



## Corporate Services Committee

**Date:** WEDNESDAY, 12 JULY 2023  
**Time:** 1.45 pm  
**Venue:** COMMITTEE ROOM - 2ND FLOOR WEST WING, GUILDHALL

**Members:**

Deputy Alastair Moss (Chairman)	Alderman Dame Susan Langley, DBE
Florence Keelson-Anfu (Deputy Chairman)	Gregory Lawrence
Deputy Randall Anderson	Deputy Edward Lord
Deputy Keith Bottomley	Catherine McGuinness
Alderman Sir Charles Bowman	Timothy James McNally
Deputy Henry Colthurst	Tom Sleigh
Anthony David Fitzpatrick	Mandeep Thandi
Steve Goodman	James Tumbridge
Deputy Christopher Hayward	Deputy Philip Woodhouse

**Enquiries:** Matthew Stickley, Governance and Member Services Manager  
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<https://www.youtube.com/@CityofLondonCorporation/streams>

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Whilst we endeavour to livestream all of our public meetings, this is not always possible due to technical difficulties. In these instances, if possible, a recording will be uploaded following the end of the meeting.

**Ian Thomas CBE**  
**Town Clerk and Chief Executive**

# AGENDA

## Part 1 - Public Agenda

1. **APOLOGIES**

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

3. **MINUTES**

To agree the public minutes and summary of the meeting held on 31 May 2023.

**For Decision**  
(Pages 5 - 10)

4. **CORPORATE SERVICES COMMITTEE FORWARD PLAN**

Report of the Town Clerk and Chief Operating Officer.

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

5. **REWARD REFRESH PROGRAMME**

Report of the Chief Operating Officer.

**For Decision**  
(Pages 13 - 18)

6. **WORKPLACE ATTENDANCE UPDATE REPORT**

Report of the Chief Operating Officer.

**For Decision**  
(Pages 19 - 78)

7. **HR ANNUAL WORKFORCE REPORT 2021-22**

Report of the Chief Operating Officer.

**For Information**  
(Pages 79 - 130)

8. **HR ANNUAL WORKFORCE REPORT 2022-23**  
Report of the Chief Operating Officer.  

**For Information**  
(Pages 131 - 202)
9. **BUSINESS PLAN 2023-24 UPDATE - DEPARTMENT OF THE CHIEF OPERATING OFFICER**  
Report of the Chief Operating Officer.  

**For Information**  
(Pages 203 - 214)
10. **APPRAISAL DATA AND NEXT STEPS**  
Report of the Chief Operating Officer.  

**For Information**  
(Pages 215 - 220)
11. **CENTRALLY MANAGED MANDATORY TRAINING**  
Report of the Chief Operating Officer.  

**For Information**  
(Pages 221 - 228)
12. **HEALTH AND SAFETY UPDATE**  
Report of the Chief Operating Officer.  

**For Information**  
(Pages 229 - 246)
13. **BAN THE BOX IMPLEMENTATION TIMELINE**  
Report of the Chief Operating Officer.  

**For Information**  
(Pages 247 - 252)
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 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 31 May 2023.

**For Decision**

20. **REPORT OF ACTION TAKEN**

Report of the Town Clerk.

**For Information**

21. **CITY OF LONDON POLICE CORPORATE SERVICES**

Report of the Chief Operating Officer.

**For Information**

22. **STAFFING UPDATE**

Report of the Chief Operating Officer.

**For Information**  
(Verbal Report)

## **CORPORATE SERVICES COMMITTEE** **Wednesday, 31 May 2023**

Minutes of the meeting of the Corporate Services Committee held at Guildhall on  
Wednesday, 31 May 2023 at 11.00 am

### **Present**

#### **Members:**

Deputy Alastair Moss (Chair)  
Florence Keelson-Anfu (Deputy Chairman)  
Deputy Randall Anderson  
Deputy Keith Bottomley  
Steve Goodman OBE  
Deputy Christopher Hayward  
Gregory Lawrence  
Deputy Edward Lord  
Catherine McGuinness

#### **Officers:**

Ian Thomas	- Town Clerk and Chief Executive
Matthew Stickley	- Town Clerk's Dept.
Caroline Al-Beyerty	- Chamberlain
Emma Moore	- Chief Operating Officer
Michael Cogher	- City Solicitor & Comptroller
	-

With Gregory Lawrence in the chair

#### **1. APOLOGIES**

Apologies for absence were received from Alderman Sir Charles Bowman, Ruby Sayed, Mandeep Thandi, Henry Colthurst, and James Tumbridge.

Apologies for lateness were received from Florence Keelson-Anfu and Catherine McGuinness.

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

There were no declarations of interest.

#### **3. ORDER OF THE COURT OF COMMON COUNCIL**

The Committee received an Order of the Court of Common Council dated 27 April 2023.

#### **4. ELECTION OF A CHAIRMAN**

Deputy Alastair Moss, being the only Member expressing their willingness to serve, was duly elected Chairman for the ensuing year. The Chairman took the opportunity to thank Members for their continued support in re-electing him, welcomed new Members to the committee, and also conveyed his thanks to those who had previously served on the committee.

The Chairman notified the committee that he had reordered the agenda such that item 16 would be taken in confidential session after item 22 on the published agenda.

**5. ELECTION OF A DEPUTY CHAIRMAN**

Florence Keelson-Anfu, being the only Member expressing their willingness to serve, was duly elected Deputy Chairman for the ensuing year. The Deputy Chairman thanked Members for their continued support in re-electing her.

**6.1 Minutes of the previous meeting**

**RESOLVED** – That the public minutes of the meeting held on 1 March 2023 be approved as an accurate record.

**6.2 Minutes of the previous meeting**

**RESOLVED** – That the public minutes of the previous meeting held on 19 April 2023 be agreed as an accurate record.

**7. CORPORATE SERVICES COMMITTEE APPOINTMENTS TO CITY OF LONDON CORPORATION COMMITTEES**

The committee received a report of the Town Clerk regarding the appointments, composition, and terms of reference of the committees and bodies to which the Corporate Services Committee has appointing rights.

In discussion, it was proposed that the appointments to any committees which have more expressions of interest than vacancies be delegated to the Town Clerk to allow all members of the Corporate Services Committee, including those joining remotely, to be able to vote on the appointments. This was put to the committee by the Chairman and agreed.

**RESOLVED:**

1. To note the Finance Committee appointment of Steve Goodman as its representative to the Corporate Services Committee for the 2023-24 civic year, as agreed at its meeting of 16 May 2023.
2. To appoint to the Joint Consultative Committee:
  - a. The Chairman of the Corporate Services Committee.
  - b. The Deputy Chairman of the Corporate Services Committee.
  - c. The Finance Committee representative to the Corporate Services Committee.
  - d. Four other Corporate Services Committee members:
    - i. Deputy Randall Anderson
    - ii. Gregory Lawrence
    - iii. Deputy Charles Edward Lord
    - iv. Deputy Philip Woodhouse

3. To appoint to the Senior Management Joint Consultative Committee:
  - a. The Chairman of the Corporate Services Committee.
  - b. The Deputy Chairman of the Corporate Services Committee.
  - c. The Finance Committee representative to the Corporate Services Committee.
  - d. Four other Corporate Services Committee members:
    - i. Deputy Randall Anderson
    - ii. Gregory Lawrence
    - iii. Deputy Charles Edward Lord
    - iv. Deputy Philip Woodhouse
4. To appoint to the Equality, Diversity & Inclusion Sub Committee:
  - a. The Deputy Chairman of the Corporate Services Committee.
5. To delegate authority to the Town Clerk to appoint two other members of the Corporate Services Committee as members of the Equality, Diversity & Inclusion Sub Committee, to be determined through a vote shared with all members of the Corporate Services Committee following the meeting.
6. To appoint to the Member Development and Standards Sub-Committee:
  - a. Any two other members of the Corporate Services Committee:
    - i. Florence Keelson-Anfu
    - ii. Deputy Charles Edward Lord
7. To agree that the establishment, functions and memberships of the Senior Remuneration Sub-Committee and Senior Management Joint Consultative Committee are reviewed in autumn 2023 as part of the wider annual review of the committee's terms of reference.
8. To establish the Senior Remuneration Sub-Committee as a sub-committee of the Corporate Services Committee for the remainder of the 2023-24 civic year.
9. To appoint to the Senior Remuneration Sub-Committee:
  - a. Chairman of the Corporate Services Committee (Chairman).
  - b. Chairman of the Policy and Resources Committee (Deputy Chairman).
  - c. Deputy Chairman of the Corporate Services Committee.
  - d. Deputy Chairman of the Policy and Resources Committee.
  - e. Chairman of the Finance Committee.
  - f. Chairman of the General Purposes Committee of Aldermen.
  - g. Deputy Randall Anderson
  - h. Deputy Charles Edward Lord
  - i. Deputy Philip Woodhouse
10. To agree that when the Senior Remuneration Sub-Committee meets to undertake the functions of the Senior Management Joint Consultative Committee that its membership shall be as is set out in the Order of the Court of Common Council dated 27 April 2023.

8. **CORPORATE SERVICES COMMITTEE FORWARD PLAN**

As the Forward Plan had been submitted late, the Chairman proposed that the committee not consider the item. This was put to the committee and agreed.

9. **GENDER, ETHNICITY AND DISABILITY PAY GAPS WITH EQUALITY AND INCLUSION UPDATE (MARCH 2022 SNAPSHOT)**

The committee received a report of the Chief Operating Officer.

The committee discussed the calculation of averages within the paper, the use of anonymised recruitment and the risk that this did not address the cultural issues which may prevent fair and equal recruitment practices, and the prospect of further investigation of the data through future reports.

**RESOLVED:** to note the report.

10. **BAN THE BOX CAMPAIGN UPDATE**

The committee received a report of the Chief Operating Officer.

The committee expressed its concern that its previous decision to implement the practices of the Ban The Box campaign had not been effect and the importance of supporting young people into work placements.

An amendment to the recommendation was moved by Florence Keelson-Anfu and seconded by Deputy Chris Hayward such that a private session would be held to allow for further discussion of the campaign and its implementation at the City of London Corporation.

**RESOLVED:** to note the report and agree that a private session for members of the Corporate Services Committee is organised to brief members more fully on the campaign and discuss the City of London Corporation's responses to it; and that invitations to this session be extended to all members the Court of Common Council.

11. **MEMBER GOVERNANCE ENTERPRISE RESOURCE PLANNING (ERP) DELIVERY**

The committee received a report of the Chamberlain.

**RESOLVED:**

1. To endorse and approve Digital Services Committee as the lead committee for the Enterprise Resource Planning (ERP) solution.
2. To endorse the continuation of the ERP Member Steering Group, comprising of members from each Committee/Board for strategic oversight of the responsibilities undertaken by the ERP Project Board.

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

There were no questions.

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

There were no urgent items.

14. **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.

15. **NON-PUBLIC MINUTES**

**RESOLVED:** that the non-public minutes of the meetings held on 1 March and 19 April 2023 be approved.

16. **UPDATE ON THE REWARD REFRESH PROGRAMME**

The committee considered a report of the Chief Operating Officer.

**RESOLVED:** to delegate authority to the Town Clerk to take decisions on behalf of the Corporate Services Committee, subject to members of the committee being invited to provide their comments on the report in the coming days.

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

There were no questions.

18. **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.

19. **OFFICER ELIGIBILITY FOR ELECTION**

The committee considered a report of the Comptroller and City Solicitor.

**RESOLVED:** to consider the report and instruct officers to take such further action as the Committee considers appropriate.

20. **BARBICAN CENTRE CREATIVE COLLABORATION DEPARTMENT STRUCTURE**

The committee considered a report of the Barbican Centre CEO.

21. **FINANCIAL SERVICES RECRUITMENT**

The committee considered a report of the Chamberlain.

22. **UPDATE ON PAY NEGOTIATIONS**

The committee considered a report of the Chief Operating Officer.

**The meeting ended at 13:48**

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Chairman

**Contact Officer: Matthew Stickley, Governance and Member Services Manager  
matthew.stickley@cityoflondon.gov.uk**

**CORPORATE SERVICES COMMITTEE – WORK PROGRAMME 2023/24**

	12 <sup>th</sup> July - 23	6 <sup>th</sup> September - 23	18 <sup>th</sup> October - 23	29 <sup>th</sup> November -23	10 <sup>th</sup> January -24	21 <sup>st</sup> February -24	10 April - 24	15 May - 24
<b>Standing Annual Items</b>	CSC Forward Agenda HR Annual Workforce Reports 2021-22 and 2022-23	Staff Christmas Lunches funding Departmental Budget – mid Year Monitoring CSC Forward Agenda Revenue Outturn 2022 - 2023	Employment Cases and Settlements (C&CS) CSC Forward Agenda	CSC Forward Agenda	Annual Review of the Committee’s Terms of Reference Departmental Budget Estimates CSC Forward Agenda Pay Policy Statement	CSC Forward Agenda	CSC Forward Agenda	CSC Forward Agenda
<b>HR Dept Papers</b>	Workplace Attendance Update Report Quarterly COO Business Plan update Mandatory Training Reward Design Principles Ban the Box Implementation Plan Appraisals Completion statistics	Coroners Pay Special Severance Payments Policy Chief Officer & Senior Officer Recruitment Procedure	Reward Refresh Quarterly COO Business Plan update HR Transformation Plan 2023/2024 Performance	HR ERP Delivery Update HR Corporate Projects Portfolio/Performance Update People Strategy Appraisals - Update on Completion	COO’s Business Plan 2024/25 (inc HR, Health & Safety and ED&I) Quarterly COO Business Plan update			
<b>Other Dept’s Papers – e.g., MFSs, restructures etc</b>	Health & Safety (mid-year) Final wrap up and outcomes of the Target Operating Model programme				DTC’s Business Plan C&CS Business Plan Health & Safety (end-year)			
<b>Other Committee Business</b>	Update summary/minutes from June JCC Report of Action Taken	Update summary/minutes from September JCC		Update summary/minutes from November JCC				

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# Agenda Item 5

<b>Committee(s):</b> Corporate Services Committee	<b>Dated:</b> 12 July 2023
<b>Subject: Reward Refresh</b>	<b>Public</b>
<b>Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?</b>	<b>8: We have access to the skills and talent we need.</b>
<b>Does this proposal require extra revenue and/or capital spending?</b>	<b>No</b>
<b>If so, how much?</b>	
<b>What is the source of Funding?</b>	n/a
<b>Has this Funding Source been agreed with the Chamberlain's Department?</b>	
<b>Report of:</b> Emma Moore, Chief Operating Officer	<b>For Decision</b>
<b>Report author:</b> Fay Johnstone, Assistant Director, Reward and HR Projects	

## Summary

Korn Ferry have been commissioned to undertake a review of the City of London Corporation's current pay and grading arrangements and underpinning process. Ultimately, with Korn Ferry's assistance and development, the City of London Corporation will introduce a new reward strategy and pay and grading structure around Autumn 2024 for all employees currently employed on Grades A to J and the Senior Management Group. This will introduce job families and a new job evaluation scheme using the Korn Ferry Hay job evaluation method.

This report requests delegation to the Town Clerk of decision making on the operational aspects of the reward refresh project, with the Chief Operating Officer reporting regularly to the Corporate Services Committee on progress.

## Recommendations

**Corporate Services Committee** is asked to: -

- Delegate to the Town Clerk operational decision making on the Reward Refresh project, with the project senior reporting officer (Chief Operating Officer) reporting progress on the project on a regular basis, as and when key milestones are reached.
- To receive a verbal report of the informal Korn Ferry facilitated CSC members workshop which took place a few days prior to CSC to discuss the Design Principles of the entire project.

## Main Report

## Background

1. Competition for talent is fierce in our post-pandemic world. Business leaders are realising that success in the 21<sup>st</sup> century means building the best teams most effectively. Research demonstrates that many professionals in the services sector – the sector in which the City of London Corporation mostly operates, (albeit not entirely) – are considering leaving their jobs in search of roles that offer a better work-life balance and that are more aligned with their values. Employees prioritise employers who offer greater freedom over their lives, including better reward offers. Whilst pay is still a high reason for leaving an employer, other reasons include a lack of work-life balance and a lack of career advancement opportunities. This subject is covered in more depth in the People Strategy paper.
2. Employees now expect a more personalised employee experience that meets their needs at every stage of their careers. This includes more transparency and equity around organisational reward designs, which can lead to difficulties in recruitment and retention. Our internal HR metrics demonstrate that the City of London Corporation is concerned with this “war for talent”.
3. Furthermore, the reward structures and strategies – including the Corporation designed job evaluation system – has not been reviewed for many years. This can lead to inequity and/or inequality unintentionally embedded within the systems.
4. It is for these reasons that Korn Ferry were commissioned following a tender process to advise the City of London Corporation on a project to refresh the reward strategy and structure of the Corporation.
5. The project will be a c.18-month review of the following:
  - To engage with departments and Institutions to understand all jobs across the Corporation.
  - To design and agree job family architecture and a job family framework.
  - To compile a list of c. 500 role profiles aligned to the job family framework, produce the role profiles and job evaluate using the Korn Ferry Hay job evaluation methodology.
  - To map current jobs to the new role profiles.
  - To review the role profiles and map with the Departments and Institutions.
  - To review the evaluations and job size outcomes with the Departments and Institutions.
6. All these activities will involve engagement and/or consultation with the Corporate Services Committee, Executive Leadership Board, trade unions and all colleagues.
7. Once these activities are undertaken, the total reward principles and strategy will be designed and agreed. A new pay and grading structure will be developed and agreed, including the external market benchmarking of all role

profiles to ensure our pay and grading structure is competitive across the industries and sectors in which we recruit.

8. An internal project board will be set up to monitor the development of this project. Key members of the project board will be delegates from Operations, Chamberlain, Comptroller, HR, Internal Comms, the internal project team, and Korn Ferry.

### **The first milestone – the project design principles**

9. By agreement with the Chair and Deputy Chair of the Corporate Services Committee, an informal workshop was set up with the Corporate Services Committee, facilitated by Korn Ferry. Other workshops will also be set up to gain feedback from Officers, including the Executive Leadership Board
10. These workshops will focus on defining the future design frameworks for the job family infrastructure and reward mechanisms and will underpin decision making moving through the programme. Design principles are a set of simple and specific characteristics defining how an organisation should operate, look, and feel in the future. They are best articulated as high-level input attributes that must be apparent in the future design of how an organisation works, allowing it to support strategic priorities and ensure the new organisation works effectively.

### **Next Steps**

11. The Corporate Services Committee will receive an update on the Reward Refresh project work at their next meeting.

### **Trade Union Engagement**

12. Implementing a new Reward Strategy and Pay and Grading Structure will require detailed negotiations with our Trade Unions in relation to staff graded A to G. The current arrangements are governed by a collective agreement.
13. For staff graded H-SMG, there are two appointed staff representatives rather than Trade Union representation. These would also need to be consulted but, given the scope of changes envisaged, officers will need to consider the best way for this to be done with appropriate depth.
14. Overall, it is estimated that less than 1,200 of our staff are represented by the two recognised Trade Unions and therefore the majority are not. Accordingly, a cross-organisation exercise will be designed to engage with all colleagues on the proposed changes to ensure staff are informed and involved.
15. A communication and engagement programme will be designed to connect with these three groups and the HR team are in conversation with the Executive Director of Communications regarding creating a full communication and engagement plan.

### **Corporate & Strategic Implications**

16. Strategic implications – It is essential that the Corporation adopts a new reward strategy and pay and grading structure. Failure to do so will put the delivery of the Corporation’s strategic objectives at risk given the notable recruitment and retention challenges we currently have, and the risk of equal pay concerns.
17. Financial implications – there will need to be some provision regarding the overall size of the “pot” to be provided in pay and benefits once recyclables are considered. As the project proceeds, the financial implications will become clearer.
18. Resource implications – Additional (funded, fixed term) posts have been created in the HR service to support the implementation of a new reward system. In-house support from the programme management office, Finance and Internal Communications will also be required, which is yet to be determined. It will be essential to continue to have ongoing support from Korn Ferry to implement the recommendations.
19. Governance implications – Officers will regularly report on progress to the Corporate Services Committee.
20. Legal implications – The Chief People Officer and Chief Operating Officer will work closely with the Comptroller & City Solicitor as detailed proposals are brought forward to ensure that the Corporation continues to meet its employment law duties, particularly those in relation to equalities.
21. Risk implications – There are significant risks to be managed. The programme plan will include a comprehensive risk register. However, we are currently likely carrying equal pay risk which is difficult to fully quantify without conducting a full review of all roles and grading. This is in common with many organisations who have used a non-industry benchmarked and maintained pay and grading system. This risk will be mitigated by implementing a new job evaluation system.
22. Equalities implications – A comprehensive Equality Assessment will be undertaken as proposals are developed. All decision makers have an obligation to pay due regard to an Equality Assessment before approving any recommendation to introduce new reward arrangements within the Corporation. Any organisational changes proposals must also consider any impacts on under-represented groups.
23. Climate implications – None.
24. Security implications – None.

## **Conclusion**

25. The Corporation needs to reform its approach to reward, as well as our brand and employment offer, to improve our market positioning and address historic anomalies in our pay and terms. The proposals provide a clear basis to address the pay and recruitment and retention issues facing the organisation, as well as any equalities issues.

## **Appendices**

- none

## **Background Papers**

The exempt Reward Refresh Update Reports to Corporate Services Committee 19 April 2023 and 31 May 2023.

### **Fay Johnstone**

**Assistant Director: Reward and HR Projects**

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<b>Committee(s):</b> Corporate Services Committee	<b>Dated:</b> 12 July 2023
<b>Subject:</b> Workplace Attendance Update Report	<b>Public</b>
<b>Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?</b>	2, 3, 8, 9
<b>Does this proposal require extra revenue and/or capital spending?</b>	<b>N/A</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> Alison Littlewood, Interim Chief People Officer	<b>For Decision</b>
<b>Report author:</b> Pauline Shakespeare, Interim Assistant Director, HR Business Partnering	

## Summary

This report provides an update to the Committee on the Workplace Attendance Policy.

The current workplace attendance policy was implemented in January 2023 and has been well received by most employees. As agreed previously, an update on the implementation after six months is set out below, alongside updated data points to provide context from other employers and staff pulse survey results. There are some improvements which have been identified in terms of guidance for line managers and clarification for those employees not working full time, or those working under flexible working arrangements.

Although Phase 2 of the Reward Review has now commenced, and any contractual changes for workplace attendance, standard hours of work or working hours, and London Weighting payments will be within the scope of this programme, two options are set out in relation to the workplace attendance policy for decision by Members: 1) that the current policy continues for a further 6 months with review and that Senior Management Grade (SMG) will attend the office 3 days a week minimum or pro rata for 60% of their hours; or 2) an amendment is made to the policy. Officers discussed these options at Executive Leadership Board and are supportive of Option 1.

## Recommendation(s)

**Recommendations** are that Committee Members:

- Note the staff pulse survey results, contemporary data points and observations on operation of the current policy; and
- Agree which of the options for the policy should be adopted.

## Main Report

### Discussion

1. All employees of the Corporation were assigned into one of four role types for workplace attendance, as follows, with 76% within the “hybrid” category:

<b>Workplace-based</b>	An employee whose role requires them to be based in a specific City Corporation workspace or third-party site for all working days, such as a gallery, venue, office or reception desk. No option to work from home.
<b>Hybrid</b>	A desk-based employee who can work effectively from a variety of workspaces including home. Expected to be in the office a minimum of 2 days per week or 8 days every 4 weeks (to be defined by the relevant Chief Officer). Employees can attend the office more than this if that is their preference, but no less.
<b>Workplace Plus</b>	An employee whose role generally requires them to be based in a specific City Corporation workspace or third-party site, but with a limited option to work from home (maximum 1 day per week or equivalent) where appropriate and with managerial approval.
<b>Academic</b>	An individual whose role requires them to be workplace-based for all working days during term time, but can follow hybrid worker arrangements outside of term time

2. In January 2023, the City of London implemented the current Workplace Attendance Policy. It is a policy rather than contractual arrangement so did not change any contractual terms and conditions for employees and therefore did not require formal consultation, but it was discussed in detail with Trade Unions and Chief Officers.
3. The implementation of the policy brought to an end the temporary arrangements which had been in place as a result of the Covid pandemic (which had required 3 days minimum per week in the office), and setting a minimum time period for the current policy to be in place provided much-needed clarity and certainty over arrangements for workplace attendance.
4. To ensure that the policy was fair and transparent the HR team implemented a review process for employees that disagreed with their role category: to date only 1 review request has been raised and this was not upheld. This provides confidence that the role assignment was robust and that the categories were able to accommodate the broad range of roles in the Corporation in a consistent way. Therefore, any workplace attendance policy going forward would be proposed as continuing use of these categories.
5. At the 3 to 4 month mark, HR undertook a pulse survey to gain insight into staff sentiment on workplace attendance under the policy. This data is provided at Appendix 1. General feedback on the analysis of open text data

from the survey demonstrates the change has improved workforce wellbeing overall. 1,034 responses were received, which equates to c.25% of the organisation, therefore statistically viable and is in line with other surveys undertaken at the corporation. The data collected demonstrates the following:

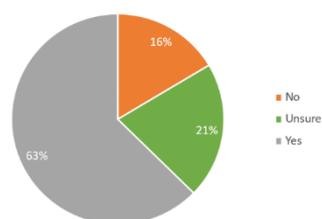
- 50% (453) feel that 2 days in office and 3 days at home is the most suitable for the nature of their role.
- 545 (over 55%) employees expressed that the workplace attendance approach has increased their work life balance.
- 63% have expressed that this new way of working has helped them meet their work goals.
- 70% feel that the new ways of working enable them to be more efficient at work.
- 76% of employees at the City Corporation are considered to be hybrid workers.

6. Staff Sentiment on the workplace attendance policy has been robust and has included comments around the following:

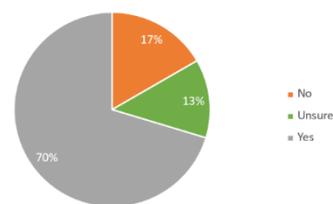
- Increasing the requirement to be in the office would exacerbate difficulties around retention and recruitment.
- Frequently changing the policy position would impact on trust between members/senior officers and staff, as well as further decreasing morale.
- The cost of living crisis is having a direct impact, and increasing the office requirement and therefore travel costs would add to this impact.

The new ways of working have helped employees succeed in role

Have the new ways of working helped you meet your work goals?



Have the new ways of working helped you be more efficient at work?



7. Feedback indicates that this new way of working has widened our talent pool to include applicants from outside of Greater London that would be otherwise inaccessible to us and neighbouring areas. The continuing labour market volatility means that skills scarcity continues. In specific skills areas our current position is unattractive in comparison to the market, particularly in legal and financial roles, and candidates have withdrawn from the hiring

process, not applied or otherwise declined an offer as they have wished for either a fully remote position or a lower minimum office requirement.

8. However, there continues to be a balance required in our approach. Whilst it is not advocated that we would offer roles as fully remote, the breadth of our organisation means our competition for people is against very different sectors. There is a divergence between public and private organisations as well as by sector, with an average of 30% attendance in central government and 40% within local government, compared to an average of 10% (1 day with many not specifying) in the private sector. The most common position is for either 2 or 3 days in the office.
9. It is important to note that the 24% of Corporation employees who are not classified as hybrid roles do not enjoy the same level of flexibility as their peers. How and whether this is addressed in our pay approach is for consideration as part of Reward Review, but there has been feedback received that the continuation of London Weighting for all staff is an area of contention for some.
10. The inherent importance of the Corporation as a place-based organisation, as well as the agreed importance by Members and Chief Officers of in-person collaboration, learning and observation, means that we would not likely reduce the minimum attendance requirements from our current position. Some Members and Line Managers would like an increase from the current level, although it should be noted that many staff attend more frequently than the minimum level set out, particularly those in roles where there are more Committees or other group forums, those in supervisory capacities and also those who prefer to work away from the home or need to attend client sites.
11. Members will be aware that we are currently in the 2023-24 pay award negotiation period with Trade Unions. Both unions also have an active mandate for strike action regarding the 2022-23 pay award. However, workplace attendance is not linked to pay for our employees under the current policy as this would form a contractual change.
12. In terms of equalities impact, an updated EQIA has been undertaken for the options put forward. The demographic split of the pulse data is included in Appendix 1. In headline terms, having a more flexible workplace attendance policy is positive for women, those with caring responsibilities and those with disabilities. We are not able to quantify the impact of our current policy on attraction or retention of particular demographics, and would need to review this over a longer period as six months does not enable meaningful insight on this given time to hire and other factors which would need to be understood, e.g. staff sentiment and pay competitiveness. The Corporation does currently have a staff churn rate higher than our peers in local government at 16.8% vs 13.4%.
13. No burning platform for change from our current position has been identified, however as we continue to progress in the post-pandemic environment, moving to a longer-term position will be needed. Options for this are set out in the next section.

## Recommendations

14. There are two options for Members to consider, as follows. Under either option, updates to the guidance for line managers and policy wording for staff would need to be made and agreed with ELB and consultation with the unions.
1. That the current policy continues with an agreed review point in six months, with a change from 01/09 for officers in SMG to attend a minimum of 3 days per week (or pro rata for 60% of their hours).
  2. That the policy be changed with an agreed review point, with the long-term position included as part of Reward Review recommendations to be agreed by Members.
15. For option 2, we would put forward three versions for consideration by Members:
- 2a) Minimum attendance for hybrid workers increases to 3 days per week or 12 days every 4 weeks for either all staff or those above a particular grade.
  - 2b) The hybrid worker category is removed, and all staff are assigned to either Workplace+, Workplace or Academic categories. This would require the academic category be changed to specify that outside of term time they would operate under Workplace+ parameters rather than the hybrid parameters as now.
  - 2c) Minimum attendance for all staff regardless of category reverts to 5 days per week attendance in the workplace.
16. The risks and opportunities of each option is summarised in the table below.

## Risks and Opportunities

Option	Risks	Advantages
1: Remain as is plus change for SMG to 3 days minimum	City wide visibility and presence remains a concern for some Members. It could make SMG roles less attractive to diverse candidates should we need to recruit.	Colleagues continue to perform well and gain the work life balance benefits of the current workplace attendance model. Managers continue to develop their confidence in managing remote teams and managing performance outcomes rather than presence. Increased presence from senior leaders.

		Provides additional time for impact to be reviewed.
2A: All Hybrid Workers are required to increase their attendance in the office, working 3 days on site and 2 days from home	This group will experience higher impact of cost of living in relation to extra day travel, childcare. More workers may appeal or challenge their designated worker status. Productivity and performance within this worker group could reduce. Will worsen staff engagement and make it more difficult to hire in particular areas of the Corporation where we are competing particularly against the public sector.	Greater city-wide presence and visibility of the workforce although given the relatively small number of staff we have this will not likely be tangible to most.
2B: Remove Hybrid Worker designation and set the expectation that colleagues work either Workplace or Workplace+	This option could cause workplace performance and productivity to drop as work life balance reduces and negatively impacts on satisfaction. This is likely to result in higher staff turnover as colleagues move to wider public sector where 2 days' workplace attendance or less is standard. This group experience higher impact of cost of living in relation to the extra day of travel, childcare.	Greater city-wide presence and visibility of the workforce although given the relatively small number of staff we have this will not likely be tangible to most.
2C Minimum attendance for all staff regardless of category reverts to 5 days per week attendance in the workplace.	This option would reduce overall levels of satisfaction and workforce work life balance. This would further compound the issues of personal finance in the cost-of-living crisis and could potentially further increase gender and other inequalities in the workforce. There is a significant likelihood that staff turnover will increase and we are less able to recruit in key areas as more colleagues can access 2-day or hybrid workplace attendance arrangements across sectors. Would position the Corporation apart from modern employment practices.	Greater city-wide presence and visibility of the workforce although given the relatively small number of staff we have this will not likely be tangible to most.

17. It should be noted that the Guildhall does not have the capacity to accommodate all employees: this has been the case since the covid pandemic when desks were removed. The current Guildhall (North and West Wing) number of active desks available remains at 850. This limits departments to broadly a capacity of 3 days a week and has created pinch points for some departments where staff wish to work more than 3 days.

18. The Covid Gold Group approval during the pandemic reduced the number of desks to create a more open environment so currently, we would not be able to accommodate any more than a workplace posture policy of 3 days. If the future policy were to change (and increase days), then funding would be required to reinstate desks and re-equip.
19. We are not able to quantify any increase or decrease in productivity as a result of the changes, as we do not have a useful way to track this nor do we have a benchmark to compare to. However, multiple studies have shown no reduction in productivity across multiple sectors from having hybrid working and increases in others.

## **Conclusion**

20. Senior officers are supportive of option 1: 3 days a week in the office (or pro rata for 60% of their hours) for SMG, Chief Officers and direct reports and for the remainder of the workforce to remain as is.

## **Corporate & Strategic Implications**

21. Financial implications – None.
22. Resource implications – None.
23. Legal implications – These changes relate to a policy not the contract of employment.
24. Risk implications – In addition to the risk areas highlighted above under different options, there is a risk that any change to workplace attendance increases the number of flexible working requests which may provide a challenge from the perspective of our ability to ensure consistency of approach between teams and by different line managers. Any change to increase the minimum number of days in the workplace will also likely reduce our ability to recruit as it will reduce the candidate pool.
25. Equalities implications – An Equality Impact Assessment will need to be carried out against any decision to change our current position, noting the broad equalities impacts identified above. We will work with departments in terms of productivity and any adjustments that maybe needed for employees of protected characteristics.
26. Climate implications – None.
27. Security implications – None.

## **Appendices**

- Appendix 1 – Workplace Attendance Pulse Survey Results
- Appendix 2 – Employee Handbook Workplace Attendance Policy
- Appendix 3 – London Councils Hybrid Working Survey June 2023

Appendix 3(b) – CELC Findings and trends

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E: [pauline.shakespeare@cityoflondon.gov.uk](mailto:pauline.shakespeare@cityoflondon.gov.uk)

# Workplace Attendance Pulse Survey

31 May 2023

# Overview of the Survey



The Workplace Attendance pulse survey was live for three weeks from 3 - 24 May 2023.



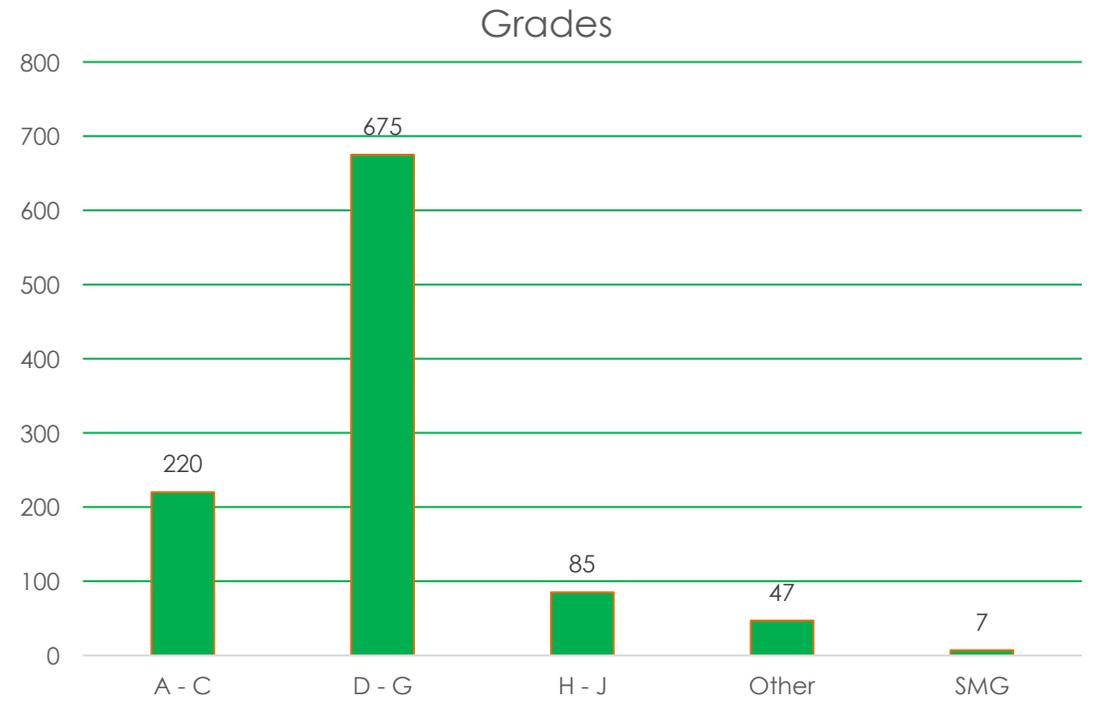
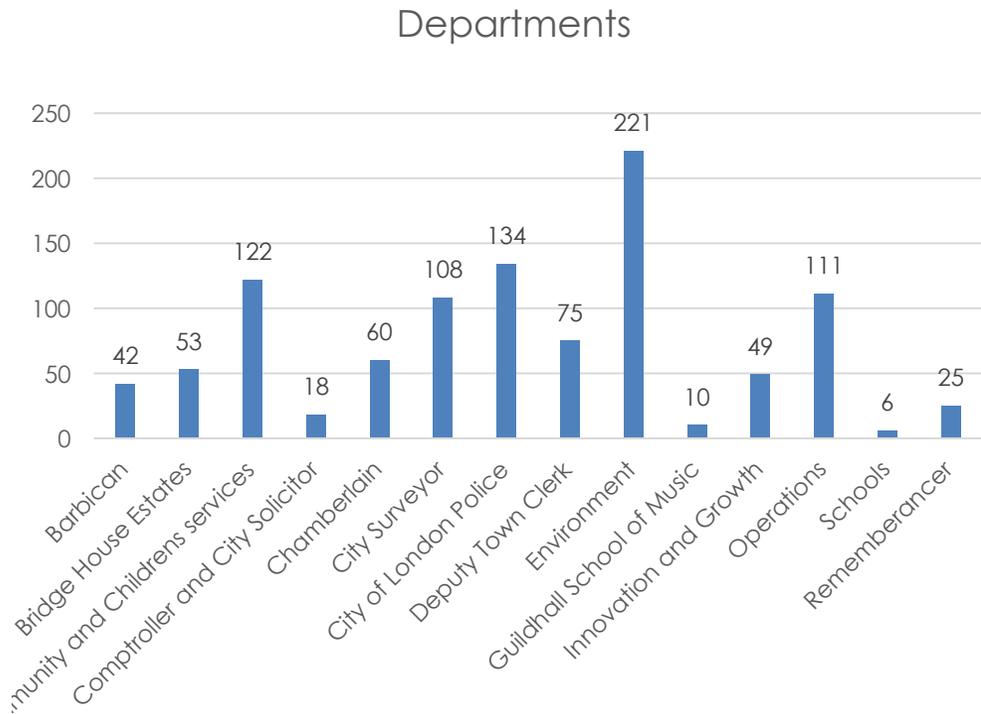
The workplace attendance policy was implemented in January 2023.



