



Corporate Services Committee

Date: MONDAY, 30 MAY 2022

Time: 10.00 am

Venue: COMMITTEE ROOM - 2ND FLOOR WEST WING, GUILDHALL

Members:	Deputy Randall Anderson	Deputy Edward Lord
	Deputy Keith Bottomley	Catherine McGuinness
	Alderman Sir Charles Bowman	Timothy James McNally
	Deputy Henry Colthurst	Deputy Alastair Moss
	Steve Goodman	Ruby Sayed
	Deputy Christopher Hayward	Tom Sleigh
	Florence Keelson-Anfu	Sandeep Thandi
	Alderdwoman Susan Langley	James Tumbridge
	Gregory Lawrence	Deputy Philip Woodhouse

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Accessing the virtual public meeting

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<https://youtu.be/v8S2cOsgsss>

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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. **ORDER OF THE COURT OF COMMON COUNCIL**
To receive the Order of the Court of Common Council from Thursday, 21st April 2022.
For Information
(Pages 7 - 8)
4. **ELECTION OF CHAIR**
To elect a Chair in accordance with Standing Order 29.
For Decision
5. **ELECTION OF DEPUTY CHAIR**
To elect a Deputy Chair in accordance with Standing Order 30.
For Decision
6. **VOTE-OF-THANKS**
For Decision
7. **APPOINTMENT OF THE JOINT CONSULTATIVE COMMITTEE**
To appoint four Members, in addition to the Chair, Deputy Chair and the representative of the Finance Committee, to the Joint Consultative Committee.
For Decision

8. **APPOINTMENT OF THE EQUALITY, DIVERSITY & INCLUSION SUB-COMMITTEE**

- The Chairman of the Policy and Resources Committee or their nominee;
- The Chairman of the Corporate Services Committee or their nominee;
- The Chairman of the General Purposes Committee of the Court of Aldermen, or their nominee
- The Chairman of Community and Children's Services Committee, or their nominee
- The Chief Commoner
- The Immediate past Chief Commoner*
- Two Members of the Policy & Resources Committee
- Two Members of the Corporate Services Committee
- Two Court of Common Council Members appointed by the Court
- Together with co-option by the Sub-Committee of up to two external people (with no voting rights).

For Decision

9. **APPOINTMENT OF THE SENIOR REMUNERATION SUB COMMITTEE**

- Chair of the Corporate Services Committee (Chair)
- Chair of the Policy and Resources Committee (Deputy Chair)
- Deputy Chair of the Corporate Services 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 Corporate Services Committee

For Decision

10. **MINUTES**

To agree the public minutes and non-public summaries of the meetings held on 19th January and 31st January.

For Decision
(Pages 9 - 20)

Strategic Business

11. **GENDER, ETHNICITY AND DISABILITY PAY GAPS WITH EQUALITY AND INCLUSION UPDATE**

Report of the Chief Operating Officer.

For Information
(Pages 21 - 42)

For Formal Decision

12. **SPECIAL LEAVE POLICY: PAID LEAVE FOR RESERVISTS FOR TRAINING OR VOLUNTARY SERVICE**

Report of the Chief Operating Officer.

For Decision
(Pages 43 - 54)

13. **STAFF BBQS IN JULY – FUNDING**

Report of the Town Clerk.

To Follow.

For Decision

For Information

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

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

16. **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

17. **NON-PUBLIC MINUTES**

To agree the non-public minutes of the meeting held on 19th January (N.B. there were no non-public discussions on the 31st).

For Decision
(Pages 55 - 56)

18. **WORKPLACE ATTENDANCE UPDATE**

Report of the Chief Operating Officer.

For Information
(Pages 57 - 92)

19. **NON-PUBLIC QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
20. **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

21. **CONFIDENTIAL MINUTES**
To agree the Confidential minutes of the last meetings held on 19th January and 31st January.

For Decision

For Formal Decision

22. **PROPOSALS FOR THE ORGANISATIONAL DESIGN OF THE POLICE AUTHORITY TEAM**
Report of the Town Clerk.

For Decision

23. **ENABLING SERVICES (GUILDHALL COMPLEX SECURITY GUARDING & RECEPTION SERVICES OPTIONS)**
Report of the City Surveyor.

For Decision

24. **BRIDGE HOUSE ESTATES & CHARITIES FINANCE TEAM TARGET OPERATING MODEL PROPOSAL**
Report of the Managing Director – Bridge House Estates.

For Decision

25. **IPG DIRECTOR APPOINTMENT**
Report of the City Surveyor.

To Follow.

For Decision

26. **BARBICAN TOM UPDATE**
Report of the CEO, Barbican Centre.

For Decision

27. **MARKET FORCES REQUEST: ARTISTIC DIRECTOR**
Report of the Chief Operating Officer.

For Decision

28. **TARGET OPERATING MODEL PROPOSALS FOR HUMAN RESOURCES DEPARTMENT**
Report of the Chief Operating Officer.

For Decision

For Information

29. **IT SERVICE TRANSITION PROGRAMME**
Report of the Chief Operating Officer.

For Information

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

For Information

KEAVENY, Mayor	RESOLVED: That the Court of Common Council holden in the Guildhall of the City of London on Thursday 21 st April 2022, doth hereby appoint the following Committee until the first meeting of the Court in April, 2023.
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CORPORATE SERVICES COMMITTEE

1. **Constitution**
A Non-Ward Committee consisting of,
 - two Aldermen nominated by the Court of Aldermen
 - 15 Commoners elected by the Court of Common Council at least two of whom shall have fewer than five years' service on the Court the time of their appointment
 - an appointed representative of the Finance Committee

2. **Quorum**
The quorum consists of any four Members.

3. **Membership 2022/23**

ALDERMAN

- 4 Sir Charles Edward Beck Bowman
- 1 Susan Langley, O.B.E.

COMMONERS

- 8 (4) Randall Keith Anderson, Deputy
 - 1 (1) Gregory Alfred Lawrence, *for one year*
 - 6 (4) Ruby Sayed
 - 1 (1) Mandeep Thandi, *for one year*
 - 8 (4) Philip Woodhouse, Deputy
 - 3 (3) Henry Nicholas Almroth Colthurst, Deputy
 - 6 (2) Keith David Forbes Bottomley, Deputy
 - 5 (2) Christopher Michael Hayward, Deputy
 - 1 (1) Timothy McNally, *for three years*
 - 2 (2) Thomas Charles Christopher Sleigh
 - 2 (2) James Richard Tumbridge
 - 1 (1) Catherine Sidony McGuinness
 - 1 (1) Florence Keelson-Anfu
 - 14 (1) Edward Lord, O.B.E., J.P., Deputy
 - 1 (1) Alastair Michael Moss, Deputy
- together with the appointed Member of the Finance Committee referred to in paragraph 1 above.

4. **Terms of Reference**

- (a) The Corporate Services Committee has specific authority to deal with or make recommendations to the Court of Common Council where appropriate on all matters relating to the employment of City of London Corporation employees where such matters are not specifically delegated to another Committee. These matters include:-
 - Conditions of employment;
 - Local Government Pension Scheme (apart from investments);
 - Workforce planning;
 - Wages, salaries structure, job evaluation, staff grading and remuneration of Senior Officers;
 - Organisation reviews;
 - Employee relations;
 - Joint consultation;
 - Learning and employee development;
 - Recruitment and selection;
 - Discipline, dismissal, redundancies in line with the appropriate stages in policy etc;
 - Occupational health, safety and wellbeing.

NB. The exception to this rule is, whilst the support staff in the City of London Police come within the purview of this Committee, the uniformed Police come under the Police Authority Board.

- (b) To approve:-
 - (i) Reports of Heads of Departments recommending changes to senior management posts of Grade I and above which need the approval of the Court.
 - (ii) The structure and application of Job Evaluation Schemes and any amendments thereto.
- (c) To approve and promulgate Human Resources policies and practices so that the City of London Corporation can recruit, retain and motivate its employees and carry out its functions to the highest standards of quality and cost effectiveness;
- (d) To instigate and promulgate organisational reviews of departments and to approve their reports and comments on proposed changes in organisation to ensure that staff resources are deployed in an efficient and effective manner.
- (e) To make amendments to:-
 - (i) the general terms and conditions of employment which are contained in the employee handbook, such as working hours, annual leave, pension, leave of absence, allowances, family friendly provisions, and sick pay;
 - (ii) those procedures which form part of the contract of employment to include the grievance, disciplinary, capability, and appeals procedures, motor car, and motorcycle assisted purchase scheme.
- (f) To appoint seven members (including the representative of the Finance Committee):-
 - (i) to act as the Employer's side of the Joint Consultative Committee when meeting 8 members of the recognised unions, UNITE and GMB for the purpose of collective consultation and negotiation on general matters relating to salaries and terms and conditions of service etc. of City of London Corporation employees up to and including Grade G but excluding teachers and City Police Officers;
 - (ii) to act as the Employer's side of the Senior Management Joint Consultative Committee when meeting representatives of senior management of grades H and above, including High and Table Officers, for the purpose of collective consultation and negotiation on general matters relating to salaries and terms and conditions of service, etc;
- (g) To increase Judges' salaries if they follow the recommendations of the Top Review Board and are approved by the Lord Chancellor.
- (h) To increase the salary of the Coroner if it follows the recommendations of the Joint Negotiating Committee for Coroners.
- (i) To consider submissions of the Board or Boards of Governors relating to teaching staff, which, inter alia, may have to be finally submitted to the Court of Common Council.
- (j) To approve any increase in the salaries for teachers at the three City Schools if they are in excess of that recommended by the School Teachers' Review Body and any proposed changes to the basic salary structure or restructuring of the common pay spine for teachers.
- (k) To approve:-
 - (i) the learning and employee development policy, strategy and budget;
 - (ii) the Health and Safety and Occupational Health and Wellbeing policies and strategies.
- (l) To be the service Committee for the following Departments:-
Town Clerk's (Policy and Democratic Services, including Corporate HR)
Comptroller and City Solicitor's
- (m) To be responsible for the appointment of the Coroner (and see (h) above).
- (n) In accordance with the Scheme of Delegation, to receive details of:
 - (i) redundancies and early retirements
 - (ii) Market Forces Supplements
- (o) To be responsible for the monitoring and control of overtime, sickness absence, recruitment and retention changes to staffing resources, workforce profile, job evaluation and the termination of employment.
- (p) To have oversight of the City of London Corporation's policies and practices in respect of equality and inclusion, including the implementation of the Equality Act 2010 and other relevant legislation through the establishment of the Equality, Diversity and Inclusion joint Sub Committee with the Policy & Resources Committee.
- (q) dealing with requests for grants to support staff welfare initiatives from funds under the Committee's control, as allocated by the Resource Allocation Sub (Policy and Resources) Committee

