include:

**Induction** - It is good practice for new employees to spend some time in the office environment to familiarise themselves with the organisation and with colleagues before working from home. The manager will arrange for the home worker to spend a suitable period in the office during their induction period.

**IT** - before an employee commences formal homeworking, it is essential for them to attend a briefing session with a member of the IT department to ensure that they are equipped to maintain all telecoms, computers, and home office equipment. Please contact the IT helpdesk

**Health and Safety Awareness** - As a minimum, home workers must have attended health and safety training on homeworking which will include DSE set-up. Before agreeing to homeworking, managers should consider what further training may be necessary.

Other training requirements may include:

- Appropriate IT skills
- Communications and time management skills
- Cultural change and contact with others
- Personal development for employees working at home
- First aid, fire safety and accident reporting
- Managing stress
- Information security awareness
- Lone working

### 9.4 Wellbeing

It is important to be practical, flexible and sensitive to each other's situation when working from home or remotely. To support home and remote workers City Corporation we pledge to:

- Support flexibility for personal needs - to help balance work and personal commitments in the home, it is ok to block time in your diary to manage family and care responsibilities. Just make sure it is discussed with the line manager
- Be connected - by taking a break to virtually touch base and socialise with colleagues, just as we do when we are in the workplace. Managers should ensure that employees are in regular contact with colleagues. Home workers should attend

team meetings in a face-to-face capacity. Managers should contact their employee, via email and telephone regularly

- Be supportive – Line managers should make sure they have provisions in place in order to support home and remote workers who feel isolated and need assistance. Employees are also able to use the Employee Assistance Programme or visit Occupational Health service. Further assistance and guidance on wellbeing and mental health are accessible on intranet.

Equally it is a homeworker's responsibility to inform their manager if they are off sick and they should follow the City Corporation's sickness absence procedure.

### **9.5 Security and Confidentiality**

It is City Corporation policy that computer users are not permitted to load non-standard applications and other software on the City Corporation's PCs or laptops. Home/remote workers should not download any application or software without specific advance permission.

In all instances, repairs and servicing to City Corporation-owned equipment will only take place by persons authorised by the City Corporation to do so.

Remote/home workers must ensure the security and safekeeping of any confidential information provided by the City Corporation for use in the remote working environment. Such information should not be accessible to family or visitors of the remote/home worker. Employees must ensure that all reasonable precautions are being taken to maintain confidentiality of material in accordance with the City Corporation's requirements.

If the employee discovers or suspects that there has been an incident involving the security of information relating to the City Corporation, clients, customers or anyone working with or for the City Corporation, they must report it immediately to their line manager.

### **9.6 Insurance**

Equipment supplied by the City Corporation to those working from home is covered under the City Corporation insurance scheme against theft, fire and damage. All equipment must be kept in a secure place when not in use. At all times, the Employee's home must be locked when left unoccupied. Failure to do so may render the insurance invalid. If the employee's actions render any insurance invalid, the City Corporation may seek to recover any losses associated with an employee's breach from the employee personally.

Employees will be required to inform their Home and Contents Insurer that additional IT equipment has been provided and that they are working from home. City Corporation will not be responsible for use of personal work equipment.

The City Corporation will not be responsible, in any circumstances, for any additional premiums requested by the Employee's Insurer as a result of the equipment loaned to the remote/home worker.

### **9.7 Property and Tax**

Employees are responsible for ensuring home/remote working does not breach any of the terms of their mortgage, rental agreement or any other agreement governing their residence.

### 9.8 Costs/Expenses and Travel

No contribution will be made by the City Corporation towards normal household expenses attached to home working, such as heating, lighting or council tax costs. When an employee is working at or from home, journeys made to the normal office base will not be reimbursed.

## 10. Monitoring & Review

The Health Safety and Wellbeing Team has lead responsibility for reviewing this policy and reporting to the Corporate Health Safety and Wellbeing and other committees as required.

This Policy will be reviewed on a regular basis at no more a than three yearly intervals.