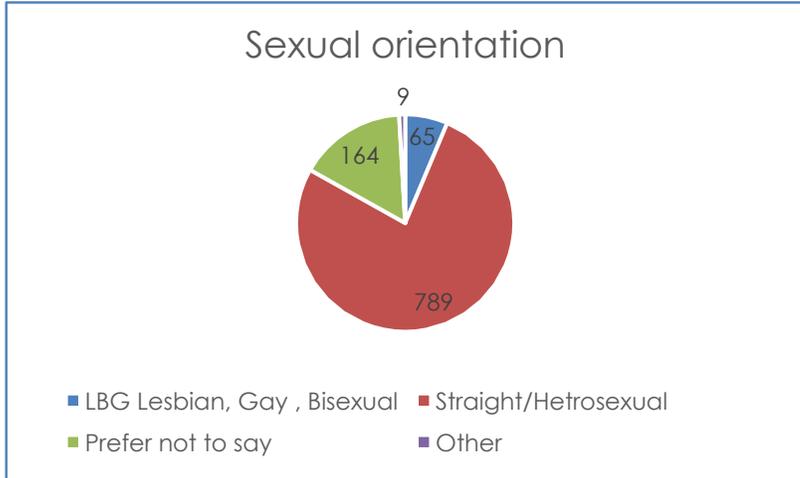
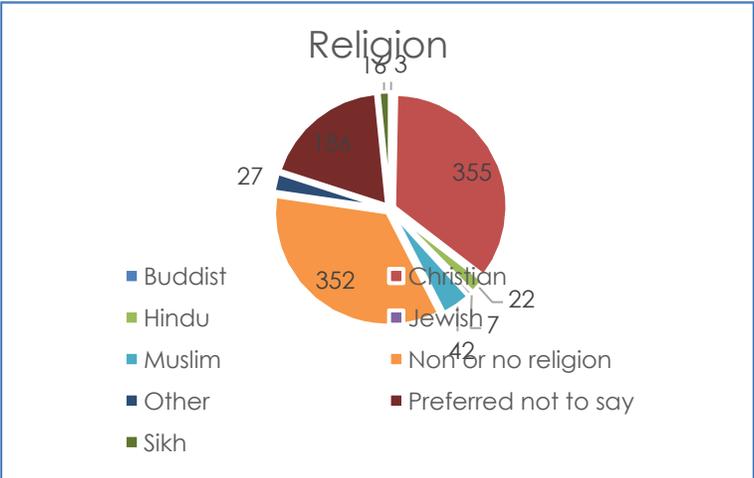
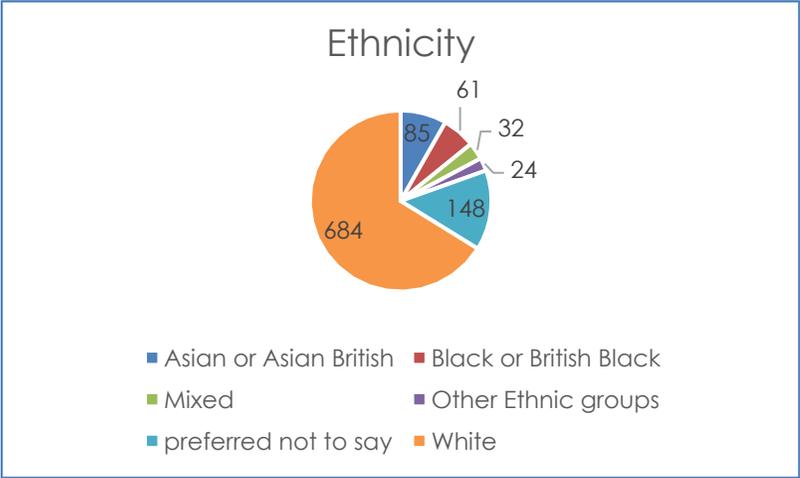
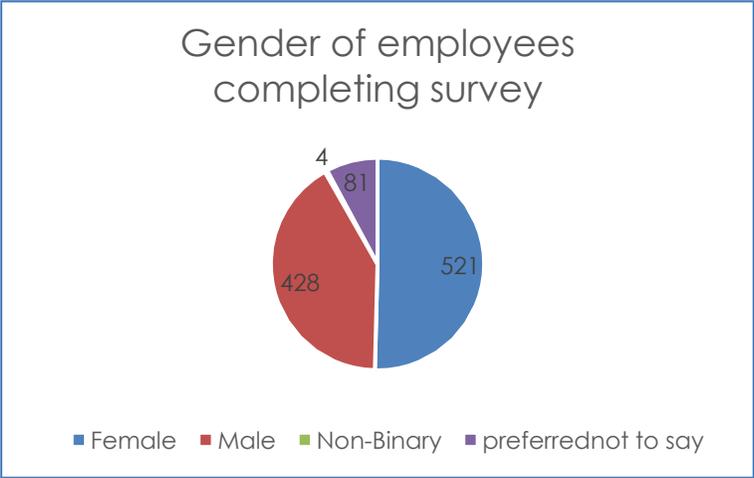
The survey collect views on the policy at he 6 m

# Completion numbers

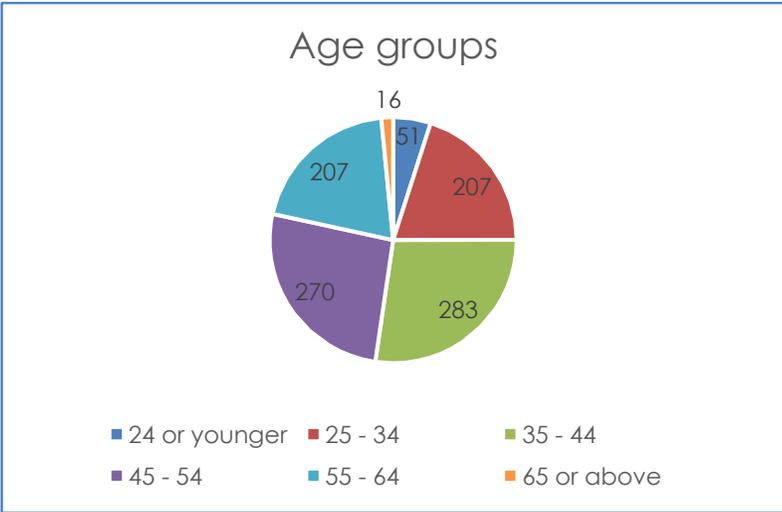
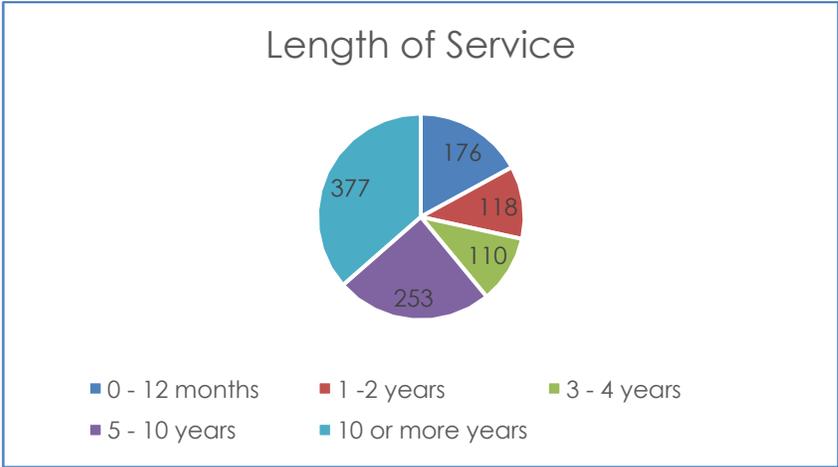
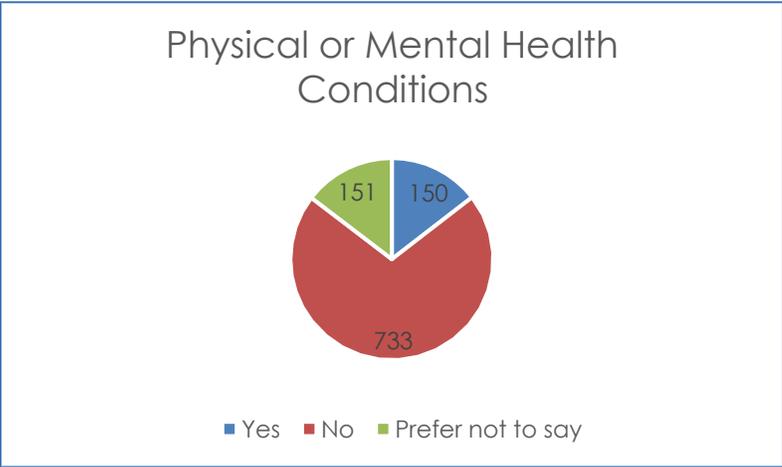
1034 employees completed the survey out of 4004 which equates to 25% of the organisation

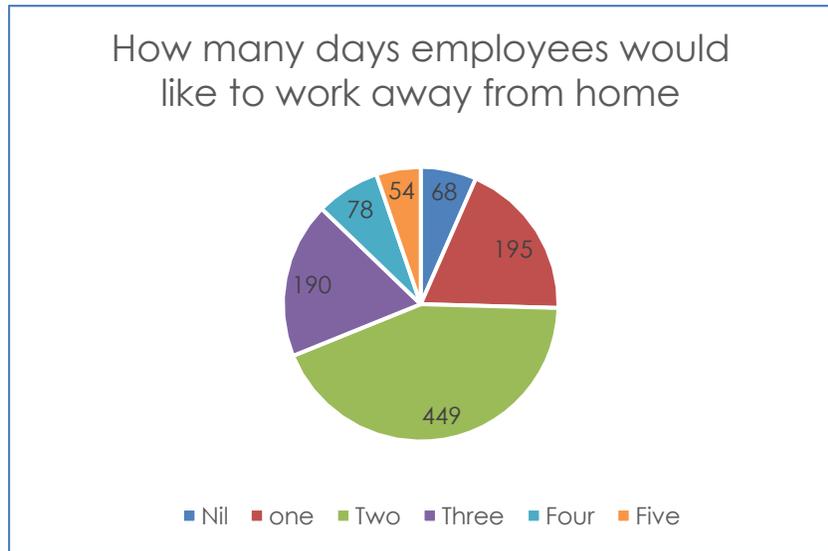
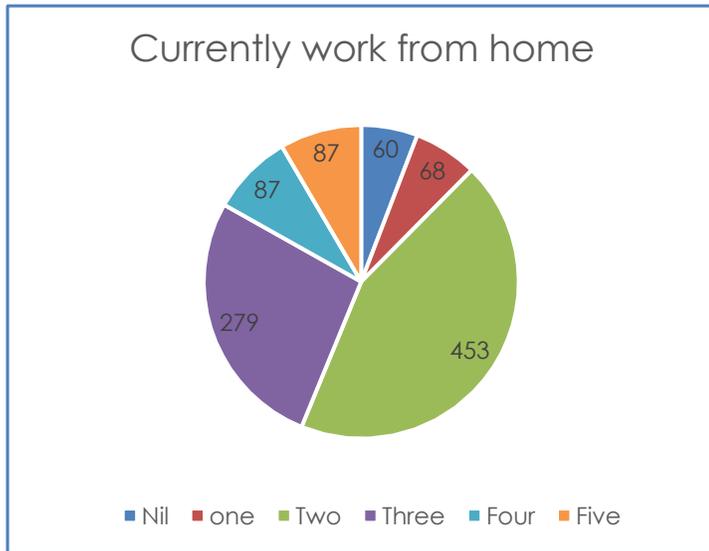
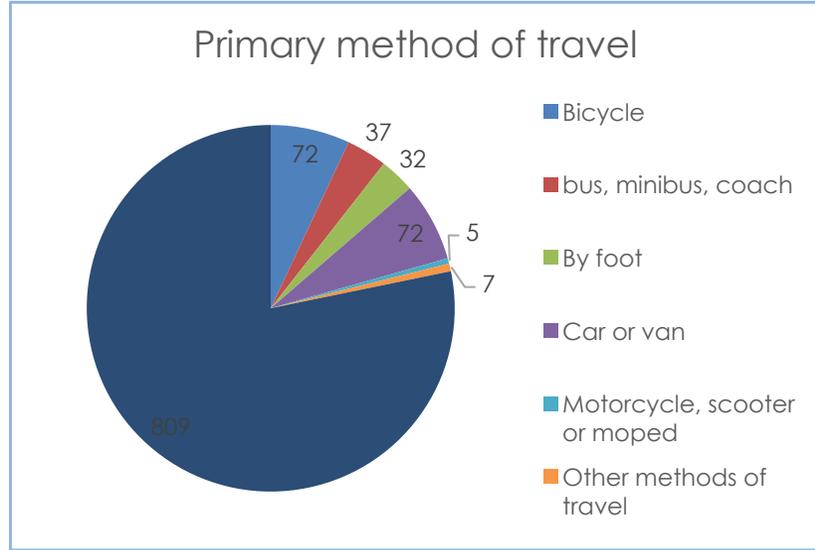
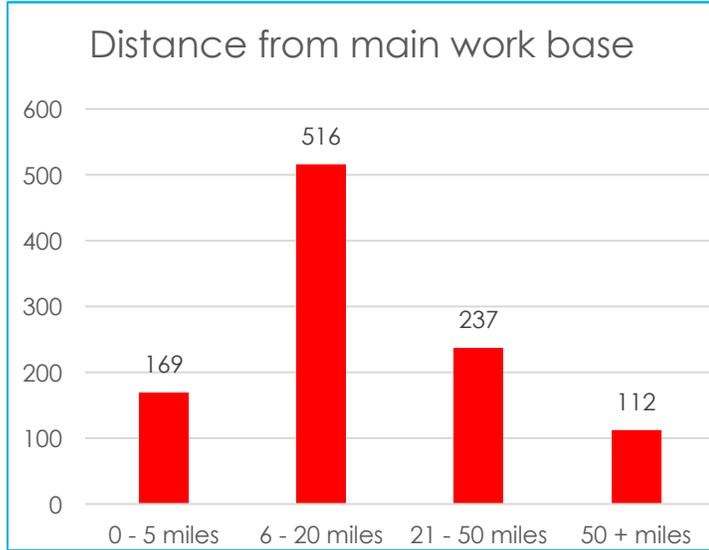


# Demographics



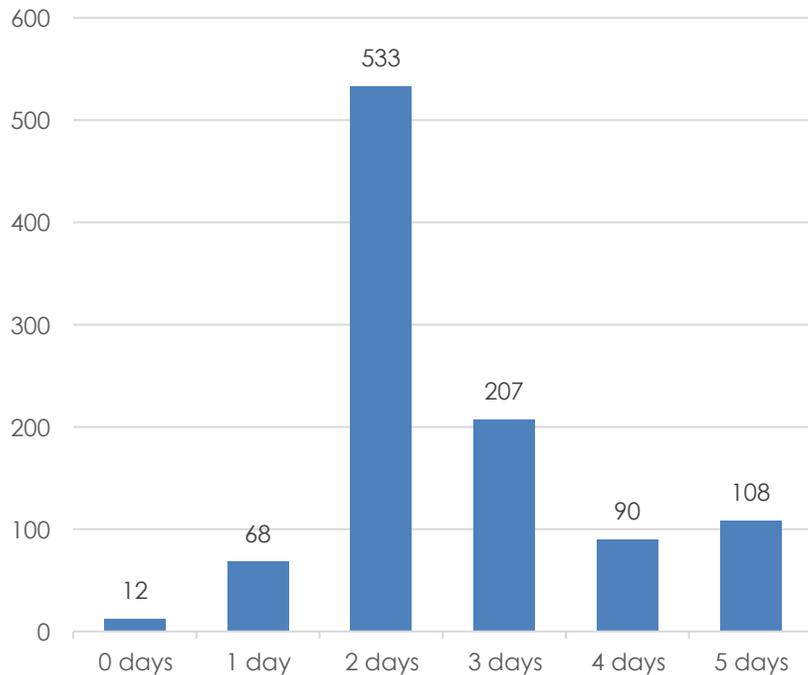
# Demographics





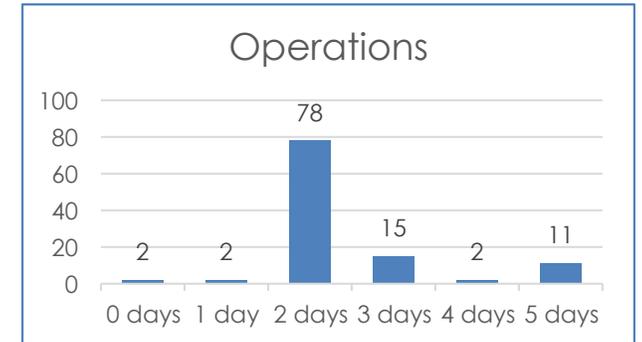
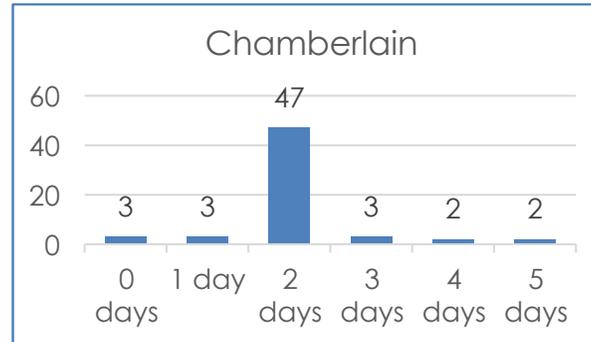
# Working from base site

Most employees work from their base site 2 days a week

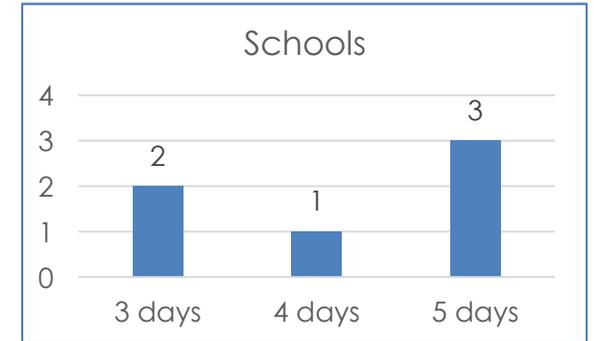
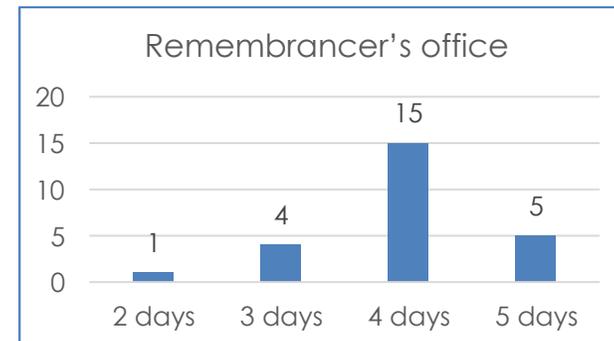


Finding is consistent across grades excluding SMG where 57% work from the office 3 days a week.

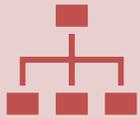
Chamberlains and Operations most commonly work 2 days in the office



Remembrancer's office and School employees work from the office significantly more than other departments



# Understanding the results



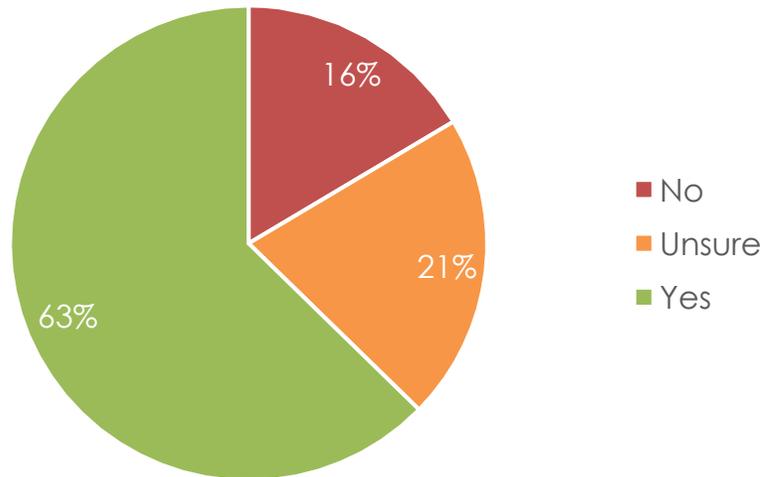
The results explained are organisation wide.



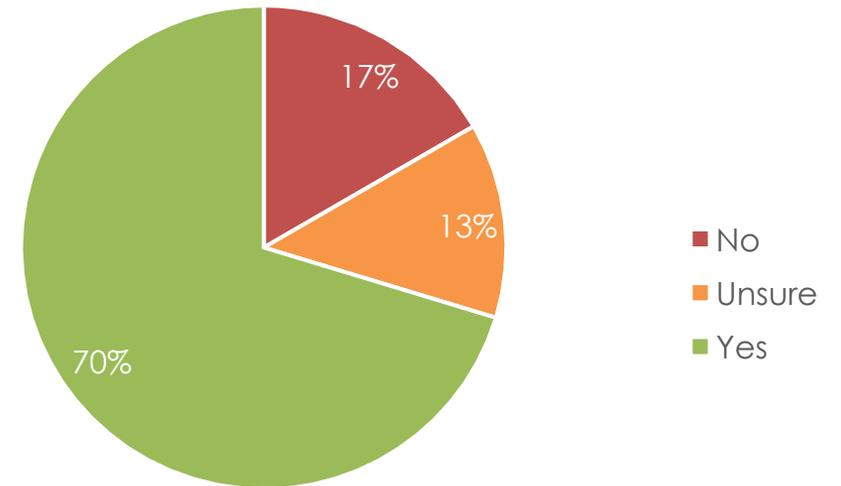
Where there is a significant difference, findings are broken down to reveal institutional and group differences and displayed visually.

# The new ways of working have helped employees succeed in role

Have the new ways of working helped you meet your work goals?



Have the new ways of working helped you be more efficient at work?

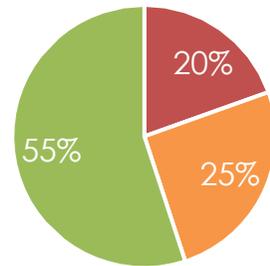


Significant findings from both questions are broken down over the few two slides...

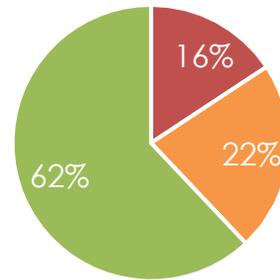
# Have the new ways of working helped you meet your work goals?

Trends in responses show the workplace attendance policy favours employees more the further they live away from work:

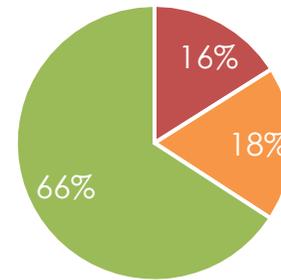
0 - 5 miles



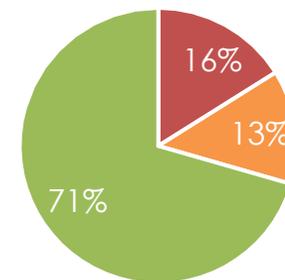
6 - 20 miles



21 - 50 miles



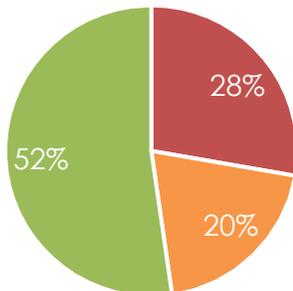
50+ miles



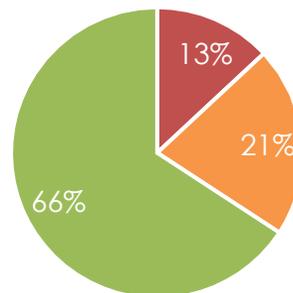
No  
Unsure  
Yes

... and the higher their grade

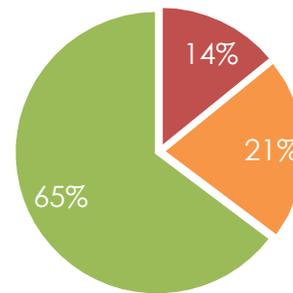
A-C



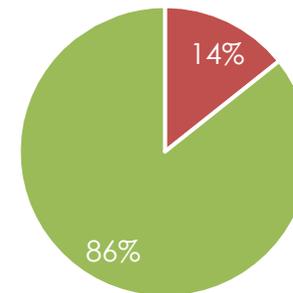
D-G



H-J



SMG

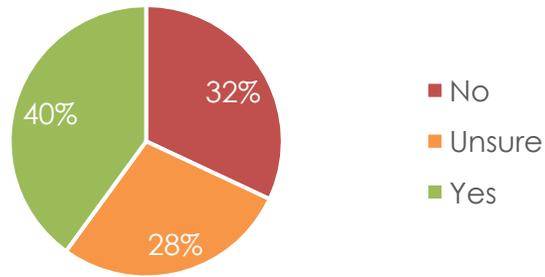


No  
Unsure  
Yes

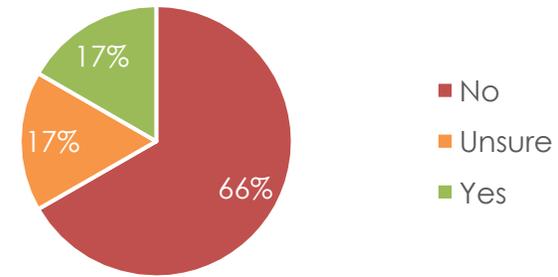
# Have the new ways of working helped you meet your work goals?

The new ways of working have made the Remembrancer's Office and City of London Schools significantly less likely to meet their work goals. This may be due to less flexibility to begin with but would need to be explored further

Remembrancer's Office

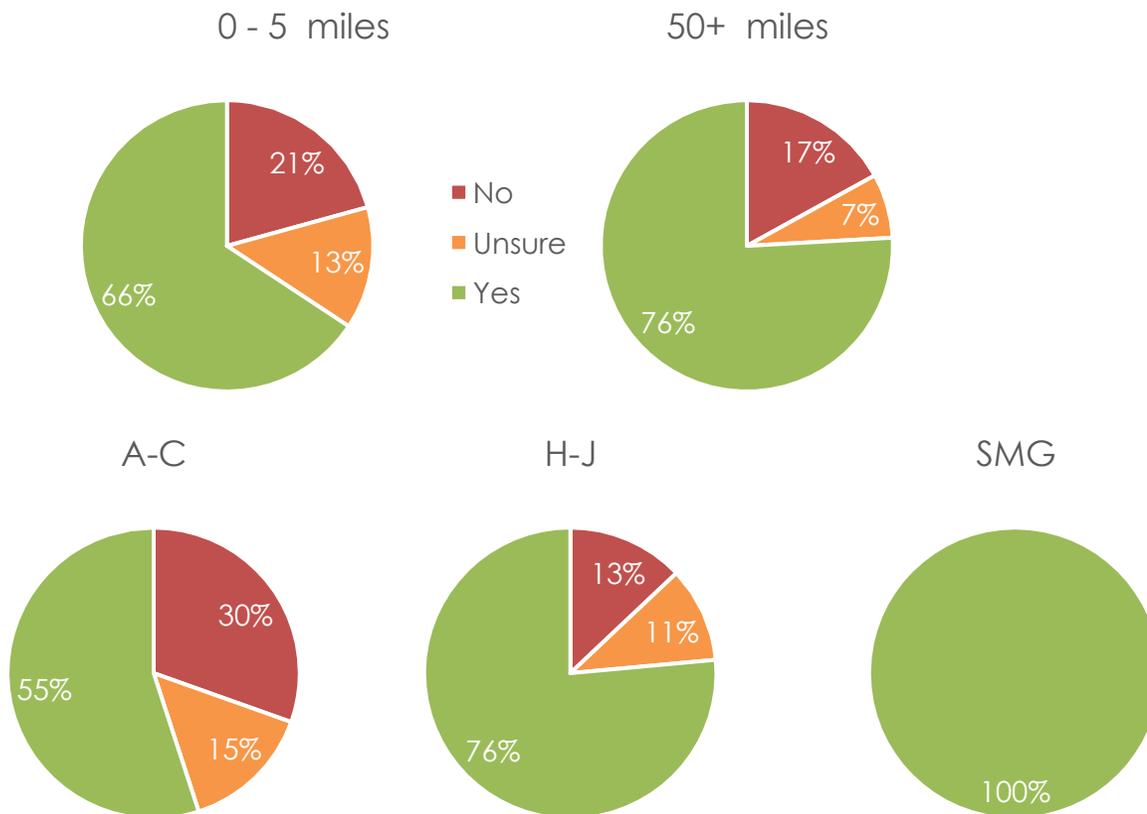


Schools



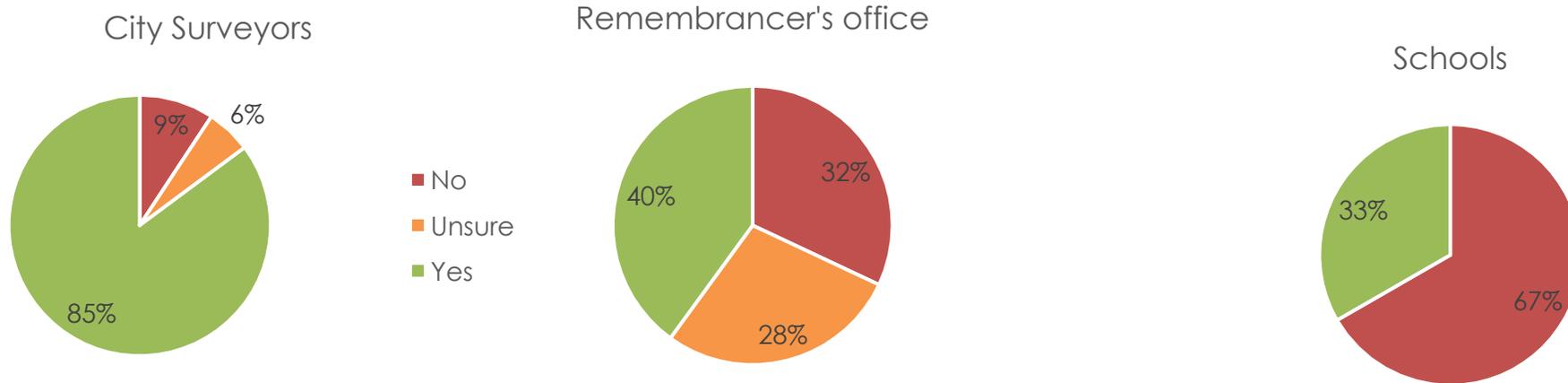
# Have the new ways of working helped you be more efficient at work?

New ways of working are more likely to help efficiency the higher the grade and the further the employee lives away from work.



# Have the new ways of working helped you be more efficient at work?

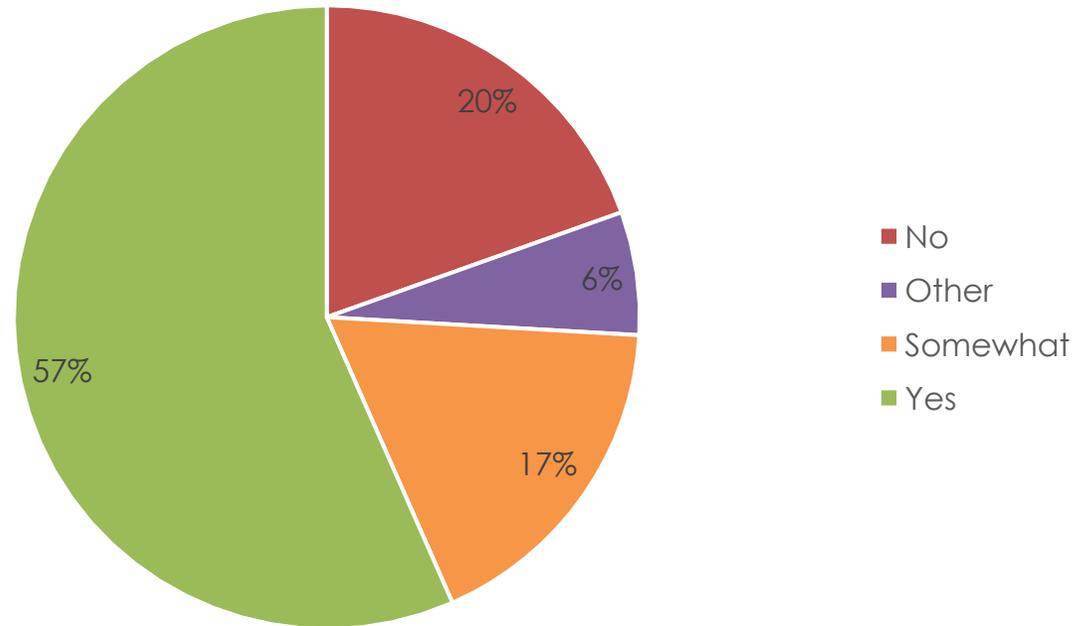
New ways of working are more likely to help efficiency the higher the grade and the further the employee lives away from work.



# Work life balance improved?

The current workplace attendance policy has improved the work life balance of 57% of respondents

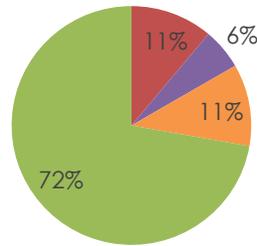
All Employees



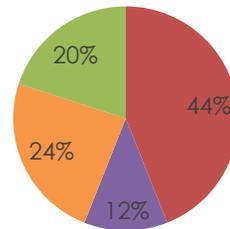
# Work life balance improved?