ESTABLISHMENT COMMITTEE

Wednesday, 19 January 2022

Draft Minutes of the meeting of the Establishment Committee held at Guildhall on
Wednesday, 19 January 2022 at 1.45 pm

Present

Members:

Tracey Graham (Chair)
Deputy Edward Lord (Deputy Chairman)
Randall Anderson
Deputy Keith Bottomley
Alderman Sir Charles Bowman
Henry Colthurst
Deputy Kevin Everett
Christopher Hayward
Deputy Jamie Ingham Clark
Jeremy Mayhew
Deputy Elizabeth Rogula
Ruby Sayed
James Tumbridge
Deputy Philip Woodhouse

Officers:

John Barradell	- Town Clerk and Chief Executive
Bob Roberts	- Director of Communications
Michael Cogher	- Comptroller and City Solicitor
Caroline Al-Beyerty	- The Chamberlain
Jenna Brassett	- Chamberlain's Department
Christopher Bell	- City of London Police
Jonathan Cooper	- Assistant Director – Head of Building Surveying
Caroline Jack	- Executive Director, Private Secretary to the Lord Mayor
Simon Latham	- Town Clerk's Department
Peter Lisley	- Assistant Town Clerk
Oliver Shaw	- City of London Police
Paul Wilkinson	- City Surveyor
John James	- Chamberlain's Department
Sonia Virdee	- Assistant Director – Chamberlain's Department
Nick Senior	- Comptroller and City Solicitor's Department
Caroline Reeve	- Corporate HR
Genine Whitehorne	- Commercial Director
Alistair Cook	- Chamberlain's Department

Tim Harris

Charlotte Scott

Damian Nussbaum

Juliemma McLoughlin

Sandeep Dwesar

Jonathan Vaughan

Tim Wainwright

- Head of Access and Buildings, LMA
- Head of Collections & Systems, LMA
- Director of Innovation & Growth
- Executive Director, Environment
- Barbican Centre
- Guildhall School
- Relationship Manager (Continuum)

1. **APOLOGIES**

There were no apologies.

The Chair took the opportunity to welcome James Tumbridge to the Committee.

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 non-public summary of the meeting held on 3rd December 2021 be approved as an accurate record.

4. **OUTSTANDING ACTIONS REPORT**

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

RESOLVED – That the Committee notes the report.

5. **DRAFT BUSINESS PLANS**

5.1 **Draft Town Clerk's Corporate & Members Services Business Plan for 2022/23**

The Committee considered a Report of the Town Clerk concerning the Business Plan for the Town Clerk's Corporate and Members Services for 2022/23.

In response to a query, the Assistant Town Clerk informed Members that, whilst the vast bulk of the changes to Standing Orders would be implemented in time for the new Court in April, it was anticipated that a final wash-up will pick up the last remaining outstanding changes for full implementation by summer 2022.

Whilst most changes were approved by Court in December, some elements still need to be considered at the March Court; in the interests of transparency and to avoid any confusion, the Committee asked the Assistant Town Clerk to submit the full set of Standing Orders to the March Court as opposed to taking a piecemeal approach.

Highlighting the major work streams in the Plan, the Committee asked the Assistant Town Clerk to ensure that, to avoid confusion, future iterations of this Report provided better delineation between the remits of the parent Committees for Corporate & Members Services i.e., Policy & Resources Committee and Establishment Committee. The Chief Operating Officer added that the Chief Strategy Officer was looking at the wider proposals around Business Plans and reporting in general.

RESOLVED – That the Committee approved the departmental Business Plan for the Town Clerk's Corporate and Members Services for 2022/23 (or the elements therein that fall within this committee's Terms of Reference).

5.2 Draft Comptroller & City Solicitor's Department Business Plan for 2022/23

The Committee considered a Report of the Comptroller & City Solicitor concerning the Business Plan for the Comptroller & City Solicitor's Department for 2022/23.

RESOLVED – That the Committee approved the departmental Business Plan for the Comptroller and City Solicitor's Department (C&CS) for 2022/23.

5.3 Draft Department of Human Resources Business Plan for 2022/23

The Committee considered a Report of the interim Executive Director of Human Resources, concerning the Business Plan for the HR Department for 2022/23.

The Chair highlighted the critical importance of ensuring that the specifications of the HR ERP system were delivered on time and that we get this right. The interim Director of HR informed Members that the HR workstream would dovetail with the broader ERP plan, and that the primary next steps were to complete a data cleanse and to put the processes in place before we commenced the roll out later this year. The Chair asked that an ERP update be provided to the next meeting of the Committee in May.

Highlighting his participation on the ERP Oversight Steering Group, Jamie Ingham Clark said he would ensure that the HR requirements were advocated for as well as the finance aspects.

Whilst Members were, in principle, supportive of the Plan, they asked that the targets in the Business Plan were clarified and that the graphics in the key risks section were inserted. They asked officers to bring back a revised Report to the Committee to the next meeting on 31st January.

RESOLVED – That the Committee approved, subject to the incorporation of the changes sought by this Committee concerning targets and risks, the departmental Business Plan for the Human Resources Department for 2022/23.

6. DEPARTMENTAL BUDGET ESTIMATES 2022-23 - ESTABLISHMENT COMMITTEE

The Committee considered a joint Report of the Town Clerk, the Comptroller & City Solicitor, and the Chamberlain concerning the revised revenue budget for 2021/22 and the proposed revenue budget for 2022/23 in relation to the services directly overseen by the Establishment Committee.

In response to a concern about the level of oversight Members had when it came to revisions to the budget (second recommendation), the Chamberlain assured Members that this was done to facilitate, in the most practical manner, any virements required for additional items (e.g., the sum for the final pay award). The Chamberlain added that, in the interests of transparency and scrutiny, an update would be provided to the Committee after six months outlining any revisions.

RESOLVED – That the Committee:

- Reviewed and approved the Town Clerk's, Chief Operating Officer and Comptroller and City Solicitor's Departments proposed revenue budget for 2022-23 for submission to Finance Committee;
- Authorised the Chamberlain, in consultation with the Town Clerk, the Chief Operating Officer and Comptroller and City Solicitor to revise these budgets to allow for any further implications arising from Corporate Projects, Target Operating Model (TOM) savings, other reviews and changes to the Cyclical Works Programme; and
- Agreed that minor amendments for 2021-22 and 2022-23 budgets arising during budget setting be delegated to the Chamberlain.

7. CLS PILOT EXTENSION: PROCUREMENT & PROJECTS

The Committee considered a Report of the Target Operating Model Programme Director concerning the City of London School TOM Pilot Scheme.

RESOLVED – That the Committee:

- Noted the success of the City of London School pilot to date in improving ways of working and the relationship with an institution (i.e., the City of London School) with the corporate centre.
- Noted that the Establishment Committee have already agreed to the extension of the pilot with regards to the HR proposals.
- Agreed that the pilot be extended, in terms of changes in delegations for Procurement and Projects, to other institutions and departments of the City of London Corporation, where applicable, until July 2022, with an evaluation Report in September 2022.

8. **TOM TEAM UPDATE - 2021 ACTIVITY**

The Committee received a Report of the Target Operating Model Programme Director concerning the key activities supporting the delivery of the TOM in 2021, across the themes of Organisation Design, Ways of Working, Enabling Functions, Institutions and Communications.

The Chair asked that officers return to the next meeting (31st January) to provide a) an update on the timeline for the proposals for the enabling functions that were highlighted on page 3 of the Report, and b) further details about the role of Head of Professions.

RESOLVED – That the Committee noted the Report.

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

There were no questions.

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

There were no urgent items.

11. **EXCLUSION OF THE PUBLIC**

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

12. **NON-PUBLIC MINUTES**

RESOLVED – That the non-public minutes of the meeting held on 3rd December 2021 be approved as an accurate record.

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

There were no questions.

14. **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.