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## Revisions

| Version | Page/ Para No | Description of change | Date Approved |
|---------|---------------|-----------------------|---------------|
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| <b>Committee(s)</b>   | <b>Dated:</b>       |
| Establishment Committee – For approval  | 12 May 2021         |
| <b>Subject:</b> Corporate Noise and Vibration Policy (draft)  | <b>Public</b>       |
| <b>Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?</b> | <b>1,2</b>          |
| <b>Does this proposal require extra revenue and/or capital spending?</b>                                  | <b>N</b>            |
| <b>If so, how much?</b>   | <b>N/A</b>          |
| <b>What is the source of Funding?</b>   | <b>N/A</b>          |
| <b>Has this Funding Source been agreed with the Chamberlain's Department?</b>                             | <b>N/A</b>          |
| <b>Report of:</b> Chrissie Morgan, Director of HR   | <b>For Decision</b> |
| <b>Report author:</b> Justin Tyas, Health Safety and Wellbeing Manager                                    |                     |

## Summary

Exposure to excessive noise can cause hearing damage and even hearing loss, whilst exposure to excessive vibration can damage joints, muscles, circulation and sensory nerves. This could lead to considerable pain, time off or even permanent disability.

The City of London Corporation has established health and safety guidance for both noise and vibration but there is no overarching corporate policy for either. There are areas of expertise in the City Corporation including Open Spaces and the Barbican Centre.

It is proposed that a new corporate policy on noise and vibration is articulated so that a framework is provided for the consistent management of noise and vibration across the City Corporation. This will be monitored via the health and safety audit and assurance programme.

## Recommendation(s)

Members of the Establishment Committee are asked to:

- Endorse the proposed draft Noise and Vibration Policy (Health and Safety)

## **Main Report**

### **Background**

1. Sound is what we hear. Noise is unwanted sound. The difference between sound and noise depends upon the listener and the circumstances. Exposure to excessive noise can cause hearing damage and even hearing loss. Noise also interferes with communication and may therefore compromise safety at work. The effects of noise may be cumulative and ultimately irreversible.
2. The Control of Noise at Work Regulations (“Noise Regulations”) 2005 places a general duty on employers to do all that is reasonably practicable to eliminate the risks to employees’ health and safety from exposure to noise at work.
3. Sources of noise at work can include loud music, workplace transport, power tools, motors and generators. Simplistically, work equipment that produces noise vibrates.
4. According to the Health and Safety Executive (HSE) it is estimated that every day in the U.K. approximately 2 million workers are exposed to excessive levels of vibration at work. It can damage joints, muscles, circulation and sensory nerves. This could lead to considerable pain, time off or even permanent disability
5. The types of vibration of concern are Hand Arm Vibration (HAV) and Whole-Body Vibration (WBV). The difference between these types of Vibration is the entry routes into the body, and the different parts of the body they affect.
6. HAV can be caused by excessive vibration from power tools and associated equipment such as chainsaws, hammer drills and strimmer’s etc. Whereas WBV can be caused from excessive vibration from working on machinery or vehicles.
7. The Control of Vibration at Work Regulations (“*Vibration Regulations*”) 2005 stipulates that we must do all that is reasonably practicable to eliminate or reduce the risks from vibration.

### **Current Position**

8. The City of London Corporation has established health and safety guidance for both noise and vibration but there is no overarching corporate policy for either.
9. There are areas of specific expertise within the City Corporation for both noise and vibration. For example, Open Spaces have departmental policy, arrangements and proficiency with the management of noise and vibration and the Barbican has sound / noise expertise in relation to live performances and entertainment.
10. Health surveillance is the process of detecting injury/disease at an early stage, it is not a substitute for measures to control physical agents or the need to inform employees of the risk. The Occupational Health Service (OHS) has specific competency in relation to vibration and noise health Surveillance. Expertise is

available to departments from OHS when they identify the need for surveillance from local risk assessments.

11. An Occupational Hygienist (someone with specialist professional competency in the measurement and control of physical agents) was employed within the Health and Safety Team but the post holder and role no longer exist. Specialist advice can be commissioned where necessary.

## **Proposals**

12. That a new corporate policy for noise and vibration is developed as set out be endorsed with the aim of it being finally approved by the Establishment Committee.

13. The proposed policy on noise and vibration provide an articulated framework for the consistent management of noise and vibration across the City Corporation which will subsequently be monitored via the health and safety audit and assurance programme.

14. The new (draft) policy aims to:

- ensure that employees hearing is protected from excessive noise at work, which could cause them to suffer hearing loss and/or to suffer from tinnitus (permanent ringing in the ears).
- protect employees from the risks of Hand Arm Vibration Syndrome (HAVS) and from Whole Body Vibration (WBV), which can be caused by excessive exposure to vibration.