- Comptroller & City Solicitors have experience the biggest improvement, while the Remembrancer's Office and Schools have experienced the least improvement

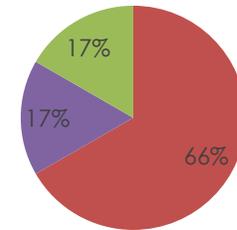
Comptroller & City Solicitors



Remembrancer's office

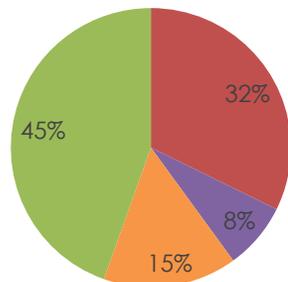


Schools

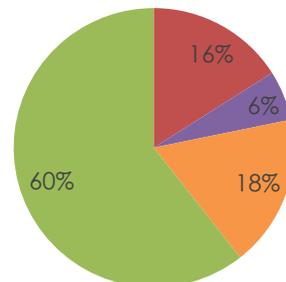


- Work life balance effects also increases with grade

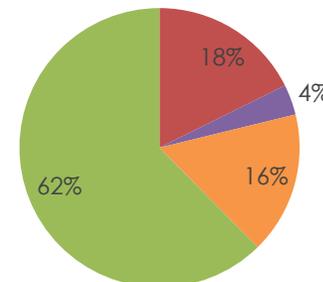
A-C



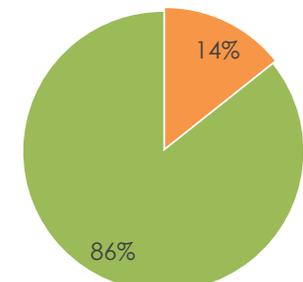
D-G



H-J



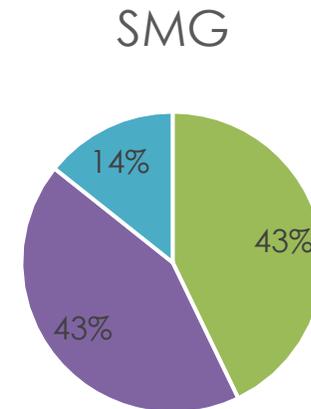
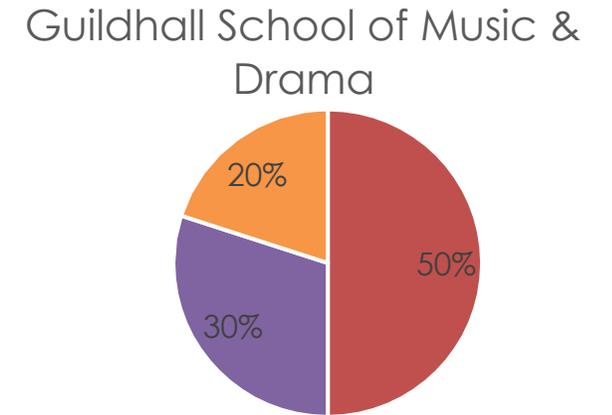
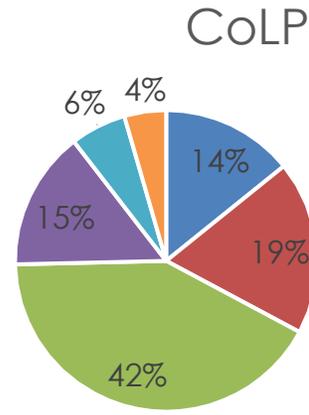
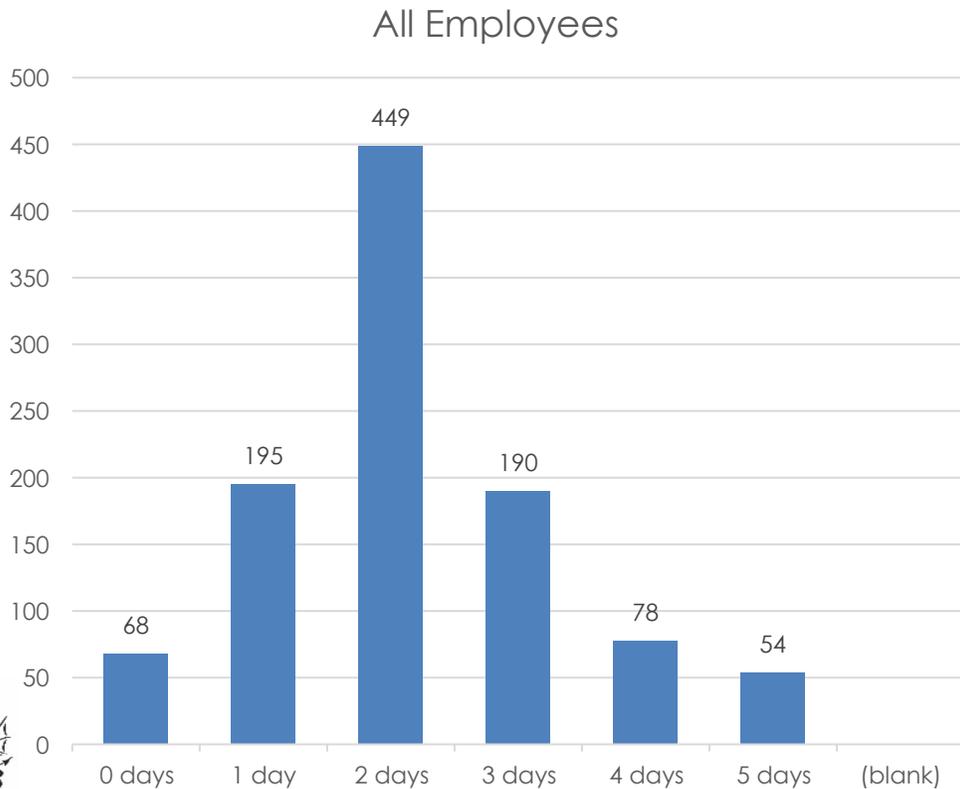
SMG



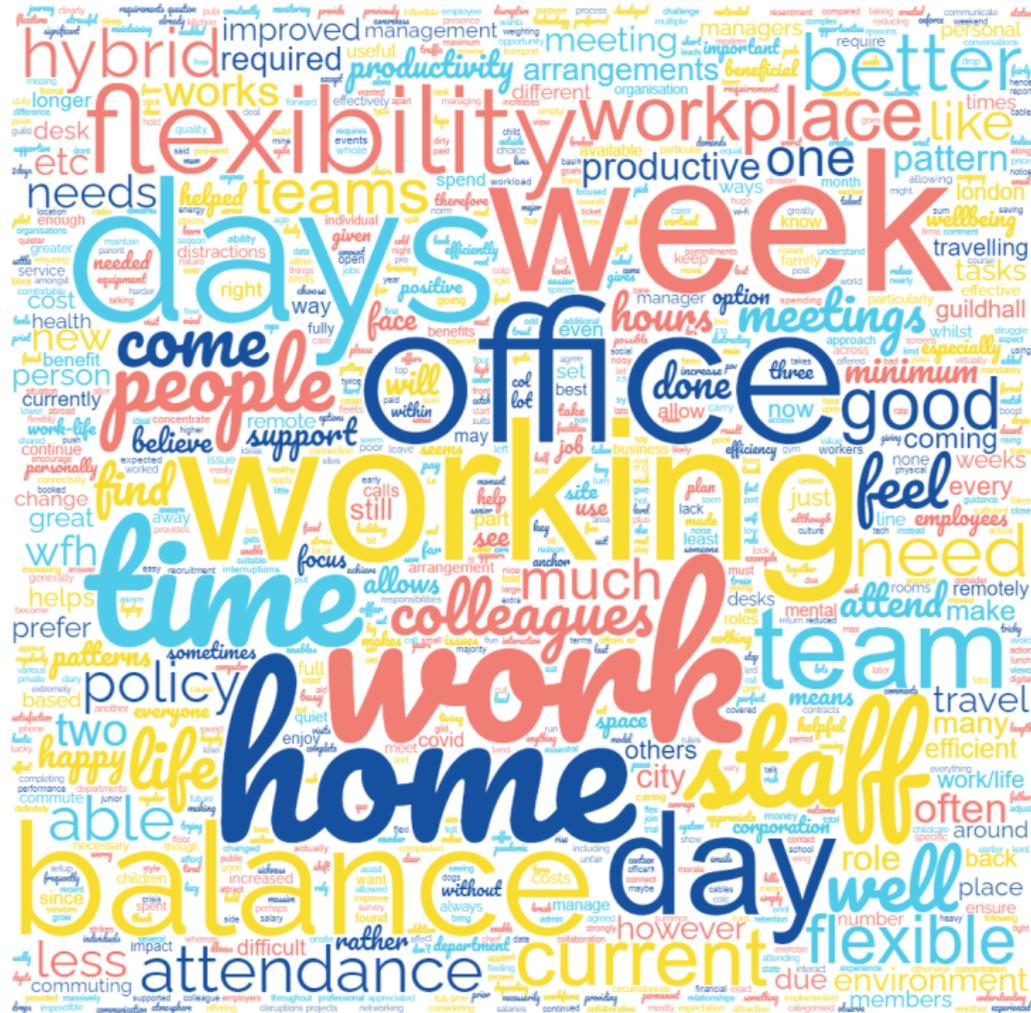


# Workplace attendance preference

43% of respondents would prefer to work away from home an average of 2 days a week



# What are your thoughts about working patterns or the workplace attendance policy



- Majority of comments were happy with the current workplace attendance policy
- However, many felt the policy needed more flexibility where justified
- The new policy has increased the productivity on home working days creating a better balance for hybrid employees

Full comments in appendix B



# What do these results tell us?



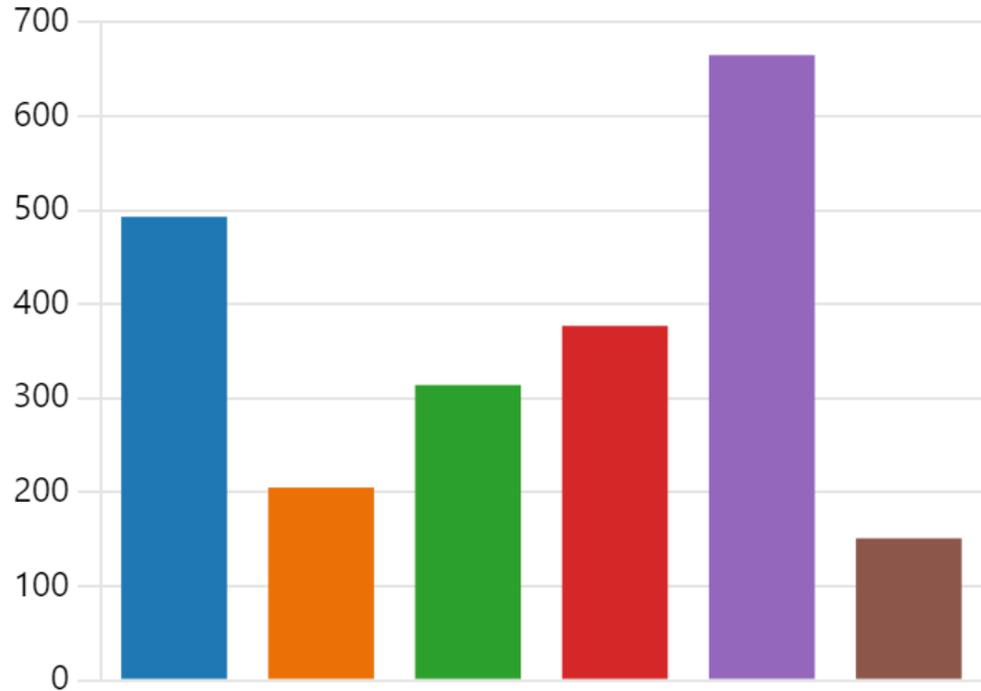
On right track with current workplace attendance policy



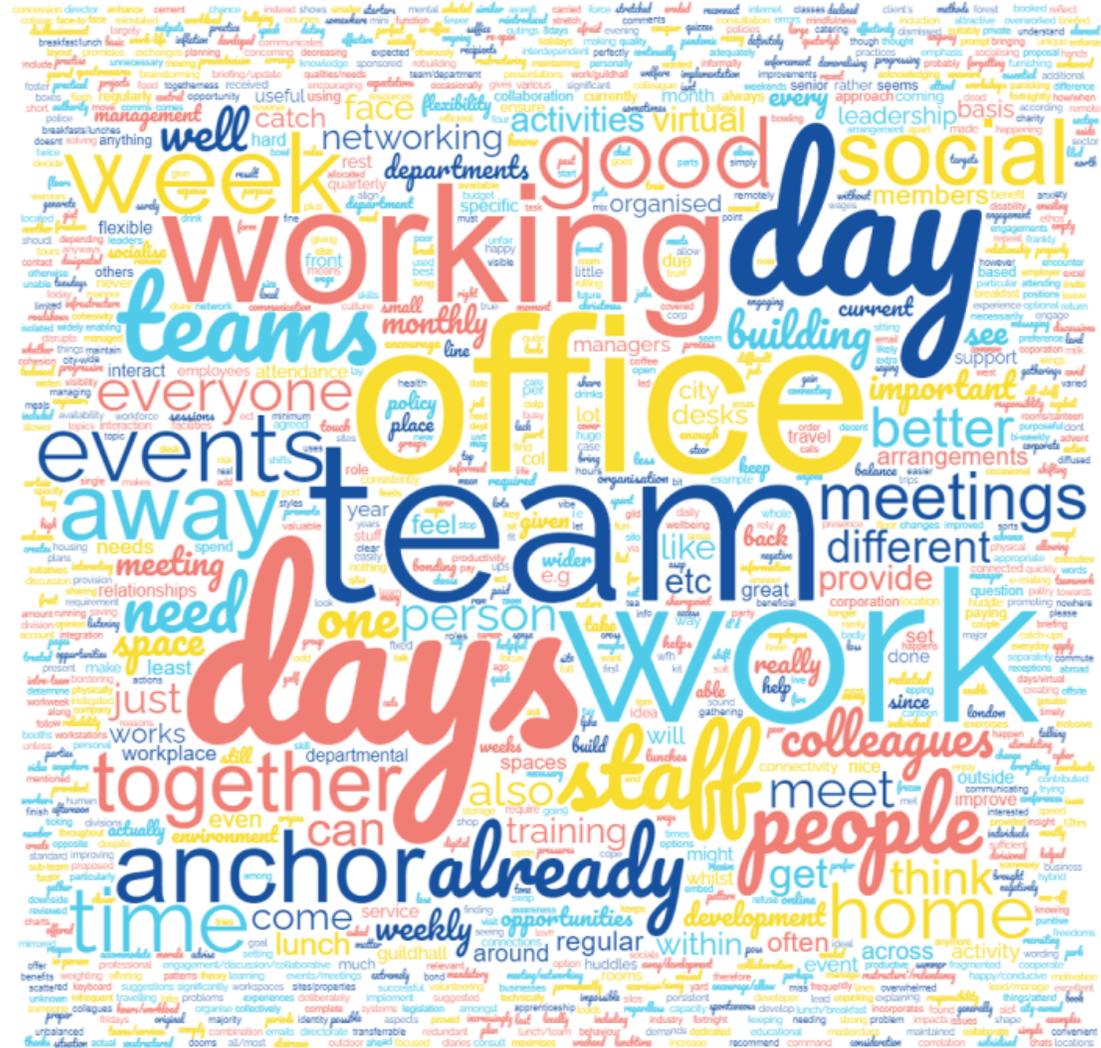
To ensure success and happiness of employees in role, rather than adjusting the workplace policy, efforts should focus on increasing social connectivity through other methods ....

# What can the City of London do to improve work related social connectivity and development of professional working relationships?

- Team Anchor Days
- Virtual Huddles
- Meet the Leadership Team Breakfast/Lunch Events
- Employee Networking Events
- Team away/Development Days
- Other



# What can the City of London do to improve work related social connectivity and development of professional working relationships?

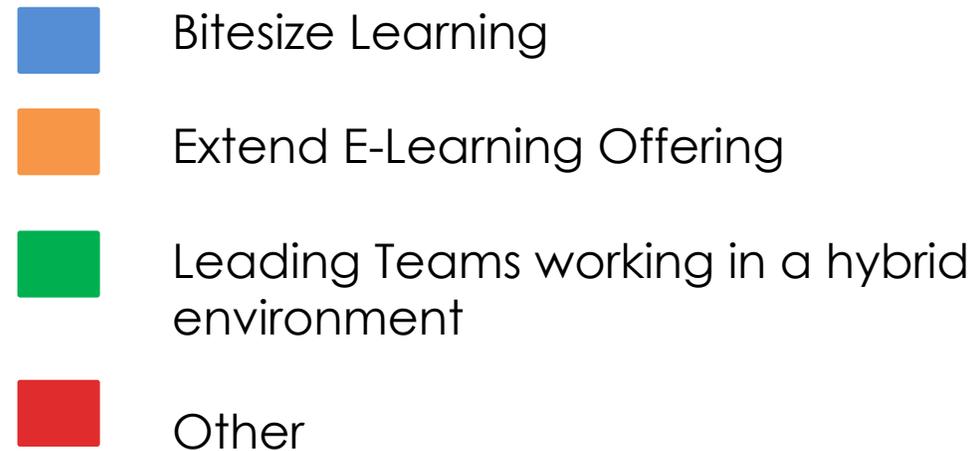


- In response to professional development, comments asked for team building days with an allocated budget to support teams
- Majority of comments reference team social/away days with a key ask for these to be non-work related.
- Comments revealed there is backing for anchor days, but opinion is that they should be on a fortnightly or monthly basis rather than weekly.
- Other comments focused on the working environment and how improvements to office spaces (more desks, reliable internet connection etc.) can support social connectivity.

Full comments in appendix C



# How can the City of London support your professional development and progression?



# How can the City of London support your professional development and progression?



- Provide/protected time in working week for learning.
- Provide more certified external courses.
- Provide more face to face training.
- Provide bitesize E-learning modules which have specific relevance to areas across City Corporation (e.g. Finance)

Full comments in appendix D



# How teams are staying connected

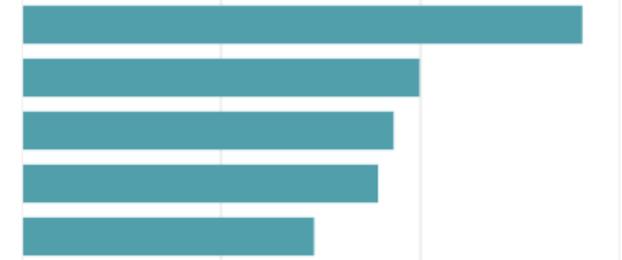
Most managers manage hybrid teams

- Hybrid
- Workplace
- Workplace+
- Academic



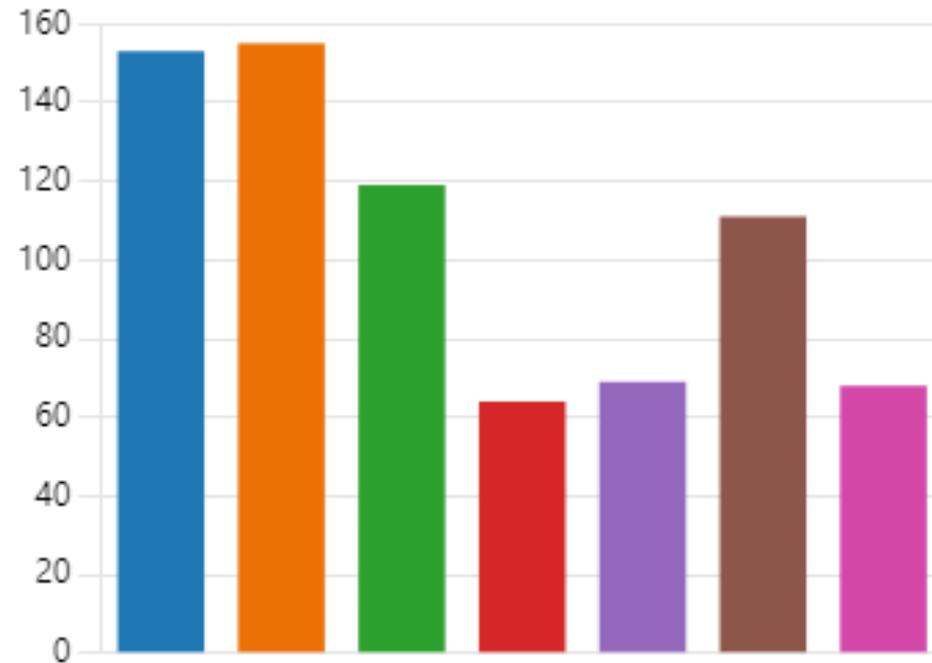
...And virtual platforms like teams essential in maintaining social connectivity

- 1 Regular 1:1 and team check ins
- 2 Face to Face Team Meetings
- 3 Utilising Teams channel
- 4 Virtual Team Meetings
- 5 Team Anchor Days

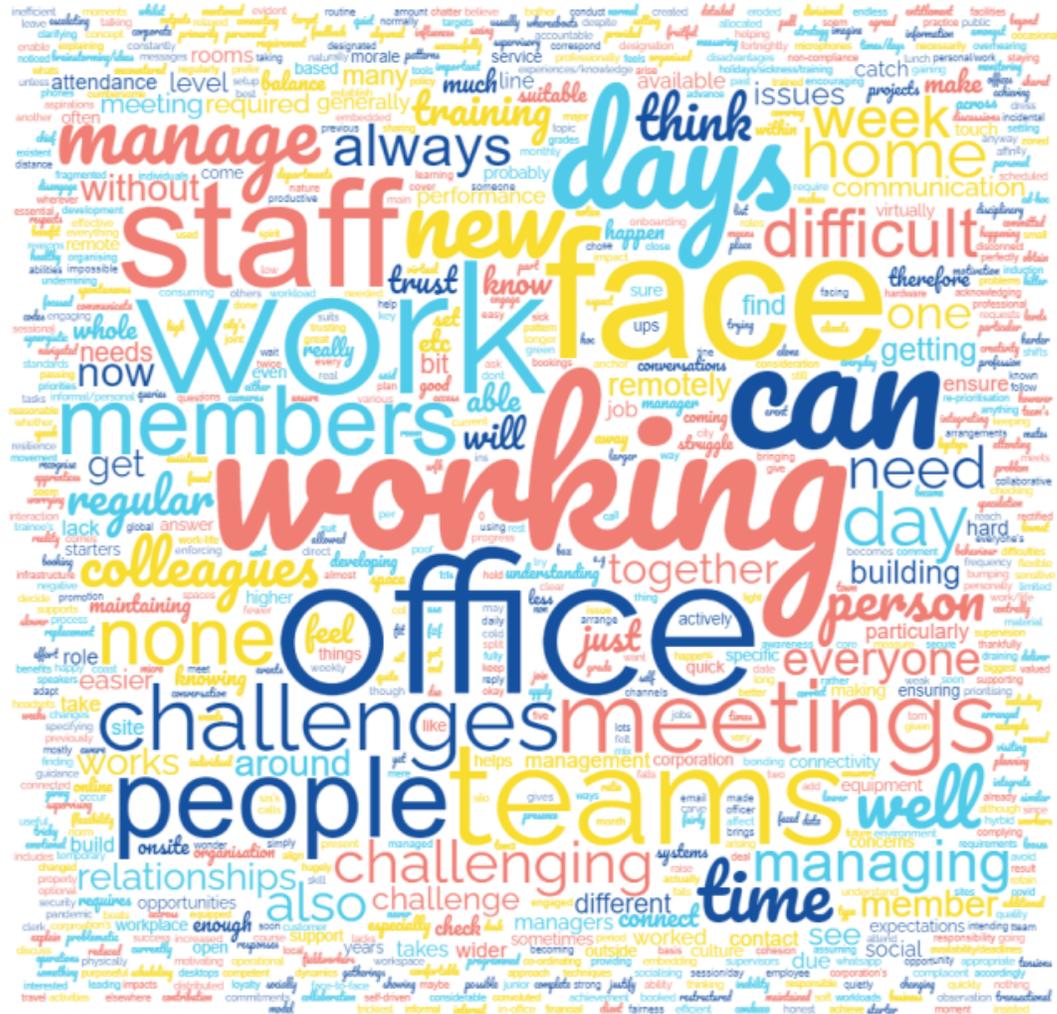


# What are the challenging aspects of managing a Hybrid team for you?

- Onboarding new colleagues
- Getting to know and meet new colleagues
- Connecting with other departments
- Performance Management of your team
- Individual Performance Management
- Managing wellbeing of your team
- Other



# What are the challenging aspects of managing a Hybrid team for you?



- Most managers report little to no challenges managing a hybrid team
- Hybrid meetings have sometimes been challenging to arrange. Some prefer all in person or all Teams' meetings only.
- Office days can be a challenge either due to team members not coming in or managers needing to be in more frequently than outlined by the workplace policy to give face-to-face presence when supporting their teams.
- Training new team members especially in a hybrid fashion is challenging.

Full comments in appendix E

# Appendices

- [Appendix A](#)
- [Appendix B](#)
- [Appendix C](#)
- [Appendix D](#)
- [Appendix E](#)

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# Workplace Attendance

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## Statement of intent

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1. The City of London Corporation is a diverse organisation, and ‘a one size fits all’ approach to workplace attendance will not work for all departments and institutions. Therefore, the City Corporation has adopted four categories which define the workplace attendance requirements for all roles across the Coty Corporation which are outlined in this policy.

2. All workplace attendance requirements are based on the role, not the individual. This provides employees with an agreed working pattern which will enable them to plan in the longer term and therefore provide a good work/home life balance. Delivery of business needs and service provision are central to any agreed arrangements.
3. The workplace attendance policy will be reviewed on a regular basis, providing an opportunity to assess the operational effectiveness of the policy and any adjustments that might be necessary to support new ways of working in the future.
4. The workplace attendance policy is offered at the discretion of the City Corporation and may be varied or withdrawn.

## Scope

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5. This policy applies to all City Corporation staff with the exception of teaching staff, hourly paid professors and Police Officers.
6. For agency workers, casual workers, consultants and other workers their place of work will be agreed on commencement.

## Principles

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- Chief Officers have overall responsibility for the workplace categories set for the roles in their respective department / institution.
- Managers, in agreement with Chief Officers and their leadership team, are responsible for defining the workplace category for each role within their department / Institution, particularly ahead of any recruitment campaign.
- Managers are responsible for discussing and confirming with employees the workplace category assigned to their role.
- All employees are expected to attend the workplace on a regular basis to foster a shared sense of collaboration, inclusivity and belonging. The City Corporation will rarely support fully remote working.
- Employees who work part time will have the number of days they are expected to be in the office pro-rated to their working pattern. The number of days may also be considered when agreeing reasonable adjustments (see Sickness Absence Policy)
- Normal rules around flexi-time and overtime will apply.

- Chief Officers / City Corporation can subject to giving reasonable notice, change an agreed workplace role category, for example, due to a change in business needs, performance concerns or if an employee's role changes.
- For staff on formally agreed flexible working arrangements (which are in place as at 31 December 2022) these arrangements will continue to apply. A new request does not need to be submitted unless the employee wishes to request an amendment.
- Any new flexible working arrangements formally agreed from 1 January 2023 will be considered under the Flexible Working Policy, and when making their decision managers will take into consideration the workplace role category.
- Existing contractual terms and conditions of employment, including working hours and notional work base location as set out in your Written Statement of Terms and Conditions and any other subsequent contractual agreements and the contractual employee handbook policies, continue to apply.
- Where employees do not meet the workplace attendance requirements, without management agreement, then formal disciplinary action may be taken.

## Key Definitions

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7. **Workplace Attendance:** describes the four workplace role categories and the type of workers which fall within them. It is not about individual employees.
8. **Flexible Working:** generally describes when an employee works (such as working patterns, working part-time, job sharing), full details can be found in the Flexible Working Policy.
9. **Flexi-time:** allows a flexible approach to work hours to provide improved service delivery and to assist employees to better balance their work responsibilities with their family or personal needs

## Workplace Role Categories

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10. There are four defined workplace role categories and managers are responsible for allocating each role in their department to one of the four workplace role categories.
11. The categories are outlined below, and examples of the types of roles that fall into these categories are outlined in Appendix A.

<b>Workplace-based</b>	An employee whose role requires them to be based in a specific City Corporation workspace or third-party site for all working days, such as a gallery, venue, office or reception desk. No option to work from home.
<b>Hybrid</b>	A desk-based employee who can work effectively from a variety of workspaces including home. Expected to be in the office a minimum of 2 days per week or 8 days every 4 weeks (to be defined by the relevant Chief Officer). Employees can attend the office more than this if that is their preference, but no less.
<b>Workplace Plus</b>	An employee whose role generally requires them to be based in a specific City Corporation workspace or third-party site, but with a limited option to work from home (maximum 1 day per week or equivalent) where appropriate and with managerial approval.
<b>Academic</b>	An individual whose role requires them to be workplace-based for all working days during term time, but can follow hybrid worker arrangements outside of term time

12. For all role categories (except workplace based) managers will agree with employees how days in the office will be arranged, ensuring team attendance is spread across the full working week. Team days should be encouraged to promote collaboration and team-building. The opportunity for teams to come together in person is vital to enabling cohesive functional team working and will provide employees with important opportunities for informal communications, development through shared experience and observation, and networking.
13. Expected attendance at or working from their normal workplace for hybrid workers is based on an employee who works for five days per week being in attendance for 2 days a week on average, excluding days of annual leave and other permitted non-working days, and will be prorated accordingly for employees who do not work five days per week. The days of attendance do not need to occur each week provided that the average is attained over a four-week period.
14. Appendix 2 outlines week 1 start dates.

## **Working Hours and Keeping in Touch**

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15. For employees who work remotely for part of the week, they should be available and accessible whilst working remotely; this will include providing cover aligned with the requirements of the job. There is no expectation for employees to work more than their contractual hours. The normal rules around overtime and flexi-time continue to apply.

16. If employees need to make adhoc changes to their normal working hours when working remotely they should agree this in advance with their manager.
17. Employees may be required to attend the workplace on a day they planned to work remotely, and they must comply with all reasonable requests to attend, for example for business-critical reasons, away days, attending in-person training, to attend meetings which are determined as best conducted in person e.g. employment related, unplanned circumstances, covering sickness absence. As far as is reasonably possible, managers will provide adequate notice of any such requests.
18. Employees are reminded that if they choose to work earlier / later than their normal contractual hours, they should not expect colleagues to be available during these times.
19. Blended working should not be used to provide cover for regular childcare or other caring responsibilities or managing emergency leave. It is expected that appropriate arrangements are in place for any dependents to avoid interruption to work during normal working hours. If you need certainty that you can have particular times or days off for caring purposes, or you need a guaranteed arrangement to enable you to manage childcare or other caring responsibilities on a regular basis, then you should submit a flexible working request.

## **Working Environment and Equipment**

20. The City Corporation is committed to ensuring that employees have the appropriate equipment and working environment in which to do their job and that they are safe, well and comfortable.
21. Employee's working outside of a City Corporation workspace must ensure they have a secure and private workspace to use, with a reliable and secure internet connection. Employees should be mindful of any potential confidentiality or IT security risks.
22. Employees are reminded that they are personally responsible for the data in their care (see Acceptable Use of IT and Data Protection Policy). Data breaches must be reported to the department / Institution AIN rep and the Compliance Manager (DP and FOI).
23. Employees attending a City Corporation workspace should comply with any formal arrangements for booking a desk and the clear desk guidance.

## Health and Safety

24. The City Corporation has health and safety responsibilities for employees who work from home, in the office or on site. Guidance is available for all employees including display screen equipment arrangements, remote working guidance, training and assessments.
25. All staff who are a display screen equipment (DSE) user are required to undertake DSE training and regular DSE assessments. Staff can make local workstation adjustments themselves, however if they are unable to make local adjustments they should speak to their manager. If DSE furniture or IT equipment is identified this should be discussed with the manager. If employees are unable to work in a DSE-safe manner they should discuss these with their manager, and it may be that the employee will need to return to their City Corporation workspace.

## Workstation Equipment

26. The City Corporation will provide employees with the necessary workstation equipment to be able to do their job. Workstation equipment can be provided, and employees should discuss requirements with their manager due to the DSE assessment or work need. All equipment will need to be ordered through the agreed procurement process. Employees will not be able to claim expenses for any equipment they buy themselves.
27. If any IT equipment gets lost, damaged or stolen this should be reported immediately to the IT service desk and the line manager.
28. Employees are reminded that costs for Wi-Fi, heating, lighting and electricity, whilst working outside of a City Corporation or third-party workspace, and commuting costs to their workspace will always be a personal expense.

## Your Wellbeing

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29. When working remotely it can be easy to lose track of time and work more hours than when working from a City Corporation workspace. It is important to remember to take regular rest breaks and breaks from looking at the computer screen.
30. Managers must consider the impact of the Workplace Attendance Policy on their staff wellbeing and manage the risks like any other workplace or work related hazard.

31. Collaboration, connection and having a sense of belonging can help everyone to stay well. Employees are encouraged to actively make time to connect with colleagues and managers with their direct reports.
32. Employees working remotely should not work if they are unwell and unable to work. The normal sickness absence reporting procedures apply and employees should notify their line manager as early as possible on the first day of absence (normally within one hours of their start time).

## **Insurance**

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33. The City Corporation's insurance policies apply whilst employees are working remotely, and cover office equipment provided by the City Corporation whether in the employee's residence, being carried or working remotely.
34. Employees are responsible for:
  - Telling their mortgage provider or landlord, and home insurer, that they intend to work from home
  - Checking that there is not anything in their mortgage agreement, lease or home insurance which prevents them from working from home
  - Checking with their home insurer that they are covered if work equipment causes damage, and for claims from third parties

## **Working Outside the UK**

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35. The City Corporation is unable to allow employees to work outside the UK unless it is for business reasons. This includes both short- and long-term arrangements.

## **Request for Reconsideration of Workplace Role category**

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36. If an employee wishes for the workplace category allocated to their role to be reconsidered, they should follow the process below.
37. The first stage will be to discuss this with the line manager or the second line manager.
38. If, after the first stage, the workplace category remains as originally notified and employees wish for this to be considered further then the second stage process should be followed.

39. Employees should write to the Chief People Officer (CPO) within 10 working days of the first stage discussion regarding the workplace category allocated to their post explaining:
  - a) what workplace category they feel their post should fall within and
  - b) why they feel this alternative workplace category should be considered.
40. Where there is more than one employee in the post, the CPO, or an Assistant Director within HR (ADHR) as delegated, will ask all employees in the post if they feel the workplace category allocated is appropriate. All views will be taken into consideration in reconsidering the workplace category allocated to the post.
41. The CPO, or an ADHR, will arrange to consult with the relevant Chief Officer, regarding the request put forward by the employee within 10 working days of receiving the request.
42. Following consultation with the relevant Chief Officer and in agreement with them, the CPO, or an ADHR, will confirm in writing to the employee and any other employees who are employed in that post one of the following:
  - a) That, after consideration, the allocated workplace category originally provided is the appropriate category for the role and the reasons why it has been allocated to the post.
  - b) That, after consideration, a different workplace category has been allocated, what that workplace category is and the reasons why it has been allocated to the post.
43. A note of the decision will be placed on the appropriate employee(s) file and the workplace category confirmed will be recorded against the post in City People.
44. Confirmation of the workplace category allocated to the post as a result of this process is final.

## **List of appendices**

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- Appendix 1 – Role Categories
- Appendix 2 – Week 1 start dates

## **Links / Other resources**

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### [Employee Handbook](#)

- Acceptable Use of IT
- Code of Conduct

- Contract Hours, Overtime and Unsocial Hours Scheme
- Data Protection Policy (Employees)
- Display Screen Equipment (DSE) Policy
- Employee Assistance Programme
- Flexible Working Policy
- Flexitime Scheme
- Salary Scales and London Weighting Allowance
- Sickness Absence Policy
- Social Media Policy

#### [Health and Safety Policies and Guidance](#)

- Health and Safety – Display Screen Equipment
- Remote and Home Working Policy (health and safety)
- Display Screen Equipment Guidance (HSG 25)
- Home / Remote Working Safety Guidance (HSG 57)

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### Findings from Hybrid Working Survey CELC June 2023

18 of 32 London Councils responded to the Hybrid Working Survey, sent by London Councils in June 2023. The specific Councils that responded are as follows:

- Barnet
- Croydon
- Ealing
- Enfield
- Haringey
- Havering
- Hillingdon
- Hounslow
- Islington
- Lewisham
- Merton
- Newham
- Redbridge/Wandsworth
- Sutton
- Waltham Forest
- Westminster
- City of London

The largest percentage of those Councils who have responded, say that the average time their employees spend out of the office/or flexibly working is 60-80%, but this tends to vary between frontline workers and back office and also due to role type.

A small percentage of Councils (2) say that there is an 80>20% split between home and work.

Most Councils that have responded, advise that the working arrangements vary depending on the role and that they are actively seeking to be more flexible with their employees and working arrangements.

**Merton Council – Implementation/impact of a three-day working week in 2023 - Contact: Liz Hammond – Interim Head of HR & OD, Merton Council**

Merton Council implemented a change to Workplace Attendance in 2022 (moving from a requirement for 2 days in office to 3 days) and was contacted to find out how this change has impacted the Council and their employees.

Since implementation at Merton Council, there has been a lot of local interpretation, and this differs between service areas and their needs.

This has additionally been affected by the following:

- Type of role (Front line or Back-office worker)
- Role specialism, and whether statutory requirements determine attendance at particular locations.
- Management – either pushing for less office attendance (as not fully necessary), or a requirement for more than 3 days to be in the office (due to role type)

*Trade Unions feedback*

Initially did not receive the new changes favourably, as cited that they had concerns about the speed of implementation, consistency of this approach throughout the Council as it appeared to differ, dependant on role and service need. However, the TU regional offices gave a mandate for their TU convenors to ensure that they did attend the office 3 days a week, to encourage Trade Union membership and to ensure that they were available for their members.

*Senior Management feedback*

I enquired as to whether the Senior Management had been promoting the new working arrangements and whether there had been any issues or pushback.

Four new Directors (out of 6) had been newly appointed at the time of this new implementation of three days a week in the office, and therefore this requirement had been built into the new contracts, and so this had ensured that the strategy had been successfully cascaded throughout the workforce and this has had a positive effect.

*Employee feedback*

Difficult to monitor, as it seems that due to local application, the experience of employees with this new approach will entirely depend on the type of role and where this is sat in the business, along with specific flexibility around requests to work under specific agreements such as Statutory Flexible Working requests.

*Key lessons learnt via this implementation.*

- Ensure clear, concise, structured and engaging communications are sent to employees, in phases prior to the implementation taking place – this ensures that the message stays clear (helps with engagement), is taken forward as a strategy/business driver and allows employees to make different arrangements externally in advance of changes taking place to working arrangements. E.g. childcare, carer responsibilities.
- Remember – not 1 size or approach will fit all employees or individual service needs

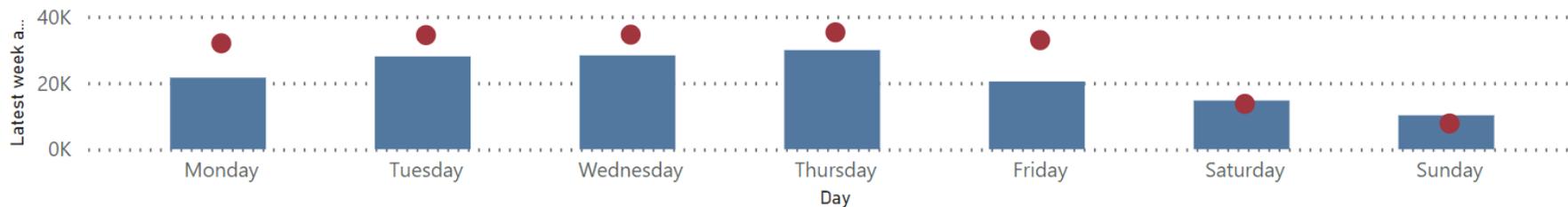
### **City of London – Return to office- figures and trends**

1. **Footfall according to TfL data** in the City dropped dramatically during lockdown, but has recovered strongly with flexible working patterns now embedded. Tube journeys in the City have now stabilised at around 80% of normal / pre-pandemic levels across the whole week, for all journeys. With some distinct daily differences:

- The **working week** being around **two-thirds of normal** activity.
  - **Mondays and Fridays** have stabilised slightly **above half** of normal activity.
- **Weekends** have seen footfall activity **rise above** pre-pandemic levels.

Average number of tap ins by day

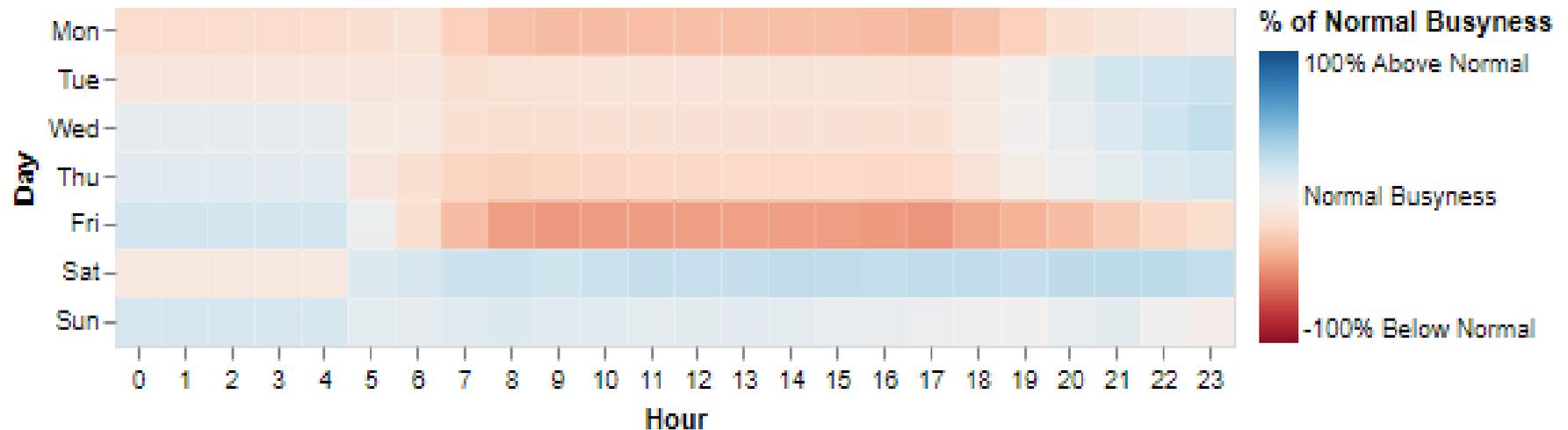
● Latest week average ● Daily average pre pandemic (all stations)



2. **The O2 data** is best placed to display the consistent midweek peak during the working week by hours of the day.
  - The chart below shows that busyness in the City is above normal particularly in the **evenings of the working week** compared to pre-pandemic busyness. Alongside the City being busier at the weekends. We have also seen this reflected in spend patterns, which have now returned to normal, despite lower footfall. As workers stay longer in the City and spend more while here as below.

## City of London - Latest '% of Normal' Busyness

Daily / Hourly % of Normal Busyness for Workers in selected MSOA (E02000001)



Source: Anonymised and aggregated data by O2 Motion

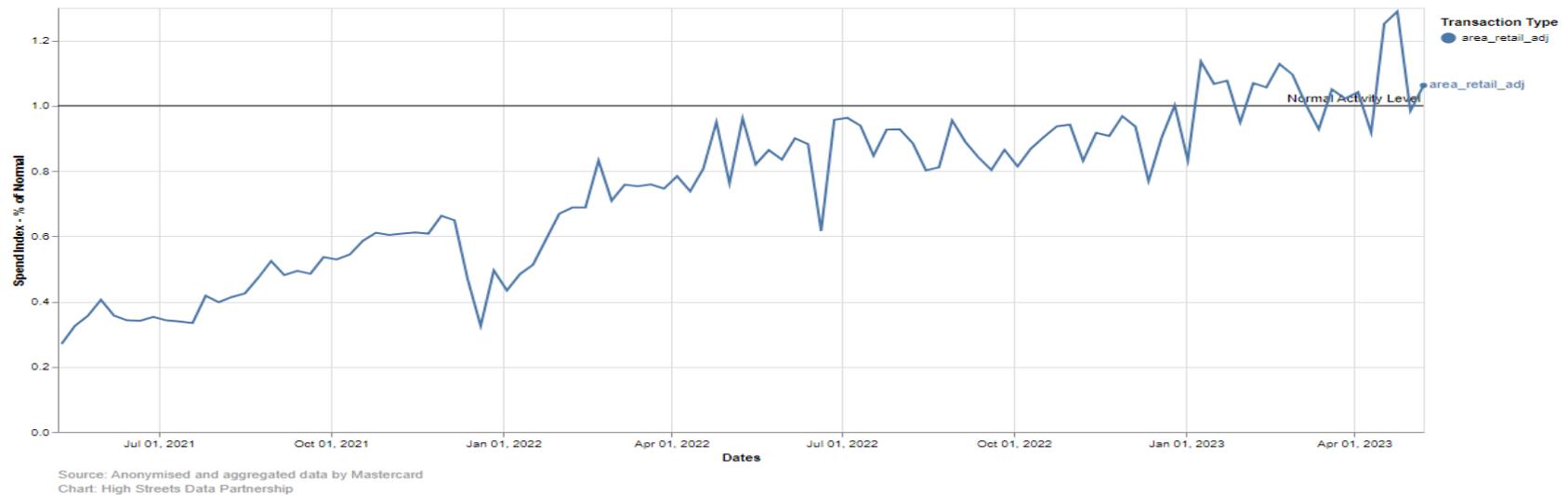
Chart: High Streets Data Partnership

3. **Spend in the City** has returned to pre-pandemic levels, ahead of footfall.