15. **CONFIDENTIAL MINUTES**

RESOLVED – That the confidential minutes of the meeting held on 3rd December 2021 be approved as an accurate record.

16. **TARGET OPERATING MODEL PROPOSAL - CITY SURVEYOR'S DEPARTMENT (CENTRAL CRIMINAL COURT & ENABLING SERVICES)**

The Committee considered a Report of the City Surveyor concerning the Target Operating Model (TOM) Proposal for the City Surveyor's Department's Central Criminal Court & Enabling Services function.

17. **PROPOSALS FOR THE ORGANISATIONAL DESIGN OF THE CULTURAL AND VISITOR SERVICES SECTION OF INNOVATION AND GROWTH (IG)**
The Committee considered a Report of the Executive Director of Innovation and Growth concerning the proposals for the Organisational Design of the Cultural and Visitor Services section of Innovation and Growth (IG).
18. **INNOVATION & GROWTH TOM UPDATE**
The Committee received a Report of the Executive Director, Innovation & Growth concerning enabling services functions in the Department of Innovation & Growth.
19. **PROPOSALS FOR THE ORGANISATIONAL DESIGN OF THE POLICE AUTHORITY TEAM**
The Committee considered a Report of the Town Clerk concerning the proposals for the Organisational Design of the Police Authority Team.
20. **COLP'S TARGET OPERATING MODEL: POLICE STAFF ESTABLISHMENT AND ITS ALIGNMENT TO COLC'S ORGANISATIONAL DESIGN PRINCIPLES**
The Committee received a Report of the Commissioner of the City of London Police concerning an overview of the City of London Police's Target Operating Model (TOM).
21. **PROPOSALS FOR THE ORGANISATIONAL DESIGN OF THE LONDON METROPOLITAN ARCHIVES**
The Committee considered a Report of the Town Clerk concerning the proposals for the Organisational Design of the London Metropolitan Archives (LMA).
22. **PROPOSALS FOR THE ORGANISATIONAL DESIGN OF THE OFFICE OF THE LORD MAYOR AND MANSION HOUSE**
The Committee considered a Report of the Executive Director, Private Secretary to the Lord Mayor concerning the proposals for the Organisational Design of the Office of the Lord Mayor and Mansion House.
23. **TOM PROPOSALS - ENVIRONMENT DEPARTMENT**
The Committee considered a Report of the Executive Director Environment concerning the TOM proposals for the Environment Department.
24. **TOM & GOVERNANCE REVIEW: BARBICAN CENTRE**
The Committee considered a Report of the Joint Interim Managing Directors of the Barbican Centre concerning the governance and organisational design changes that the Barbican Centre intends to make as part of the Target Operating Model programme.
25. **TOM & GOVERNANCE REVIEW: GUILDHALL SCHOOL OF MUSIC & DRAMA**
The Committee considered a Report of the interim Principal of the Guildhall School of Music & Drama concerning the governance and organisational design changes for the Guildhall School of Music & Drama.

26. CHAMBERLAIN'S PROPOSED STRUCTURE

The Committee considered a Report of the Chamberlain concerning the proposed Chamberlain's Departmental structure.

27. PROPOSALS FOR ORGANISATION DESIGN FOR CLIMATE ACTION OVERSIGHT

The Committee considered a Report of the Acting Deputy Town Clerk concerning the proposed organisation design for climate action oversight.

28. PROPOSALS FOR THE ORGANISATIONAL DESIGN OF SERVICES UNDER THE CHIEF OPERATING OFFICER

The Committee considered a Report of the Chief Operating Officer concerning the COO functions - Commercial; Project Management Office; Markets; Equality, Diversity & Inclusion; and HR.

29. HR HIGH LEVEL REPORT

The Committee considered a Report of the interim Executive Director of Human Resources concerning the TOM Organisational Design Outline for Human Resources.

30. HONORARIUM

The Committee considered a Report of the Chief Operating Officer concerning an honorarium.

31. TOWN CLERK'S UPDATE

The Town Clerk had no further update.

The meeting ended at 4.40 pm

Chairman

Contact Officer:

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CORPORATE SERVICES COMMITTEE
Monday, 31 January 2022

Minutes of the meeting of the Corporate Services Committee held at Guildhall on
Monday, 31 January 2022 at 10.00 am

Present

Members:

Tracey Graham (Chair)
Deputy Edward Lord (Deputy Chair)
Deputy Randall Anderson
Deputy Keith Bottomley
Deputy Kevin Everett
Deputy Christopher Hayward
Deputy Jamie Ingham Clark
James Tumbridge

Officers:

John Barradell	- Town Clerk and Chief Executive
Emma Moore	- Chief Operating Officer
Michael Cogher	- Comptroller and City Solicitor
Paul Wilkinson	- City Surveyor
Janet Fortune	- Human Resources
Tracey Jansen	- Human Resources
Caroline Al-Beyerty	- The Chamberlain
Peter Lisley	- Assistant Town Clerk
Emma Cunnington	- Town Clerk's Department
Greg Moore	- Assistant Town Clerk
Sean Green	- IT Director
John Cater	- Committee Clerk
Sandeep Dwesar	- Barbican Centre

1. APOLOGIES

Apologies for absence were received from Henry Colthurst and Jeremy Mayhew.

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

There were no declarations of interest.

3. HR BUSINESS PLAN - TARGETS

The Committee considered a Report of the interim Executive Director of Human Resources.

In response to a query, officers confirmed that both a heat map and a sharper focus on target scores would be outlined in future iterations of the Plan.

Whilst the interim Executive Director acknowledged that it had been agreed at a corporate level that the specific Brexit risk should be removed, skills shortages

remained a critical factor for the organisation as whole and should be given high profile prominence when it came to risks. Members accepted this and suggested that the Brexit risk should be renamed as skills shortages risk.

RESOLVED –That the Committee approved the Human Resources Departmental Business Plan for the for 2022/23.

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

Questions were raised as follows -

The Deputy Chair asked that, given recent negative experiences with some of our recruitment consultants, the recruitment panels, which currently have wide leeway when it came to using consultants, should have a framework in place to choose from a limited select group of preferred consultants for all recruitment (excluding existing arrangements with Hayes).

The Chief Operating Officer informed Members that she would bring a Report back to the Committee.

Secondly, the Deputy Chair asked whether, for certain senior roles, offering fixed-term contracts as opposed to permanent contracts would be a more optimal solution.

The interim Executive Director responded that offering fixed-term contracts, whilst beneficial when it came to having the opportunity to refresh the senior leadership team at appropriate intervals to avoid burn out and bring fresh ideas, would mean that the City would be “fishing in a different candidate pool” and would potentially change the type of profile of candidate that the organisation is able to attract.

Members asked officers to bring a Report back to the Committee for later in 2022 outlining options.

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

There were no urgent items.

6. **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.

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

There were no non-public questions.

8. **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.

9. **TOM TEAM UPDATE ON ENABLING FUNCTIONS**

The Committee received a Report of the Target Operating Model (TOM) Programme Manager concerning the current status and plans for Enabling Functions

10. **TOM PROPOSAL - CITY SURVEYOR'S DEPARTMENT (CENTRAL CRIMINAL COURT & ENABLING SERVICES)**

The Committee considered a Report of the City Surveyor concerning the City Surveyor's Department's (CSD) Target Operating Model (TOM) proposals for teams/functions that have yet to be reviewed in accordance with the TOM Design Principles.

11. **TOM & GOVERNANCE REVIEW: BARBICAN CENTRE**

The Committee considered a Report of the Joint Interim Managing Directors of the Barbican Centre concerning the Target Operating Model Phase 1 proposals for the Barbican Centre.

12. **TOM PROPOSALS FOR IT**

The Committee considered a Report of the Chief Operating Officer concerning the Target Operating Model proposals for the IT Division.

13. **TOWN CLERK'S UPDATE**

The Town Clerk raised two items.

The meeting ended at 11.30 am

Chair

John Cater
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Committee(s)	Dated:
Corporate Services Committee	30 May 2022
Subject: Gender, Ethnicity and Disability Pay Gaps with Equality and Inclusion Update	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	Contribute to a flourishing society, point 3
Does this proposal require extra revenue and/or capital spending?	No
If so, how much?	n/a
What is the source of Funding?	n/a
Has this Funding Source been agreed with the Chamberlain's Department?	n/a
Report of: Emma Moore, Chief Operating Officer	For information
Report authors: Carol Simpson, Human Resources Amanda Lee-Ajala, Equality, Diversity and Inclusion	

Summary

The report provides the City of London Corporation's Gender, Ethnicity and Disability Pay Gaps for 2021 together with an Equality and Inclusion Update.

Recommendation(s)

Members are asked to note the report for information.

Main Report

Background

In accordance with the Gender Pay Gap Regulations the City Corporation has been required to publish and report its Gender Pay Gap (GPG) by 30 March annually since 2017. Alongside the GPG the City Corporation has also voluntarily elected to publish each year both the Ethnicity Pay Gap (EPG) and Disability Pay Gap (DPG), in line with a small number of London local authorities.

The 'pay' element of the pay gap reported relates to the 'snapshot date' of 31 March 2021, whereas the 'bonus gap' relates to the 12-month period which ends on the snapshot date. These are supplemented with a more detailed breakdown on Market Forces Supplements and Bonus Pay in respect of gender, ethnicity and disability. Data reported is compiled from CityPeople (the City Corporation's HR and Payroll system) by the Pay Office in Chamberlains.