15. The specific policy objectives will include (where necessary):

- Assessing the risks from noise and vibration exposure
- Taking measures to reduce noise and vibration exposure where a risk assessment shows that this is necessary
- Ensuring the level of noise and vibration generated is considered when a new piece of work equipment is purchased or hired
- Providing hearing / personal protection where appropriate if risks cannot be adequately reduced by other means
- Providing training and information for employees on the risks from noise and vibration and the measures in place to reduce these
- Providing health surveillance where the risk assessment shows that this is appropriate

16. The above will enable the City Corporation to consistently satisfy its obligations under the Noise and Vibration Regulations and the Management of Health and Safety at Work Regulations.

17. The draft Noise and Vibration Policy does not apply to complaints about third party noise. For example, construction sites or intruder alarms which could be a *statutory nuisance* covered by the Environmental Protection Act 1990.

## **Corporate & Strategic Implications**

18. Everything we do supports the delivery of the Corporate Plan's three strategic objectives, including contributing to a flourishing society, especially:

- *People are safe and feel safe (Outcome 1)*
- *People enjoy good health and wellbeing (Outcome 2)*

19. The proposed Noise and Vibration Policy is entirely consistent with the above, providing the governance and framework (safety management system) to support these outcomes, and drive performance.

## **Financial and resource implications**

20. There are no adverse financial or resources implications anticipated. Changes to equipment and/or process etc. must be justified by risk assessment and would be met from local risk budgets.

## **Security implications**

21. None.

## **Climate implications.**

22. No adverse implications anticipated. Procurement options for phased replacement of older or obsolete equipment (e.g. for lower noise or vibrating tools) is likely to present opportunities for lower energy and lower emission alternatives.

## **Equalities implications**

23. The City Corporation is committed to:

- Eliminating discrimination and promoting equality and diversity in its Policies, Procedures and Guidelines, and
- Designing and implementing services, policies and measures that meet the diverse needs of its population and workforce, ensuring that no individual or group is disadvantaged

24. There are no anticipated equalities implications (positive or negative) from the proposed corporate Noise and Vibration Policy.

## **Legal and risk implications**

25. The proposed noise and vibration policy when consistently implemented, will support and protect the City Corporation from the risk of non-compliance with the Health and Safety at Work Act 1974, associated Regulations (Noise and Vibration etc.) and potential for Civil Claims.

## **Conclusion**

26. The City of London Corporation is committed to keeping our employees and those affected by our activities healthy and safe. There are health risks to



employees who undertake tasks that may involve exposure to vibration and noise at work.

27. The draft policy will provide services with the standards to reduce risk and comply with the relevant health and safety legislation ensuring good practice to manage exposure to vibration and noise at work which is consistent with our desired corporate outcomes.

**Appendices**

None

**Background papers**

[Corporate Health Safety and Wellbeing Policy](#)

[Corporate Noise Guidance](#)

[Corporate Vibration Guidance](#)

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## Noise and Vibration Policy

|                |                                 |
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This Policy can only be considered valid when viewed via the City Corporation intranet website. If this document is printed in hard copy or saved to another location, you must check that the version number on your copy matches that of the one on-line.

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# 1. Statement

The City of London Corporation is committed to keeping our employees and those affected by our activities healthy and safe. We recognise that there are health risks to employees who undertake tasks that may involve exposure to vibration and noise at work. This policy provides services with the standards to reduce risk and comply with the relevant health and safety legislation ensuring good practice to manage exposure to vibration and noise at work.

## 2. Introduction

Exposure to excessive noise can cause hearing damage and even hearing loss. Noise also interferes with communication and may therefore compromise safety at work. The effects of noise may be cumulative and ultimately irreversible.

Exposure to excessive vibration can have a negative effect on the health of employees. It could damage joints, muscles, circulation and sensory nerves. This could lead to considerable pain, time off or even permanent disability.

**Vibration** is a physical phenomenon whereby oscillations occur about an equilibrium point. The word comes from Latin *vibrationem* ("shaking, brandishing"). The oscillations may be periodic, such as the motion of a pendulum—or random, such as the movement of a tire on a gravel road.

**Sound** is a vibration that propagates as an acoustic wave, through a transmission medium such as a gas, liquid or solid. In human physiology and psychology, sound is the reception of such waves and their perception by the brain.

Sound is what we hear. **Noise is unwanted sound.** The difference between sound and noise depends upon the listener and the circumstances.