- ⊖ According to Mastercard data, spend has recovered to pre-pandemic levels at the start of this year. (This has taken account of inflation and the switch from cash to card that initially occurred at the start of the pandemic). We have likely seen a **behavioural shift** in spending

patterns in the City, with commuters coming in slightly less e.g. 2-3 days a week, but on the days they are coming into the office – being more willing to spend when they are in the office than at home.

**City of London - Compare Mastercard Transaction Types: Retail (GLA Adjusted)**  
08/05/2021 to 08/05/2023, Weekdays (Mon-Fri), Spend Index (% of Normal)



4. We haven't systematically surveyed firms since patterns have stabilised. But narratively, from **engagement with businesses in the City** in the latest quarter:
  - Firms have generally, particularly in sectors such as tech, seen **more flexibility introduced** around their mandated policies on working in the office in order to remain competitive in attracting talent.
  - The policies around working from home in the City remain highly **influenced by the companies sector and function of the roles**.
    - Anecdotally, with some tech firms getting even more flexible. But some roles in banks required to return 5 days a week to more easily comply with regulations.



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## Hybrid Working Survey for CELC - June 2023

Heads of HR - please review your answers to those previously given in July, October, November last year

Responses in Yellow are June 2022 updates

responses in Green are at July 2023

London borough	Q. previously asked - answer from July 21  1. Approx what percentage of your workforce is currently still doing a large proportion of homeworking/ hybrid working?	Q and answer from Flex Wrkg Pulse Survey  2. What is the current approx. occupancy level of your office accommodation?	Q and answer from Flex Wrkg Pulse Survey  3. Describe any plans you have for a change in occupancy level. Please include the target occupancy level(s) and dates aimed for (if known).	Previous Q and answers from July 21  4. Have you got a Hybrid working split level target for home and office work? E.g. 80% home/20% office, 60 home/40 office, 50/50, 40% home/ 60% office, 20% home/ 80% office, No target aimed for	Q and answer from July 21  5. Will you be offering full time Homeworking contracts?	Q and answer from July 21  6. Will full time homeworking contracts permit workers from abroad?	Q and answer from July 21  7. Will you be giving staff choice of their working arrangement going forward?
Barking & Dagenham	75%	No actual figure but very low; 75-80% working from home. Staff need to get prior approval to come into the workplace.	We are moving to more flexible and dispersed working and not planning to go back to the old arrangements and occupancy. Redesigning our workspaces into e.g. bookable Team Hubs, Secure Hubs and Office Hubs	80% home/20% office	Yes	Yes, but not encouraging this	Yes, we are taking a participative approach to this.
Barnet	Around 50%, but almost all those who can home-work are doing so	Very low as majority of staff now hybrid working	Office space is currently being converted to flexible working space. Excess accommodation is being commercially let	80% home/20% office	Not currently planned	Overseas working is currently permitted, subject to some safeguards and limitations	Some degree of choice, but there will be an expectation of home-working for roles where it is possible
Bexley	We have moved to a hybrid working arrangement where services have determined what arrangements allow them to best deliver services. For some services such as Children's Social Care staff are attending the office most days but for others, attendance is anticipated to be for 1 or 2 days each week with the rest of time on site, visits and at home. We expect all staff will be spending some time working at home.	Estimated at around 30% on average but varies between services.	No target but services will work in a way that is effective for them, but likely that most services will be in office for no more than 3 days per week from October, but with all services having a presence in the office for part of the week.	Services have determined what split best suits their delivery of services. We are encouraging home working across all areas but subject to the needs of the service. We expect that most services will be in no more than 2 or 3 days a week but some will be more and others may be once a week.	Under consideration for some functions eg contact centre, business support	We have to work through those issues including data protection laws. We have had some requests.	Although we will take into account individual preference and circumstances the overall model will depend on work requirements (but we will challenge any area that seems to be seeking a return to pre-covid practices without compelling reasons)
Brent	80%	Prior to pandemic our main Civic Centre building was occupied with a desk ratio of 6/10. It's now around 3/10 where 50% of desks have been taken out of operation to ensure social distancing can be achieved. This provides approximately 800 work stations. We are running at around 30%- 40% occupancy currently (500 - 600 approximately). Occupancy is noticeably lower on Mondays and Fridays.	We are making available a 50% capacity presently (800 desks approx) although we are only currently seeing 500 - 600 desks approx being utilised at peak times in the week. Available capacity will increase back to 100% (1600 desks approx) by Xmas.	60% home 40% office	Not at the present time.	The Council's position is that no working from abroad will be allowed. There might be short term exceptions for specific circumstances depending on the location.	What is available for particular roles/individuals is a decision based on business need. Staff will not be forced to work remotely or to non-standard hours, other than where business need required this.
Bromley	Staff are expected to attend the office 2 days per week minimally but the arrangement can be flexed at departmental/service/team level			Answer same as Number 2.	no for now	As Question 1, subject to further clarity on tax implications	Yes subject to the above ratios.
Camden	80	649 is the maximum occupancy to ensure the building is covid-secure. Currently we have approx 150 members of staff entering office accommodation.	Services are required to complete 3 tier risk assessments which are then signed off by departmental senior management. All corporate sites have been assessed and maximum occupancy reduced in line with social distancing to ensure staff are not working within 2m of another person.	we don't wish to be prescriptive, we want people to be where they need to be when they need to be there and only come into the office when needed e.g. to collaborate, multi disciplinary meetings etc	Unlikely. We do not have designated homeworkers and have no plans at present to create any.	No	Subject to org parameters – yes
Croydon	80%	55% average (as of June 23)	No plans in place	Yes - we have a hybrid working policy with a specification of 40% time in the office and 60% at home but dependent on service needs and requirements	Not decided - but possible in some services	No we do not permit working from abroad unless for exceptional circumstances agreed by directors	Subject to org parameters – yes

London borough	Q. previously asked - answer from July 21 1. Approx what percentage of your workforce is currently still doing a large proportion of homeworking/ hybrid working?	Q and answer from Flex Wrkg Pulse Survey 2. What is the current approx. occupancy level of your office accommodation?	Q and answer from Flex Wrkg Pulse Survey 3. Describe any plans you have for a change in occupancy level. Please include the target occupation level(s) and dates aimed for (If known).	Previous Q and answers from July 21 4. Have you got a Hybrid working split level target for home and office work? E.g. 80% home/20% office, 60 home/40 office, 50/50, 40% home/ 60% office, 20% home/ 80% office, No target aimed for	Q and answer from July 21 5. Will you be offering full time Homeworking contracts?	Q and answer from July 21 6. Will full time homeworking contracts permit workers from abroad?	Q and answer from July 21 7. Will you be giving staff choice of their working arrangement going forward?
Ealing	Approx 80%	Approx 10-20%.	Ealing's hybrid guidance has been agreed which sets out expectations in terms of working arrangements, which is that hybrid workers will be in our workspace / buildings / on site on a regular basis (likely to be 2 days per week) as determined by the needs of the service. Managers are	No, we are not wanting to be prescriptive but ask staff and managers to decide where work in best undertaken based on the needs of the clients/customers, teams and individuals. We are particularly keen to stress the need to consider new starters	We already have approximately 25 people on homeworking contracts there are no plans currently to increase this	No	Working arrangements will continue to be driven by the nature of the role and services that teams deliver. We know from our hybrid working survey that many staff, where their role allows it, wish to continue with working patterns that are radically different from ?
Enfield	60%	33%. Average attendance at Civic HQ is 400 versus max capacity of 1200	sharing ratio reduced from 3.2:10 to 2:10	average is circa 70% home, 30% office	Only in exceptional circumstances	As above	As above
Greenwich	Approximately 65%	Approximately 40% at our main office	We have removed all COVID-related restrictions from our offices and are working on making them more suitable for hybrid working (e.g. better technology in meeting rooms).  Target occupation levels are at the planning stages.	We have consulted with staff on our draft Future of Work proposals and have proposed four working styles: Anywhere Worker (e.g. back office staff); Fixed-Base Worker (e.g. Receptionist); Community-Based Worker (e.g. Social Worker); Operational Field-Based Worker (e.g. Environmental Cleansing Operative).  Anywhere Workers are permitted to work from home but are expected to average twice a week in the office. There is no central requirement - this is a determination that will be made by each service/manager. Community-Based Workers may also work remotely as appropriate.	No	No	Our FoW proposals categorise staff in to four working styles. This working style will be determined based on job role. Anywhere Workers will be most suited to hybrid working but will still be required to attend the office. On average, we would expect this to be twice a week.
Hackney	80%	c 50% of core office capacity. This compares to c 75% prior to the pandemic and lockdowns.	We are seeing gradual increase in the number of staff using the office accommodation. We expect that this will continue but have not set a target for occupancy.	60% home / 40% Office. We have set the expectation that each service area will develop a plan for their ways of working which includes regular time in Hackney, with their colleagues and with partners, and residents. The mix of hybrid working will vary by service, depending on the nature of each service's work.	Hackney is a 'place based' organisation and would prefer employees to spend some of their working week in an office located within the borough. However, individual requests will be considered as appropriate.	TBC but current thinking is that this will only be agreed for short periods of time only	Yes. Hackney already promoted flexible working.
Hammersmith & Fulham	70%			No target aimed for, it will depend on service need.	No	No	This is primarily based on business need. We are working on the basis that staff working in the office must have a 'purposeful presence'. Our longer term aim is for staff to 'locate for their day'. Currently 70% of staff are expected to WFH until at least September 2021 and we have launched a workforce transformation programme called 'Hello hybrid Future' with a roadmap to Sept 2022.
Haringey	c50%	<40% of pre-Covid levels	We are encouraging more staff to make use of our office accommodation, rather than being entirely remote. We anticipate reaching a hybrid model by mid-2022 where most staff spend part of their time in the office. Following a rationalisation programme, our overall office accommodation capacity will be approximately half pre-pandemic levels. This is not solely in response to the pandemic, however, and would have always been part of our longer-term accommodation strategy planning. No change- we continue to encourage office working in line with our commitment to visibility for residents.	There is not set target but we will expect almost all staff to still have regular reason to come into the borough, either in our offices or out in the community. Precise splits will be role-dependent	No	No	Mix of organisational needs, team needs and individual needs will determine this

London borough	Q. previously asked - answer from July 21  1. Approx what percentage of your workforce is currently still doing a large proportion of homeworking/ hybrid working?	Q and answer from Flex Wrkg Pulse Survey  2. What is the current approx. occupancy level of your office accommodation?	Q and answer from Flex Wrkg Pulse Survey  3. Describe any plans you have for a change in occupancy level. Please include the target occupation level(s) and dates aimed for (If known).	Previous Q and answers from July 21  4. Have you got a Hybrid working split level target for home and office work? E.g. 80% home/20% office, 60 home/40 office, 50/50, 40% home/ 60% office, 20% home/ 80% office, No target aimed for	Q and answer from July 21  5. Will you be offering full time Homeworking contracts?	Q and answer from July 21  6. Will full time homeworking contracts permit workers from abroad?	Q and answer from July 21  7. Will you be giving staff choice of their working arrangement going forward?
Harrow							
Havering	80%	Approximately 60%	Our default position remains working from home for the majority of staff. We have also carried out an estate rationalisation programme and have significantly reduced the the size of the corporate estate, which in turn has increased overall occupancy levels across the remaining offices.	No target aimed for the aspiration is for the majority of staff to work remotely	No	No	The aspiration is for the majority of staff to work remotely
Hillingdon	Allowing for front line staff that cannot work from home this would be around 50%. Some functions are predominantly from home e.g. Legal	Around 700 employees on average per day in office. This is approximately 40% of workforce taking into account those that are frontline and not in Civic Centre	Currently office under a refurbishment but plan is to get employees working to the hybrid policy, refurbishment permitting.	We now have a flexible working policy in place which stipulates between 1-3 days per week in the workplace with the remainder at home. The days will depend on local arrangement and the nature of the role and hours being worked.	No	No -recently had a request to work in southern ireland with homeworking contract but declined due to tax complications long term and ability to attend work at short notice	Within the boundaries of the hybrid working policy employees discuss working arrangements and agree with manager.
Hounslow	Over 80% of the workforce works remotely some of the time, with the amount of time spent remotely varying between different roles. Everyone is required to be in the borough (either in council offices or in the community) on a regular basis.	Occupancy levels in HQ building approx 30% averaged across all weekdays in quarter to 9 June 2023.	There is no set target for occupancy levels. We already share our building with partner organisations and expect to increase this during the remainder of 2023.	Prepandemic we already operated a 50/50 ratio remote working amongst our office based staff. Presently the working from home figures remain higher than this 50/50 ratio. We continue not to have a split level target but there is an expectation that office staff do attend at least one day every fortnight. This measure is likely to be reviewed and may be withdrawn but nothing has been agreed at this moment. .	Unlikely. We do not have designated homeworkers and have no plans at present to create any.	Not applicable in that we are not considering full time homeworking contracts. In exceptional circumstances we may allow working from abroad as a temporary measure. This would be by request and subject to approval; there is no entitlement to work from abroad.	Working arrangements are first and foremost dictated by the work and service itself and some services have a more pressing need for physical presence than others. Services and teams have been asked to explore the best approach to work in a way that allows for individual preference and flexibility - so staff will have some influence on their working arrangements.
Islington	Islington has 4 workstyles that determine presence in the borough versus remote working. As of the end of May 23 the level of presence is broken down below:  1) 18% of the workforce work in the borough once a week.  2) 26% of the workforce work in the borough twice a week.  3) 23% of the workforce work in the borough 3/4 times a week.  4) 35% of the workforce work in the borough every day and do not work remotely due to their role.	The office occupancy is in the region of 50% across our main sites. This is because we have approx 6,300 sqm of excess office space.	We are rationalising our office accommodation from 9 main sites to 6 which will reduce our estate by 6,300 sqm, As a result occupancy future occupancy should be in the region of 80 to 85%.	As mentioned Islington has 4 workstyles that determine the hybrid split for remote/ in borough working. Workstyles are based upon the staff's duties, tasks and how closely they work with our residents and businesses.  1) Desk Based - work in the borough once a week.  2) Roaming - work in the borough twice a week.  3) Front Facing - work in the borough 3/4 times a week.  4) Frontline - work in the borough every day and do not work remotely	No they will not be a standard as we believe it is important that staff come into the borough to connect to the organisation at least once a week.	No, although we do permit short term working from abroad subject to various approvals on a case by case basis	Depends on role and their associated workstyle, i.e. not a personal choice
Kensington & Chelsea	c70% are hybrid working on a 50/50 model	averaging 50-60%	TBC	50/50 currently	No	No	Depending on service need

London borough	Q. previously asked - answer from July 21 1. Approx what percentage of your workforce is currently still doing a large proportion of homeworking/ hybrid working?	Q and answer from Flex Wrkg Pulse Survey 2. What is the current approx. occupancy level of your office accommodation?	Q and answer from Flex Wrkg Pulse Survey 3. Describe any plans you have for a change in occupancy level. Please include the target occupation level(s) and dates aimed for (If known).	Previous Q and answers from July 21 4. Have you got a Hybrid working split level target for home and office work? E.g. 80% home/20% office, 60 home/40 office, 50/50, 40% home/ 60% office, 20% home/ 80% office, No target aimed for	Q and answer from July 21 5. Will you be offering full time Homeworking contracts?	Q and answer from July 21 6. Will full time homeworking contracts permit workers from abroad?	Q and answer from July 21 7. Will you be giving staff choice of their working arrangement going forward?
Kingston	90%+			No prescribed target – will depend on service needs and working context	We will have some staff mainly based at home.	We are currently developing a working from abroad policy with consideration given to a maximum length of time that workers can work from abroad and the countries they can work from home to ensure IT security requirements are met.	yes, there will be flexibility based on the needs of the individual and the needs of the service
Lambeth	70%	30%	Staff are being encouraged to return under our new hybrid working arrangements: - So that everybody will spend some of their time in our borough and in our offices - For those in the borough to conduct business critical activity, either full time or part time - For those who require access to our offices for welfare reasons - So that everybody can participate in meetings, collaboration, training, working with partners and working with residents - There will be a number of staff who will spend most of their time working from home	No prescribed target – will depend on service needs and working context	No	No	Depending on service needs, employee needs and personal circumstances (Including. can they work safely at home). Service needs will come first
Lewisham	most office/desk based staff work 40%office and 60% home. We have very limited number of office/desk based workers that work from home.	approx 3/4	No planed changes.	40% home 60% office	Depends on role - currently only a very limited number but this was the case pre-Covid	No	Our aim is that for the majority of staff they will be able to work flexibly. There is an expectation that this will be prodominately remotely but centred around the needs of the services and residents. In the main, most services will operate a hybrid approach and our accomodateion is being remodelled to align to our new ways of working
Merton	If you count front line staff in this total percentage we would estimate 60% have some degree of home working but the proportion of time spent in the office has increased. We do not have formal monitoring of home working so this can only be an estimate.	Depending on the day of the week and service demands, we are seeing occupancy at 60% to 95% of pre-Covid levels.....on average, say, 75%. Please note this is based on building entry/exit data, not a count of who is physically at a desk.	There is an expectation of a higher level of office based working	There is an expectation that staff in non-front line roles are in the office at least 3 days a week, in practice this will vary depending on team function and individual roles, and the employee's contract	No contracts are for purely home based working, as all include provision to come in when needed. Going forward the expectation is that staff will be in the office at least 3 days a week	We do not permit full time working from abroad to potential issues e.g. tax, data security implications. Arrangement are in place for short-term working from abroad, for example accessing networks when on holiday, but this is not prevalent.	The principal consideration is the needs of the role and if this requires an individual to come into the office then this will come first. If the role can be worked from home then we will consider the individuals needs as much as possible but noting the expectation is normally for attendance in the office at least 3 days a week. For example the role might be able to be worked from home but to support the individual's mental health they may wish to come into the office for X% of the week or their home environment may not be conducive to home working.
Newham	50% are hybrid workers	50%	Employees to attend 1 - 2 days per week	60% home/40% office	No	N/A	Local decisions based on service delivery. 1 - 2 days per week in the office.
Redbridge	1800 out of 2400 - We are just about to undertake work to ascertain the position and any increased occupancy since last year.	Only frontline key workers are working from the office. Everyone who can work from home is working from home. Increased nos of staff working in the office, at the depots and in the usual front line community services. - usually one or two days a week. Front line staff continue to work at the office, depots and peripetetically.	We have told people to contonue working from home until xmas, possible March 2021 - Since then staff are encouraged to go into the office two days a week, if possible, and managers an request staff to come in for face to face meetings, team meetings etc.	No target aimed for, it will be more about what needs to be done face to face and what can be done at home. - No target set.	Not at present	We haven't ruled this out and have updated policies regarding information governance and working from abroad.	Yes

London borough	Q. previously asked - answer from July 21 1. Approx what percentage of your workforce is currently still doing a large proportion of homeworking/ hybrid working?	Q and answer from Flex Wrkg Pulse Survey 2. What is the current approx. occupancy level of your office accommodation?	Q and answer from Flex Wrkg Pulse Survey 3. Describe any plans you have for a change in occupancy level. Please include the target occupation level(s) and dates aimed for (If known).	Previous Q and answers from July 21 4. Have you got a Hybrid working split level target for home and office work? E.g. 80% home/20% office, 60 home/40 office, 50/50, 40% home/ 60% office, 20% home/ 80% office, No target aimed for	Q and answer from July 21 5. Will you be offering full time Homeworking contracts?	Q and answer from July 21 6. Will full time homeworking contracts permit workers from abroad?	Q and answer from July 21 7. Will you be giving staff choice of their working arrangement going forward?
Richmond/Wandsworth	circa 80%	Current occupancy continues to be low, between 15% and 20% campus wide. This varies across teams.	We're reviewing the role of the office through a series of Workspace Pilots, we expect this won't dramatically change the current occupancy levels.	Deliberate agility based on a set of agreed principles, no job context will be the same	No one will be obliged to work from home. However it may be appropriate for some roles to allow staff to work from home full-time if they wish. Such arrangements were already in place for some staff pre-Covid.	Any overseas work will be assessed on a case by case basis.	Yes, but within the context that service needs and team needs must be prioritised.
Southwark		The current occupancy levels vary considerably across our sites. Many sites have continued to deliver frontline services throughout the pandemic and occupancy has remained near to normal levels. In our office locations occupapncy remains extremely low at around 5-10% daily as staff are continuing to work from home.	A plan is still being disucssed for the roccupation of our sites. Currently we are looking at between 30-50% availability as a maximum depending on location, and only across selected sites. It is likely that a number of desks will be made available in a phased plan, but dates are not yer agreed.				
Sutton	80%	Average is 141 per day	Capacity at Sutton Civic was aprx 840 before Covid we currently run at a capacity 730 desks	No prescribed target, however we are operating a 2:1 desk ratio for some teams	No	n/a	This will be a local decision based on service needs and delivery
Tower Hamlets	Approx 70% June 22 - no change, c.70%	June 22 - 6:10, - 6 desks per 10 staff. Currently have c.1500 desks	June 22 - we are moving to a new town hall later this year. Occupancy ratio will reduce to 4:10	Dependent on role workstyle - mainly 20% office rest remote June 22 - 40% office, 60% home	Not at this stage - possibly in one or two roles only June 22 - for a minority of roles - c1% of the workforce	Not at this stage June 22 - no	yes June 22 - yes, in agreement with managers and based on service needs
Waltham Forest	Employees have been asked to attend the office on an average of 2 days per week based on the needs of the service.	60% approx	Our occupancy levels for 2m social distancing is only 40% we maintained that until September 2021. We have decided to remove the strict 2m and instead to promote ventilation, hand hygiene and making sure we all travel to and from work safely, do regular tests and work from home at the first sign of symptoms. We wtil give our messages to "give space" but have taken away the sticly measured out spaces we had previously. With regard to new ways of working and flexible working our new offices have a ratio of about 6 "workstations" to 10 staff but this includes collaborative work areas for actual "fixed desks" it is approx. 4 for 10. So we have to encourage hybrid working. At the moment we are being flexible and it is up to Directors what they ask in terms of whether we ask people to work collaborately on site one or two days a week. We are keeping infection rates under review.	40% home/ 60% office, however this will be dependent on service needs and delivery. The Council aims to offer a flexible and agile working to support work / life balance	We do not currently offer 100% home working contracts of employment	We do not currently offer 100% working from abroad contracts of employment	Yes, based on the flexible working principles, and on the needs of the employee and the council service

London borough	Q. previously asked - answer from July 21 1. Approx what percentage of your workforce is currently still doing a large proportion of homeworking/ hybrid working?	Q and answer from Flex Wrkg Pulse Survey 2. What is the current approx. occupancy level of your office accommodation?	Q and answer from Flex Wrkg Pulse Survey 3. Describe any plans you have for a change in occupancy level. Please include the target occupation level(s) and dates aimed for (If known).	Previous Q and answers from July 21 4. Have you got a Hybrid working split level target for home and office work? E.g. 80% home/20% office, 60 home/40 office, 50/50, 40% home/ 60% office, 20% home/ 80% office, No target aimed for	Q and answer from July 21 5. Will you be offering full time Homeworking contracts?	Q and answer from July 21 6. Will full time homeworking contracts permit workers from abroad?	Q and answer from July 21 7. Will you be giving staff choice of their working arrangement going forward?
Westminster	In common with all good employers we offer flexible working. The majority of our staff are in the office every week or on site in other locations across Westminster. We cannot provide an exact monthly figure, but the average number of staff who are working from home across any current week is a third.  We have no permanent homeworkers and everyone is expected to attend work in the City regularly.	We want people to work in an appropriate agile way that ensures face to face contact with residents and partners. Services have determined what arrangements allow them to best deliver services.  We have no permanent homeworkers and everyone is expected to attend work in the City regularly.	The targets are as yet not set. We do not wish to have a binary rule.	We do not wish to have a binary rule. However we have no permanent homeworkers and everyone is expected to attend work in the City regularly.	No	no	We want employees to agree the best working arrangements that suit services and their individual needs with their service and people leaders, with the agreement that everyone is expected to attend work in the City regularly.
City of London	80% office working 2 days per week (June 2023)	There were 668 employees attending Guildhall office in mid June 2023.	60% occupancy will remain the "temporary" target for likely the rest of 2023	2 days per week in the office (June 2022). This remains the same in 2023 currently.	No	No	Flexible working applications via individual requests are considered and agreed subject to service needs. (June 2023)

<b>Committee</b> Corporate Services Committee	<b>Date:</b> 12/07/2023
<b>Subject:</b> Annual Employee Profile Report 2021 - 2022	<b>Public</b>
<b>Report of:</b> Director of Human Resources and Chief People Officer	<b>For Information</b>
<b>Report authors:</b> Dionne Williams-Dodoo; Niki Parr Corporate Human Resources Saida Bello; Equality, Diversity & Inclusion Directorate	

### Summary

This report sets out the employee profile information for the year 2021-2022. It also includes the Gender, Ethnicity and Disability Pay Gaps previously reported for the snapshot date March 2021. It provides a breakdown of the workforce by six protected characteristics identified in the Equality Act 2010. These are sex, age, ethnicity, disability, religion and belief and sexual orientation. The report provides a summary of the wider initiatives undertaken during the reporting period. The Appendix 1 to the report is included in our Annual Equality and Inclusion Performance report which is published on the internet. Additional information is included on leavers, casework, family friendly policies, and a summary of our Equality and Inclusion initiatives during the year. This annual report is provided to Committee in Q2 of the year. However, the 2021/22 report was not provided last year due to changes within Corporate Human Resources and EDI. Since then, the Director of Equality, Diversity and Inclusion has joined the organisation in the newly established Directorate and Corporate Human Resources has recruited to key positions within its senior leadership team. Both the 2021/22 report and the latest report for 2022/23 are being provided to bring us up to date.

### Recommendation

Members are asked to note the report and the Employee Profile data 2021/22 at Appendix 1.

### Main Report

### Background

1. Equality, Diversity, and Inclusion fall under the remit of the Corporate Services Committee which receives a number of update reports throughout the year. The Equality, Diversity and Inclusion Board chaired by the Town Clerk and Chief Executive oversees the Equality, Diversity, and Inclusion Action Plan in relation to employment and service delivery. The Equality, Diversity and Inclusion Action Plan is reported to the Committee periodically and has been updated to include the employment related recommendations made by the Tackling Racism Taskforce. This report is the annual update presenting data on the employee profile broken

down by 7 protected characteristics as defined by the Equality Act 2010. These are sex, age, disability, ethnicity, sexual orientation, maternity and religion or belief. The analysis includes salary and grade; the top 5% of earners; Gender, Ethnicity and Disability Pay Gaps; turnover, recruitment and new starter and leaver information during the year.

2. The employee profile data is used to inform the Public Sector Equality Duty under the Equality Act 2010 in relation to employment. This data along with the HR dashboards and workforce planning data helps to inform the Human Resources priorities and the Equality, Diversity, and Inclusion (EDI) Board Action Plan.

### Current Position

3. Attached as Appendix 1 is an analysis of the workforce as at the end of March 2022. Data has been collated in this format for 9 years.
4. The below table provides a breakdown of the new starters, leavers, and turnover rates over the last five reporting periods.

Year	Starters	Leavers	Turnover
2017/18	692	488	13.9%
2018/19	575	535	14.7%
2019/2020	484	479	13.1%
2020/2021	318	344	9.4%
2021/2022	489	704	17.2%

### Leavers

5. The Committee asked for a more detailed analysis of the leavers to identify any concerns, including analysis of exit interviews. There were 704 leavers in the reporting period of which 65 or 9.23% were end of fixed term contracts (FTC). Of the remaining 639 leavers, the reason for leaving is broken down as follows:

- 550 Resignations
- 41 Retirements
- 17 Redundancies
- 11 Dismissals (ill health, misconduct, or capability)
- 4 Death in Service
- 16 Other

6. The number of leavers in the period increased significantly from 344 in 2020/21 to 704 in 2021/22. 78% of leavers were voluntary resignations compared to 59.9% in 2020/21.
7. The table below gives a comparison of voluntary resignations and end of fixed term contracts, compared to all new starters and the overall workforce profile by, sexual

orientation and ethnicity which were highlighted as areas of concern to explore together with sex as a comparator. Whilst these figures are small, they indicate that if you are female or LGBT you are more likely to resign, than if you were male or heterosexual. In the previous reporting period, it was identified that you were also more likely to resign or have a fixed term contract end if you were from a Black, Asian, or Minority Ethnic background. This is no longer supported by the data for 2021/22.

8. All leavers are provided with a link to complete an exit questionnaire and/ or have an exit interview with the line manager or HR. In this reporting period only 44 leavers completed the exit questionnaire. In the main most people had a positive experience of working for the City Corporation. Although very few responses, the most common themes cited from the questionnaires are outlined below.

Positives about working for the City Corporation:

- Working with great people
- History of the organisation
- Good training and opportunities to learn and develop e.g., apprenticeships.
- Good benefits
- Caring employers

Areas for improvement:

- Career progression
- Workload and resource
- Pay and pay practices
- Technology/ IT
- Bureaucracy and inefficiency
- Perceived unfairness in decisions/ transparency
- Employee voice/ feeling heard
- Unhappy with the TOM
- Leadership and management/ poor performance management
- Behaviour of members and senior leaders
- Resistance to change/ innovation

9. Whilst the exit questionnaire does provide some useful qualitative analysis, engagement with the exit questionnaire is low and the existing format of the questionnaire makes it difficult to identify quantitative trends. Plans are being scoped to ensure that we develop a more robust arrangement for capturing leaver reason information and exit survey analysis as the HR management information system is developed.

Leaver Type	Resignation % (550 leavers)	End of FTC % (65 leavers)	New Appointments %	All workforce profile %
Female	50.9%	66.2%	61.3%	49.9%
Male	49.1%	33.8%	38.7%	50.1%
LGBTQIA+	6.4%	4.6%	10.2%	5.3%
Not stated/	32%	36%	37.4%	35.1%

not known				
Heterosexual	61.6%	40%	52.4%	59.5%
Black, Asian & Minority Ethnic	16.9%	16.9%	18%	17.3%
Not stated/ not known	14.7%	49.2%	32.7%	17.4%
White	68.4%	33.8%	49.3%	65.3%

### **New Starters**

10. Recruitment activity over the last year has increased steadily back to levels reported pre-pandemic in 2019/2020, with 489 new appointments between 2021/2022. This trend is not surprising and is in line with what has been experienced across the external labour market within the UK with general increases in both new starter and leaver activity post-pandemic.
11. The City of London Corporation has seen an increase in the recruitment of females by 1.87% since 2020/2021 with 61.3% of new appointments being female, compared to an overall workforce profile of 49.9% female. A gradual increase over the last two years is reflected in the overall workforce profile increase of females. The workforce profile has increased by 2.1% from 47.8% in 2020/2021 to 49.9% in 2021/2022.

Whilst the percentage of Black, Asian and Minority Ethnic employees is slightly higher at 18% when compared to a workforce profile of 17.3%, the overall rate of increase has slightly fallen since 2020/2021. In 2021/2022 26.4% of new recruits were from a Black, Asian, and Minority Ethnic background, compared to a workforce profile of 17.7%. However, the percentage of new recruits with a background as not stated or not known has increased significantly within this area by 26.1% from 6.6% in 2020/2021 to 32.7%. Caution should be exercised in drawing any conclusions from the slight decrease of the rate of recruitment of Black, Asian, and Minority Ethnic employees when compared to the previous year. The City Corporation are committed to understanding the reasons behind the non-declaration rate rising significantly over this period. Plans are being scoped to further increase our declaration rates across the board.

### **Turnover**

12. Turnover has increased from 9.4% in 2020/2021 to 17.2% in 2021/2022. The increase is due to there being more leavers in 2021/2022 as described above.
13. The top 5% of earners has been analysed over several years and was formerly a key performance indicator for local authorities. We now include data on the gender, ethnicity and disability pay gaps and these have previously been reported in detail to the Committee along with the measures being taken to address the imbalances identified. As noted previously, the differences are due to under-representation in senior grades.

### **Casework**

14. There were less than 5 formal grievances raised in the reporting period, down from 7 in the previous reporting period. Clearly these are very low numbers and care should be taken to attach statistical significance to them or identify individuals. However, the cases related to:

- 3 sex discrimination
- 2 management Issues

Of the complainants:

- 1 was female and 2 were male.
- 2 did not have a disability and 1 was unknown.
- 2 were white; 1 was unknown.

15. There were 14 formal disciplinary cases in the reporting period. No cases resulted in a dismissal.

Of those disciplined:

- 13 were male, 1 was female
- 10 did not have a disability; 1 had a disability; and 4 were unknown
- 6 were white; 5 were BAME; 3 were unknown

16. It should be noted that our Managing People Policy statement of intent requires Managers to deal with issues (both complaint and conduct matters) swiftly and informally wherever possible, mediating between parties, notwithstanding the employee's right to progress such matters through the formal process where necessary. This means that most issues can and are dealt with informally and successfully at the informal level or by informal resolution.

### **Family Friendly Policies**

17. In this reporting period:

- 63 employees began their maternity leave.
- No employees began adoption leave.
- 40 employees began paternity leave.
- 8 employees began their shared parental leave.

### **Maternity and post maternity leavers**

18. The Committee will be aware that significant improvements have been made to our maternity pay and leave provisions. Together with our wider family friendly policies we aim to retain and support maternity returners so that we retain their skills and at the same time facilitate a good work life balance supported by our family friendly provisions that have been introduced. An indication that our maternity and family friendly initiatives are having a positive affect can be gleaned from the maternity returners. Of the 62 women who had returned from maternity during the reporting period, only 14 have subsequently left.

### **Covid related absence**

19. In 2021/22 15.39% (621 employees) were sick with an absence reason of Covid-19 symptoms or 'Covid confirmed'. There were 679 occurrences.

### **Women in Finance Charter and Gender, Ethnicity and Disability Pay Gaps**

20. In November 2017, the City Corporation signed up to the Women in Finance Charter. As part of this commitment, we have set a target of 45% of senior officers (at grade G and above) to be filled by women by 2025. In 2017 there were 20% of women in senior positions. In 2020/21 this increased to 35%. We are confident that given our equality, diversity, and inclusion (EDI) initiatives, we will be able to meet the 2025 target. Although we have yet to set aspirational targets for disability and ethnicity following the initial analysis of these pay gaps in March 2019, our general approach is to set aspirational targets and to monitor our progress.

21. We have published for the third year our pay gap analysis which can be found at page 16 of Appendix 1.

### **Summary of Equalities Inclusion Activities 2021/22**

22. We have reported throughout the year on various equality and inclusion initiatives including the employment strands of the work of the Tackling Racism Taskforce. Set out below is a summary of the work of the City of London Corporation over the period 2021/2022 to create a more equitable, diverse, and inclusive organisation for our workforce despite the pandemic.

### **Departmental progress**

23. All departments have completed their individual business plans and have included Equality considerations.

Steady progress has been made to remove the barriers that may be preventing those from underrepresented groups from progressing at the City Corporation. For example, a new application form has been approved and has been built into the HR system. The sensitive data fields have been revised to include gender identity and social mobility.

For many senior appointments we use executive search and select. There is now new and updated wording used for search and select agency proposals that better captures how they conduct their searches to capture a diverse pool of candidates particularly at the higher grades.

### **Tackling Racism Taskforce Update – March 2022**

24. The final report of the taskforce was completed in January 2021 and continues to be monitored for progress by this same group. Staffing recommendations approved by the Establishment Committee and the Policy & Resources Committee which have been implemented or are in progress are summarised as follows and progress is reported periodically to this Committee:

- a. Anonymised recruitment across all grades (not just at senior levels) be introduced.
- b. Mentoring and reverse mentoring schemes be developed.
- c. Investigate a mechanism that can enable all local training budgets to be amalgamated to Corporate Human Resources or remain in a centralised account, for allocation via a transparent process to staff, who would like to be or have the potential to be developed within their job role linked to their appraisals.
- d. A scheme be developed that provides and defines a “safe space” that is separate to the Staff Diversity Networks; This is a space for support, but not for staff to share their experiences if the individuals are or can potentially be identified.
- e. Current and possible schemes that support work experience programmes with schools and young adults be explored and enhanced.
- f. The City Corporation’s Bullying and Harassment Procedure is revised in consultation with the Comptroller and City Solicitor.
- g. Consideration be given as to how the City Corporation could better utilise the collected, published data and information on diversity of its workforce at all levels.

### **Socio-Economic Diversity**

25. We have added four questions recommended by the Social Mobility Commission to capture Socio-Economic background data. We will be asking all staff to update their personal information to also capture this information in the coming months. This will ensure that we engage and attract a diverse pool of talent regardless of their background. Further work is being done to refine these questions and ensure that the language used as part of recruitment or for self-declaration during employment is consistent.

### **Accreditations and Programmes**

26. Work continues with the following:

**Business in the Community) Race at Work Charter**, to show our commitment to prioritise action on race. We implemented the 5 calls to action, then in April 2020, we became members of BITC Race Campaign to further express our commitment to truly creating an inclusive culture.

#### **Stonewall Diversity Champions**

Stonewall did not open the Workplace Equality Index for submissions this year, but we are preparing to make an entry in September 2021 as endorsed by the Equality and Inclusion Board. The focus is on networking, leadership, procurement, and service delivery. Resources and positive programmes developed by Stonewall are shared with City Pride our staff network.

#### **Disability Confident – Employers**

We aspire to becoming Disability Confident - Leaders in the future, but we realise that we have more work to do, and this is an ongoing process.

## **Corporate & Strategic Implications**

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

## **Implications**

28. There are no specific costs arising from this report, but the data helps us to identify where there is a disproportionate impact in relation to protected characteristics.