Pay gap data shows the difference in the average pay between different groups i.e. all men and women in a workforce. Whereas equal pay deals with the pay differences between different groups i.e. men and women who carry out the same jobs, similar jobs or work of equal value.

Members are reminded that the pay gap calculation is based on the total pay bill. Mean and median pay includes basic pay and other payments such as Market Forces Supplements (MFS) used for specific recruitment and retention purposes. Anyone furloughed has been based on full pay and their usual hours.

For ease of reporting, reference made in respect of employees will include employees and casual workers unless otherwise stated.

The bonus payments include Recognition Awards for employees at the top of Grades A-C and honoraria payments. Normally Contribution Payments a discretionary bonus paid to employees at the top of Grades D-J who have demonstrated a higher level of performance would be included, however in 2020-21 it was decided not to pay these. Instead, due to the exceptional circumstances of the pandemic, it was decided to make a supplementary Coronavirus one-off payment. This payment was made to employees who were either maintaining essential front-line services, or who were obliged to carry out essential work which was arising from or related to the pandemic.

We have 100% data on the gender of our workforce however our ethnicity and disability declaration level remain at around 80%. Whilst it is true to say that no-one is obliged to answer monitoring questions, particularly as they can be perceived to be very personal, but the quality of the monitoring is only as good as the quality of the data. Organisationally, knowing and understanding our pay gap data helps to inform our pay and reward strategy. It therefore continues to be important that both managers and employees understand how the equality declaration process is worthwhile and necessary to make equality policy a reality.

Current Position

Key Data

1. The Corporation's gender, ethnicity and disability pay gaps as at the snapshot date of 31 March 2021 are shown in full at Appendices 1a, 2 and 3 of this report. The total headcount used for the mean and median pay gaps was 5,105 (this excludes police officers), noting there has been an increase of 80 casual workers compared to the previous year.
2. We have comparatively high levels of data capture across these protected characteristics. This is due to the length of time that we have now been collecting data and through the awareness campaign 'Completing the picture' that are run annually.
3. Chief Officers and senior managers have been asked to update their own data, as well as encourage their teams to check they have entered their data through self-service. This is particularly important as the better the data capture for ethnicity and disability the more accurate the pay gaps will be.

4. Eighty per cent of the City Corporation's casual workforce is engaged by the Barbican and Guildhall School of Music and Drama (GSMD). A working group has now been established looking at how casual workers are engaged and improving systems to support gathering their data. This includes boosting demographic data collation, work on which is planned quarter 3 of this financial year.
5. The pay gaps output falls into one of three categories i.e.
 - A positive percentage figure reveals that typically or overall, female employees have lower pay or bonuses than male employees.
 - A negative percentage figure reveals that typically or overall, male employees have lower pay or bonuses than female employees.
 - A zero-percentage figure would reveal no gap between the pay or bonuses of typical male and female employees or completely equal pay or bonuses overall.
6. In summary, the mean hourly and mean bonus rates are tabulated below i.e. the difference between the mean hourly / bonus rates for different groups i.e. male employees and female employees expressed as a percentage of the male rate.

Table 1: Gender, Ethnicity and Disability Pay Gaps 2021

Protected characteristic	Mean hourly rate	Mean bonus rate
Gender Pay Gap (Based on 100% of the workforce) The difference between women's pay and men's pay as a percentage of men's pay	7.1% (5.6%)	5.4% (15.7%)
Ethnicity Pay Gap (Based on 82% of the workforce) BAME employees pay and White employees pay as a percentage of White employees pay	16.8% (19.1%)	22.2% (23.1%)
Disability Pay Gap (Based on 77% of the workforce) Pay of employees who have declared a disability and the pay of employees who have declared they do not have a disability as a % of the pay of employees who have declared they do not have a disability	8.9% (10.3%)	- 4.3% (- 14.8%)

Note: Bracketed figures represent the 31 March 2020 pay gap

7. Mean pay averages are useful because they place the same value on every number they use, giving a good overall indication of the gender pay gap, but very large or small pay rates or bonuses can 'dominate' and distort the answer.
8. Mean bonus averages can be useful where most employees in an organisation receive a bonus but could be less useful in an organisation where the vast majority of bonus pay is received by a small number of senior staff.

Gender pay gap

9. The Chartered Institute of Personnel (CIPD) 'Gender Equality at Work' report attributes the reasons for the gender gap as being complex and interrelated, including economic, cultural, societal and educational factors, i.e.:
 - A lack of flexible working options
 - Women being the main providers of unpaid caring responsibilities
 - Occupational segregation
 - The undervaluing of women's work
 - Pay discrimination.
10. The gender pay gap shows the difference between women's pay / bonus and men's pay / bonus as a percentage of men's pay / bonus. The City Corporation's mean hourly pay rate has increased from 5.6% in 2020 to 7.1% in 2021. However, the mean bonus rate has reduced from 15.7% in 2020 to 5.4% in 2021, taking account of the Coronavirus one-off payments.
11. As the pay gaps are based on the total pay, so for example include responsibility allowance in schools, unsocial hours payments and MFSs, it is difficult to compare to our grades consistently, but as a very rough guide:

Upper quartile:	Grade G and above
Upper middle quartile:	Grade E to F
Lower middle quartile:	Grade C to D
Lower quartile:	Grade A to B
12. A quartile is one of the three points that divide the population of data into 4 equal parts, the four quartile pay bands are created by dividing the total number of full-pay relevant employee into four equal parts. When employees on exactly the same hourly rate of pay cross a quartile boundary, the distributions are split as evenly as possible across those quartiles.
13. The proportion of males earning more than females occurs in both the lower quartile (male 50.6% compared to female 49.4%) but is the greatest in the upper quartile (male 56.1% compared to female 43.9%). This has been the case for the last 3 years, with almost no change to the proportion of males compared to females in the upper quartile. The impact of the Target Operating Model (TOM) and flexible retirement option (made available to employees (not casual workers) aged 55 and over), will become apparent in the next round of pay gap reporting. However, for there to be no gender pay gap, there would need to be an equal ratio of male to female in each quartile.
14. The formula to produce the GPG data is applied across all employers and provides us with useful insight to benchmark against. The 32 London boroughs (plus the City Corporation) GPG is shown in Appendix 1b for comparison.

15. Reporting on the mean hourly rate percentage, the City Corporation is ranked joint twelfth within the sample group of the London boroughs, with females being paid less than their male employees. Croydon is the only authority with a zero-pay gap. Ten boroughs reported a minus figure, which means female employees were paid more than males.
16. The Office for National Statistics (ONS) (the UK's largest independent producer of official statistics and the recognised national statistical institute of the UK) preference is to report on the median pay gap, their source data is not from the statutory government returns (i.e. employers with 250 or more employees both public and private sector) but from a sample of 1% of employees in the UK of all company sizes via the Annual Survey of Hours and Earnings (ASHE). In April 2021, the ONS median gender pay gap was 15.4%, significantly greater than the City Corporation's 2.2%.
17. The City Corporation's average bonus gender pay gap was 5.4%, the difference between women's bonus and men's bonus as a percentage of men's bonus pay. Bonuses were received by 26% of female employees and 34.5% of male employees.
18. Twenty two of the 32 boroughs reported a mean bonus return. Ten boroughs do not operate any performance related pay or bonus schemes and have no bonus gender pay gap.
19. To note, the government gender pay gap regulations compare the pay of female and male employees and do not address how employers should make their gender pay gap calculation if they have employees who do not identify as either male or female e.g. transgender, non-binary.

Ethnicity Pay Gap

20. The government launched a consultation on how mandatory Ethnicity Pay Reporting could be introduced in January 2019, whilst there has been no formal outcome to this consultation, the government did set up the Commission on Race and Ethnic Disparities to report on racial and ethnic disparities in the UK (the Sewell report, March 2021).
21. The Commission established that the system used to report on the gender pay gap was unsuitable for reporting on ethnicity due to "significant statistical and data issues" that would occur when changing a binary characteristic (i.e. male or female), to one that has multiple categories, such as ethnicity. It also raised concerns that, as 437 out of 650 constituencies in the UK are over 90% White, as employers in these parts of the country "do not have enough ethnic minorities for the recording sample to be valid".
22. The Commission ultimately concluded that ethnicity pay gaps should continue to be voluntary for employers and that the government should provide guidance for employers on how to do so. This conclusion has been reinforced in the 'Inclusive Britain Plan' by Kemi Badenoch, Minister of State for Equalities (March 2022), with employer guidance to follow.