This policy does not cover the environmental aspects of noise and noise pollution; or the adverse effects on wellbeing which can arise from 'nuisance' noise which is below the levels likely to cause permanent harm

This policy provides standards of good management practices to identify minimise and control the risk of long-term injury to employees who are exposed to vibration and noise at work.

The policy endeavours to comply with good practice and with the following specific legislation in addition to the more general duties to employees under the Health and Safety at Work etc. Act 1974:

- The Management of Health and Safety at Work Regulations 1999
- The Control of Vibration at Work Regulations 2005 ("Vibration Regulations")
- The Control of Noise at Work Regulations 2005 ("Noise Regulations")
- Provision and Use of Work Equipment Regulations (PUWER) 1998
- The Reporting of Injuries, Diseases and Dangerous Occurrence Regulations (RIDDOR) 2013

### 3. Scope

This policy applies where occupational exposure to noise and vibration at work is equal to or exceeds the statutory action levels or exposure limits. It applies to both employees and (where relevant) others who may be affected by noise or vibration as part of the City Corporation's undertakings. The policy does not apply to complaints about third party noise. For example, construction sites or intruder alarms which could be a *statutory nuisance* covered by the Environmental Protection Act 1990.

### 4. Policy aims

The City Corporation will put in place measures to:

- ensure that workers' hearing is protected from excessive noise at work, which could cause them to suffer hearing loss and/or to suffer from tinnitus (permanent ringing in the ears).
- protect workers from the risks of Hand Arm Vibration Syndrome (HAVS) and from Whole Body Vibration (WBV), which can be caused by excessive exposure to vibration.

These measures will include (where necessary):

#### **Noise and vibration**

- Assessing the risks from noise and vibration exposure
- Taking measures to reduce noise and vibration exposure where a risk assessment shows that this is necessary
- Ensuring the level of noise and vibration generated is considered when a new piece of work equipment is purchased or hired
- Providing hearing / personal protection where appropriate if risks cannot be adequately reduced by other means
- Providing training and information for employees on the risks from noise and vibration and the measures in place to reduce these
- Providing health surveillance where the risk assessment shows that this is appropriate

This will enable the City Corporation to satisfy its obligations under the Noise and Vibration Regulations and the Management of Health and Safety at Work Regulations.

### 5. Interactions with other policies and guidance

This Policy supports and is aligned with other City Corporation policies and guidance including but not limited to:

- [Health Safety and Wellbeing Policy](#)
- [Noise at work Guidance](#)
- [Hand Arm Vibration and Whole Body Vibration at work Guidance](#)
- [Risk assessment Guidance](#)
- [Health Surveillance Guidance](#)
- [Personal Protective Equipment Guidance](#)
- [Accident / Incident Reporting Procedure](#)
- [Lifting and Work Equipment Policy](#)

- Corporate Transport Policy
- Equal Opportunity Policy

## 6. Vibration at work

### *Definition of vibration at work*

Vibration at work can occur when using work equipment such as power tools and cutting equipment. “Hand Arm Vibration” (HAV), is vibration transmitted from work equipment into the person’s hands and arms. “Whole-Body Vibration” (WBV) is vibration transmitted to the body whilst sitting/standing on work equipment.

Exposure to excessive levels of vibrations can have significant health effects on an individual, which can lead to permanent disablement. HAV can cause a range of conditions collectively known as Hand-Arm Vibration Syndrome (HAVS), as well as specific diseases such as Carpal Tunnel Syndrome (CTS). Both HAVS and CTS are specified diseases under RIDDOR 2013 and are therefore reportable to the Health and Safety Executive (HSE).

WBV has been linked to persistent back pain as a result of continual vibration being transmitted through the seat of a vehicle or standing on work equipment which vibrates.

Drivers of some mobile machines including certain tractors, forklift trucks and earth-moving machinery may be exposed to WBV and shocks which can be associated with back pain, although other work factors like posture and heavy lifting can also contribute to back problems.

### *Exposure action and limit values*

The Vibration Regulations 2005 defines a daily Exposure Action Value (EAV) and a daily Exposure Limit Value (ELV) in respect of both HAV and WBV. Vibration is caused by the acceleration of an object ( $m/s^2$ ).

These values are:

#### Hand-Arm Vibration (HAV)

EAV: normalised to an 8-hour reference period is  $2.5m/s^2$ .

ELV: normalised to an 8-hour reference period is  $5m/s^2$ .