## **Conclusion**

29. This report sets out the 2021 to 2022 annual employee workforce profile data by six of the protected characteristics. The data enables us to better understand our workforce and manage talent across different stages of the employee life cycle. In addition, it enables comparison and benchmarking with industry and monitors progress being made to reduce inequalities identified in our workforce. The report notes that the significant increase in recruitment, starters and leavers during this reporting period is likely a result of post-pandemic and an impact of the Target Operating Model process. This level of change that the organisation experienced over this period, including within the HR team and ED&I impacted on our ability to progress our EDI ambitions. However, a number of initiatives have since been developed to attract and retain talent.

## **Appendices**

Appendix 1 - City of London Corporation - Employee Profile March 2022

## **Background**

### **Dionne Williams-Dodoo**

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# CITY OF LONDON CORPORATION – EMPLOYEE PROFILE MARCH 2022

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# 1 INTRODUCTION

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

## 2 SCOPE

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

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

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

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

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

The employee profile data reflects the workforce recorded as at the 31 March 2022 unless otherwise stated.

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

We have published our Gender Pay Gap in accordance with the Gender Pay Gap Regulations 2017. In addition, we voluntarily publish our Ethnicity and Disability pay gaps. These are included in this report.

**Employee Profile - Protected Characteristics:** The data analysis looks at 6 protected characteristics in the Equality Act 2010. These are: Sex, Age, Ethnicity, Disability, Religion and Belief and Sexual Orientation. Where numbers in relation to protected characteristics are very small these have been grouped together, where it is appropriate to do so, to maintain the integrity of the data, but also to ensure that no individual/s are easily identifiable.

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

### 3 OVERVIEW OF THE WORKFORCE

As at 31 March 2022, there were a total of 3936 employees across the departments and functions in scope, covering a wide range of service areas. There have been 490 starters including fixed term workers and 344 leavers including fixed term workers during the reporting period. Fixed term work may be for several reasons such as cover for maternity leave, fixed term/grant funding, finite project work, secondments and traineeships etc.

#### 3.1 Sex

**Data is held on 100% of the workforce.**

As shown below, 49.9% of the workforce are female and 50.1% are male. This is a comparable to the split for 2020/21 ( 47.78% female and % 52.22% male). It should be noted that whilst some comparison can be useful, the City Corporation’s local authority function is smaller than London Boroughs and other Local Authorities which makes a direct comparison with them difficult.

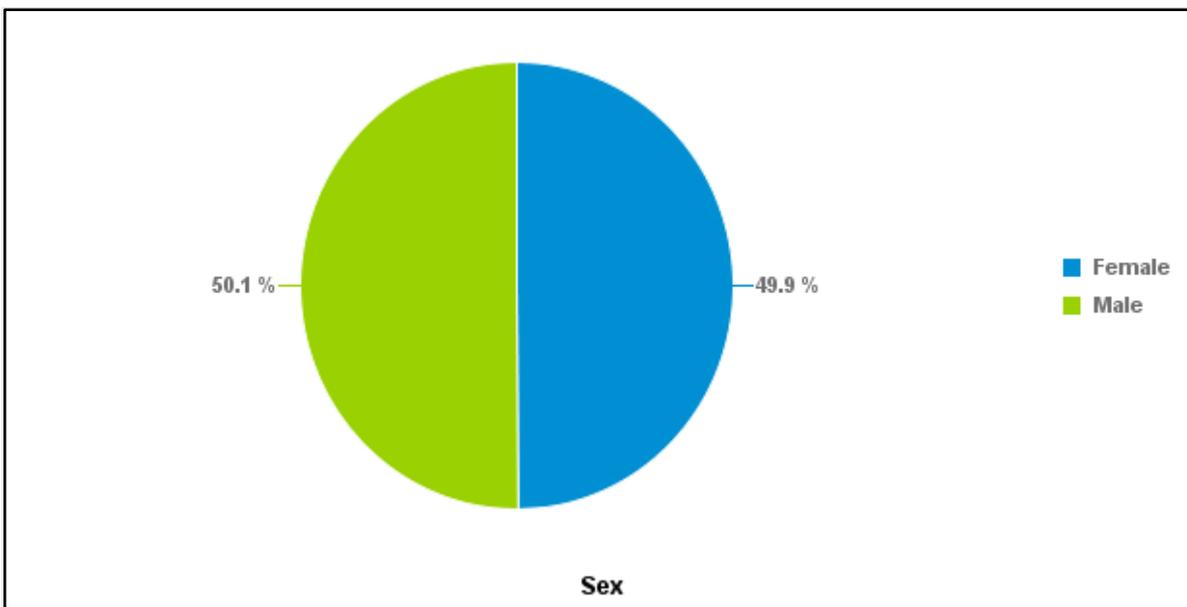


Figure 1 - Gender breakdown of all staff as at 31 March 2022

Sex	Headcount 2020/2021	% 2020/2021	Headcount 2021/2022	% 2021/2022
Female	1741	47.8%	1964	49.9%
Male	1903	52.2%	1972	50.1%

Table 1 - Gender breakdown of staff 2021 and 2022

#### 3.2 Age

**Age data is held on 100% of the workforce.**

The age distribution is essentially unchanged from the previous year.

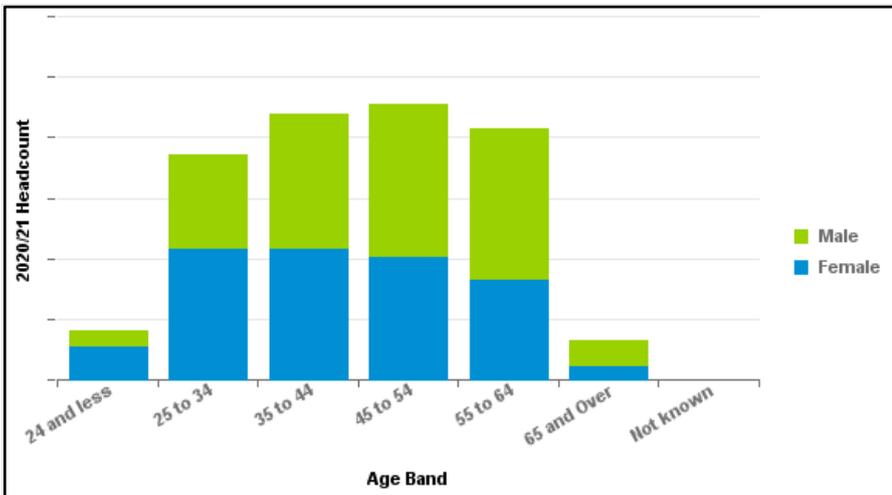


Figure 2 - Age distribution of staff

Age Band	2020/21 % Female	2020/21 % Male	2021/22 Headcount Female	2021/22 % Female	2021/22 Headcount Male	2021/22 % Male	2021/22 % Total Workforce
>24	6.1%	2.9%	93	4.7%	57	2.9%	3.8%
25-34	24.7%	16.3%	466	23.7%	315	16.0%	19.8%
35-44	24.8%	23.4%	519	26.4%	478	24.2%	25.3%
45-54	23.0%	26.7%	483	24.6%	503	25.5%	25.1%
55-64	18.9%	26.3%	353	18.0%	528	26.8%	22.4%
65+	2.5%	4.4%	50	2.6%	91	4.6%	3.6%
<b>Total</b>	<b>100%</b>	<b>100%</b>	<b>1964</b>	<b>100%</b>	<b>1972</b>	<b>100%</b>	<b>100%</b>

Table 2 - Age distribution of staff

### 3.3 Ethnicity

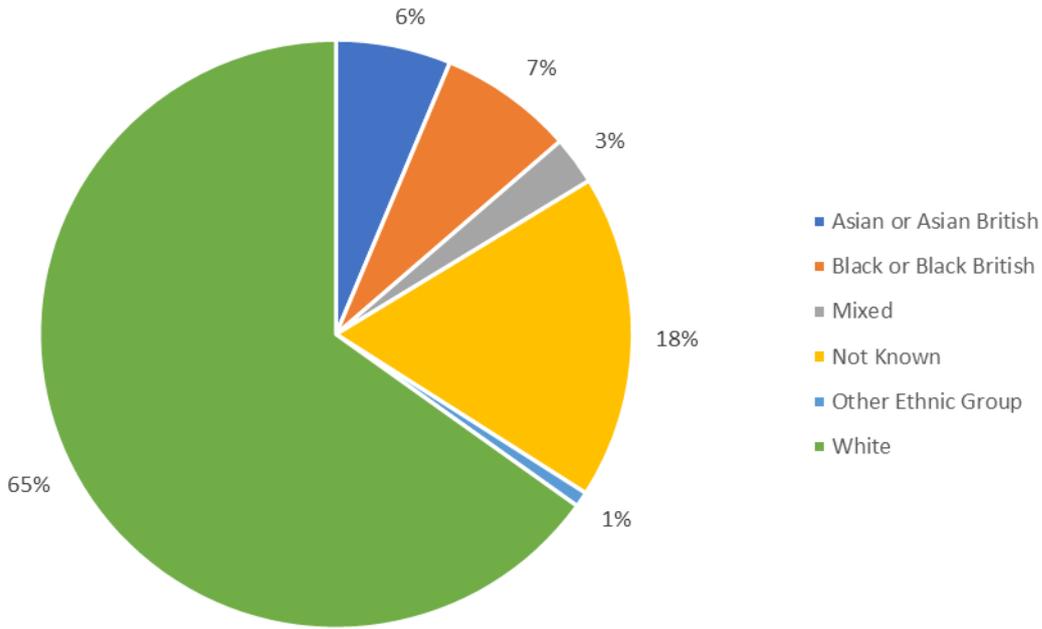
**Ethnicity data is held on 82.2% of the workforce.**

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

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

The ethnicity profile has broadly remained the same since last year compared to white.

Headcount 31st March 2022



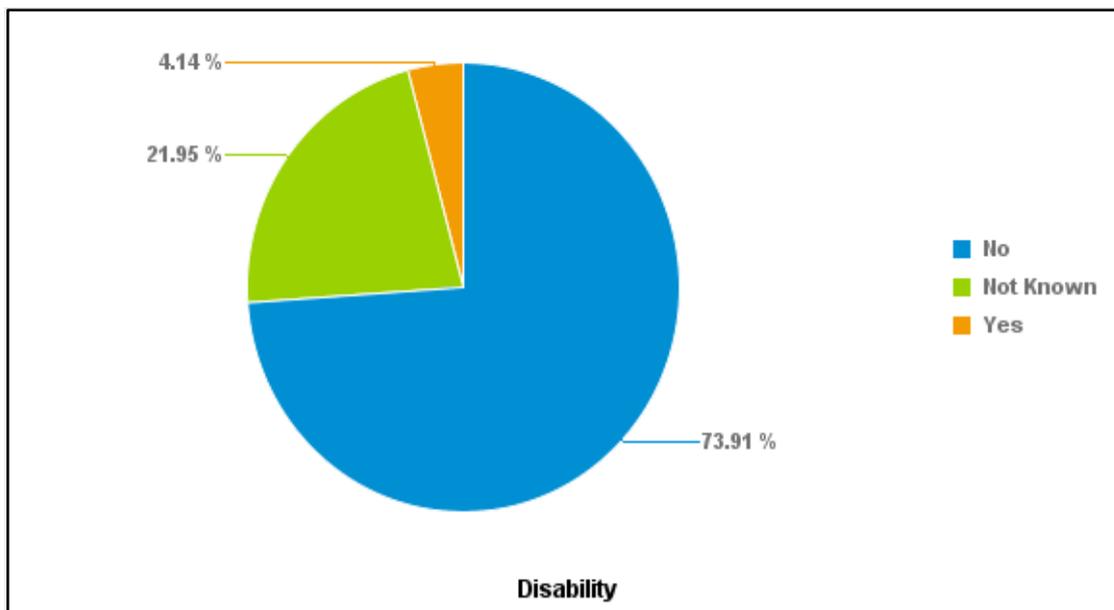
Ethnic Group	2020/21 Headcount	2020/21 %	2021/22 Headcount	2021/22 %
Asian or Asian British	202	5.5%	247	6.3%
Black or Black British	272	7.5%	289	7.3%
Mixed	102	2.8%	104	2.6%
Not Known	444	12.2%	701	17.8%
Other Ethnic Group	69	1.9%	33	0.8%
White	2555	70.1%	2562	65.1%
<b>Total</b>	<b>3644</b>	<b>100%</b>	<b>3936</b>	<b>100%</b>

### 3.4 Disability

**Disability data is held on 78% of the workforce.**

4.1% of the total workforce have declared themselves as having a disability. Employees are asked to state whether they “self-certify” as having a disability on the HR information system and similarly

job applicants are asked to indicate Yes or No to the statement of “I consider myself to have a disability”. Therefore, it should be noted this indicator does not necessarily accurately measure whether an employee meets the definition of “disability” under the Equality Act 2010.

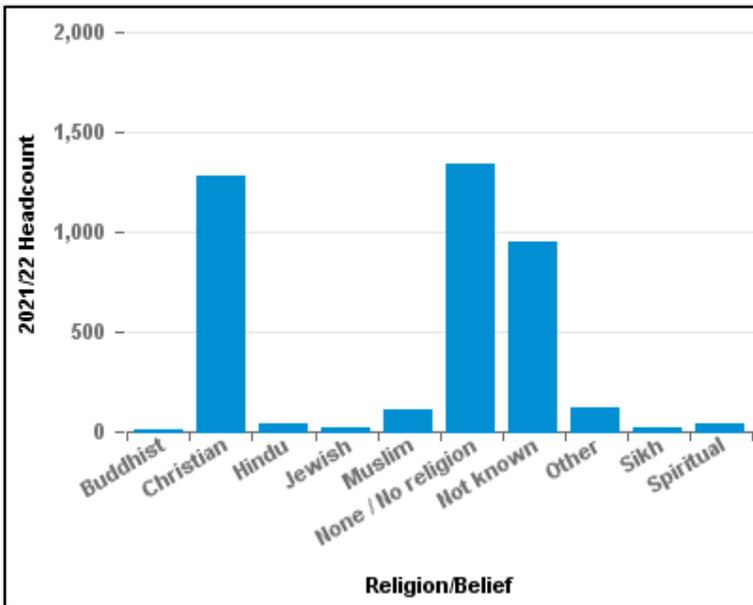


Disability	2020/21 Headcount	2020/21 %	2021/22 Headcount	2021/22%
No	2983	81.9%	2909	73.9%
Not Known	526	14.4%	864	22.0%
Yes	135	3.7%	163	4.1%
<b>Total</b>	<b>3644</b>	<b>100%</b>	<b>3936</b>	<b>100%</b>

### 3.5 Religion and Belief

Religion and belief information is held on 78% of the workforce.

Of the overall workforce 32.6% is Christian. 34% stated that they have None/No religion or belief which has increased slightly since last year. Total other religions and beliefs is 9.4% and not known 24%



Religion / Belief	2020/21 Headcount	2020/21%	2021/22 Headcount	2021/22%
Buddhist	13	0.4%	13	0.3%
Christian	1327	36.4%	1282	32.6%
Hindu	47	1.3%	44	1.1%
Jewish	25	0.7%	23	0.6%
Muslim	97	2.7%	110	2.8%
None/No Religion	1310	36.0%	1339	34.0%
Not known	624	17.1%	946	24.0%
Other	136	3.7%	117	3.0%
Sikh	26	0.7%	25	0.6%
Spiritual	39	1.1%	37	0.9%
<b>Total</b>	<b>3644</b>	<b>100%</b>	<b>3936</b>	<b>100%</b>

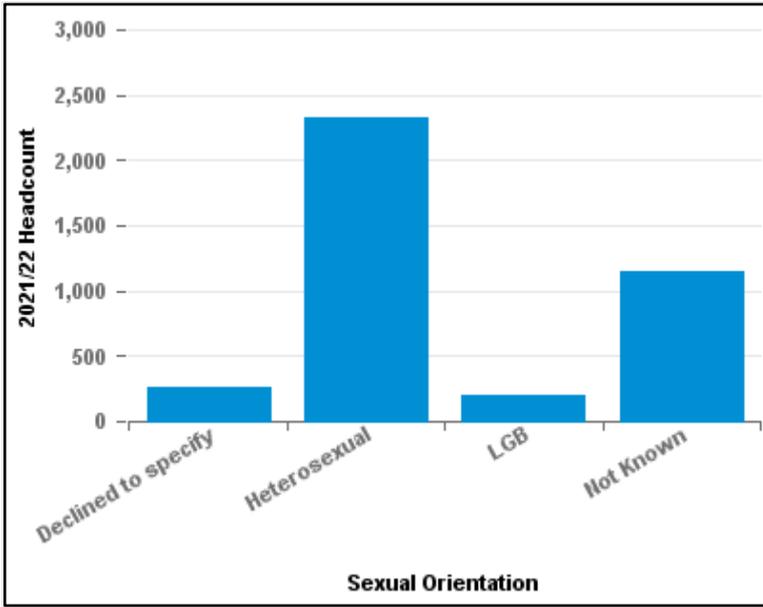
### 3.6 Sexual Orientation

**Sexual orientation information is held on 64.3% of the workforce.**

The Government uses a figure of 5% - 7% of the population as Lesbian, Gay, Bisexual, Trans (LGBT) which the LGBT charity *Stonewall* feels is a reasonable estimate. There has been a significant increase in data capture since last year. It should be noted that of the 35.7% employees whose sexual orientation is unknown, this includes 6.5% who have positively declined to specify.

This protected characteristic is therefore still slightly lower than other self-reported protected characteristic information.

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



Sexual Orientation	2020/21 Headcount	2020/21 %	2020/21 Headcount	2020/21 %
Declined to specify	277	7.6%	254	6.5%
Heterosexual	2351	64.5%	2326	59.1%
LGB	183	5.0%	206	5.2%
Not known	833	22.9%	1150	29.2%
<b>Total</b>	<b>3644</b>	<b>100%</b>	<b>3936</b>	<b>100%</b>

## 4 SALARY AND GRADE PROFILE

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

### Salary Scales

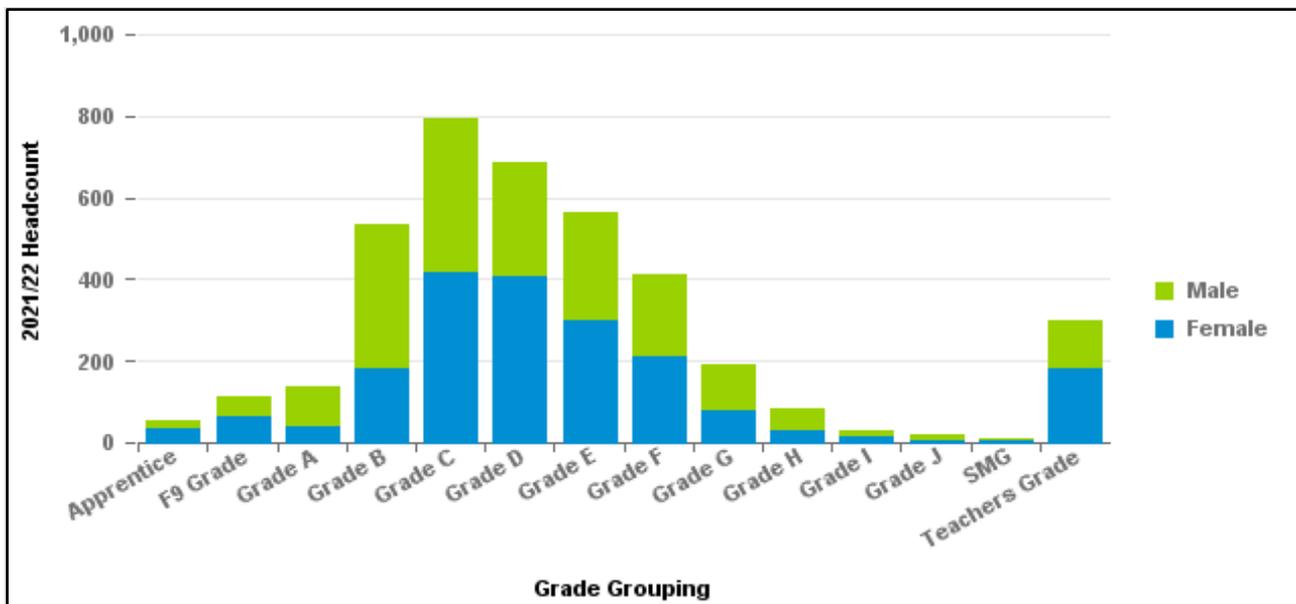
The pay of City Corporation employees is determined locally. This differs from most other Local Authorities whose pay is governed by the National Joint Council for Local Government (NJC).

Grade	Min Salary (£)	Max Salary (£)	2021/22 Workforce headcount	2021/22 Workforce %	2021/22 Female Headcount	2021/22 Female %	2021/22 Male Headcount	2021/22 Male %
Apprentice	20,170	20,570	55	1.4%	35	63.6%	20	36.4%
Grade A	14,840	18,720	137	3.5%	39	28.5%	98	71.5%
Grade B	16,170	22,350	534	13.6%	182	34.1%	352	65.9%
Grade C	21,110	29,170	796	20.2%	415	52.1%	381	47.9%
Grade D	26,070	36,070	687	17.5%	406	59.1%	281	40.9%
Grade E	30,210	41,830	562	14.3%	300	53.4%	262	46.6%
Grade F	38,300	53,040	410	10.4%	213	52.0%	197	48.1%
Grade G	45,760	63,290	192	4.9%	78	40.6%	114	59.4%
Grade H	53,040	73,360	85	2.2%	28	32.9%	57	67.1%
Grade I	61,470	85,070	28	0.7%	13	46.4%	15	53.6%
Grade J	73,360	101,600	20	0.5%	3	15.0%	17	85.0%
Chief Officers*	84,240	258,970	12	0.3%	5	41.7%	7	58.3%
F9 Grade	No fixed values	No fixed values	115	2.9%	65	56.5%	50	43.5%
Teachers	29,490	89,780	301	7.7%	180	59.8%	121	40.2%

Figures exclude London Weighting and other allowances

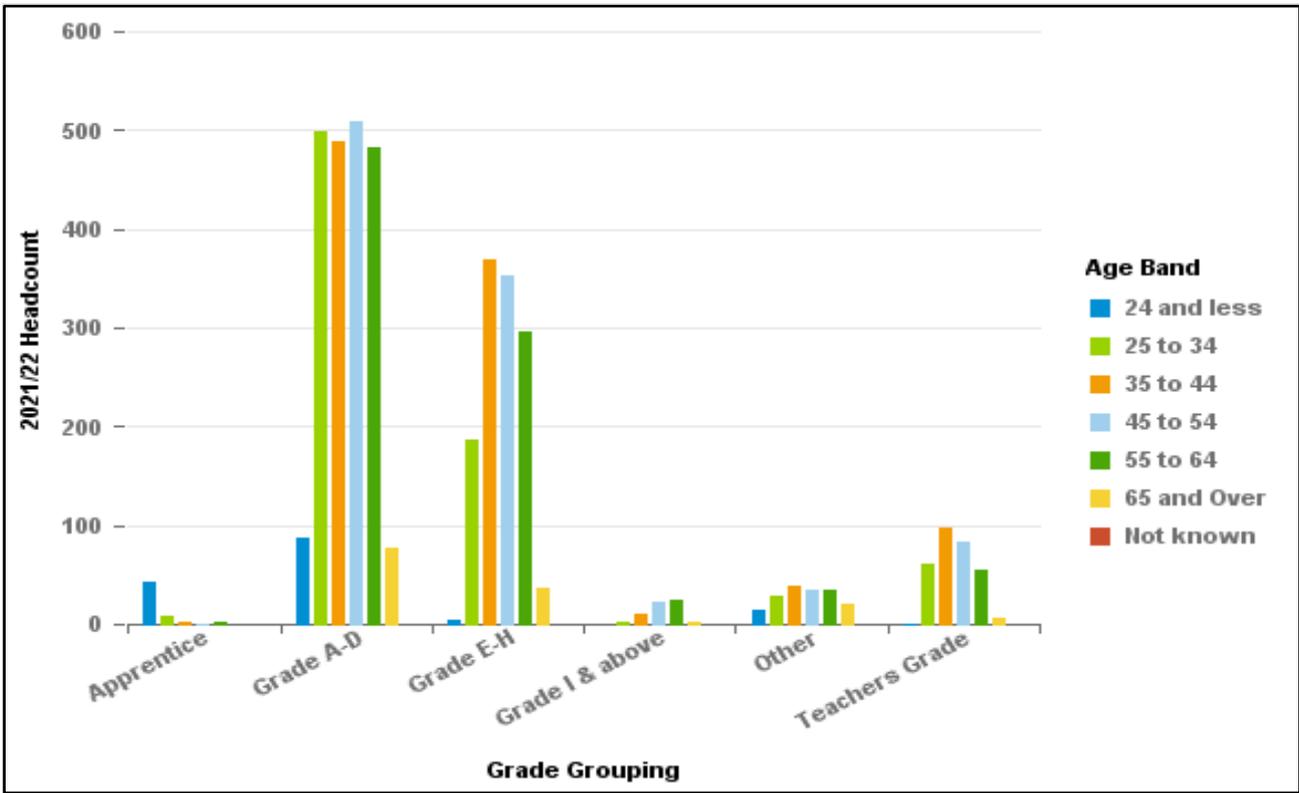
\*Chief Officers have individual salary scales within this range and includes Head Teachers

#### 4.1 Sex and Grade Profile



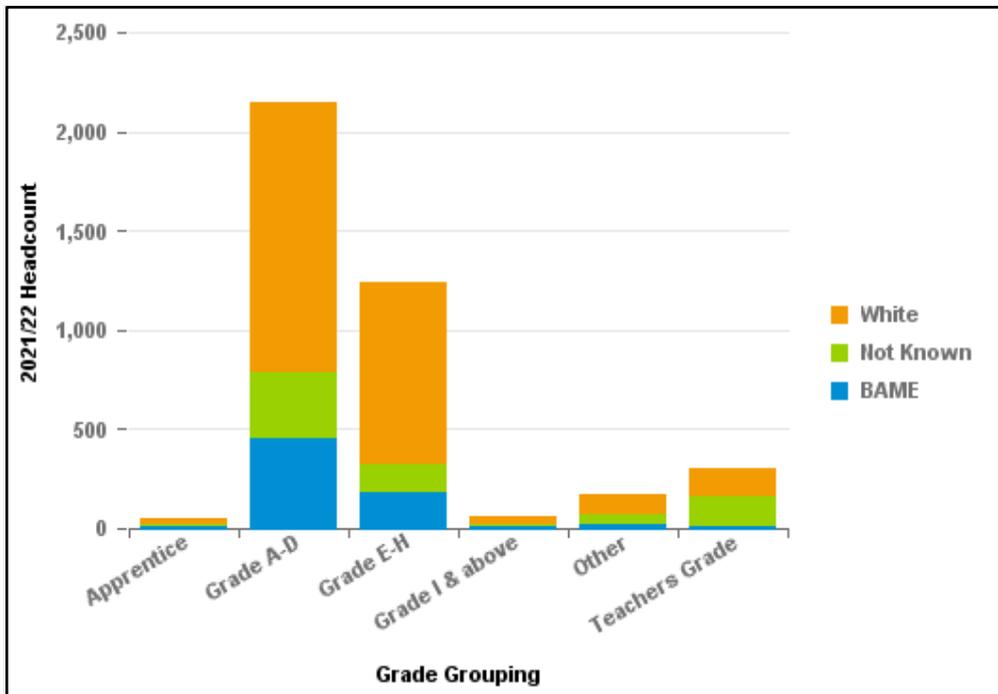
Grade Grouping	2020/21 Female Headcount	2020/21 Female %	2020/21 Male Headcount	2020/21 Male %	2021/22 Female Headcount	2021/22 Female %	2021/22 Male Headcount	2021/22 Male %
Apprentice	32	58.2%	23	41.8%	35	63.6%	20	36.4%
A-D	890	45.6%	1061	54.4%	1042	48.4%	1112	51.6%
E-H	545	47.7%	597	52.3%	619	49.6%	630	50.4%
I and above	17	29.8%	40	70.2%	21	35.0%	39	65.0%
Other	57	51.4%	54	48.7%	65	56.5%	50	43.5%
Teachers	190	61.5%	119	38.5%	180	59.8%	121	40.2%

### 4.2 Age and grade profile



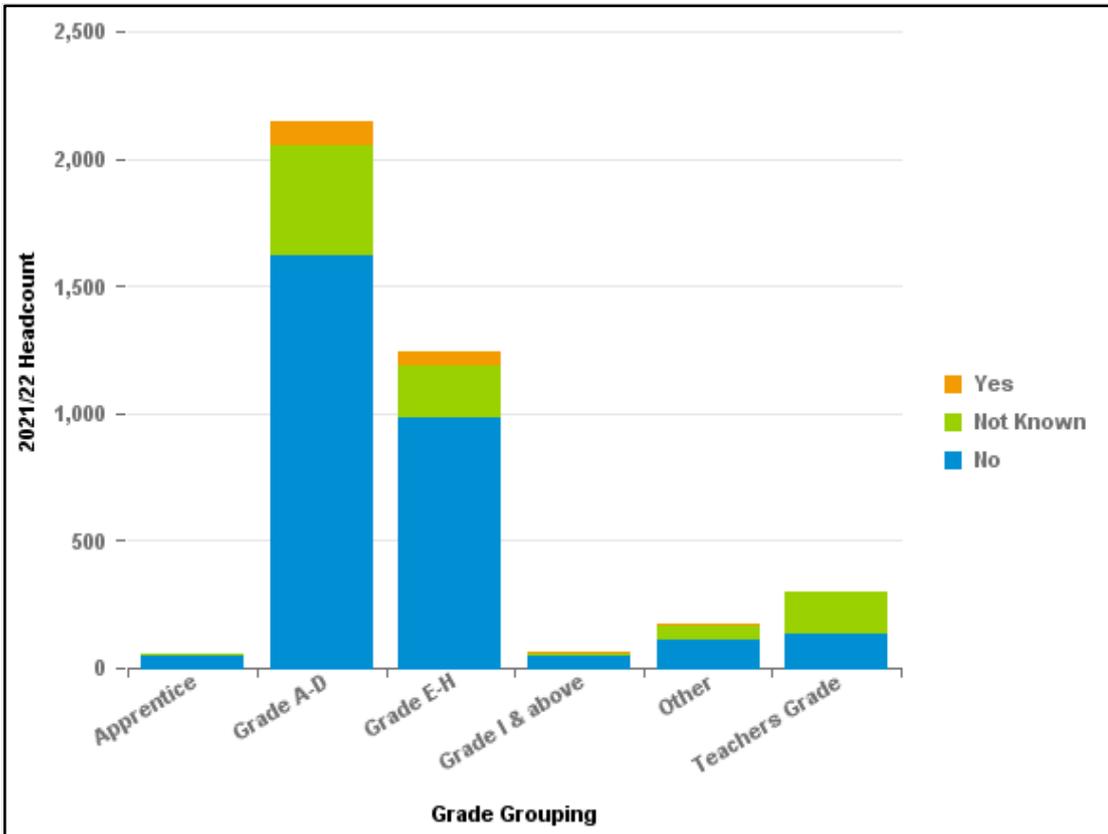
Grade Grouping	24 and less	25 to 34	35 to 44	45 to 54	55 to 64	65 and Over
Apprentice	1.1%	0.2%	0.1%	0.0%	0.1%	0.0%
Grade A-D	2.2%	12.6%	12.3%	12.8%	12.2%	2.0%
Grade E-H	0.1%	4.7%	9.3%	8.9%	7.4%	0.9%
Grade I & above	0.0%	0.1%	0.3%	0.6%	0.6%	0.1%
Other	0.4%	0.7%	1.0%	0.9%	0.9%	0.5%
Teachers Grade	0.0%	1.5%	2.4%	2.1%	1.4%	0.2%
<b>All Staff Total 2021/22</b>	<b>3.8%</b>	<b>19.7%</b>	<b>25.3%</b>	<b>25.2%</b>	<b>22.5%</b>	<b>3.6%</b>
<b>All Staff Total 2020/21</b>	<b>4.4%</b>	<b>20.2%</b>	<b>24.0%</b>	<b>25.0%</b>	<b>22.9%</b>	<b>3.5%</b>

### 4.3 Ethnicity and grade profile



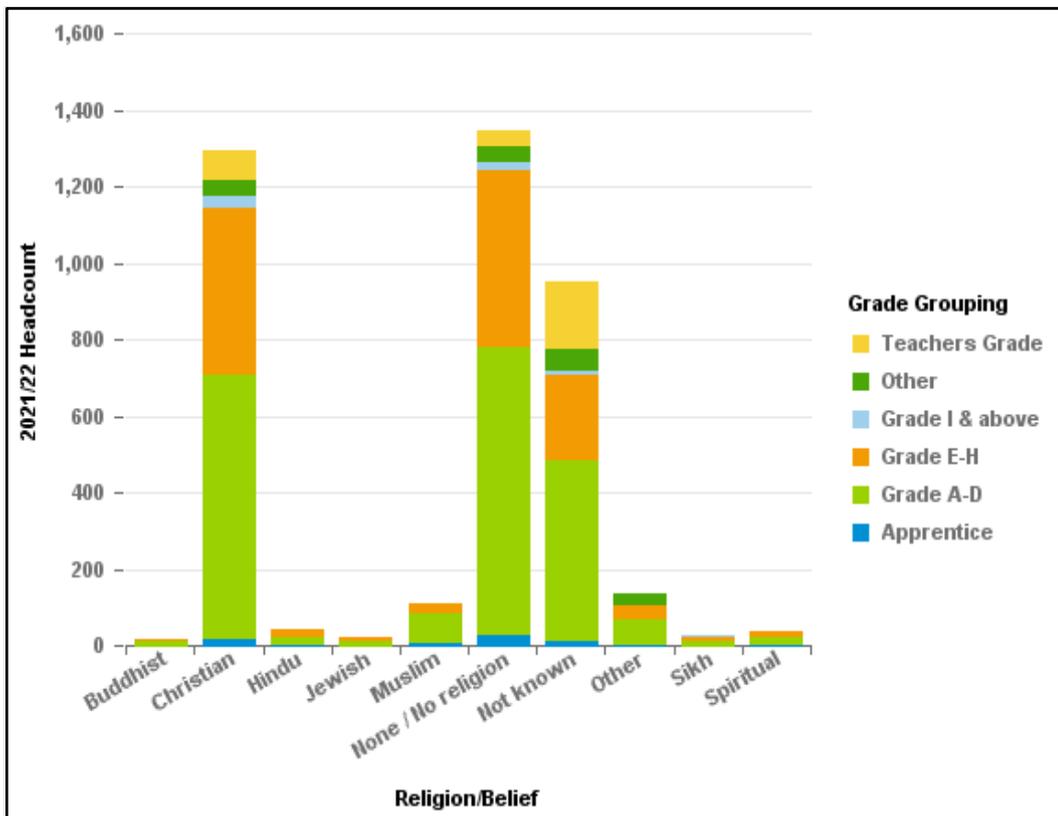
Grade Grouping	BAME	Not known	White
Apprentice	18.2%	12.7%	69.1%
Grade A-D	21.0%	15.8%	63.2%
Grade E-H	14.4%	11.4%	74.2%
Grade I+	11.7%	16.7%	71.7%
Other	10.3%	31.0%	58.6%
Teachers	3.0%	51.2%	45.9%
<b>All Staff Total 21/22</b>	<b>17.1%</b>	<b>17.8%</b>	<b>65.1%</b>
All Staff Total 20/21	17.7%	12.2%	70.1%

#### 4.4 Disability indicator and grade profile



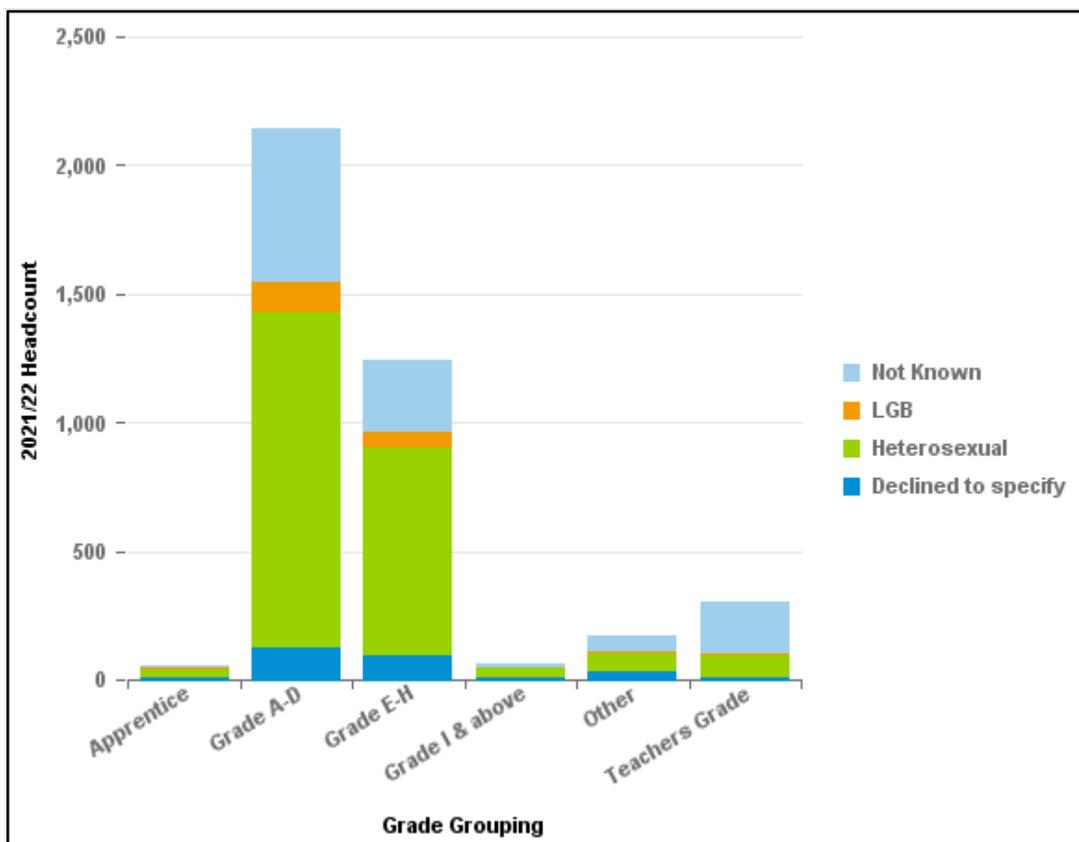
Grade Grouping	No	Not Known	Yes
Apprentice	81.8%	12.7%	5.5%
Grade A-D	75.4%	20.1%	4.5%
Grade E-H	79.1%	16.8%	4.2%
Grade I+	81.7%	13.3%	5.0%
Other	64.4%	31.0%	4.6%
Teachers	45.5%	53.5%	1.0%
All Staff Total 21/22	73.9%	22.0%	4.1%
All Staff Total 20/21	81.9%	14.4%	3.7%

#### 4.5 Religion and belief and grade profile



Grade Grouping	Buddhist	Christian	Hindu	Jewish	Muslim	None / No religion	Not known	Other	Sikh	Spiritual
Apprentice	0.0%	0.3%	0.0%	0.0%	0.1%	0.7%	0.2%	0.0%	0.0%	0.1%
Grade A-D	0.3%	17.5%	0.6%	0.3%	2.0%	18.9%	12.0%	1.6%	0.3%	0.5%
Grade E-H	0.1%	11.0%	0.4%	0.2%	0.6%	11.7%	5.6%	1.0%	0.3%	0.3%
Grade I & above	0.0%	0.7%	0.0%	0.0%	0.0%	0.5%	0.3%	0.0%	0.0%	0.0%
Other	0.0%	1.1%	0.1%	0.0%	0.0%	1.0%	1.4%	0.7%	0.0%	0.0%
Teachers Grade	0.0%	2.0%	0.0%	0.0%	0.0%	1.2%	4.4%	0.0%	0.0%	0.0%
<b>All Staff Total 2021/22</b>	<b>0.3%</b>	<b>32.5%</b>	<b>1.1%</b>	<b>0.6%</b>	<b>2.8%</b>	<b>33.9%</b>	<b>23.9%</b>	<b>3.4%</b>	<b>0.6%</b>	<b>0.9%</b>
All Staff Total 2020/21	0.4%	36.3%	1.3%	0.7%	2.6%	35.8%	17.04%	4.2%	0.7%	1.1%

#### 4.6 Sexual orientation and grade profile



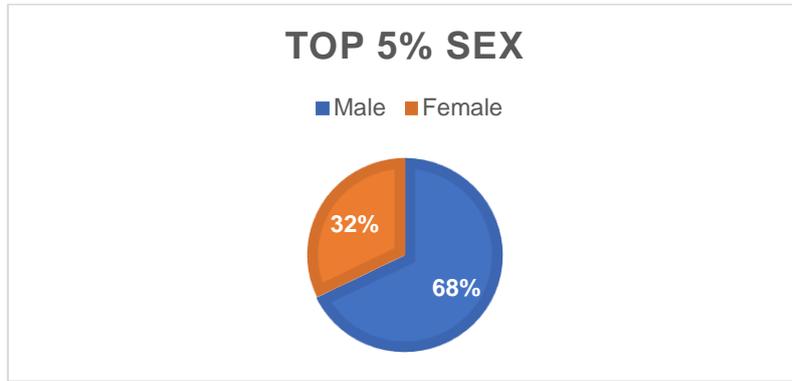
Grade Grouping	Declined to specify	Heterosexual	LGB	Not Known
Apprentice	0.1%	0.9%	0.2%	0.2%
Grade A-D	3.2%	32.7%	3.0%	15.1%
Grade E-H	2.3%	20.3%	1.6%	6.9%
Grade I & above	0.1%	1.0%	0.1%	0.3%
Other	0.8%	1.7%	0.3%	1.6%
Teachers Grade	0.2%	2.2%	0.1%	5.0%
<b>All Staff Total 2021/22</b>	<b>6.8%</b>	<b>58.9%</b>	<b>5.3%</b>	<b>29.0%</b>
All Staff Total 2020/21	8.0%	64.2%	5.1%	22.8%

## 5 TOP 5% OF EARNERS AND GENDER, ETHNICITY AND DISABILITY PAY GAPS

The following section examines the profile of the top 5% of earners. This includes basic pay, London Weighting and Market Forces Supplements. There are currently 163 employees in the top 5% of earners in the City of London Corporation as at 31 March 2022. The ranking used to establish the top 5% of earners is based on the top 5% of gross salaries. Section 5.7 sets out the Gender, Ethnicity and Disability Pay Gaps at the snapshot date of 31 March 2021. As with our gender pay gap, in relation to ethnicity and disability, the difference is in the main attributable to the lower numbers of ethnic minorities staff and staff with disabilities in more senior roles. This is addressed in our Equality and Inclusion Action Plan.