23. The City Corporation's ethnicity mean pay gap has reduced from 19.1% to 16.8% since the previous year.
24. Black, Asian and Minority Ethnic (BAME) employee numbers has decreased overall since the previous year by 13. However, the BAME headcount increased in the upper quartile by 19, and upper middle quartile by 9; whilst decreased by 3 in the lower middle quartile and 12 in the lower quartile.
25. The increase in the proportion of BAME employees in the upper quartile and decrease in proportion of BAME employees in the lowest quartile is likely to have resulted in the reduction of the median ethnicity pay gap from 17.1% to 15.7%.
26. The largest group not to self-declare their ethnicity is the lower quartile. Out of a headcount of 361, there are 246 casuals without a known ethnicity.
27. The second largest group not to self-declare their ethnicity is the upper quartile. There are 176 employees without a known ethnicity working in teaching, professorial and head of service roles (in our three independent schools and GSMD), out of a headcount of 215.
28. The reasons for not self-disclosing demographic data may be linked to the nature of their role i.e. ad hoc casual work and CityPeople self-service access. Our school and institution users have to first complete the Microsoft verification process in order to access CityPeople, whilst this is necessary from a data security perspective this may be seen as burdensome to the individual.
29. A Barbican and GSMD working group has been established to improve their data collation as explained above and similarly the independent schools are looking at ways to boost their data capture.
30. Only 7 out of the 32 London boroughs at the time of writing had published their ethnicity pay gap for the snapshot date of 31 March 2021, this is too small a sample to provide any meaningful comparison.
31. The ONS when determining the median ethnicity pay gap, between White and the BAME group, use as their headline measure the Annual Population Survey (APS). In 2019 in England and Wales (latest available data) the median pay gap was 2.3%, however this masks a wide variety of experiences among different ethnic minorities. The median ethnicity pay gap was the largest in London at 23.8% which is significantly higher than the City Corporation at 15.7%.
32. The City Corporation's average ethnicity bonus pay gap was 22.2%; the difference between BAME employees' pay and White employees pay as a percentage of White employees' pay. Bonuses were received by 30.9% BAME employees as a percentage of all BAME employees; and 35.4% White employees were paid a bonus as a percentage of all White employees.

Disability Pay Gap

33. The City Corporation's disability mean pay gap reduced from 10.3% to 8.9% since the previous year. It is still the case for the disability mean bonus pay, that disabled employees received more bonuses than non-disabled, but this has decreased from - 14.8% the previous year, to - 4.3%. Fifteen additional disabled self-declarations are noted.
34. The highest proportion of self-declared disabled employees are in the lower middle quartile (58) and upper middle quartile (50), closely followed by the lower quartile (49). The smallest number of self-declared disabled employees are in the upper quartile (27) which has shown a slight increase from the previous year (22).
35. The largest group not to self-declare their disability is the lower quartile, out of a headcount of 374, there are 238 casuals as not known for disability. Concentrated efforts need to be made in conjunction with the departments engaging casual workers to find the best possible ways to collate this data.
36. The second largest group not to self-declare their disability is the upper quartile, out of a headcount of 295, there are 240 employees as not known for disability either based in our 3 independent schools or the GSMD working in teaching, professorial and head of service roles.
37. A Barbican and GSMD working group has been established to improve their data collation as explained above and similarly the independent schools are looking at ways to boost their data capture.
38. Only 3 out of the 32 London boroughs at the time of writing had published their disability pay gap for the snapshot date of 31 March 2021, this is too small a sample to provide any meaningful comparison.
39. The ONS when determining the median disability pay gap use both APS and ASHE data to establish, the difference between the pay of employees who have declared a disability and the pay of employees who have declared they do not have a disability, as a percentage of the pay of employees who have declared they do not have a disability. The UK median disability pay gap in 2021 was 13.8%, significantly higher than the City Corporation's 7.1%. The ONS in their data analysis found that disabled adults were less likely to be employed in higher-paid occupations (managers, directors and senior officials, and professional occupations) than non-disabled adults; and that this most notably affected disabled employees with autism as their main impairment type or those with severe or specific learning difficulties.
40. The City Corporation's average disability bonus pay gap was -4.3% higher, meaning that those declaring themselves as disabled received a higher bonus payment than those who did not. This is based on the difference between the bonus paid to employees who have declared a disability and employees who have not declared a disability, as a percentage of employees who have declared disability. Bonuses were received by 27.2% disabled employees as a percentage

of all disabled employees; and 34.9% non-disabled employees were paid a bonus as a percentage of all non-disabled employees.

Market Forces Supplements

41. Data on MFS payments is broken down by gender, ethnicity and disability, attached at Appendix 4. The value of MFS payments increased by £385,839 compared to the previous year. The greatest proportion of MFS payments were made to employees who are: male as opposed to female, white as opposed to BAME, and non-disabled as opposed to disabled.
42. MFSs are considered on a case-by-case basis. They are agreed by the MFS Board with higher awards being referred to the Establishment Committee for approval. The business case for Chief Officers to apply or renew an MFS includes independent benchmarking and information about others posts that are or could be impacted including equality considerations. However, if the market benchmarking data is weighted towards traditionally male professions, then this can unintentionally continue to underpin to a degree the gender pay gap.

Equality and Inclusion Update

43. A review of the Equality and Inclusion Board (E&I Board) has taken place in relation to its membership and the need to have consistent and stretching Key Performance Indicators (KPIs) that relate to all aspects of the Public Sector Equality Duty (PSED). This will include setting targets to increase representation with regards to race, and disability. Particularly as due to the increased focus that has occurred, the targets set for the women for the Women in Finance Index. These will be populated into the new Equality and Inclusion Plan (E&I Action Plan) which will be developed later in the year, in conjunction with the development of the revised Corporate Objectives, to meet the Corporation's specific duties under the Equality Act 2010.
44. Members may be aware that as part of the Women in Finance Charter pledge, we have committed to increasing the number of women in senior roles (G grade and above) across all areas of the organisation (not just finance), to 45% by 2023 from the current 37%. Unfortunately, due to savings requirements and our ongoing major restructuring (prior the pandemic), recruitment has been subject to a moratorium throughout 2019 - 2020, this continued to impact on our ability to return to normal recruitment until now. The target was therefore reviewed by the E&I Board who considers that whilst we retain the target level of 45%, we extend the timescale to March 2025 to account for the paused and reduced recruitment. Progress has been made since as this figure is 4% up from the previous year.
45. In relation to reducing the ethnicity and disability pay gaps, the E&I Board will discuss target setting once the Head of Equality, Diversity & Inclusion is in post in the coming months.

46. The Tackling Racism Taskforce employment related actions that were developed in collaboration with Human Resources have now been implemented, with the exception of the Work Experience Co-ordinator and training budgets which will need further development following the completion of the TOM for Human Resources.
47. With regards to data capture in line with the Higher Education Statistics Agency (HESA) the experts in higher education data and analysis, work has been completed to ensure that our categories map back to their categories for sensitive information. In the past this has caused significant impact on our ability to complete submissions for accreditations such as the Stonewall Workplace Equality Index and the Social Mobility Index as they both asked for more detailed questions to be considered. The solution to this has been to find a mechanism to separate the extended information.
48. There is a new suite of training available for staff to complement the popular 'Equality Yours' board game. This is a learning tool that facilitates powerful conversations, challenges existing narratives and behaviours; whilst helps to navigate a series of truly thought-provoking scenarios, to break down barriers such as stereotypes and bias.
49. Tough conversations that might follow the Equally Yours session, enable colleagues to focus on challenging non-inclusive behaviours; moving from awareness to supportive action and creating a safe space for all to contribute and thrive.
50. The most recent addition is 'How inclusive is your communication?' In this session colleagues are able to find out more about the different modes and barriers to communication. Identify what they can do to support an inclusive environment with the way they share information and language they use. They also gain some practical takeaways and tips for inclusive communication design.
51. Take up for these courses have been slow but steady, with just over the past year with over 200 attendees across the offer.
52. The newly established EDI Team recruitment will be completed at the end of May 2022, with the Head of process now complete and the others currently in progress. It is expected that the complete team will be in post by the beginning of September 2022.

Corporate & Strategic Implications

53. This report supports and complements the Corporate Plan aim to contribute to a flourishing society and the HR Business Plan 'Enabling our workforce to have equal opportunities to enrich their lives and reach their full potential', as demonstrated by our Attracting Talent project and delivering the E&I Action Plan.

Conclusion

54. The City Corporation is committed to equal opportunities and equal treatment for all employees and will carry out further analysis on the reasons for disparity in order to work towards pay equity.
55. The Job Evaluation Scheme is in place to ensure that we have equal pay for work of equal value, which provides protection against claims of equal pay. Our additional payments are moderated, and we will continue to monitor and report to Corporate Services Committee on them. To reduce our pay and bonus gaps significantly, we can only achieve this by increasing the number of women, ethnic minority staff and employees with disabilities particularly at the higher grades. Going forward alongside our equality and inclusion initiatives, the pay and reward review provides the opportunity to look more closely at occupational difference, particularly those adversely impacted i.e. females working in a male dominated sector.
56. Departments are tasked with concentrating efforts to address pay gaps through recruitment practice and other initiatives as outlined in their E&I Action Plans, but this is not an issue that can be delivered in a short timeframe.

Appendices

- 1a. The City Corporation's Gender Pay Gap ("snapshot" date of 31 March 2021)
- 1b. London Boroughs Gender Pay Gap ("snapshot" date of 31 March 2021)
2. The City Corporation's Ethnicity Pay Gap ("snapshot" date of 31 March 2021)
3. The City Corporation's Disability Pay Gap ("snapshot" date of 31 March 2021)
4. Market Forces Supplements by Gender, Ethnicity and Disability ("snapshot" date of 31 March 2021)

Background Papers

- [Commission on Race and Ethnic Disparities: The Report](#), aka the Sewell report (March 2021)
- [Inclusive Britain: the government's response to the Commission on Race and Ethnic Disparities](#), Kemi Badenoch, Minister of State for Equalities (March 2022)
- Chartered Institute of Personnel and Development (CIPD) [Gender Equality at Work](#) report
- [Gender, Ethnicity and Disability Pay Gap Data Sets and Analysis](#)

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Appendix 1a: The City Corporation's Gender Pay Gap ("snapshot" date of 31 March 2021). *Bracketed figures represent the 31 March 2020 pay gap.