#### Whole-Body Vibration (WBV)

EAV: normalised to an 8-hour reference period is  $0.5m/s^2$ .

ELV: normalised to an 8-hour reference period is  $1.15m/s^2$ .

The EAV represents a clear risk to employees that requires to be managed. Where a risk assessment highlights that an EAV is likely to be reached or exceeded action is required to reduce exposure to as low a level as is reasonably practicable.

The ELV represents a high risk above which employees should not be exposed. If either the risk assessment or monitoring shows an individual’s exposure exceeds or is likely to exceed the ELV Line Managers should immediately cease the work activity and seek

advice from The Corporate Health, Safety and Wellbeing Team and The Occupational Health Service.

### ***Risk assessment***

The purpose of the risk assessment is to enable managers to make an assessment of the risk of exposure to vibration and identify measures to prevent or control the exposure to vibration.

Risk assessments should be undertaken in accordance with reference to the Corporate Risk Assessment Guidance and the [Corporate Vibration Guidance](#). When conducting the assessment, the following steps should be followed:

- Identify all existing powered tools, equipment and machinery which potentially pose a risk of HAV or WBV.
- Review and observe the conditions under which such powered tools, equipment and machinery are used to obtain a true and representative appreciation of the nature of the work.
- Ensure that employees use equipment correctly.
- Assess the vibration magnitude from each piece of equipment used. The manufacturer's information on products will provide basic data on the vibration levels of new equipment; however it is not recommended that this be used for risk assessment as data will often come from testing under specific controlled environments and may underestimate exposures in practice. New equipment should always be measured to establish an accurate reading before being made available for use.
- Identify the maximum duration of their use in any working day, if necessary, by keeping a log or using monitoring devices. The risk assessment should identify the maximum trigger time, or usage time permissible for the equipment to ensure that exposure does not exceed the ELV.
- Detail the controls in place to reduce the risk from vibration exposure.

Through the process of Risk Assessment, tasks and processes will be identified that could expose employees to vibration. To quantify the vibration exposure which may be occurring, measurements need to be conducted using a Vibration Analyser, thus determining exposure values. You must be trained before you can use and interpret the readings. Once vibration levels are known for equipment used in your workplace, personal exposure levels may be calculated using the HAV Exposure Limit Calculator on the Health and Safety website or on the HSE website:

<http://www.hse.gov.uk/vibration/hav/hav.xls>

<http://www.hse.gov.uk/vibration/hav/vibrationcalc.htm>

### ***Vibration Monitoring***

Any tool or equipment that has the potential to cause HAVS or WBV issues will be monitored; such equipment will be clearly identified in tooling, equipment and asset lists.

The results of monitoring will be compared with the manufacturer's information. If monitoring should highlight deterioration through the effect of age or poor maintenance or



that there is something wrong with a particular item of equipment it will be removed from service immediately and either repaired or in the case of small items, rendered unusable.

Further information is available in the HSE's documents:

- *Hand-arm vibration at work - A brief guide* <http://www.hse.gov.uk/pubns/indg175.pdf>
- *Control back-pain risks from whole-body vibration – A brief guide* <https://www.hse.gov.uk/pubns/indg242.pdf>

Risk assessments should be reviewed at least annually or following an incident involving workplace vibration, or where there has been a significant change in working practices or equipment used.

Other solutions may include:

- Purchase of different/new equipment
- Improved maintenance/servicing

### ***Vibration Reduction***

Measures should be put in place to reduce vibration exposure to as low a level as is reasonably practicable – even if vibration levels are below the EAV, consideration should be given as to whether further reduction is practical.

Wherever vibration levels may exceed the EAV, assistance should be sought from the Corporate Health, Safety and Wellbeing Team and the Occupational Health Service to assist with risk assessment and reduction of vibration exposure.

Measures to reduce risks from vibration exposure may include:

- replacing tools and equipment with alternatives which produce lower magnitudes of vibration
- ensuring work activities are designed to take into account ergonomic principles, and to encourage good posture
- ensuring all equipment is properly maintained
- reducing time exposed to vibration e.g. regular breaks, job rotation etc
- providing suitable clothing to protect employees from cold and damp
- providing suitable information, instruction and training for all those exposed to vibration

### ***Purchasing of New Equipment***

Whenever new equipment is to be purchased, the supplier's vibration information will be checked in advance and every effort made to ensure that equipment with the lowest vibration levels and best protection is obtained.