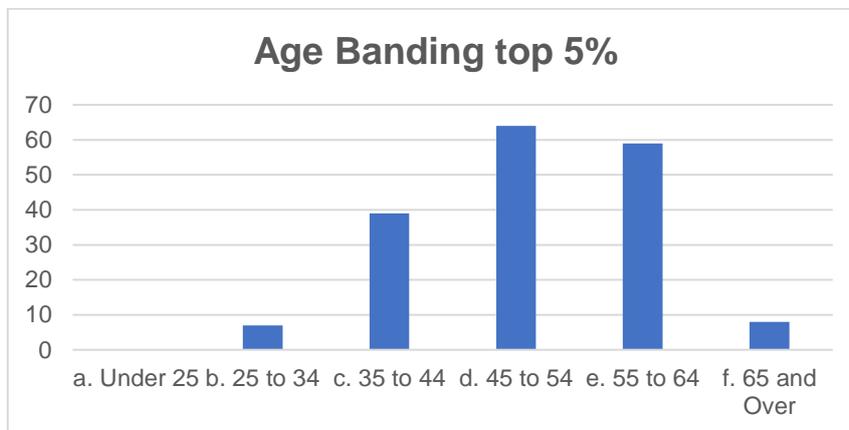
### 5.1 Top 5% earners by sex

Sex	2021/22 Number	2021/22 %	2021/22 All Staff %	2020/21 Number	2020/21 %
Male	120	67.8%	51.5%	114	69.9%
Female	57	32.2%	48.5%	49	30.1%
<b>Total</b>	<b>177</b>	<b>100%</b>	<b>100%</b>	<b>163</b>	<b>100%</b>



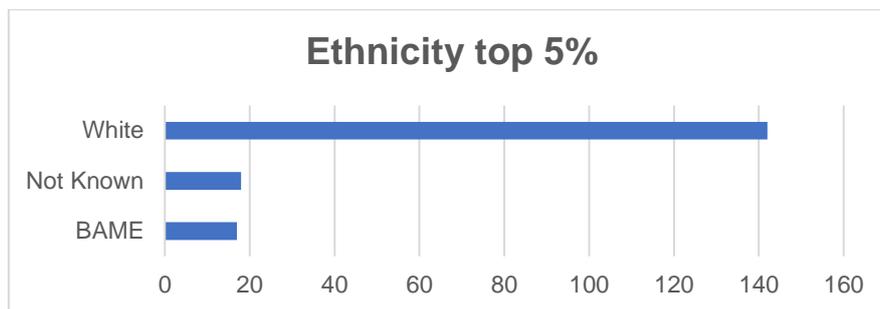
## 5.2 Top 5% earners by age

Age band	2021/22 Number	2021/22 %	2021/22 All Staff %	2020/21 Number	2020/21 %
a. Under 25	0	0.0%	2.6%	0	0.0%
b. 25 to 34	7	4.0%	19.8%	5	3.1%
c. 35 to 44	39	22.0%	24.9%	33	20.3%
d. 45 to 54	64	36.2%	25.7%	56	34.4%
e. 55 to 64	59	33.3%	23.4%	63	38.7%
f. 65 & Over	8	4.5%	3.6%	6	3.7%
<b>Total</b>	<b>177</b>	<b>100%</b>	<b>100%</b>	<b>163</b>	<b>100%</b>



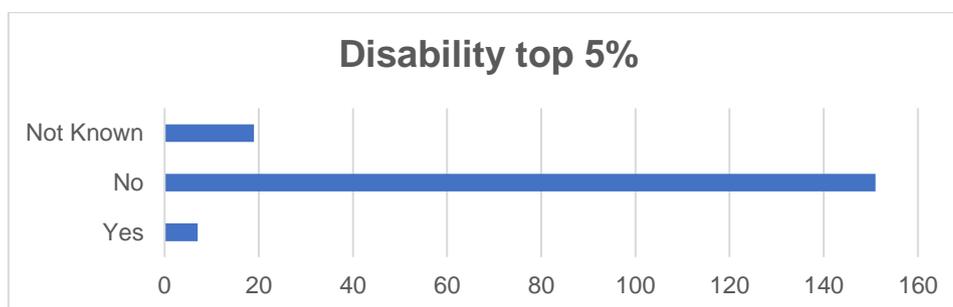
### 5.3 Top 5% earners by Ethnicity

Ethnicity	2021/22 Number	2021/22 %	2021/22 All Staff %	2020/21 Number	2020/21 %
BAME	17	9.6%	18.1%	13	8.0%
Not Known	18	10.2%	14.0%	12	7.4%
White	142	80.2%	67.9%	138	84.7%
<b>Total</b>	<b>177</b>	<b>100%</b>	<b>100%</b>	<b>163</b>	<b>100%</b>



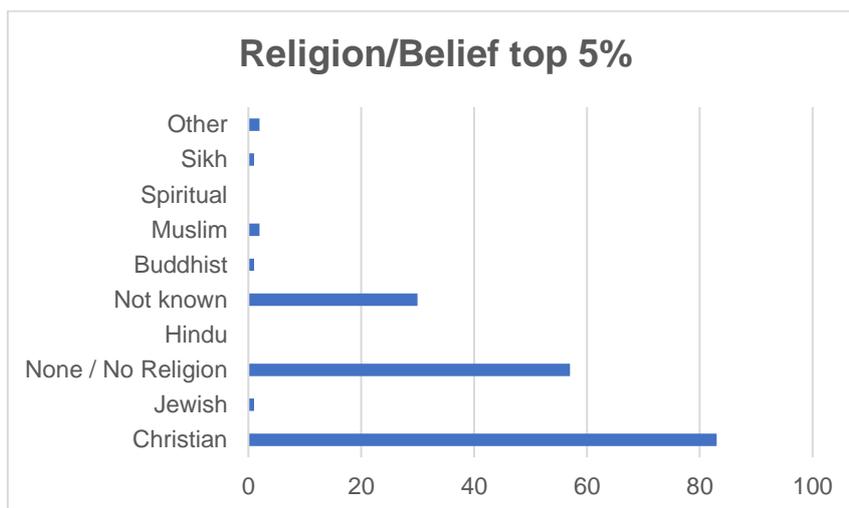
### 5.4 Top 5% earners by disability indicator

Disability	2021/22 Number	2021/22 %	2021/22 All Staff %	2020/21 Number	2020/21 %
Yes	7	4.5%	4.5%	3	1.8%
No	151	77.0%	77.0%	149	91.4%
Not Known	19	18.5%	18.5%	11	6.8%
<b>Total</b>	<b>177</b>	<b>100%</b>	<b>100%</b>	<b>163</b>	<b>100%</b>



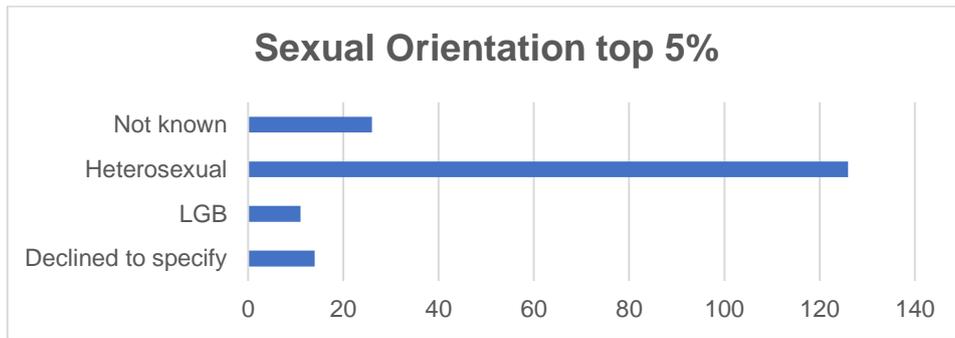
## Top 5% earners by religion and belief

Religion / Belief	2021/22 Number	2021/22 %	2021/22 All Staff %	2020/21 Number	2020/21 %
Christian	83	46.9%	33.4%	84	51.5%
Jewish	1	0.6%	0.7%	2	1.2%
None/No Religion	57	32.2%	35.8%	50	30.7%
Hindu	0	0.0%	1.1%	0	0.0%
Not Known	30	17.0%	20.2%	23	14.1%
Buddhist	1	0.6%	0.4%	0	0.0%
Muslim	2	1.1%	3.0%	1	0.6%
Spiritual	0	0.0%	1.0%	0	0.0%
Sikh	1	0.6%	0.7%	1	0.6%
Other	2	1.1%	3.8%	2	1.2%
<b>Total</b>	<b>177</b>	<b>100%</b>	<b>100%</b>	<b>163</b>	<b>100%</b>



## 5.5 Top 5% earners by sexual orientation

Sexual Orientation	2021/22 Number	2021/22 %	2021/22 All Staff %	2020/21 Number	2020/21 %
Declined to specify	14	7.9%	7.2%	12	7.6%
LGB	11	6.2%	5.6%	9	5.7%
Heterosexual	126	71.2%	61.8%	123	77.4%
Not known	26	14.7%	25.5%	19	12.0%
<b>Total</b>	<b>177</b>	<b>100%</b>	<b>100%</b>	<b>163</b>	<b>102.5%</b>



## 5.6 Pay Gaps - Gender, Ethnicity and Disability

### THE CORPORATION'S GENDER PAY GAP ("SNAPSHOT" DATE OF 31 MARCH 2021)

\* Bracketed figures represent the 31 March 2020 pay gap.

#### 5.6.1 Pay Rates

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%)

#### 5.6.2 Pay Quartiles

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

#### 5.6.3 Bonus Pay

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%)

## THE CORPORATION'S ETHNICITY PAY GAP ("SNAPSHOT" DATE OF 31 MARCH 2021)

### 5.6.4 Pay Rates

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)

### 5.6.5 Pay Quartiles

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

### 5.6.6 Workforce Composition

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

### 5.6.7 Bonus Pay

Bonus Pay	Bonus BAME Pay Gap - the difference between 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.

## The Corporation's Disability Pay Gap ("snapshot" date of 31 March 2021)

### 5.6.8 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)

### 5.6.9 Pay Quartiles

Pay Quartiles	Disabled	Not disabled	Total
Proportion of disabled and not disabled employees in the <b>upper quartile</b> (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 <b>upper middle quartile</b> (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 <b>lower middle quartile</b> (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 <b>lower quartile</b> (paid below the 25th percentile point)	3.8% (4%)	66.9% (68.6%)	70.7% (72.6%)

### 5.6.10 Workforce Composition

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

### 5.6.11 Bonus Pay

Bonus Pay	Bonus Disability Pay Gap - the difference between the bonus paid to employees who have declared a disability and employees who have not declared a disability as a % of employees who have declared a disability.	Bonus Disability Pay Gap - Pay of employees who have declared a disability as a % of pay of employees who have declared they do not have a disability	Bonus pay of employees who have declared they have a disability	Bonus pay of employees who have declared they do not have a disability	Difference £
Mean bonus	-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.

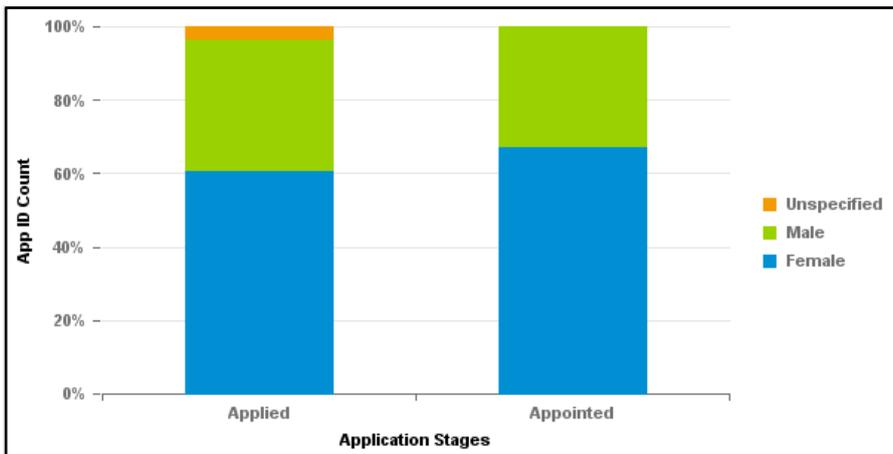
## 6 TURNOVER

Recruitment Data April 2021 – March 2022

The turnover rate including leavers who were on a fixed term contract is 9.4%. This is a significant fall from the 2020/2021 figure of 13.1%.

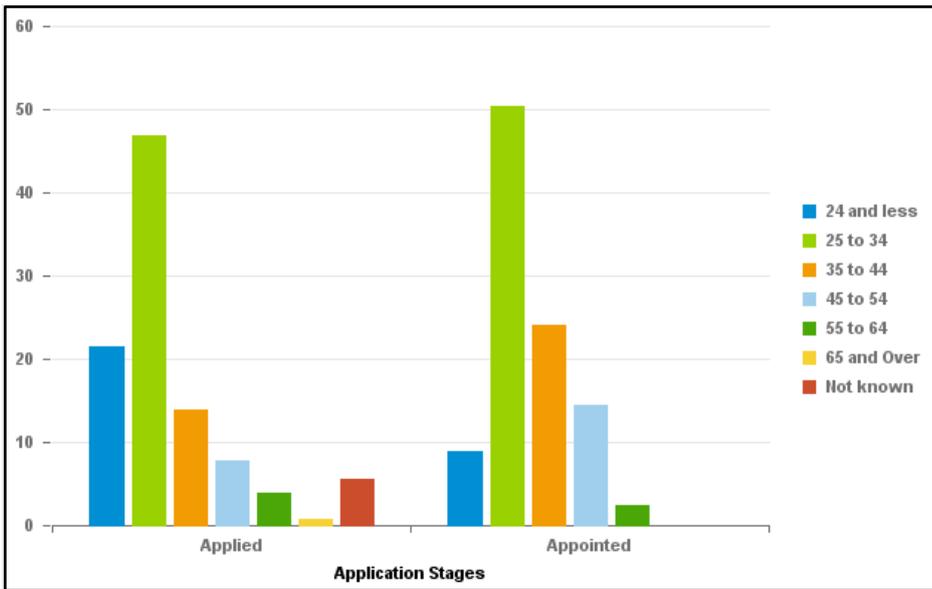
The following charts do not include all recruitment such as recruitment in schools and specialist recruitment where search and select organisations have been commissioned. There was a total of 5690 applicants for posts of which 89 were internal applicants. This compares to 9975 applicants, 210 of which were internal in the previous reporting period.

### 6.1 Recruitment by sex



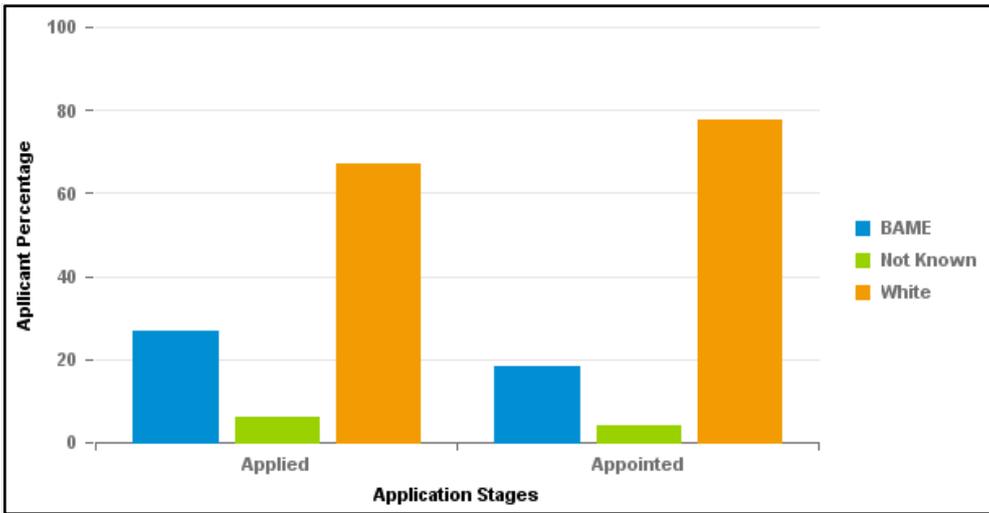
Application Stage	Female %	Male %	Unspecified %
Applied	60.5%	35.7%	3.8%
Appointed	67.2%	32.8%	0.0%

## 6.2 Recruitment by age



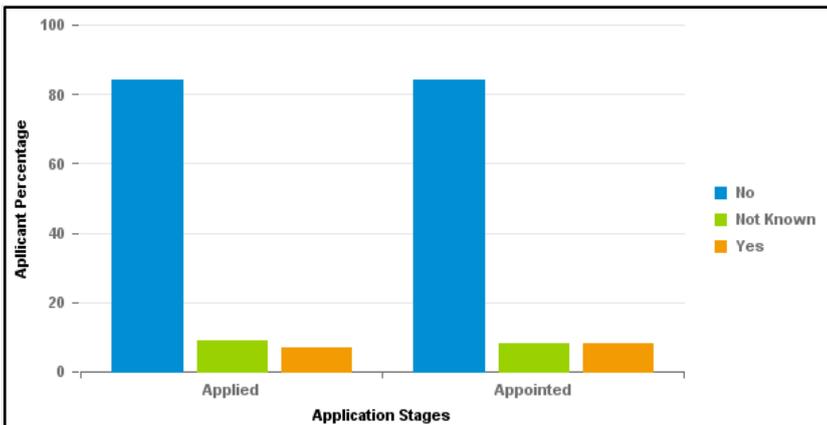
Age	Applied	Appointed
<b>24 and less</b>	21.5%	8.8%
<b>25 to 34</b>	46.8%	50.4%
<b>35 to 44</b>	13.8%	24.0%
<b>45 to 54</b>	7.7%	14.4%
<b>55 to 64</b>	3.8%	2.4%
<b>65 and Over</b>	0.8%	0.0%
<b>Not known</b>	5.5%	0.0%
<b>Total</b>	<b>100%</b>	<b>100%</b>

### 6.3 Recruitment by ethnicity



Ethnicity	Applied	Appointed
BAME	27.0%	18.4%
Not Known	6.0%	4.0%
White	67.0%	77.6%
<b>Total</b>	<b>100%</b>	<b>100%</b>

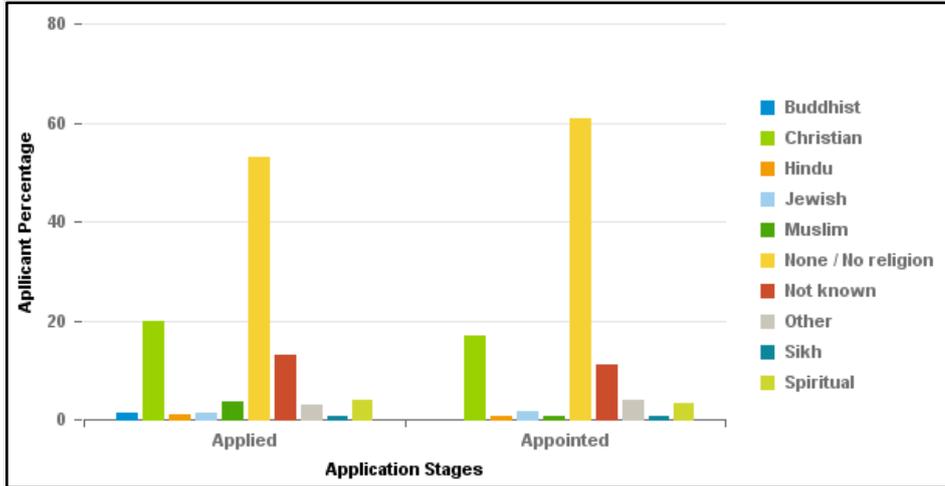
### 6.4 Recruitment by disability indicator



Disability	Applied	Appointed
No	84.3%	84.0%
Not Known	8.8%	8.0%
Yes	6.9%	8.0%

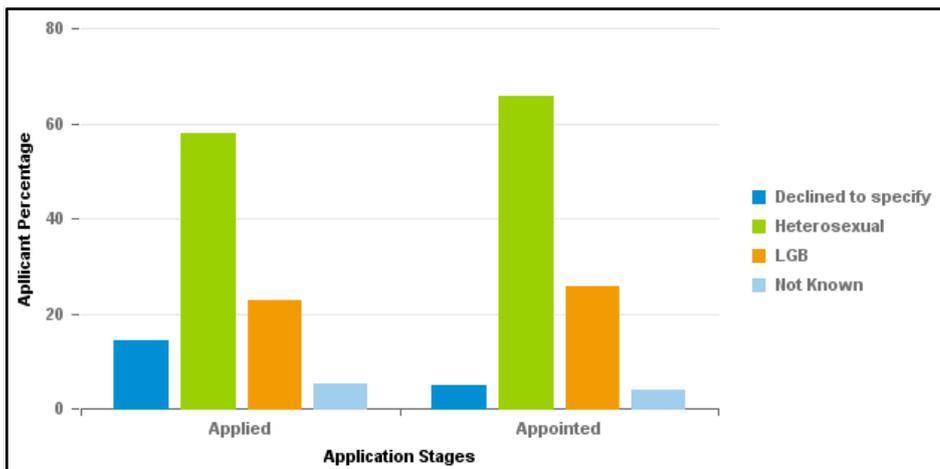
<b>Total</b>	<b>100%</b>	<b>100%</b>
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## 6.5 Recruitment by religion and belief



Religion / Belief	Applied	Appointed
<b>Buddhist</b>	1.2%	0.0%
<b>Christian</b>	19.7%	16.8%
<b>Hindu</b>	1.0%	0.8%
<b>Jewish</b>	1.2%	1.6%
<b>Muslim</b>	3.7%	0.8%
<b>None / No religion</b>	52.9%	60.8%
<b>Not known</b>	13.0%	11.2%
<b>Other</b>	2.9%	4.0%
<b>Sikh</b>	0.6%	0.8%
<b>Spiritual</b>	3.9%	3.2%
<b>Total</b>	<b>100%</b>	<b>100%</b>

## 6.6 Recruitment by sexual orientation



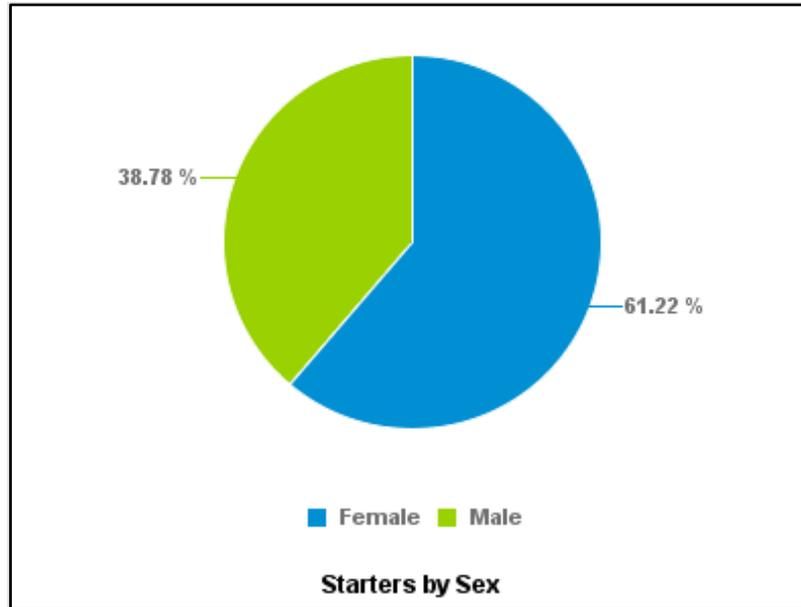
Sexual Orientation	Applied	Appointed
Declined to specify	14.4%	4.8%
Heterosexual	57.8%	65.6%
LGB	22.8%	25.6%
Not Known	5.2%	4.0%
<b>Total</b>	<b>100%</b>	<b>100%</b>

## 7 STARTER INFORMATION APRIL 2021 – MARCH 2022

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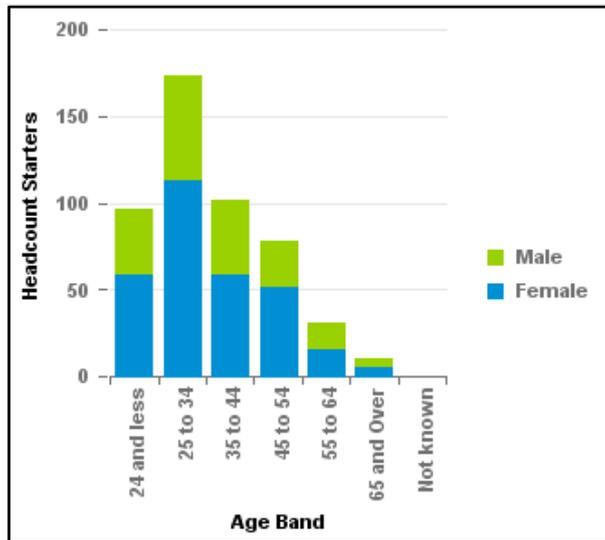
The tables below give a breakdown of the 318 new starters to the organisation including fixed/temporary terms employees. This data does not include those employees who already work for the City Corporation but have changed jobs. There have been 344 leavers in the same period.

### 7.1 Starters by sex



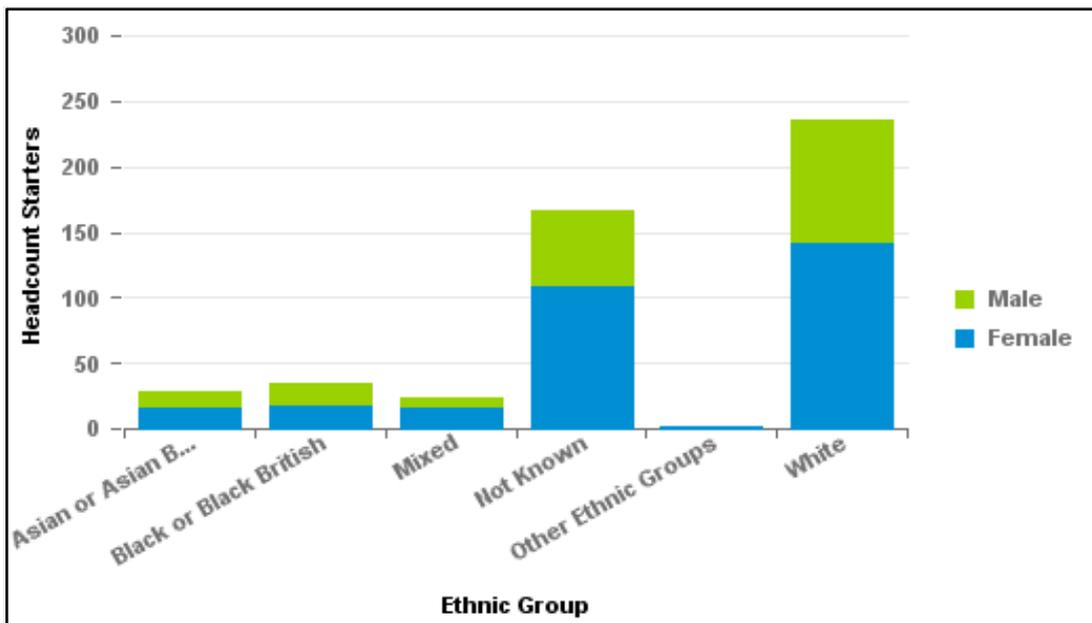
Sex	Headcount	%
Female	300	61.2%
Male	190	38.8%
Total	490	100%

### 7.2 Starters by age



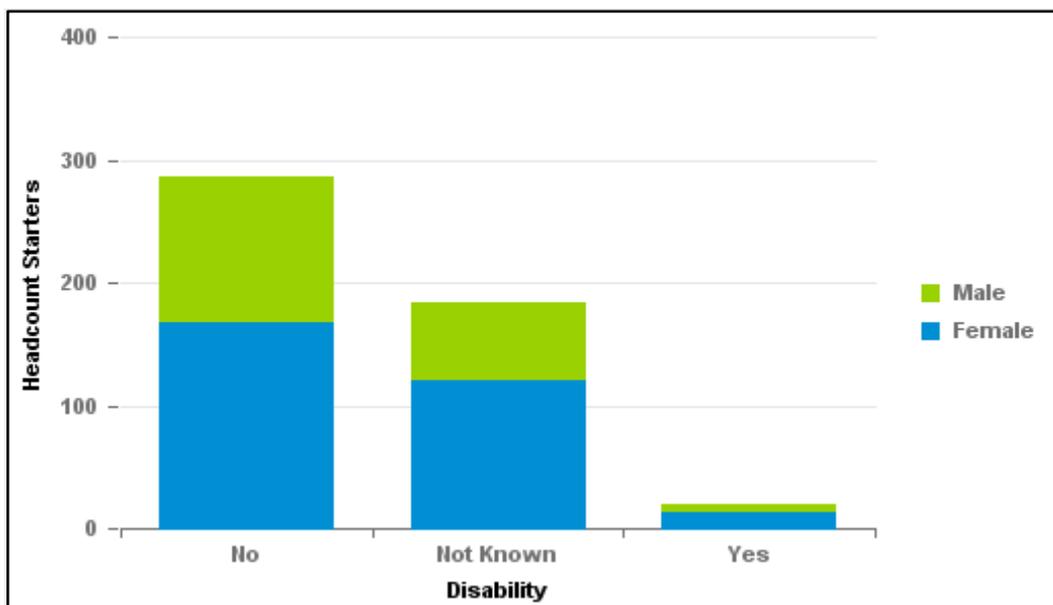
Age Band	Headcount Female	% Female	Headcount Male	% Male
24 and less	58	11.8%	38	7.8%
25 to 34	113	23.1%	60	12.2%
35 to 44	58	11.8%	44	9.0%
45 to 54	51	10.4%	27	5.5%
55 to 64	15	3.1%	16	3.3%
65 and over	5	1.0%	5	1.0%
<b>Total</b>	<b>300</b>	<b>61.2%</b>	<b>190</b>	<b>38.8%</b>

### 7.3 Starters by ethnicity



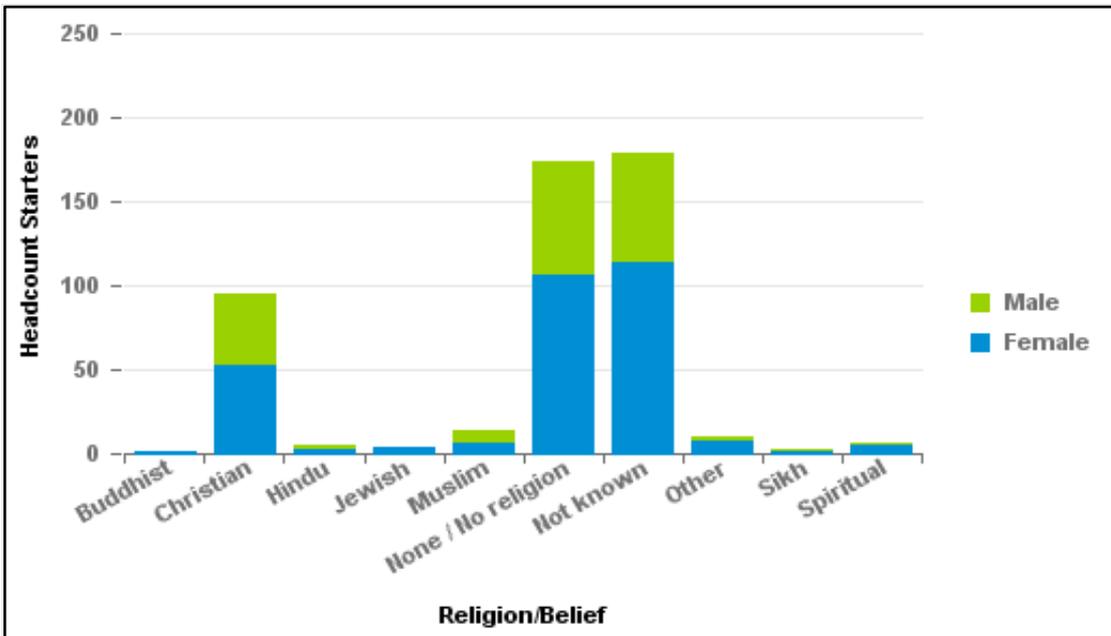
<b>Ethnicity</b>	<b>Headcount Female</b>	<b>% Female</b>	<b>Headcount Male</b>	<b>% Male</b>
<b>Asian or Asian British</b>	15	3.1%	13	2.7%
<b>Black or Black British</b>	18	3.7%	16	3.3%
<b>Mixed</b>	16	3.3%	7	1.4%
<b>Not Known</b>	108	22.0%	59	12.0%
<b>Other Ethnic Groups</b>	1	0.2%	1	0.2%
<b>White</b>	142	29.0%	94	19.2%
<b>Total</b>	<b>300</b>	<b>61.2%</b>	<b>190</b>	<b>38.8%</b>

## 7.4 Starters by disability indicator



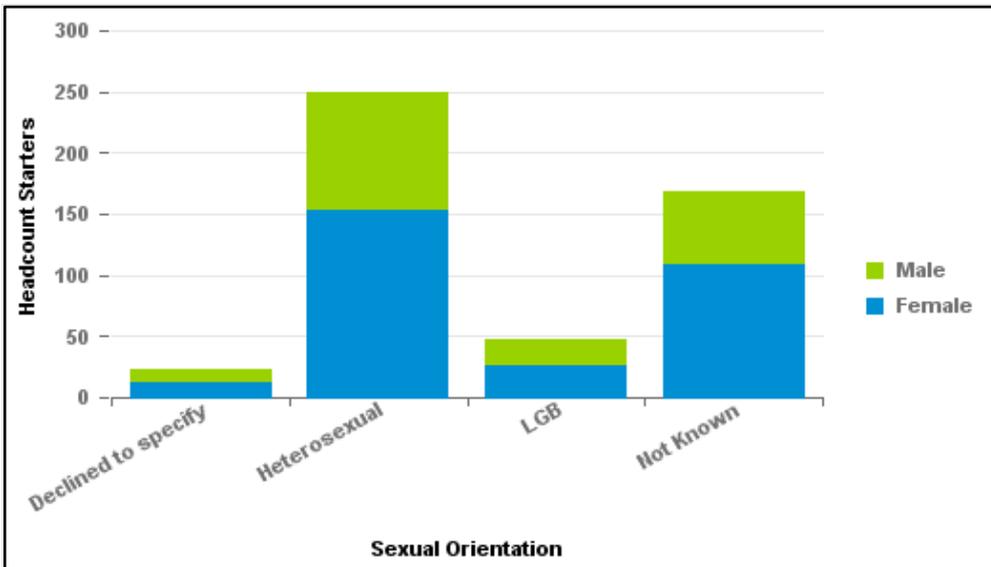
Disability	Headcount Female	% Female	Headcount Male	% Male
No	167	34.1%	119	24.3%
Not Known	120	24.5%	64	13.1%
Yes	13	2.7%	7	1.4%
<b>Total</b>	<b>300</b>	<b>61.2%</b>	<b>190</b>	<b>38.8%</b>

## 7.5 Starters by religion and belief



Religion / Belief	Headcount Female	% Female	Headcount Male	% Male
Buddhist	1	0.2%	0	0.0%
Christian	52	10.6%	43	8.8%
Hindu	3	0.6%	2	0.4%
Jewish	4	0.8%	0	0.0%
Muslim	6	1.2%	8	1.6%
None / No religion	106	21.6%	68	13.9%
Not known	114	23.3%	65	13.3%
Other	8	1.6%	2	0.4%
Sikh	1	0.2%	1	0.2%
Spiritual	5	1.0%	1	0.2%
<b>Total</b>	<b>300</b>	<b>61.2%</b>	<b>190</b>	<b>38.8%</b>

## 7.6 Starters by sexual orientation

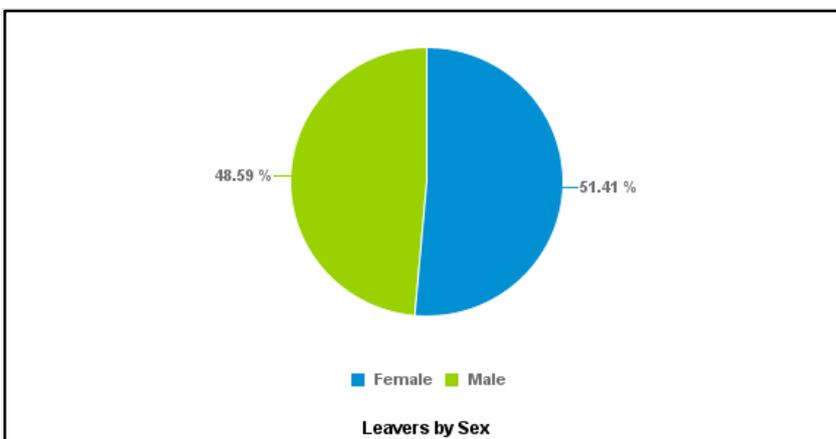


Sexual Orientation	Headcount Female	% Female	Headcount Male	% Male
Declined to specify	12	2.5%	11	2.2%
Heterosexual	153	31.2%	97	19.8%
LGB	26	5.3%	22	4.5%
Not Known	109	22.2%	60	12.2%
<b>Total</b>	<b>300</b>	<b>61.2%</b>	<b>190</b>	<b>38.8%</b>

## 8 LEAVER INFORMATION APRIL 2021 – MARCH 2022

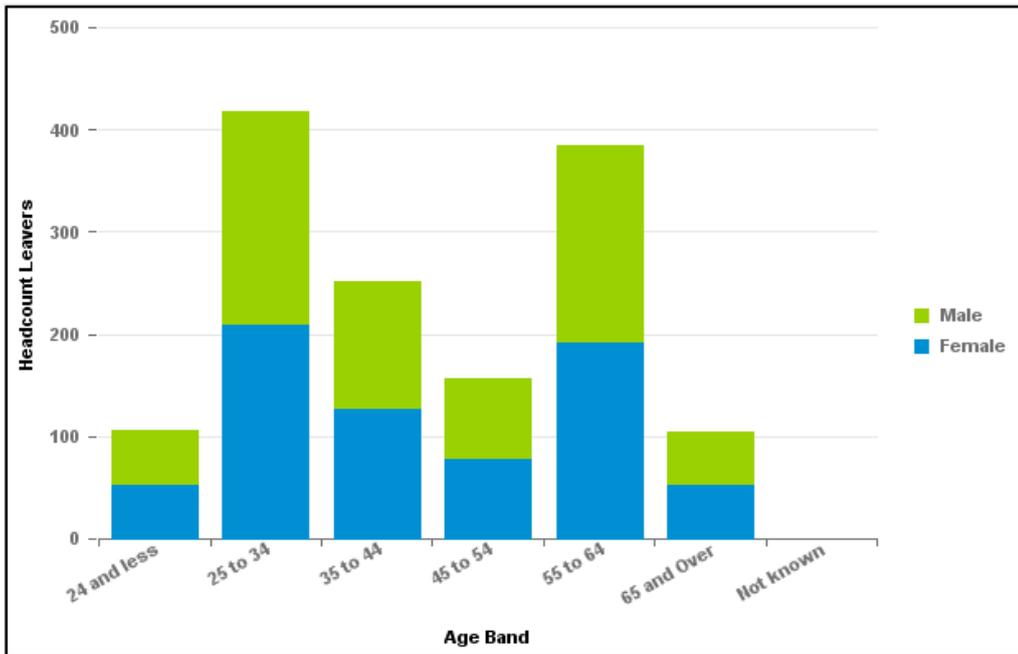
The tables below give a breakdown of the 344 leavers from the organisation.