Pay Rates by Gender

Pay Rates	Gender pay gap - the difference between women's pay and men's pay as a percentage of men's pay
Mean hourly rate	7.1% (5.6%)
Median hourly rate	2.2% (0.0%)

Pay Quartiles by Gender

Pay Quartiles	Women	Men	Total
Proportion of women and men in the upper quartile (paid above the 75th percentile point)	43.9% (43.9%)	56.1% (56.1%)	(100%)
Proportion of women and men in the upper middle quartile (paid above the median and at or below the 75th percentile point)	50.5% (53.2%)	49.5% (46.8%)	(100%)
Proportion of women and men in the lower middle quartile (paid above the 25th percentile point and at or below the median)	50.9% (52.2%)	49.1% (47.8%)	(100%)
Proportion of women and men in the lower quartile (paid below the 25th percentile point)	49.4% (45.7%)	50.6% (54.3%)	(100%)

Bonus Pay by Gender

Bonus Pay	Bonus Gender Pay Gap - the difference women's bonus and men's bonus as a % of men's bonus
Mean bonus	5.4% (15.7%)
Median bonus	-14% Higher i.e. male employees have lower bonuses than female employees (0.5% Lower)

Bonus Pay	Women	Men
Who received bonus pay	26% (13.1%)	34.5% (14.1%)

Appendix 1b: London Boroughs Gender Pay Gap (“snapshot” date of 31 March 2021)

(Source: Gender Pay Gap Service, gov.uk)

Zero Mean Pay Gap

0

Council	Mean Hourly %	Mean Bonus %
<u>Notes</u> -Sample size, 32 London boroughs, plus City of London Corporation -A minus figure means male employees have lower pay or bonuses than female employees i.e. women occupy more of the higher paid jobs than men		
Barnet	-19.7	
Lewisham	-8.6	93.4
Southwark	-7.5	
Newham	-4.7	
Greenwich	-3.1	
Islington	-2.7	-60.5
Redbridge	-2.1	
Harrow	-1.5	26.4
Hackney	-1.2	17.2
Camden	-0.9	10.9
Croydon	0	28.5
Lambeth	1.3	
Enfield	1.8	
Barking and Dagenham	1.8	-100
Kingston Upon Thames	2.4	
Hammersmith & Fulham	3.6	6.9
Hillingdon	4.1	
Brent	5.1	
Hounslow	5.1	
Haringey	5.6	
Havering	5.9	
Ealing	6.1	
Richmond Upon Thames	6.3	30.1
Wandsworth	6.3	30.1
City of London Corporation	7.1	5.4
Merton	7.1	83.1
Tower Hamlets	7.2	-43.6
Bexley	7.5	
Kensington and Chelsea	7.6	23.4
Sutton	11.5	
Westminster	11.8	-1.3
Waltham Forest	12	0
Bromley	14.8	-19.2

Appendix 2: The City Corporation's Ethnicity Pay Gap ("snapshot" date of 31 March 2021). *Bracketed figures represent the 31 March 2020 pay gap.

Pay Rates by Ethnicity

Pay Rates	BAME pay gap - the difference between BAME employees' pay and White employees pay as a percentage of White employees' pay	BAME pay gap - BAME employees' pay as a percentage of White employees' pay	Hourly rate of pay for BAME employees	Hourly rate of pay for White employees	Difference £
Mean hourly rate	16.8% (19.1%)	83.3% (80.9%)	£22.13 (£20.62)	£26.58 (£25.49)	£4.45 (£4.87)
Median hourly rate	15.7% (17.1%)	84.3% (82.9%)	£19.69 (£18.02)	£23.37 (£21.73)	£3.68 (£3.71)

Pay Quartiles by Ethnicity

Pay Quartiles	BAME	White	Total
Proportion of BAME and White employees in the upper quartile (paid above the 75th percentile point)	8.2% (6.8%)	75% (74%)	83.2% (80.8%)
Proportion of BAME and White employees in the upper middle quartile (paid above the median and at or below the 75th percentile point)	14.9% (14.4%)	71.4% (72.9%)	86.3% (87.3%)
Proportion of BAME and White employees in the lower middle quartile (paid above the 25th percentile point and at or below the median)	20.9% (21.4%)	62.7% (63.3%)	83.6% (84.7%)
Proportion of BAME and White employees in the lower quartile (paid below the 25th percentile point)	16.9% (18.2%)	54.7% (55.7%)	71.6% (73.9%)

Workforce Composition by Ethnicity

Workforce Composition	BAME headcount	White headcount	Non-disclosed headcount	Total headcount
Proportion of BAME and White employees in the upper quartile (paid above the 75th percentile point)	104 (85)	957 (930)	215 (242)	1276 (1257)
Proportion of BAME and White employees in the upper middle quartile (paid above the median and at or below the 75th percentile point)	190 (181)	911 (917)	175 (160)	1276 (1258)
Proportion of BAME and White employees in the lower middle quartile (paid above the 25th percentile point and at or below the median)	266 (269)	800 (796)	210 (193)	1276 (1258)
Proportion of BAME and White employees in the lower quartile (paid below the 25th percentile point)	217 (229)	699 (700)	361 (328)	1277 (1258)

Bonus Pay by Ethnicity

Bonus Pay	Bonus BAME Pay Gap - the difference BAME employees' bonus and White employees' bonus as a % of White employees' bonus	Bonus BAME Pay Gap - BAME employees' bonus as a % of White employees' bonus	Bonus pay of BAME employees	Bonus pay of White employees	Difference £
Mean bonus	22.2% (23.1%)	78% (76.9%)	£853.80 (£1,081.26)	£1,097.50 (£1,406.85)	£243.70 (£325.59)
Median bonus	49.9% (31.9%)	50% (68.1%)	£500 (£652.80)	£998.70 (£958.40)	£498.70 (£305.60)

Who received bonus pay:

- BAME paid bonus as % of all BAME: 30.9% (9.9%)
- White paid bonus as % of all White staff: 35.4% (16.9%)

Note

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

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

Appendix 3: The City Corporation's Disability Pay Gap ("snapshot" date of 31 March 2021). *Bracketed figures represent the 31 March 2020 pay gap.

Pay Rates by Disability

Pay Rates	Disability pay gap - the difference between the pay of employees who have declared a disability and the pay of employees who have declared they do not have a disability as a % of the pay of employees who have declared they do not have a disability	Disability pay gap - the pay of employees who have declared a disability as a percentage of the pay of employees who have declared they do not have a disability	Hourly rate of employees who have declared they have a disability	Hourly rate of employees who have declared they do not have a disability	Difference £
Mean hourly rate	8.9% (10.3%)	93% (89.7%)	£23.86 (£22.06)	£25.64 (£24.59)	£1.78 (£2.53)
Median hourly rate	7.1% (9.4%)	93% (90.6%)	£20.73 (£19.68)	£22.31 (£21.73)	£1.58 (£2.05)

Pay Quartiles by Disability

Pay Quartiles	Disabled	Not disabled	Total
Proportion of disabled and not disabled employees in the upper quartile (paid above the 75th percentile point)	2.1% (2%)	74.8% (73.4%)	76.9% (75.3%)
Proportion of disabled and not disabled employees in the upper middle quartile (paid above the median and at or below the 75th percentile point)	3.9% (3.5%)	77.6% (78.5%)	81.5% (82%)
Proportion of disabled and not disabled employees in the lower middle quartile (paid above the 25th percentile point and at or below the median)	4.6% (4%)	73.8% (75.7%)	78.4% (79.7%)
Proportion of disabled and not disabled employees in the lower quartile (paid below the 25th percentile point)	3.8% (4%)	66.9% (68.6%)	70.7% (72.6%)

Workforce Composition by Disability

Workforce Composition	Disabled headcount	Not disabled headcount	Non-disclosed headcount	Total headcount
Proportion of disabled and not disabled employees in the upper quartile (paid above the 75th percentile point)	27 (22)	954 (922)	295 (310)	1276 (1257)
Proportion of disabled and not disabled employees in the upper middle quartile (paid above the median and at or below the 75th percentile point)	50 (44)	990 (987)	236 (227)	1276 (1258)
Proportion of disabled and not disabled employees in the lower middle quartile (paid above the 25th percentile point and at or below the median)	58 (50)	942 (952)	276 (256)	1276 (1258)
Proportion of disabled and not disabled employees in the lower quartile (paid below the 25th percentile point)	49 (50)	854 (862)	374 (345)	1277 (1258)

Bonus Pay by Disability

Bonus Pay	Bonus Disability Pay Gap - the difference between the bonus paid to employees who have declared a disability and employees who have not declared a disability as a % of employees who have declared disability.	Bonus Disability Pay Gap - Pay of employees who have declared a disability as a % of pay of employees who have declared they do not have a disability	Bonus pay of employees who have declared they have a disability	Bonus pay of employees who have declared they do not have a disability	Difference £
Mean bonus	-4.3% Higher (-14.8% Higher)	-4% (114.8%)	£1,106.73 (£1,611.31)	£1,060.98 (£1,403.97)	£45.75 (£207.34)
Median bonus	16.8% (3.9%)	83% (96.1%)	£830.99 (£920.88)	£998.70 (£958.40)	£176.71 (£37.52)

Who received bonus pay:

- Disabled paid bonus as % of all Disabled: 27.2% (11.8%)
- Non-disabled paid bonus as % of all Non-disabled staff: 34.9% (15.8%)

Note:

For the calculations exclude any employees for whom disabled / not disabled is not known.