### ***Health surveillance***

The Vibration Regulations 2005 require that health surveillance is provided where a risk assessment indicates that there is a risk to the health of employees who are, or are likely to be, exposed to vibration levels at or above an EAL.

If there is a significant risk of HAVS, i.e. due to high vibration limits or long exposure times, then health surveillance will be undertaken. The aim of this is to identify at an early stage any employee who may be showing medical signs of developing HAVS. If at any time between scheduled surveillance an employee notices any of the signs of HAVS, they should report it to their line manager immediately in order that referral to the Occupational Health Service can be organised and investigation of the equipment carried out by a competent person immediately.

There is also a risk of WBV that can affect those who work with tractor/flail mower combinations, forklifts etc. The assessment of this risk be similar to that for HAVS in that identification of a significant risk will lead to control measures such as equipment modification/maintenance, minimising length of exposure and providing information to employees.

All individual records will be held in line with GDPR and City Corporation data principles. Where appropriate, summary results for groups of employees will be reported back to a relevant manager to indicate the effectiveness of the management system.

Employees diagnosed as having a medical condition will be required to have specific risk control measures developed for them. The exact requirements for control will normally be determined by Occupational Health in consultation with the Employee and the Line Manager. These controls may include:

- regular reviews of health by Occupational Health
- restricted use of plant and equipment
- prevention from use of high vibrating equipment
- redeployment to alternative duties.

### ***Training and information***

The City Corporation will ensure that all employees at risk of exposure to HAVS and WBV receive information, instruction and training. This should include periodic supervised practice to identify work practices which may increase risk such as poor postures, gripping equipment too tightly etc.

Training should include information on the following items:

- Information on vibration levels relevant to the machinery they are to use, particularly identifying pieces of equipment that are known to have higher vibration levels.
- The need to interrupt work using vibrating machinery on a regular basis with other tasks and/or to divide such work with other colleagues,
- To be aware of other factors that can increase the likelihood of HAVS or WBV such as low temperature, smoking, etc.
- What control measures are in place to minimise risks
- What personal protective equipment is provided and when this should be used, e.g. the need to keep warm
- How to report issues or concerns

Where new staff are employed, they should be made aware of the risks of vibration prior to first exposure, or at least within the first week of employment. This can be done at the

same time as asking them to complete the initial health assessment form for return to Occupational Health.

## 7. Noise at work

### *Definition of noise at work*

The Noise Regulations 2005 places a general duty on employers to do all that is reasonably practicable to eliminate the risks to employees' health and safety from exposure to noise at work. If the risks cannot be eliminated, they must be reduced to a minimum. The regulations do not apply to members of the public when not at work or to low-level noise that is a nuisance but causes no risk of hearing damage.

### *Exposure action and limit values*

There are specific actions required by the regulations, which are defined by the upper and lower exposure action values. There are also exposure limit values in the regulations that are levels of noise above which an employee must not be exposed.

Noise is measured in decibels "dB". The A-weighted scale "dB(A)" is used to measure average noise levels and C-weighted scale "dB(C)" for peak or impact noises. It should be noted that the decibel scale is logarithmic and therefore a small increase in the decibel level can mean a significant increase in the hazard. A 3dB change in noise level is barely noticeable to the ear but is actually a doubling of the noise and therefore a significant increase in the risk. For example, eight hours exposure to 85 dB(A) is the same as four hours exposure to 88 dB(A).

The regulations require you to take specified actions at given action values. These values relate to the levels of noise exposure of your employees averaged over a working day (or week if the daily exposure varies markedly from day to day) and the maximum (peak) noise to which employees are exposed in a day. Daily personal noise exposure (or LEP,d) represents a daily noise 'dose' – a combination of 'how loud' and 'how long exposed' for the various noises that a person is exposed to in a working day. The lower exposure action level is a daily or weekly equivalent exposure of 80 dB(A), or a peak sound pressure of 135 dB(C) (known as LCpeak). If your employees are exposed to noise at or above this level, you must:

- carry out an assessment of the risk from the noise to the health and safety of your employees
- provide your employees with a choice of hearing protection on request and recommend they use it
- provide information, instruction and training on the risks you have identified, and control measures you have put in place
- provide hearing checks where a risk to health has been identified

The upper exposure action level is a daily or weekly equivalent exposure of 85 dB(A), or a peak sound pressure of 137 dB(C). If your employees are exposed at or above this level, you must:

- implement a programme of noise control to reduce the exposure to as low as is reasonably practicable
- where noise cannot be reduced through other means, issue your staff with hearing protectors
- identify Hearing Protection Zones where use of hearing protection is compulsory
  - restrict access to these zones and ensure so far as is reasonably practicable that employees do not enter them unless they are wearing hearing protectors

There is also a noise exposure limit value of 87 dB(A) daily or weekly exposure and 140 dB(C) peak sound pressure, which must not be exceeded for all employees, including those who are wearing hearing protection. If your employees are exposed above the noise exposure limit value, you must take immediate action to reduce exposure e.g. by providing hearing protection if it is not already worn. Where hearing protection is worn and is not effective you must take other action to reduce exposure, if necessary, by stopping work.

### ***Risk assessment***

The purpose of the risk assessment is to enable managers to make an assessment on the risk of exposure to noise and identify measures to prevent or control the exposure to noise.

It is the aim of the City Corporation to minimise the risk of noise-induced hearing damage to all who may be affected, by keeping exposure to noise as low as is reasonably practicable and where the Upper Action Value is likely to be exceeded, control measures will be put in place to reduce it.

There are a few simple tests that can be used to determine if a risk assessment is needed.

If the noise is intrusive but normal conversation is possible (e.g. comparable to a busy street, a crowded restaurant or a typical vacuum cleaner) this is probably about 80 dB and the lower exposure action value could be triggered if people have to work in this environment for around 6 hours in a day.

If employees have to raise their voices to hold a conversation with someone who is about 2m away this could be about 85 dB and the lower exposure limit would be triggered if people have to work in this environment for 2 hours in a day.

If employees have to raise their voices to hold a conversation with someone who is about 1m this could be about 90 dB and the lower exposure limit would be triggered if people have to work in this environment for 45 minutes in a day.

Managers should also check the information and signage about noise emission that is provided with the plant and equipment which your employees have to use. This should give you an indication of any potential noise exposure.

If managers are in any doubt you should assume that the lower exposure action value has been reached and carry out an assessment.

Risk assessments should be undertaken in accordance with reference to the Corporate Risk Assessment Guidance and the [Corporate Noise Guidance](#).

## **Noise Monitoring**

Information will be needed on noise levels and the duration of exposure to calculate daily exposure values for your employees. It may be necessary to obtain assistance in measuring the noise levels where sufficient information is not available from other sources.

Further assistance is available from Corporate Health Safety and Wellbeing Team on how to work out the daily exposure of employees who are exposed to different noise levels throughout the day.

The daily exposure values calculated should be compared to the exposure action values and exposure limit value in the regulations, to determine what action is required by law. Appropriate control measures should then be used to reduce the exposure.

The HSE have provided [exposure calculators](https://www.hse.gov.uk/noise/calculator.htm) that can be used to help work out daily noise exposure, weekly noise exposures, and estimate the performance of hearing protection:

<https://www.hse.gov.uk/noise/calculator.htm>

## **Noise Reduction**

There is a general duty to reduce risk from noise exposure to the lowest level reasonably practicable. You should consider alternative processes, equipment and/or working methods that would make the work quieter or reduce the duration of exposure. For example:

- reducing the need for employees to be in the vicinity of noisy jobs if they are not undertaking them
- job rotation of noisy jobs and quiet jobs to reduce duration of exposure
- find out about any good practice control measures appropriate to your industry / type of work
- change or modify equipment to reduce noise emissions

You should adopt a policy of considering noise emission in selecting and purchasing new tools and machinery to prevent the need for expensive retrofitting of noise control measures. Also ensure that equipment is maintained in accordance with the manufacturer's recommendations, to prevent noise levels becoming greater with time and wear. Where the upper action level is exceeded, a programme of noise control (other than hearing protection) must be put in place. This involves:

- Identifying possible controls
- Prioritising actions
- Assigning responsibilities
- Ensuring implementation
- Checking effectiveness

Further guidance including about personal hearing protection can be found in the [Corporate Noise Guidance](#).

### ***Purchasing of new equipment***

Whenever new equipment is to be purchased, the supplier's noise information should be checked in advance and every effort made to ensure that equipment with the lowest noise levels is obtained. Any second-hand equipment should also be assessed before being put into use.

### ***Health Surveillance***

The regulations require that health surveillance, including hearing checks, are provided for all employees who are regularly exposed to noise above the upper action level, or who are particularly at risk (e.g. they already suffer from hearing loss or are more sensitive to damage).