### 8.1 Leavers by sex



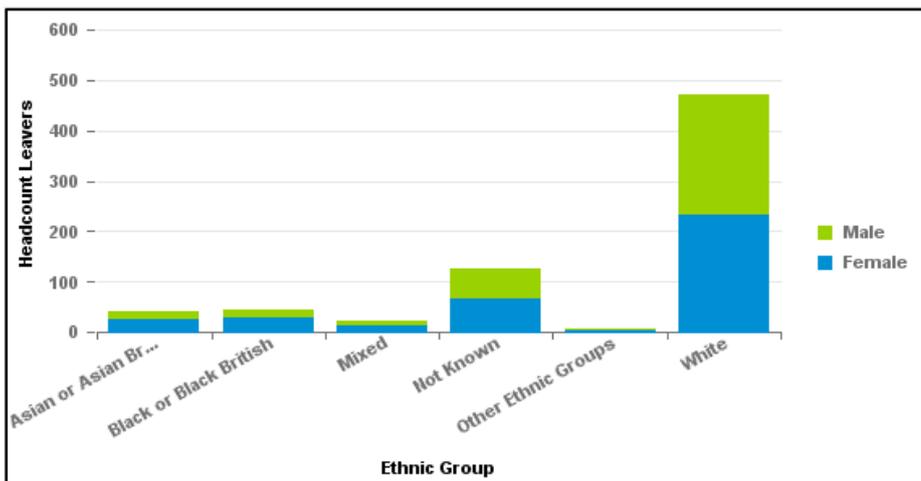
Sex	Headcount	%
Female	365	51.4%
Male	345	48.6%
<b>Total</b>	<b>710</b>	<b>100%</b>

## 8.2 Leavers by age



Age Band	Headcount Female	% Female	Headcount Male	% Male
24 and less	35	4.9%	18	2.5%
25 to 34	130	18.3%	79	11.1%
35 to 44	64	9.0%	62	8.7%
45 to 54	37	5.2%	41	5.8%
55 to 64	81	11.4%	111	15.6%
65 and Over	18	2.5%	34	4.8%
Not Known	0	0.0%	0	0.0%
<b>Totals</b>	<b>365</b>	<b>51.4%</b>	<b>345</b>	<b>48.6%</b>

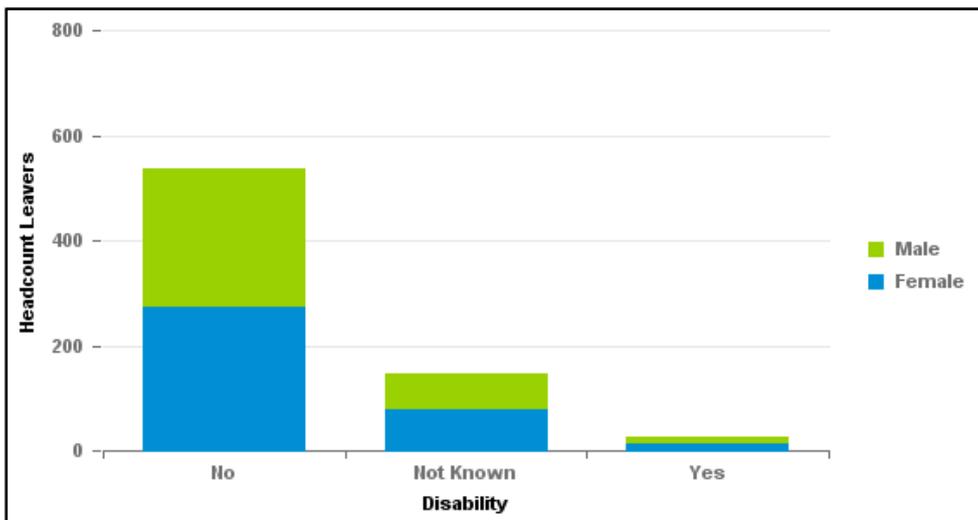
### 8.3 Leavers by ethnicity



Age Band	Headcount Female	% Female	Headcount Male	% Male
Asian or Asian British	24	3.4%	16	2.3%
Black or Black British	27	3.8%	16	2.3%
Mixed	11	1.6%	12	1.7%
Not Known	66	9.3%	59	8.3%
Other Ethnic Groups	3	0.4%	4	0.6%
White	234	33.0%	238	33.5%
<b>Total</b>	<b>365</b>	<b>51.4%</b>	<b>345</b>	<b>48.6%</b>

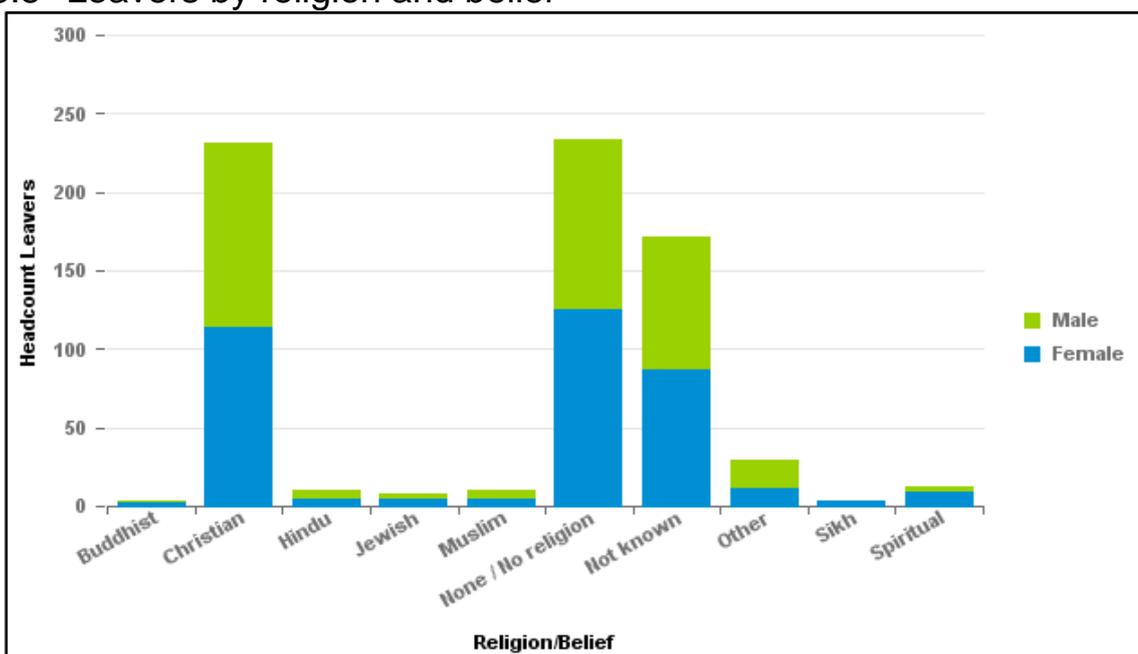


## 8.4 Leavers by disability indicator



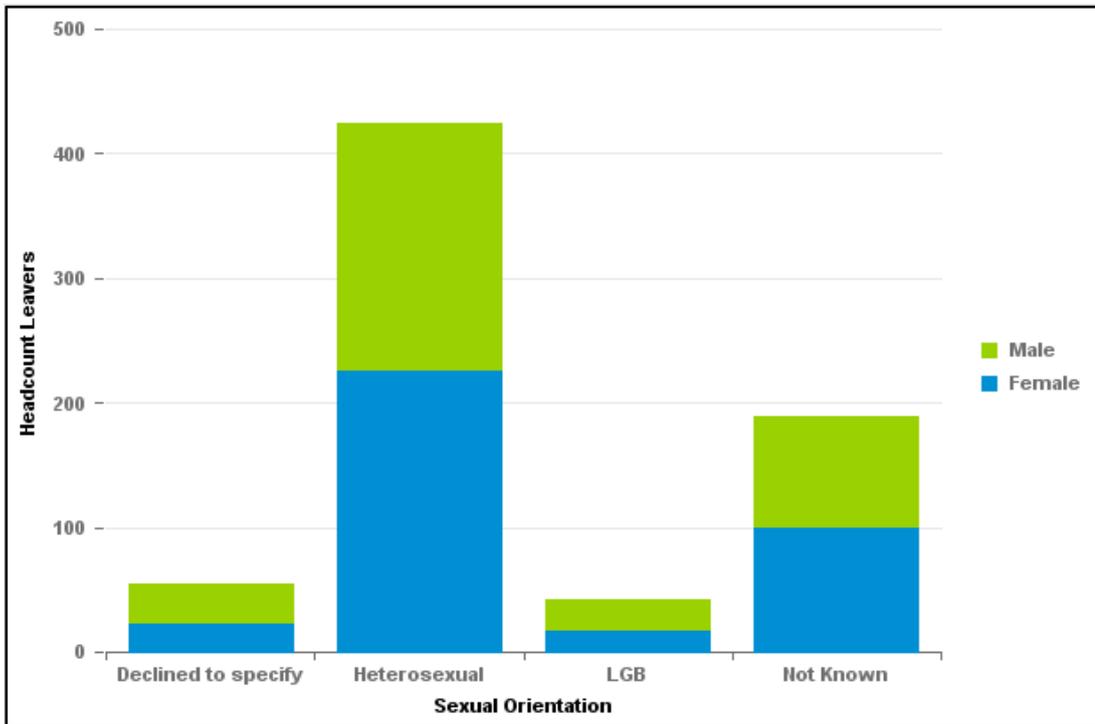
Disability	Headcount Female	% Female	Headcount Male	% Male
No	274	38.6%	262	36.9%
Not Known	78	11.0%	69	9.7%
Yes	13	1.8%	14	2.0%
<b>Total</b>	<b>365</b>	<b>51.4%</b>	<b>345</b>	<b>48.6%</b>

## 8.5 Leavers by religion and belief



Religion	Headcount Female	% Female	Headcount Male	% Male
Buddhist	2	0.3%	1	0.1%
Christian	114	16.1%	117	16.5%
Hindu	4	0.6%	6	0.9%
Jewish	5	0.7%	3	0.4%
Muslim	5	0.7%	5	0.7%
None / No religion	125	17.6%	108	15.2%
Not known	87	12.3%	84	11.8%
Other	11	1.6%	18	2.5%
Sikh	3	0.4%	0	0.0%
Spiritual	9	1.3%	3	0.4%
<b>Total</b>	<b>365</b>	<b>51.4%</b>	<b>345</b>	<b>48.6%</b>

## 8.6 Leavers by sexual orientation



Sexual Orientation	Headcount Female	% Female	Headcount Male	% Male
Declined to specify	23	3.2%	32	4.5%
Heterosexual	226	31.8%	198	27.9%
LGB	17	2.4%	25	3.5%
Not Known	99	13.9%	90	12.7%
<b>Total</b>	<b>365</b>	<b>51.4%</b>	<b>345</b>	<b>48.6%</b>

# Agenda Item 8

<b>Committee</b> Corporate Services Committee	<b>Date:</b> 12/07/2023
<b>Subject:</b> Annual Employee Profile Report 2022 - 2023	<b>Public</b>
<b>Report of:</b> Director of Human Resources	<b>For Information</b>
<b>Report authors:</b> Dionne Williams-Dodoo; Niki Parr Corporate Human Resources Saida Bello Equality, Diversity & Inclusion Directorate	

## Summary

This report sets out the employee profile information for the year 2022-2023. It also includes the Gender, Ethnicity and Disability Pay Gaps previously reported for the snapshot date March 2022. It provides a breakdown of the workforce by six protected characteristics identified in the Equality Act 2010. These are sex, age, ethnicity, disability, religion and belief and sexual orientation. Analysis on socio-economic diversity based on the current profile of declared employees is also provided. The report also provides a summary of the wider initiatives undertaken during the reporting period. Appendix 2 provides further trend analysis of the workforce profile over the last five years. Additional information is included within the report on leavers, casework, family friendly policies, and a summary of our Equality and Inclusion initiatives during the year.

## Recommendation

Members are asked to note the report, the Employee Profile data 2022/23 at Appendix 1 and the trend analysis in Appendix 2.

## Main Report

## Background

1. Equality, Diversity, and Inclusion fell under the remit of the Corporate Services Committee until recently and which several update reports were received throughout the year. The Equality, Diversity and Inclusion Sub-Committee oversees the Equality, Diversity, and Inclusion Action Plan. This report is the annual update presenting data on the employee profile broken down by six protected characteristics as defined by the Equality Act 2010. These are sex, age, disability, ethnicity, sexual orientation and religion or belief. The analysis includes salary and grade; the top 5% of earners; Gender, Ethnicity and Disability Pay Gaps; turnover, recruitment and new starter and leaver information during the year. Socio-Economic Diversity data is included within the report for the first time. We have added four questions recommended by the Social Mobility Commission to capture Socio-Economic background data. The current declaration rate by employees on socio-economic background is 9%. Although this has increased slightly in 2022/23 from 5%, the overall declaration rate is very low. This report sets

out our plans to increase the current declaration rate for socio-economic diversity and in general for all diversity data in the coming months. Obtaining this information is essential in enabling us to draw meaningful insights and develop meaningful strategies and initiatives to attract, engage and retain a diverse workforce.

2. The employee profile data is used to inform the Public Sector Equality Duty under the Equality Act 2010 in relation to employment. This data along with the HR (Human Resources) dashboards and workforce planning data helps to inform the Human Resources priorities and the Equality, Diversity, and Inclusion (EDI) Board Action Plan.

### **Current Position**

3. Attached as Appendix 1 is an analysis of the workforce as at the end of March 2023. Data has been collated in this format for ten years.
4. The below table provides a breakdown of the new starters, leavers, and turnover rates over the last five reporting periods.

Year	Starters	Leavers	Turnover
2018/2019	575	535	14.7%
2019/2020	484	479	13.1%
2020/2021	318	344	9.4%
2021/2022	489	704	17.2%
2022/2023	782	633	16.8%

5. Attached as Appendix 2 is a trend analysis over the previous five years of reporting. This includes sex, ethnicity, disability, sexual orientation, and age analysis.

The following trends and themes have been highlighted from the Appendix 1 report and Appendix 2 trend analysis:

### **Current workforce profile**

6. In 2022/23 19.7% of the workforce identified as Black, Asian, and Minority Ethnic. This is an increase of 1.1% on the previous reporting period where the percentage was 18.6%. However, the percentage of the workforce identifying as Black, Asian and Minority Ethnic has remained within a consistent range of between 18.6% and 19.7% in the last five years.
7. The number of employees declared as having a disability has increased over the last five years from 7.8% in 2018/2019 to 9.3% in 2022/23.
8. Over the last five years the number of employees declared as LGBTQIA+ has steadily increased year on year from 4.7% in 2018/2019 to 5.7% in 2022/23. However, 36% of employees have not declared their sexual orientation.
9. In relation to age, 35 - 44-year-olds make up the highest proportion of the workforce at 25.3%, closely followed by 45 - 54-year-olds at 25.1% of the workforce. This has been a consistent theme over the last five years.

### **New starters**

10. The ratio of new starters who are female has been steadily increasing over the last five years. The percentage of new starters who are female have consistently ranged between 59.2 - 61.5%. In 2022/23 the ratio of new starters who were female was 58.7%. Analysis of recruitment by grade in 2022/23 shows that recruitment of females is broadly consistent across all levels of the organisation from Apprentice to Grade SMG.

11. The proportion of starters who identify as Black, Asian and Minority Ethnic has increased. In 2022/23 21.5% of new starters declared themselves as Black, Asian and Minority Ethnic. A further breakdown of this by ethnicity is below.

Ethnicity	Headcount	% of Employees
Any other Asian background	26	0.65
Any other black background	7	0.17
Any other ethnic group	39	0.97
Any other mixed background	43	1.07
Arab	2	0.05
Asian - Bangladeshi	52	1.29
Asian - British	63	1.57
Asian - Indian	62	1.54
Asian - Pakistani	29	0.72
Black - African	90	2.24
Black - British	122	3.04
Black - Caribbean	85	2.11
Chinese	37	0.92
Irish	57	1.42
Mixed - Asian & White	27	0.67
Mixed - White and Black African	5	0.12
Mixed - White & Black Caribbean	46	1.14
Not stated	67	1.67
Prefer not to say	20	0.50
White - any other white background	114	2.84
White - British	2055	51.13
White - EU	204	5.08
White - Other European	22	0.55
Not Known	745	18.39

12. It is noted that there has also been a steady increase in the number of employees who have not declared their ethnicity, or the data is not known. An action plan has been set out later in this report which includes an objective to further understand and improve declaration rates.
13. The number of new starters joining the organisation with a declared disability has increased over the last five years. In 2018/19, 4.5% of new starters self-identified themselves as disabled. In 2022/23 this percentage was 5.7%. The current rate of declared disabled employees joining the organisation is lower than the overall disabled workforce profile of 9.3%.
14. In 2018/19, 6.7% of new starters declared themselves as LGBTQIA+. This has increased to 9.1% in 2022/23. This has increased year on year, with the exception of between 2021/22 and 2022/23 where there was a slight decline from 10.5% to 9.1% of new starters declaring as LGBTQIA+.
15. With regards to age, 25- to 34-year-olds have consistently been more successful at the recruitment stage over the last five years. 38.6% of new starters in 2022/23 were between the ages of 25 to 34. This trend aligns with our commitment to apprenticeships and providing opportunities for young people to access work. In contrast with the new starter population, the workforce profile has consistently had a higher representation of 35- to 44-year-olds and 45- to 54-year-olds, over the last five years. Although further analysis will need to be undertaken to understand the reasons behind this data, lower retention rates of the 25- to-34-year-old age group is an identifiable factor. We are committed to further understanding the factors that are impacting on engagement levels and the employee experience across protected characteristic groups.
16. Recruitment activity over the last year has increased significantly and beyond recruitment levels reported pre-pandemic. This increase in recruitment activity is due to several reasons, including the impact of the Target Operating Model (TOM) and a previous recruitment freeze. The TOM has resulted in additional recruitment to new positions and vacant positions due to leavers.

## **Leavers**

17. Whilst the ratio of females being recruited has steadily been increasing over the last five years, the number of leavers who are female has also increased slightly from 54.1% in 2018/19, to 58.1% in 2022/23.
18. The percentage of Black, Asian, and Minority Ethnic employees leaving the organisation has decreased over the last five years. In 2018/19, 25.1% of leavers were Black, Asian, and Minority Ethnic. This increased to a high of 37.3% in 2020/21. In 2022/23, the percentage of leavers who are from a Black, Asian, and Minority Ethnic background was 24.8%.
19. The percentage of leavers who classed themselves as disabled has slightly increased from 3.4% in 2018/2019, to 4.7% in 2022/23.
20. Leavers who identify as LGBTQIA+ has also increased from 6.3% in 2018/19, to 7.5% in 2022/23. We will continue to monitor these areas to understand if there is a developing trend that needs further action.
21. 25 – 34-year-olds, have consistently had the lowest retention rates over the last five years. In 2022/23, 29.4% of leavers were between 25 – 34 years old, this is slightly lower than in previous years. In 2021/22, 26.4% of leavers were 55 – 64 years old. This was a significant increase on previous years. In 2019/20, 15.4%

of leavers were 55 – 64 years old. This shift was due to the TOM with some employees in this age bracket opting to leave the organisation or retire. The percentage of this age group leaving the organisation has fallen to 17.8% in 2022/23.

22. There were 633 leavers in the reporting period of which 42 or 6.3% were end of fixed term contracts (FTC). Of the remaining 621 leavers, the reason for leaving is broken down as follows:

- 511 Resignations
- 34 Retirements
- 43 Redundancies
- 22 Dismissals (ill health, misconduct, or capability)
- 2 Death in Service
- 9 Other

23. We have seen a slight decrease in leavers from 704 in 2021/22, to 633 in 2022/23. 78% of leavers were voluntary resignations, compared to 59.9% in 2022/23. The number of dismissals due to ill health, misconduct or capability has also increased when compared to 2021/22.

All leavers are provided with a link to complete an exit questionnaire and/ or have an exit interview with the line manager or HR. In this reporting period only 37 leavers completed the exit questionnaire. In the main most people had a positive experience of working for the City Corporation. The themes referenced are broadly in line with exit survey responses in 2021/22. Responses most commonly mention the following themes:

Positives about working for the City Corporation:

- Working with great people
- Good benefits
- History of the corporation/ opportunities to get involved with events

Areas for improvement:

- Career progression
- Unhappy with the TOM
- Workload and resource
- Employee voice
- Bureaucracy and inefficiency
- Pay and pay practices
- Perceived unfairness in decisions/ transparency
- Leadership and management/ poor performance management
- Behaviour of members and senior leaders

However, whilst the exit questionnaire does provide some useful qualitative analysis, engagement with the exit questionnaire is low and the existing format of the questionnaire makes it difficult to identify quantitative trends. Plans are being scoped to ensure that we develop a more robust arrangement for capturing

leaver reason information and exit survey analysis as the HR management information system is developed.

## **Turnover**

24. Turnover has fallen from 17.2% in 2021/22, to 16.8% in 2022/23. The reduction in turnover is a result of an increase in new joiners in the period and there being less leavers than in the previous year. Corporate Human Resources have set a KPI (Key Performance Indicators) for the organisation to aim to stay below 15.0% voluntary turnover. This is set out the HR Business Plan and is regularly monitored and published as part of the COO (Chief Operating Officer) Performance pack. As at the end of March 2023, voluntary turnover was 13.6%.
25. The top 5% of earners has been analysed over several years and was formerly a key performance indicator for local authorities. We now include data on the gender, ethnicity and disability pay gaps and these have previously been reported in detail to the Committee along with the measures being taken to address the imbalances identified. As noted previously, the differences are due to under-representation in senior grades.

## **Socio-economic diversity**

26. 9% of staff have responded to socio-economic questionnaires in City People.

Of the employees who have completed the question related to the type of school attended the following responses were given:

- Grammar 14%
- Private 14%
- State 68%
- Prefer not to say 14%

27. Of the employees who responded to whether they received free school meals 14% answered that they did.

28. 38% advised that they were the first in their family to attend university.

29. 37% of staff advised that the occupation of their main household earner was 'Routine, semi-routine manual, and service occupations' only 3% advised that they came from a background where the main earner was 'Long-term unemployed'.

30. As we look to further increase our declaration rates within this area we will seek to understand how the organisation's socio-economic diversity by other intersections, including by grade and salary.

## **Casework**

31. There were less than 5 formal grievances raised in the reporting period. Clearly these are small numbers and care should be taken to attach statistical significance to them or identify individuals.

Of the complainants:

2 were female and 2 were male.

3 did not have a disability and 1 was unknown.

2 were white; 1 was from a Black, Asian and Minority Ethnic background; 1 was unknown.

32. There were 22 formal disciplinary cases in the reporting period.

Of those disciplined:

17 were male 5 were female

15 did not have a disability; 1 had a disability; and 6 were unknown

9 were white; 7 were BAME; 6 were unknown

33. It should be noted that our Managing People Policy statement of intent requires Managers to deal with issues (both complaint and conduct matters) swiftly and informally and to mediate between parties, notwithstanding the employee's right to progress such matters through the formal process where necessary. This means that most issues can and are dealt with informally and successfully at the informal level or by informal resolution.

### **Family Friendly Policies**

34. In this reporting period:

60 employees began their maternity leave.

1 employee began adoption leave.

55 employees began paternity leave.

0 employees began their shared parental leave.

### **Maternity and post maternity leavers**

35. The Committee will be aware that significant improvements have been made to our maternity pay and leave provisions. Together with our wider family friendly policies, we aim to retain and support maternity returners and at the same time facilitate a good work life balance. An indication that our maternity and family friendly initiatives are having a positive affect can be gleaned from the maternity returners. Of the 54 women who had returned from maternity during the reporting period only 6 have subsequently left.

### **Women in Finance Charter and Gender, Ethnicity and Disability Pay Gaps**

36. In November 2017, the City Corporation signed up to the Women in Finance Charter. As part of this commitment, we have set a target of 45% of senior officers (at grade G and above) to be filled by women by 2025. In 2017 there were 20% of women in senior positions. In 2019, 33% of senior level staff (Grade G and above) were female. By 2021, the percentage of senior level staff who are female had increased to 37%. By 2022, the percentage of senior level staff who are female had increased to 43%. We believe we are on track to meet our Charter target of 45% of senior staff to be female by March 2025.

37. We have published for the third year our pay gap analysis which can be found at page 16 of Appendix 1.

## **Equality Diversity and Inclusion Update**

38. Our vision is to co-create a sustainable equality, diversity, and inclusion ecosystem in the City of London where everyone can feel a sense of belonging. To this end, we are currently consulting on our Equality Objectives 2023 to 2027 which sets out our overall ambitions.
39. In September 2022, a member-led EDI Sub-Committee met for the first time. The EDI Sub-Committee reports into the Policy and Resources Committee. In addition, the EDI directorate was initiated in September 2022. The EDI Directorate is led by the Director of EDI/ Head of Profession who has responsibility for EDI across the Corporation. The team is supported by two EDI Officers and an EDI apprentice.
40. A new EDI governance structure was agreed with the Executive Leadership Board and the EDI Sub-Committee in December 2022. The EDI governance structure will enable better joined-up working on EDI across the City Corporation's departments, its institutions, and its services.
41. In relation to recruitment, one of the practical steps we will take to minimise unconscious bias during the hiring process is the use of anonymised recruitment. We plan to roll this out across all our hiring activities once our HR systems have been upgraded in the next 12 months. This step forms part of our broader recruitment and retention initiatives in development to support EDI.
42. The City Corporation has 7 Staff networks that play a huge part in enhancing our inclusive workplace culture, with additional networks in some of our Institutions. Our staff networks drive forward our EDI agenda by attending our bi-monthly EDI board meetings and supporting their members.
43. To ensure that we continue to make measurable and meaningful progress on EDI, we plan to set aspirational targets for EDI in 2023 which we will measure over the next two years. These aspirational targets will include increased representation in senior level roles for gender, disability, and ethnicity. As disclosure rates remain low for some protected characteristics, we will set aspirational targets to increase our disclosure rates for ethnicity, disability, and socio-economic background. We will increase our disclosure rates by stepping up our disclosure campaigns. We will increase employee engagement by demonstrating that we have acted on previous staff survey and pulse survey feedback.
44. To narrow our Pay Gaps, we will ensure that the EDI aspirational targets that we set are monitored quarterly alongside our overall EDI action plan, departmental action plans and our annual workforce and recruitment data.

45. Additionally, the City Corporation's People Strategy is being developed. The intention is that EDI will be considered as an individual theme in the strategy to encourage explicit and prioritised actions to be developed as well as a 'golden thread' to underpin all employee activities and initiatives.

## **Accreditations and EDI Initiatives**

### **Equality, Diversity, and Inclusion initiatives**

46. The City Corporation has taken a proactive approach to furthering the Equality, Diversity, and Inclusion (EDI) agenda at all levels of the organisation. The City Corporation is also taking active steps to improving diversity and inclusion by being signatories to the following charters and accreditations:

- Race at Work
- Women in Finance
- Stonewall Diversity Champions
- Disability Confident
- London Living Wage
- Progress together
- White Ribbon
- Race at Work Charter

Since the initiation of the EDI Directorate in September 2022, work has taken place in the area of staff engagement and enhancing the employee voice. These include, hosting a National Inclusion Week Celebration event for our 7 staff networks; Facilitating focus groups and workshops with over 100 staff which provided an opportunity to listen to employee feedback and develop an EDI Action Plan; and Supporting our Staff networks through training and attending their events. Our 7 Staff networks are City Pride, Disability and Wellbeing Network (DAWN) and City of London Ethnicity and Race Network (CLEAR), Young Employees Network (YEN), Carers and Parents, Multi-faith, and Women's Network.

### **Recruitment and retention initiatives to drive EDI/ Equality Objectives**

47. Our EDI Action Plan will set out various recruitment and retention initiatives that will help drive our EDI initiatives. These initiatives will include mentoring, reverse mentoring, staff networks and listening circles. The Action Plan will be owned by the EDI Directorate and overseen by the Executive Leadership Board and the EDI board.

### **Driving insights through improved systems and data**

48. We are committed to continuously improving our approach to data and creating opportunities to provide the opportunity for evidence-based decision making around EDI and the People agenda. Further detail will be provided within the EDI action plan on specific initiatives to further drive our EDI initiatives.

## **Key areas that the plan will include are:**

- Increasing our declaration rates within the coming months, with a particular focus to improve declaration rates on socio-economic diversity and other areas where declaration rates are lower.
- Working to ensure that a consistent set of EDI questions are used across the board at various stages of the employee life-cycle and in our pulse surveys. This will further improve our ability to compare trends and form stronger insights.
- Improving the way in which we currently collect exit data.
- Providing leadership with more regular reporting and analysis of EDI data trends and changes across the organisation to further drive evidence-based decisions and an understanding of the workforce.
- Improving our systems, processes, and access to data further through a new Enterprise Resource Planning (ERP) solution, ensuring that our EDI recruitment and retention initiatives are effectively supported by the system, are accessible and inclusive. With the support of a new system, we will seek to further understand how the City of London Corporation is attracting and recruiting talent with an EDI lens on all stages of the recruitment process from applications to appointment.

## **Socio-Economic Diversity**

49. In 2021? we added four questions recommended by the Social Mobility Commission to capture Socio-Economic background data. We will be asking all staff to update their personal information in the coming months to improve the declaration rate. Access to better information will support us in engaging and attract a diverse pool of talent regardless of their background. Further work is being done to refine these questions and ensure that the language used as part of recruitment or for self-declaration during employment is consistent.

## **Corporate & Strategic Implications**

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

## **Implications**

51. There are no specific costs arising from this report, but the data helps us to identify where there is a disproportionate impact in relation to protected characteristics.

## **Conclusion**

52. This report sets out the 2022 to 2023 annual employee workforce profile data by six of the protected characteristics and socio-economic diversity. The data

enables us to better understand our workforce and manage talent across different stages of the employee life cycle. In addition, it enables comparison and benchmarking with industry, and monitors progress being made to reduce inequalities identified in our workforce. The report notes that the significant increase in recruitment, starters and leavers during this reporting period is a potential consequence of post-pandemic and an impact of the Target Operating Model process. Corporate Human Resources and ED&I (Equality, Diversity, and Inclusion) are committed to working in close partnership to support the organisation to further improve our approach to EDI. The EDI Action Plan will further set out our initiatives and commitments.

## **Appendices**

Appendix 1 - City of London Corporation – Annual Equalities Inclusion Monitoring Report 2023

Appendix 2 – Trend analysis

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# CITY OF LONDON CORPORATION – EMPLOYEE PROFILE

## MARCH 2023

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## 1 INTRODUCTION

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

## 2 SCOPE

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

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

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

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

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

The employee profile data reflects the workforce recorded as at the 31 March 2023 unless otherwise stated.

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

We have published our Gender Pay Gap in accordance with the Gender Pay Gap Regulations 2017. In addition, we voluntarily publish our Ethnicity and Disability pay gaps. These are included in this report.

**Employee Profile - Protected Characteristics:** The data analysis looks at 6 protected characteristics in the Equality Act 2010. These are: Sex, Age, Ethnicity, Disability, Religion and Belief and Sexual Orientation.

Where numbers in relation to protected characteristics are very small these have been grouped together, where it is appropriate to do so, to maintain the integrity of the data, but also to ensure that no individual/s are easily identifiable.

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

### 3 OVERVIEW OF THE WORKFORCE

As at 31 March 2023, there were a total of 4019 employees across the departments and functions in scope, covering a wide range of service areas. There have been 782 starters including fixed term workers and 633 leavers including fixed term workers during the reporting period. Fixed term work may be for a number of reasons such as cover for maternity leave, fixed term/grant funding, finite project work, secondments and traineeships etc. 483 (11.93%) of staff are part time (defined as employees working less than 85% of a full time equivalent (FTE) post).

#### 3.1 Sex

**Data is held on 100% of the workforce.**

As shown below, 50.31% of the workforce is female and 49.69% are male. This is comparable to the split for 2021/2022 (50.3% female) and 49.97% male). The average for all London Councils is 62.1% female and 37.9% male respectively. It should be noted that whilst some comparison can be useful, the City Corporation's local authority function is smaller than London Boroughs and other Local Authorities which makes a direct comparison with them difficult.

The proportion of part-time employees who are female is 74.12% and 25.88% are male.

Figure 1 - Gender breakdown of all staff as at 31 March 2023

Headcount	2021/22		2022/23	
	Female	1939	50.03%	2022
Male	1937	49.97%	1997	49.69%
<b>Total</b>	<b>3876</b>	<b>100.00%</b>	<b>4019</b>	<b>100.00%</b>

Table 1 - Gender breakdown of staff 2021 and 2022

#### 3.2 Age

**Age data is held on 100% of the workforce.**

The age distribution is essentially unchanged from the previous year.