Appendix 4: Market Forces Supplements by Gender, Ethnicity and Disability (“snapshot” date of 31 March 2021). *Bracketed figures (“snapshot” date of 31 March 2020)

Market Forces Supplement by Gender

Total MFS £

Female	Male
£812,752	£1,752,300
(£687,093)	(£1,492,120)

Headcount

Female	Male
104	174
(99)	(165)

Headcount %

Female	Male
37.5%	62.5%
(37.4%)	(62.6%)

Average MFS £

Female	Male
£7,667	£10,013
(£6,940)	(£9,043)

Market Forces Supplement by Ethnicity

Total MFS £

BAME	Not stated / known	White
£429,424	£252,322	£1,833,306
(£348,746)	(£188,291)	(£1,642,177)

Headcount

BAME	Not stated / known	White
49	34	195
(46)	(30)	(188)

Headcount %

BAME	Not stated / known	White
17.6%	12.2%	70.2%
(17.4%)	(11.4%)	(71.2%)

Average MFS £

BAME	Not stated / known	White
£8,588	£7,421	£9,560
(£7,581)	(£6,276)	(£8,735)

Market Forces Supplement by Disability

Total MFS £

Disabled	Not stated / known	Not disabled
£67,442	£322,656	£2,174,954
(£69,448)	(£248,055)	(£1,861,711)

Headcount

Yes	Not stated / known	No
8	43	227
(8)	(40)	(216)

Headcount %

Yes	Not stated / known	No
2.9%	15.5%	81.6%
(3.0%)	(15.2%)	(81.8%)

Average MFS £

Yes	Not stated / known	No
£8,430	£7,504	£9,456
(£8,681)	(£6,201)	(£8,619)

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Committee: Corporate Services Committee – For decision	Dated: 30 May 2022
Subject: Special Leave Policy: Paid Leave for Reservists for Training or Voluntary Service	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	3, 8
Does this proposal require extra revenue and/or capital spending?	N
If so, how much?	N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain's Department?	Y/N
Report of: Emma Moore, Chief Operating Officer	For Decision
Report author: Colette Hawkins, Town Clerks	

Summary

The City of London Corporation is a signatory of the Armed Forces Community Covenant which is a promise from the nation ensuring that people who serve (or have served) in the Armed Forces, and their families, are treated fairly. The City Corporation is also a Gold Award holder of the Ministry of Defence's Employer Recognition Scheme. To maintain this accreditation as an employer we are required to meet a set of criteria which demonstrate our forces-friendly credentials.

The City Corporation already promotes job opportunities with organisations which support ex-forces personnel and will include reference to any increased provisions approved by members in our recruitment information.

Reservists are required to undertake a significant amount of training each year, most of which is undertaken in their own time. The City Corporation currently provides 10 days paid leave, each leave year, which covers the annual training camp. However, it is proposed to increase the number of days paid leave a reservist can claim to 15 days, each leave year, this will put the City Corporation in line with the City of London Police (for Police Officers), the Metropolitan Police Service and the Civil Service. A guidance document for employees and their managers has been produced detailing the support the City Corporation provides for reservists and the information managers require.

By enhancing our employee policy, it will highlight our recognition of the valuable contributions reservists make not only to our Armed Forces, but also to the City Corporation.

Recommendations

Members are asked to:

- Approve the increase of paid leave days for employees who are members of the reserve forces to attend training to 15 days (per leave year), from 10 days
- Approve the amendment to the number of paid leave days stated within the Special Leave Policy and the inclusion of the reservist guidance
- If the above recommendations are approved the provisions will be communicated to all staff on Reserves Day - 22 June 2022

Main Report

Background

1. Members of the reserve forces are typically required to commit to 19 - 27 days training per year depending on which Service they belong to and any specialist skills with an average training requirement for 24 – 40 days. Training tends to take place 1 evening per week, over various weekends throughout the year and one 2-week continuous training period, known as 'annual camp'.
2. The City of London's Special Leave Policy provides employees who are a member of the reserve forces with 10 days paid leave (per leave year) in addition to their normal annual leave entitlement to attend the annual training camp.

Current Position

3. In November 2013 the then Lord Mayor Dame Fiona Woolf CBE signed the Armed Forces Community Covenant on behalf of the City of London Corporation. The Armed Forces Community Covenant is a promise from the nation ensuring people who serve (or have served) in the Armed Forces, and their families, are treated fairly.
4. The City Corporation is a Gold Award holder as part of the Ministry of Defence's Employer Recognition Scheme. To maintain gold accreditation there is a set of criteria which the organisation needs to meet including:
 - ensuring that staff are aware of the employee policies that support them as members of a reserve force;
 - providing at least 10 days' paid additional leave for reservist employees to attend training;
 - proactively demonstrate our forces-friendly credentials as part of our recruitment processes.
5. Currently within the City Corporation there are 8 employees who have advised they are a member of the reserve forces (excluding City of London Police officers).

6. The City of London Police are in the process of applying to join the Ministry of Defence's Employer Recognition Scheme and as part of their submission they are providing an allowance for Police Officers who are a member of the reserve forces with 15 days paid leave for training (per leave year). This will align their policy to the Metropolitan Police Service and the Civil Service.

Proposals

7. For the City Corporation to continue to maintain gold accreditation the following proposals are recommended to enhance our current employee policy for members of the reserve forces.
8. To support employees who are members of the reserve forces and their managers during the COVID-19 pandemic a separate guide was developed covering: the actions employees are required to undertake in relation to reservist duties; guidance for managers on how to manage reservists and requests for time off for training; and guidance and actions for when a reservist is mobilised, demobilised and returns to work. It is recommended that this guide is attached as an appendix to the Special Leave Policy (Appendix 1).
9. As part of the recruitment process, job roles are advertised through a number of organisations, including those working with ex-forces personnel, along with media relevant to the role. Information on any increased provisions approved by members will be referenced in recruitment information to encourage ex-armed forces personnel to join the City Corporation.
10. Reservists are required to undertake training every year, typically this is up to 27 days. However, for those required to undertake specialist skills training this can be up to 40 days. Most of this training is completed within their own time.
11. The City Corporation's special leave policy already provides 10 days paid leave per year for reservists to attend their annual camp. It is proposed to increase this to 15 days paid leave per leave. This would cover the 10 days annual camp, the additional 5 days paid leave would be used to attend other training days they are required to attend each year. Any additional time required above this will continue to be taken from the employee's annual leave entitlement.
12. By increasing the entitlement to 15 days per leave year it would allow staff employed at the City Corporation to match arrangements provided to City of London Police Officers, ensuring consistency of approach across the wider organisation. It will also bring our provisions in line with the Civil Service and Metropolitan Police Service.
13. If the proposals are agreed, it is recommended that these are communicated to all staff on Reserves Day, which is on 22 June 2022, to highlight to staff that we recognise the valuable contribution reservists make to the City Corporation.

Corporate & Strategic Implications

Strategic implications – These proposals support the delivery of the Corporate Plan by ensuring employees have equal opportunities to enrich their lives and reach their full potential. These proposals will also be used to promote the City Corporation as an employer of choice for members of the reserve forces. It also supports the Responsible Business Strategy and our continued accreditation as a gold award holder under the Ministry of Defence's Employer Recognition Scheme. The proposals are supported by the Remembrancer.

Financial implications – There are 8 employees who are members of the reserve forces currently within the City Corporation, as such the additional 5 days paid leave each year will be minimal to the organisation and will continue to be met by departments as all special leave is paid for.

Resource implications – Leave will be managed on a departmental basis as currently.

Legal implications – None

Risk implications – None

Equalities implications – The proposals within this report have no impact on people protected by existing equality legislation as the provisions for reservists in the Special Leave Policy apply to all employees who are members of the reserve forces.

Climate implications - None

Security implications - None

Conclusion

14. By enhancing our current special leave provisions for employees who are members of the reserve forces we are demonstrating to them that we value the skills that this voluntary role brings to the City Corporation.

Appendices

- Appendix 1 – Reservist Guidance

Background Papers

- Test of Relevance – Special Leave Policy: Reservists
- [City of London Armed Forces Community Covenant](#)
- [Defence Employer Recognition Scheme](#)

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Reservists Guidance

Table of Contents

Types of Reservists	1
Reserve Status Notification	2
Training Commitments and Time Off	2
Mobilisation	2
Call-Out Order	3
Mobilisation Actions	3
Terms and Conditions during Mobilisation	4
Applying for Exemption / Deferral / Revocation	5
Demobilisation	5
City Corporation Responsibilities	6
Aftercare	6
Financial Assistance	6
Link / Other Resources	7

1. The City of London Corporation is a signatory of the Armed Forces Community Covenant and is a Gold Award holder as part of the Ministry of Defence's Employer Recognition Scheme. This recognised the support we give to armed forces personnel across the organisation and builds on the commitment of the Armed Forces Covenant to staff and our community.
2. The City Corporation is committed to supporting the release of employees mobilised for Reservist duties.