The hearing checks should warn if any employees are suffering the early signs of hearing damage, enable you to take action to prevent it getting any worse and check that the control measures are working.

The Occupational Health Service can arrange hearing checks.

### ***Training and information***

Employees exposed to noise should be given information on the sources of noise to which they are exposed, the risks associated with noise exposure and the controls that have been put in place to control their exposure. Where hearing protectors are provided you must ensure employees are provided with training and information on how to use and care for the equipment properly.

## **8. Responsibilities**

### ***Town Clerk and Chief Executive***

The Town Clerk and Chief Executive has overall responsibility for health and safety at the City of London Corporation and specifically under this policy must ensure:

- promotion and support for the aims of this policy
- there are robust arrangements for identifying, evaluating and managing risks associated with the risks from noise and vibration
- there are arrangements for monitoring incidents linked to risks from noise and vibration, and that the Chief Officers and Summit Group periodically review the effectiveness of these arrangements.

Day to day responsibility for preventing risks from noise and vibration in line with this policy has been delegated, via the Town Clerk to Chief Officers/Headteachers.

## **Chief Officers/Headteachers**

Chief Officers/Headteachers have overall strategic responsibility for ensuring that robust health and safety arrangements (including resources) for preventing the risks from noise and vibration are in place within their departments, services and operations.

Where the provision of service is via a third party or partnership, they must ensure that similarly robust arrangements are in place, and that through appropriate client monitoring these are maintained.

## **Directors/Assistant Directors, Bursars and other Senior Officers (“Senior Officers”) - Senior Officers are responsible for:**

- the operational management of health and safety in their services/localities including robust arrangements for managing the risks from noise and vibration
- ensure all managers and employees within their department/service discharge their responsibilities in accordance with this policy and supporting aims and objectives of this policy
- ensuring that robust system(s) of risk assessment and control measures are in place to protect employees from noise and vibration risks

## **Managers / Line managers are responsible for:**

- ensuring a safe working environment for staff exposed to vibration or noise so far as reasonably practicable
- ensuring that necessary noise and vibration risk assessments have been undertaken for any equipment used by those in their charge
- ensuring that all relevant staff are familiar with the contents of the policy, the findings of any specific noise and vibration risk assessments and any associated local procedures within their respective department
- ensuring noise and vibration factors are taken into account when hiring or purchasing new work equipment.
- implementing and enforcing noise/vibration control measures
- ensuring employees are suitably trained in all aspects of operating equipment, including noise and vibration control

## **Staff are responsible for:**

- taking reasonable care of themselves and other people who may be affected by their actions
- familiarising themselves with relevant health and safety policies and procedures, and co-operating by following rules and procedures designed for safe working
- reporting all incidents, difficulties or risks arising from noise or vibration, however minor they may be, to their line manager, even if they do not wish any further action to be taken. Failure to report an incident may put others at risk
- attending all training designed to meet the requirements of the policy and subsequent guidance

- using and maintaining any equipment that has been provided in accordance with any training or instruction received
- wearing Personal Protective Equipment (PPE) where required
- co-operating with any programme of health surveillance which is identified as necessary following risk assessment.

***Health Safety and Wellbeing Team is responsible for:***

- providing guidance on risk assessment
- advising on training needs and corporate training standards
- conducting audits and inspections
- reviewing accidents / incidents, and assisting departments with investigations where necessary
- liaising with Occupational Health Service where a need for health surveillance has been identified
- ensuring the Health Safety and Wellbeing (consultative) Committee is kept advised on preventing vibration and noise

***Occupational Health Service is responsible for:***

- providing advice around fitness to work (for example, where staff have a medical condition), and around reasonable adjustments.
- providing advice in relation to return to work following injury or ill-health
- conducting statutory health surveillance and advising on statutory requirements in relation to risk assessments

## 9. Monitoring and Review

The Corporate Health, Safety and Wellbeing Team has lead responsibility for reviewing this policy and reporting to the Corporate Health, Safety and Wellbeing and other committees as required.

This Policy will be reviewed on a regular basis.

## Revisions

| Version | Page/ Para No | Description of change | Date Approved                       |
|---------|---------------|-----------------------|-------------------------------------|
| 00 - 01 |               | New Policy            | XXXXX<br>Establishment<br>Committee |
|         |               |                       |                                     |
|         |               |                       |                                     |



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

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