Types of Reservists

3. There are two types of Reservists:
 - a. Volunteer Reservists: civilians recruited into the Royal Naval Reserves, Royal Marine Reserves, Territorial Army and Royal Auxiliary Air Force.
 - b. Regular Reservists: ex-regular service personnel who may retain a liability to be mobilised depending on how long they have served in the Armed Forces.

Reserve Status Notification

4. Reservists are required to inform their manager that they are a member of the Reserve Forces and the specific force that they belong to. This allows the City Corporation to provide the appropriate level of support to the Reservist and assists with resource planning during periods of leave (e.g. training and / or mobilisation).
5. Reservist employees are also required to grant permission for the Ministry of Defence (MoD) to write directly to their employer. This is known as 'Employer Notification' and ensures that the City Corporation is made aware that the employee is a Reservist and the benefits, right and obligations that apply. Confirmation is sent by the MoD each year to confirm that the information held is accurate.
6. Managers should advise their HR contact when they are advised by the employee and receive notification from the MoD.

Training Commitments and Time Off

7. The City Corporation recognises the importance of the training undertaken by Reservists that enables them to develop skills and abilities that are of benefit to their respective Reserve Force, the individual and the City Corporation.
8. Members of the Reserve Forces are typically required to commit to 19 – 27 days training per year depending on which Service they belong to and any specialist skills with an average training requirement for 24 - 40 days. Training tends to take place 1 evening per week, over various weekends throughout the year and one 2 week period known as 'annual camp'.
9. Whilst there is no statutory obligation on employers to release Reservists for either training or voluntary service, the City Corporation will normally grant up to 15 days paid leave per year, in addition to their normal annual leave entitlement to attend 'annual camp' and any additional training in their capacity as a Reservist. Any additional time required above this will continue to be taken from the employee's annual leave entitlement.
10. Employees must advise their Chief Officer and line manager of any such request at the earliest opportunity.

Mobilisation

11. Mobilisation is the process by which an individual Reservist (or group of Reservists) is brought into permanent service with the Regular Forces, in order to make them available for military operations.

12. The maximum period of mobilisation will depend on the scale and nature of the operation and is typically no longer than 12 months.

Call-Out Order

13. The call-out order provides legal authority to mobilise Reservists. It is legally enforceable and will be issued as formal notification of a Reservist's mobilisation. A call-out pack will be received by both the Reservist and the City Corporation and will include the call-out date and the anticipated timeline.
14. Reservists are technically on immediate notice for call-out, however where possible the Ministry of Defence (MOD) will try to give notice of the date the Reservist is required to report to the mobilisation centre. In the current circumstances, it is expected that there will be little / no notification.
15. The City Corporation supports mobilisation in all but exceptional circumstances and will release the employee for Reserve service. The call-out notice can be appealed if the Reservist absence is considered to cause serious harm to the business. Managers are not permitted to appeal a call-out notice without contacting their Chief Officer and HRBP / HR Lead to discuss.

Mobilisation Actions

16. Employees who are Reservists are required to:
 - a. liaise with the manager to keep them informed of their situation;
 - b. keep in touch with their manager (a process should be agreed before the Reservist leaves. This will help with a smooth reintegration of the Reservist back into the workplace.
17. Managers are required to:
 - a. consult with their HRBP / HR Lead when they are notified that their employee had been contacted by the MOD to advise they are being called up to active duty;
 - b. complete the consent form included in the call-out pack and any internal paperwork regarding mobilisation;
 - c. talk with the Reservist employee to discuss mobilisation and key work related tasks e.g. handover of work, returning of any equipment (if appropriate), and agreeing the process of how to keep in touch during the period of mobilisation to ensure a smooth reintegration back into the workplace;
 - d. consider making a claim for financial assistance as appropriate in consultation with HR (see section: Financial Assistance).
18. HR are required to:

- a. advise managers of the action to be taken;
- b. send letter to the employee confirming the contractual arrangements during the period of mobilisation;
- c. ensure that changes to pay and benefits are actioned accordingly;
- d. at the end of the mobilisation period reinstate the employee and complete all necessary paperwork and procedures.

19. Pay Office are required to:

- a. ensure the employee's salary is stopped during the period of mobilisation;
- b. return the employee to the payroll at the end of the mobilisation period.

Terms and Conditions during Mobilisation

- 20. The MoD will assume responsibility for the Reservist's salary for the duration of their mobilisation.
- 21. Reservist employees will continue to have access to City Benefits and the Employee Assistance Programme during their period of mobilisation.
- 22. Mobilisation does not break continuity of employment. During the period of mobilisation Reservist employees will be recorded as absent for a period of 'Reservist leave'. Any period of mobilisation does not count towards reckonable service periods. Contractual rights continue to apply, excluding the accrual of annual leave. The usual rules regarding carry forward apply.
- 23. Call-up may impact the Reservists pension. Refer to the Pensions Impact Information or contact the Pensions team.
- 24. Employees are required to inform the City Corporation, by writing to their Chief Officer within three weeks of the completion of their military service, of their intention to return to work. Whilst the City Corporation will endeavour to ensure that the employee returns to their current job, where, in exceptional circumstances, this is not possible every effort will be made to offer the employee a suitable alternative job.
- 25. If the employee's substantive post is subject to organisational change during their period of mobilisation they will be included in all consultation processes and be kept informed by their line manager.
- 26. If a Reservist becomes sick or injured during mobilisation they will be covered by Defence Medical Services.

Applying for Exemption / Deferral / Revocation

27. In all cases of mobilisation the City Corporation will release the Reservist to report for duty unless there are exceptional circumstances, in which case the decision and reasoning will be explained to the Reservist.
28. In exceptional circumstances the City Corporation has the right to seek exemption, deferral or revocation if the Reservist's absence is considered to cause serious harm to service delivery. This may include:
- Loss of reputation, goodwill or other financial harm
 - Impairment of the ability to produce goods or provide services
 - Harm to the research and development of new products, services or processes (which could not be prevented by the granting of financial assistance under sections 83 and 84 of The Reserve Forces Act 1996).
29. Details of how to apply for exemption will be included in the call-out pack. Chief Officers are responsible for applying for an exemption, in discussion with their HR contact.

Demobilisation

30. The MOD will notify the City Corporation of the demobilisation date and will confirm their last day of permanent service. After this date, the Reservist may return work.

Return to Work

31. The Reservist and City Corporation both have legal obligations regarding the return to work process.

Reservist Responsibilities

32. The Reservist must formally write to their employer by the third Monday after their last day of military service making their request to return to work and suggesting a date which should fall within 6 weeks of their last day of full-time service.
33. We would encourage Reservists to informally contact their manager to discuss their return to work at the earliest opportunity.
34. In the instance that the Reservist is unable to return to their substantive post and they are not happy with the offer of alternative employment they must write to their Chief Officer stating why there is a reasonable cause for them not to accept it. If a Reservist believes that an employer's response to their application denies their rights under the Safeguard of Employment Act 1985, an application can be made to a Reinstatement Committee for assessment. This committee will consider the

Reservist's application and can make an order for reinstatement and/or compensation.

City Corporation Responsibilities

35. The City Corporation had an obligation to reinstate the Reservist where possible to their former role, and if not, to a mutually acceptable role on the same terms and conditions prior to mobilisation.
36. The Reservist should be reinstated within 6 weeks of the last day of their full-time service. They must be reinstated for a minimum period of 13m 26 or 52 weeks, depending on their length of service prior to mobilisation.
37. Reservists should be allocated time to undertake any refresher training and to familiarise themselves with processes and procedures in the workplace.

Aftercare

38. To ensure a smooth re-integration into the team / workplace managers should consider the following points:
 - a. The need to update on any changes / developments that have taken place during their absence;
 - b. The need to offer specific training where it is sought by the Reservist or it is considered necessary;
 - c. Where the job duties have changed since mobilisation a period of skills training may be required to assist with new aspects of the job;
 - d. Arranging an informal team meeting for the Reservist to catch up with colleagues prior to returning to the workplace;
 - e. Reasonable time off to seek therapeutic treatment if required;
 - f. Signposting to the Employee Assistance Programme.

Financial Assistance

39. In certain circumstances the City Corporation may apply for financial assistance from the MOD. These cover additional costs associated with replacing the Reservist (excluding the salary and on-costs).
 40. Managers must speak with their Chief Officer and HRBP / HR Lead before any application is made.
2. There are 3 types of award available:

- a. One- off costs: including agency fees and advertising costs;
- b. Recurring costs: overtime costs (if other employees work overtime to cover the work of the Reservist; cost of temporary replacement by the amount that such costs exceed the relevant earnings of the Reservists. NOTE: there is a daily cap for what can be claimed and must be made within 4 weeks of the end of full-time Reservist service.
- c. Training award: if a returning Reservist has to undertake additional training as a direct result of their mobilisation (routine training excluded).

Link / Other Resources

Employee Handbook:

[Annual Leave](#)

[Employee Assistance Programme](#)

[Pensions](#)

[Special Leave](#)

External Resources:

Gov.UK Employee Reservist: <https://www.gov.uk/employee-reservist>

Employment Rights Act 1996 s.127

The Reserve Forces (Safeguarding of Employment Act) 1985 (SOE 85)

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