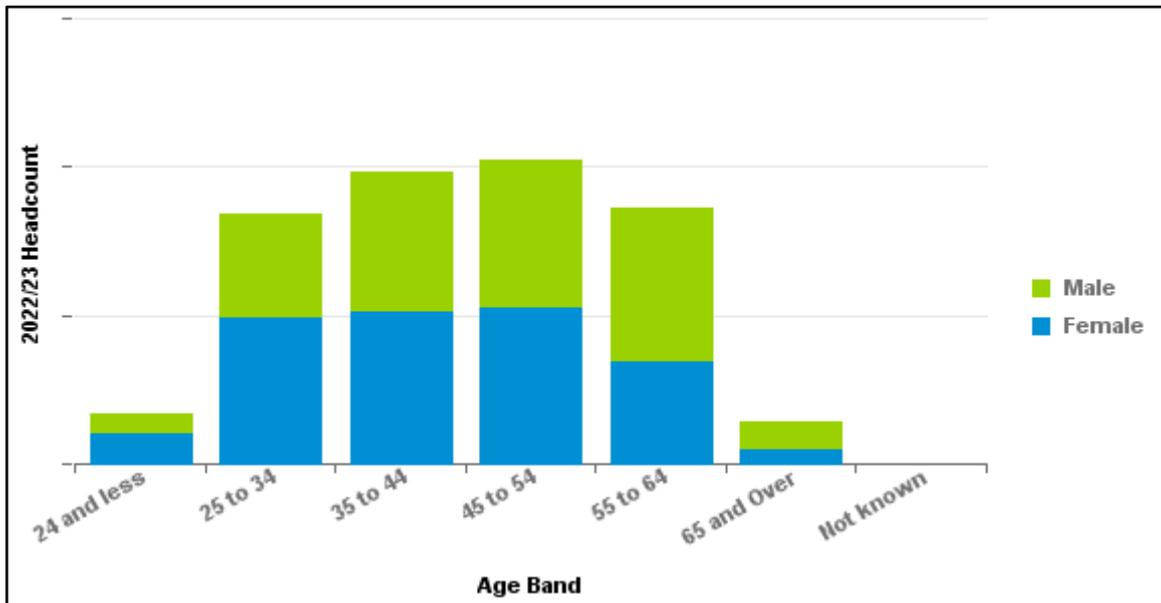


Figure 2 - Age distribution of staff

Age Band	2021/22 % Female	2021/22 % Male	2022/23 Headcount Female	2022/23 % Female	2022/23 Headcount Male	2022/23 % Male	2022/23 % Total Workforce
>24	4.74%	2.9%	104	5.1%	66	3.3%	4.2%
25-34	23.9%	16.2%	492	24.3%	349	17.5%	20.9%
35-44	26.7%	24.6%	513	25.4%	468	23.4%	24.4%
45-54	24.9%	26%	523	25.9%	500	25%	25.5%
55-64	17.3%	26%	343	17%	517	25.9%	21.4%
65+	2.5%	4.3%	47	2.3%	97	4.9%	5.6%
<b>Total</b>	<b>100</b>	<b>100</b>	<b>2022</b>	<b>100%</b>	<b>1972</b>	<b>100%</b>	<b>100%</b>

Table 2 - Age distribution of staff

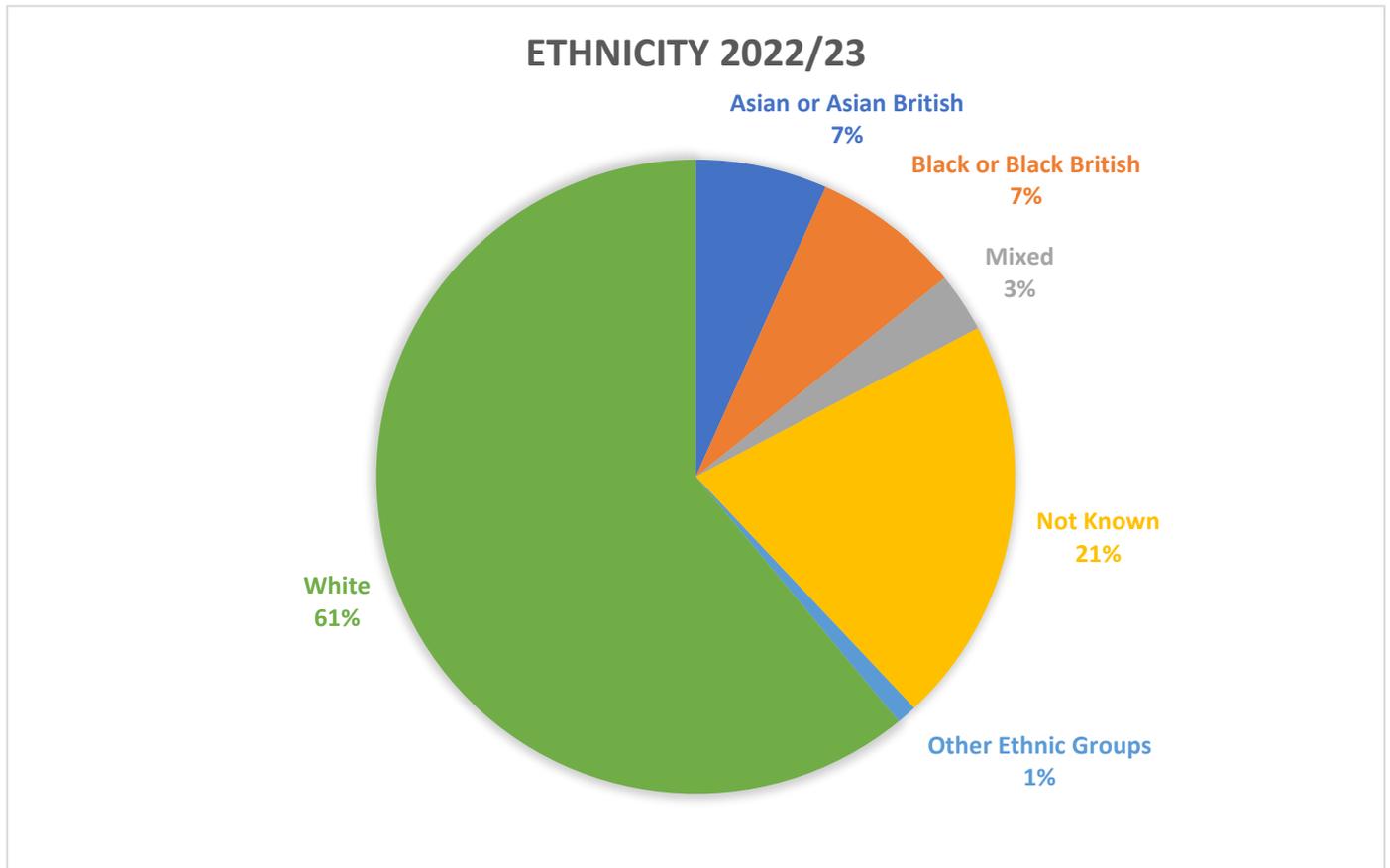
### 3.3 Ethnicity

**Ethnicity data is held on 82.2% of the workforce.**

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

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

The ethnicity profile has broadly remained the same since last year compared to white.

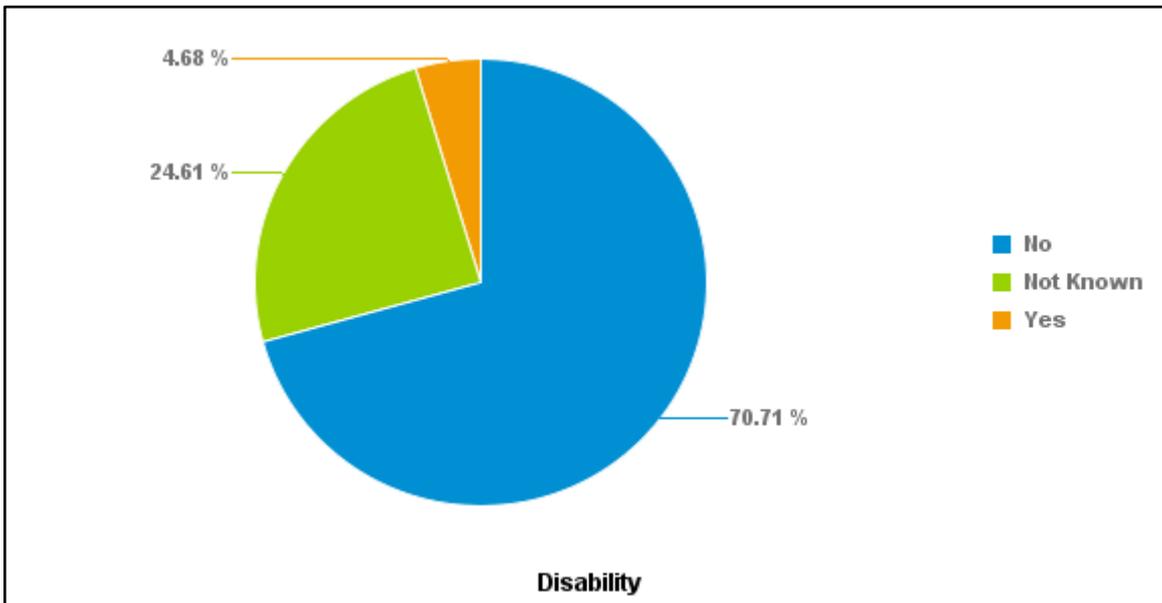


	2021/22 Headcount	2021/22	2022/23 Headcount	2022/23
Asian or Asian British	246	6.35%	268	6.67%
Black or Black British	285	7.35%	304	7.56%
Mixed	109	2.81%	121	3.01%
Not Known	678	17.49%	835	20.78%
Other Ethnic Groups	33	0.85%	41	1.02%
White	2525	65.14%	2450	60.96%
<b>Grand Total</b>	<b>3876</b>	<b>100.00%</b>	<b>4019</b>	<b>100.00%</b>

### 3.4 Disability

**Disability data is held on 75% of the workforce.**

4.68% of the total workforce have declared themselves as having a disability. Employees are asked to state whether they “self-certify” as having a disability on the HR information system and similarly job applicants are asked to indicate Yes or No to the statement of “I consider myself to have a disability”. Therefore, it should be noted this indicator does not necessarily accurately measure whether an employee meets the definition of “disability” under the Equality Act 2010.

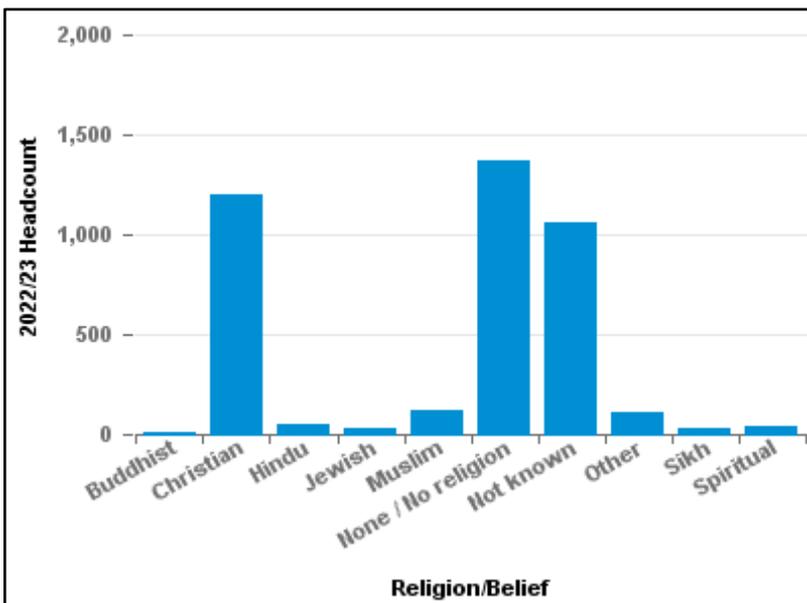


	2021/22 Headcount	2021/22 %	2022/23 Headcount	2022/23 %
No	2868	73.99%	2842	70.71%
Not Known	832	21.47%	989	24.61%
Yes	176	4.54%	188	4.68%
Totals	3876	100.00%	4019	100.00%

### 3.5 Religion and Belief

**Religion and belief information is held on 73.6% of the workforce.**

Of the overall workforce 29.8% is Christian. 34.6% stated that they have None/No religion or belief which has increased slightly since last year. Total other religions and beliefs is 9.64% and not known 26.4%



Religion / Belief	2021/22 Headcount	2021/22%	2022/23 Headcount	2022/23%
Buddhist	10	0.00%	10	0.00%
Christian	1200	30.93%	1200	29.83%
Hindu	50	1.29%	50	1.24%
Jewish	20	0.05%	20	0.05%
Muslim	100	2.58%	100	2.49%
None / No religion	1400	36.12%	1400	34.59%
Not known	1050	27.11%	1050	26.37%
Other	100	2.58%	100	2.49%
Sikh	20	0.05%	20	0.05%
Spiritual	50	1.29%	50	1.24%

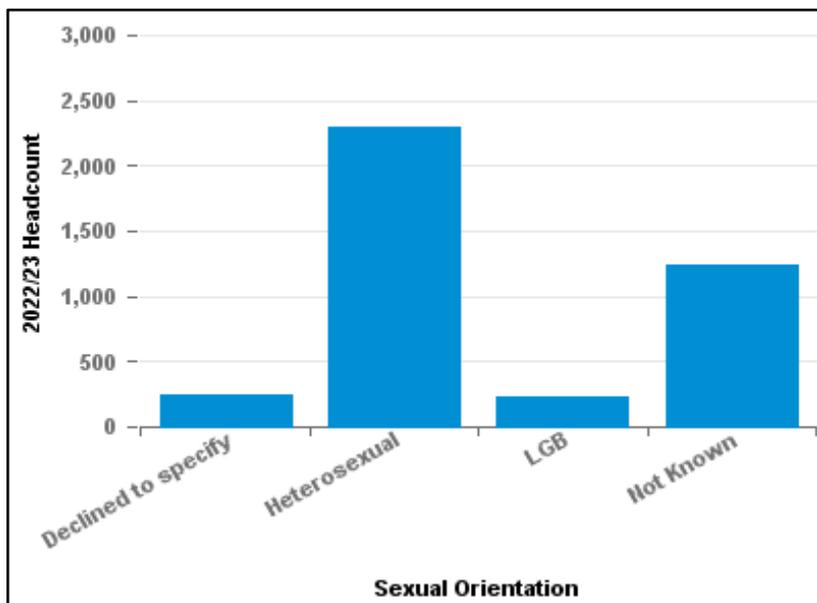
Buddhist	15	0.39%	14	0.35%
Christian	1253	32.33%	1198	29.81%
Hindu	44	1.14%	51	1.27%
Jewish	23	0.59%	26	0.65%
Muslim	112	2.89%	121	3.01%
None / No religion	1342	34.62%	1373	34.16%
Not known	908	23.43%	1061	26.40%
Other	117	3.02%	110	2.74%
Sikh	25	0.64%	28	0.70%
Spiritual	37	0.95%	37	0.92%
<b>Total</b>	<b>3876</b>	<b>100.00%</b>	<b>4019</b>	<b>100.00%</b>

### 3.6 Sexual Orientation

#### Sexual orientation information is held on 64.3% of the workforce.

According to the 2021 Census, it is estimated that 3.2% of the UK population identified as LGBT. This is consistent with Office for National Statistics bulletin on sexual orientation in 2020, where the figure was estimated at 3.1%. It should be noted that of the 36.95% employees whose sexual orientation is unknown, this includes 6.12% who have positively declined to specify. This protected characteristic is therefore still slightly lower than other self-reported protected characteristic information.

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



	Headcount 2021/22	2021/22%	Headcount 2022/23	2022/23%
Declined to specify	252	6.50%	246	6.12%

<b>Heterosexual</b>	2307	59.52%	2301	57.25%
<b>LGB</b>	209	5.39%	233	5.80%
<b>Not Known</b>	1108	28.59%	1239	30.83%
<b>Total</b>	<b>3876</b>	<b>100.00%</b>	<b>4019</b>	<b>100.00%</b>

## 4 SALARY AND GRADE PROFILE

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

### Salary Scales

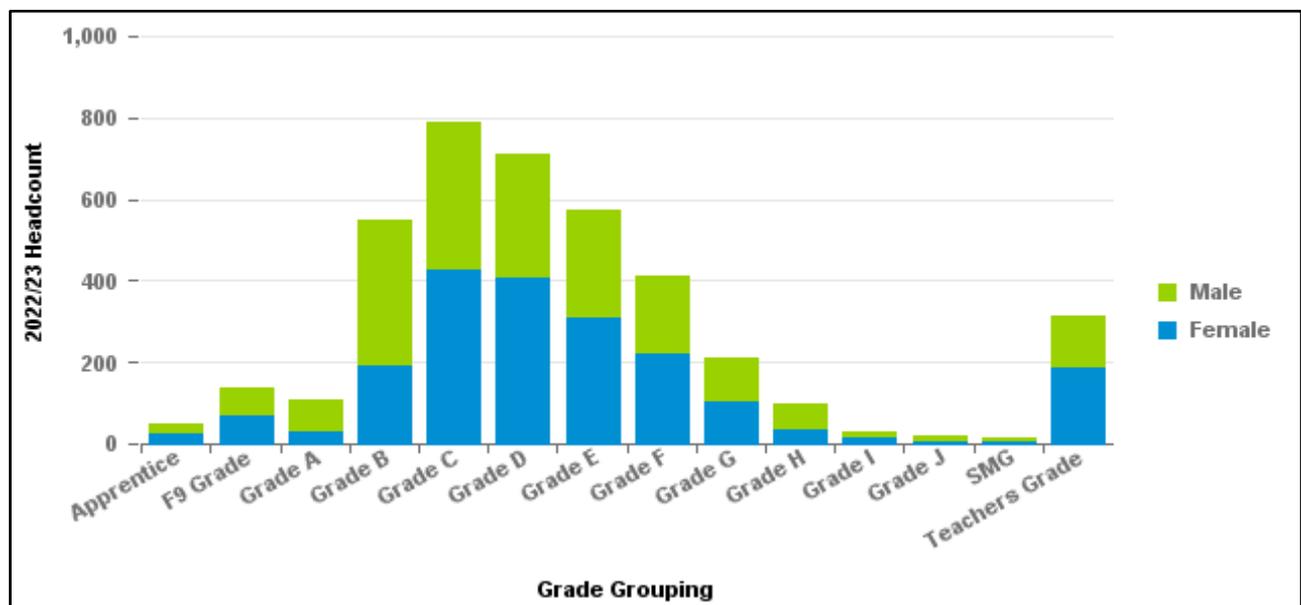
The pay of City Corporation employees is determined locally. This differs from most other Local Authorities whose pay is governed by the National Joint Council for Local Government (NJC).

Grade	Min Salary (£)	Max Salary (£)	2022/23 Workforce headcount	2022/23 Workforce %	2022/23 Female Headcount	2022/23 Female %	2022/23 Male Headcount	2022/23 Male %
Apprentice			48	1.2%	25	52.1%	23	47.9%
Grade A	17,950	19,470	109	2.7%	30	27.5%	79	72.5%
Grade B	19,470	22,410	550	13.7%	189	34.4%	361	65.6%
Grade C	25,030	28,830	791	19.7%	428	54.1%	363	45.9%
Grade D	30,650	35,340	712	17.7%	406	57%	306	43%
Grade E	35,340	40,620	572	14.2%	310	54.2%	262	45.8%
Grade F	44,390	51,480	413	10.3%	220	53.3%	193	46.7%
Grade G	53,000	61,480	209	5.2%	103	49.3%	106	50.7%
Grade H	61,480	71,250	100	2.5%	32	32%	68	68%
Grade I	71,250	82,580	31	0.8%	15	48.4%	16	51.6%
Grade J	85,070	98,630	22	0.6%	5	22.7%	17	77.3%
Chief Officers*	86,770	266,740	14	0.4%	7	50%	7	50%
F9 Grade	No fixed values	No fixed values	136	3.4%	69	50.7%	67	49.3%
Teachers	29,490	89,780	313	7.8%	186	59.4%	127	40.6%

Figures exclude London Weighting and other allowances

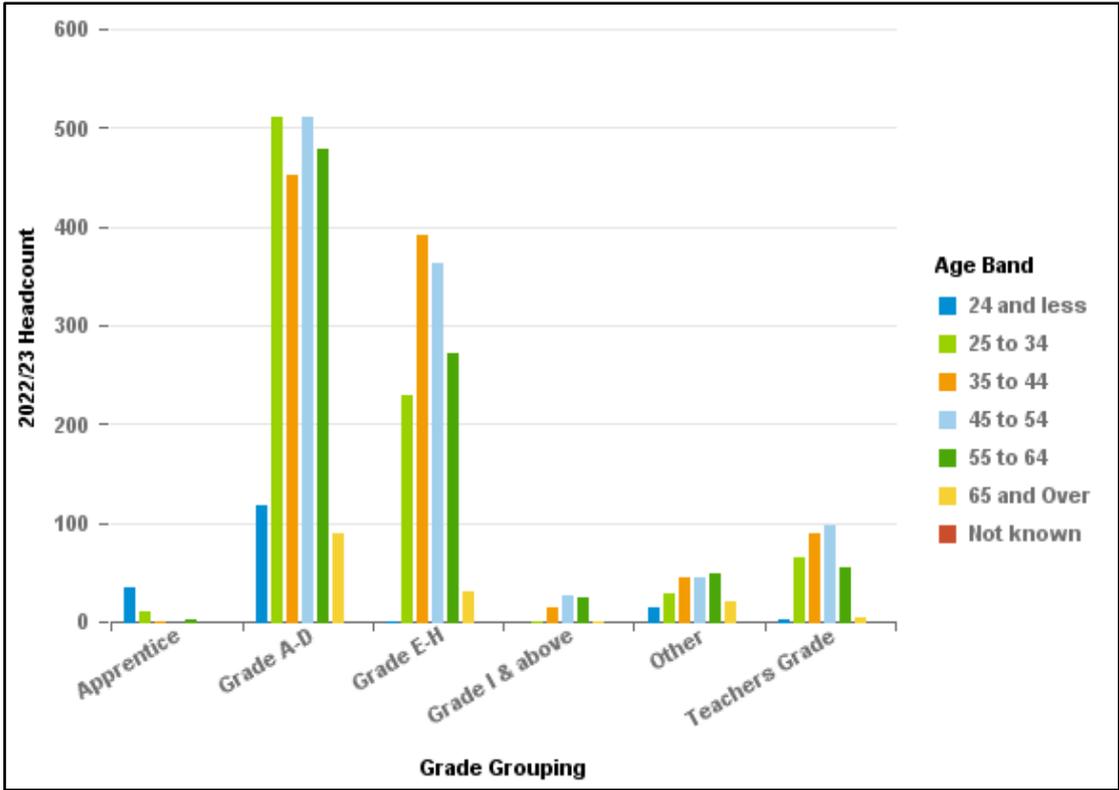
\*Chief Officers have individual salary scales within this range and includes Head Teachers

#### 4.1 Sex and Grade Profile



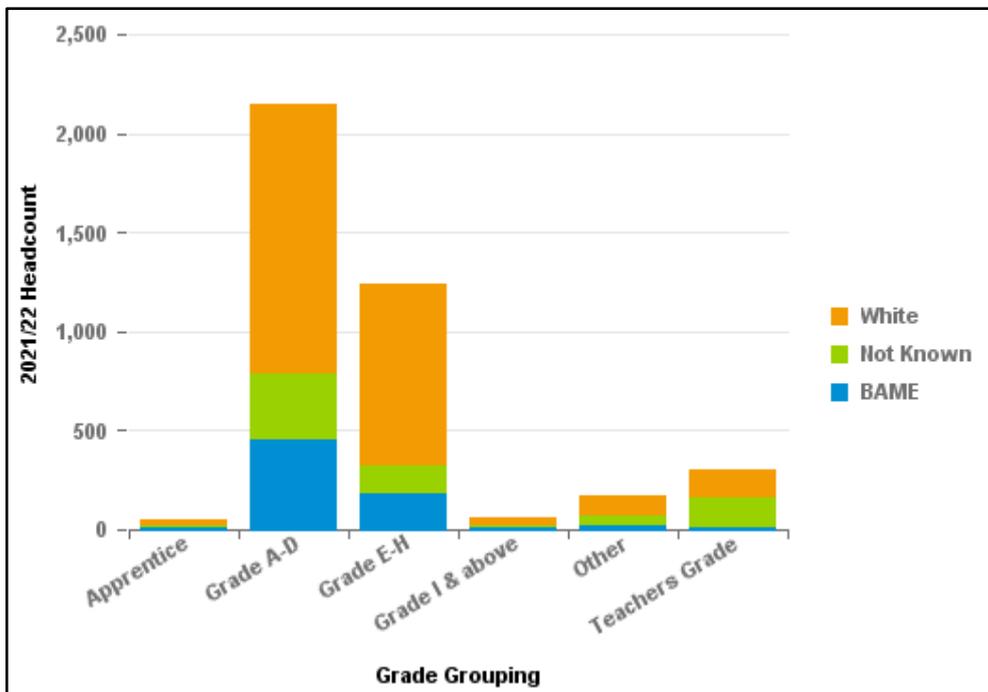
Grade Grouping	2021/22 Female Headcount	2021/22 Female %	2021/22 Male Headcount	2021/22 Male %	2022/23 Female Headcount	2022/23 Female %	2022/23 Male Headcount	2022/23 Male %
<b>Apprentice</b>	35	64.81%	19	35.19%	25	52.08%	23	47.92%
<b>A-D</b>	1015	48.15%	1093	51.85%	1049	48.61%	1109	51.39%
<b>E-H</b>	612	50.16%	608	49.84%	661	51.28%	628	48.72%
<b>I and above</b>	22	37.29%	37	62.71%	27	40.30%	40	59.70%
<b>Other</b>	102	55.43%	82	44.57%	69	50.74%	67	49.26%
<b>Teachers</b>	181	59.93%	121	40.07%	186	59.42%	127	40.58%

4.2 Age and grade profile



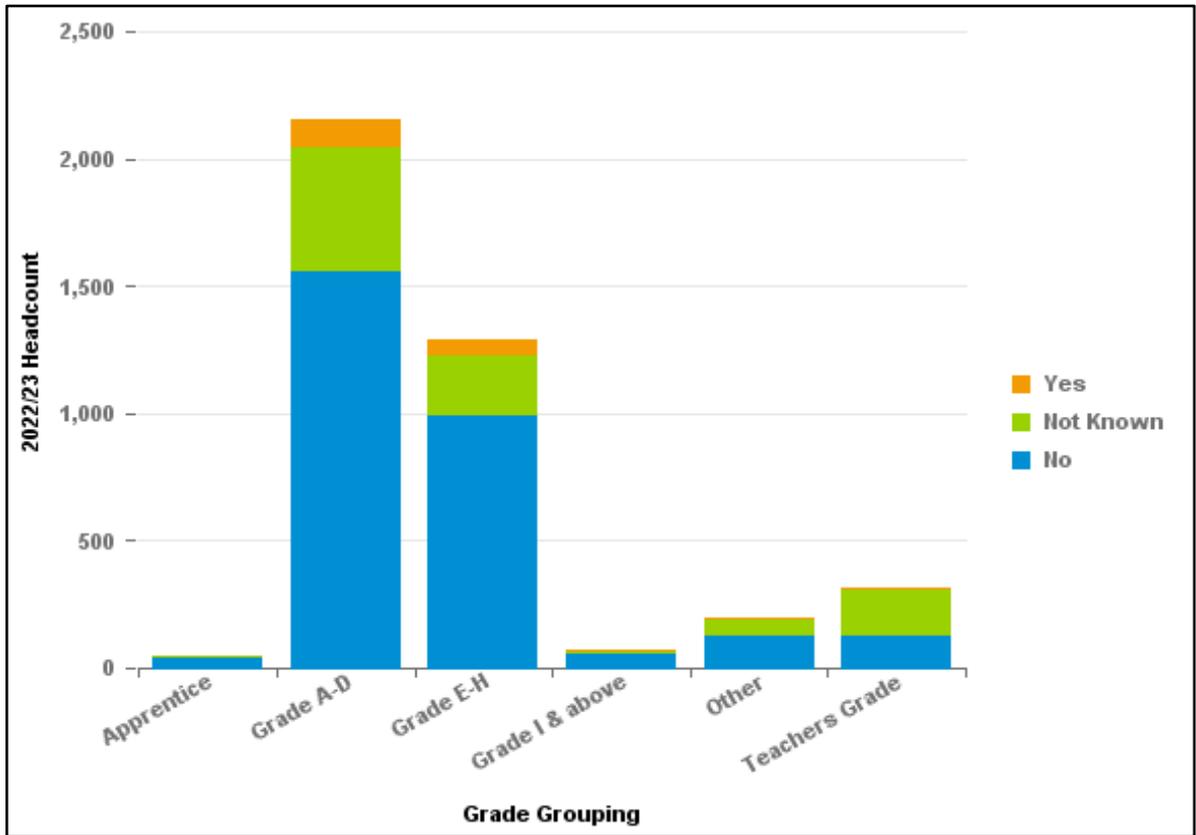
Grade Grouping	24 and less	25 to 34	35 to 44	45 to 54	55 to 64	65 and Over
Apprentice	0.83%	0.27%	0.02%		0.05%	
Grade A-D	2.90%	12.52%	11.09%	12.52%	11.73%	2.21%
Grade E-H	0.02%	5.64%	9.62%	8.91%	6.67%	0.76%
Grade I & above		0.02%	0.37%	0.64%	0.59%	0.02%
Other	0.34%	0.69%	1.08%	1.10%	1.20%	0.49%
Teachers Grade	0.07%	1.57%	2.18%	2.40%	1.33%	0.12%
All Staff Total 2022/23	4.17	20.71	24.37	25.57	32.57	3.61
All Staff Total 2021/22	3.79	19.91	25.62	25.52	21.75	3.41

#### 4.3 Ethnicity and grade profile



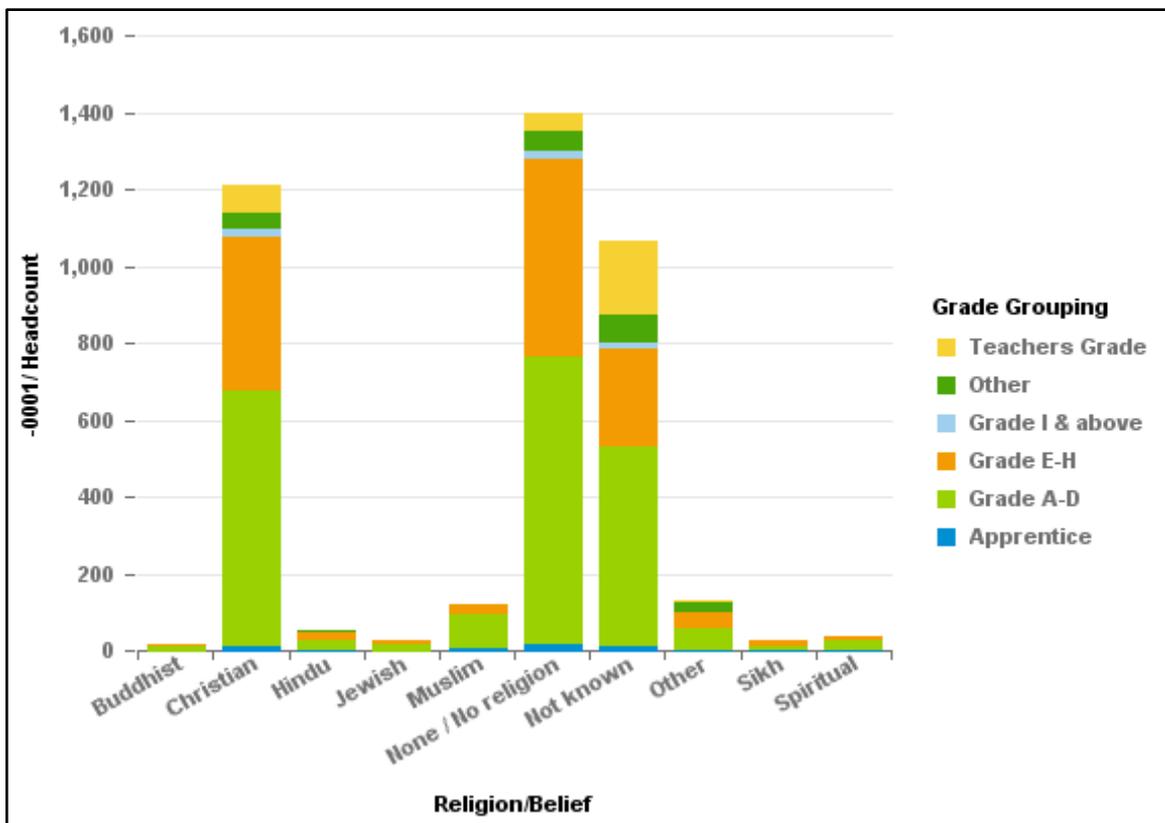
Grade Grouping	BAME	Not known	White
Apprentice	35.42%	16.67%	47.92%
Grade A-D	22.15%	18.26%	59.59%
Grade E-H	15.67%	13.89%	70.44%
Grade I+	11.94%	19.40%	68.66%
Other	10.50%	33.50%	56.00%
Teachers	3.19%	56.87%	39.94%
<b>All Staff Total 22/23</b>	<b>18.26</b>	<b>20.78</b>	<b>60.96</b>
All Staff Total 21/22	17.36	17.49	65.14

4.4 Disability indicator and grade profile



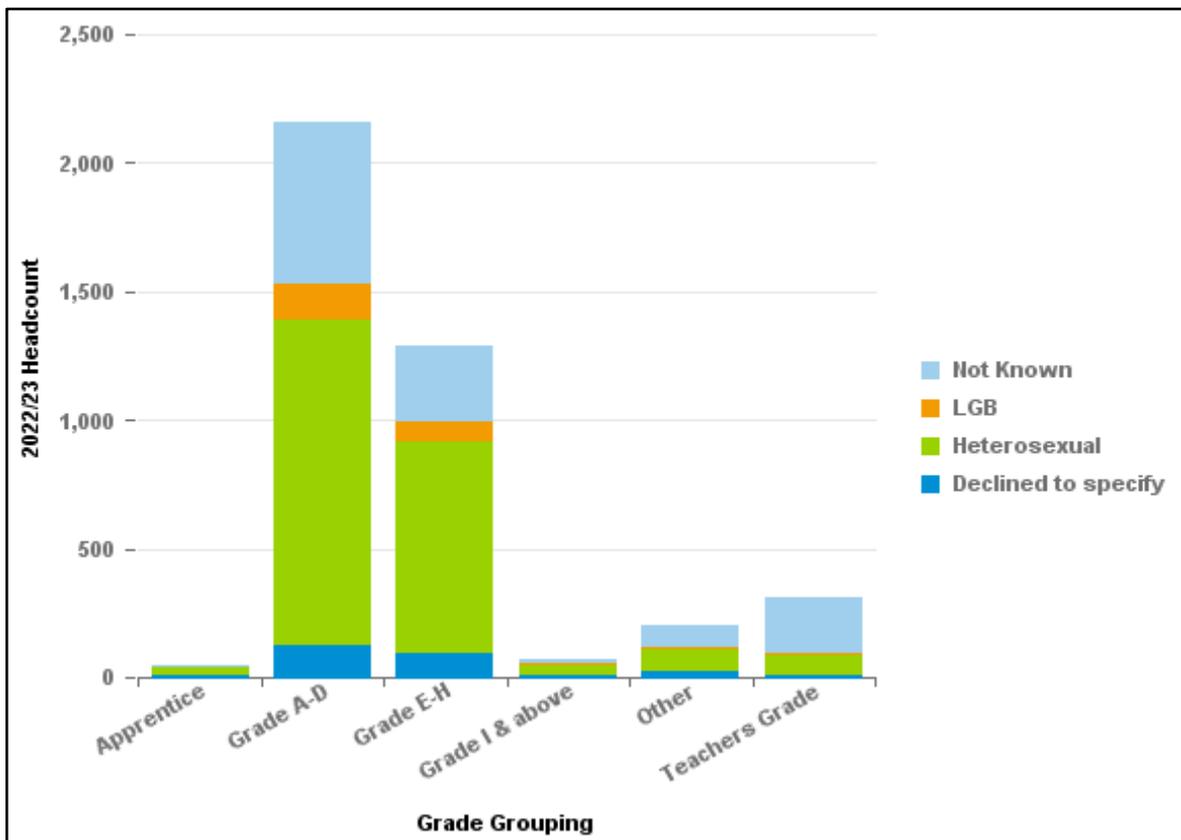
Grade Grouping	No	Not Known	Yes
Apprentice	77.08%	14.58%	8.33%
Grade A-D	72.20%	22.52%	5.28%
Grade E-H	76.65%	18.54%	4.81%
Grade I+	79.10%	17.91%	2.99%
Other	63.00%	32.00%	5.00%
Teachers	39.94%	59.11%	0.96%
<b>All Staff Total 22/23</b>	<b>70.71</b>	<b>24.61</b>	<b>4.68</b>
All Staff Total 2021/22	73.99	21.47	4.54

#### 4.5 Religion and belief and grade profile



Grade Grouping	Buddhist	Christian	Hindu	Jewish	Muslim	None / No religion	Not known	Other	Sikh	Spiritual
Apprentice		0.27%	0.02%		0.10%	0.42%	0.27%	0.02%	0.05%	0.02%
Grade A-D	0.27%	16.34%	0.64%	0.34%	2.16%	18.31%	12.69%	1.42%	0.22%	0.56%
Grade E-H	0.07%	9.72%	0.52%	0.25%	0.61%	12.59%	6.23%	0.98%	0.37%	0.29%
Grade I & above		0.56%			0.02%	0.56%	0.44%	0.02%	0.02%	
Other		1.08%	0.07%	0.02%	0.05%	1.25%	1.74%	0.66%	0.02%	
Teachers Grade		1.69%		0.02%	0.02%	1.13%	4.76%	0.02%		0.02%
<b>All Staff Total 2022/23</b>	<b>0.35</b>	<b>28.81</b>	<b>1.27</b>	<b>0.65</b>	<b>3.01</b>	<b>34.16</b>	<b>26.40</b>	<b>2.74</b>	<b>0.70</b>	<b>0.92</b>
All Staff Total 2021/22	0.39	32.33	1.14	0.59	2.89	34.62	23.43	2.74	0.70	0.92

#### 4.6 Sexual orientation and grade profile



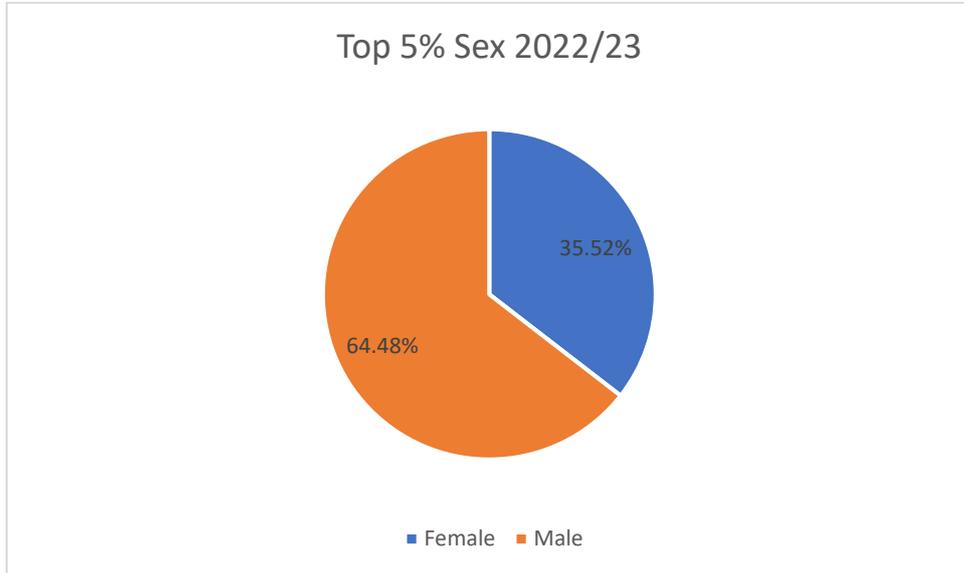
Grade Grouping	Declined to specify	Heterosexual	LGB	Not Known
Apprentice	0.12%	0.81%	0.07%	0.17%
Grade A-D	3.12%	31.07%	3.44%	15.34%
Grade E-H	2.26%	20.27%	1.79%	7.31%
Grade I & above	0.12%	1.06%	0.10%	0.37%
Other	0.66%	1.96%	0.29%	1.99%
Teachers Grade	0.12%	0.81%	0.07%	0.17%
<b>All Staff Total 2021/22</b>	<b>6.12</b>	<b>57.25</b>	<b>5.80</b>	<b>30.83</b>
All Staff Total 2020/21	6.50	59.52	5.39	28.59

## 5 TOP 5% OF EARNERS AND GENDER, ETHNICITY AND DISABILITY PAY GAPS

The following section examines the profile of the top 5% of earners. This includes basic pay, London Weighting and Market Forces Supplements. There are currently 183 employees in the top 5% of earners in the City of London Corporation as of 31 March 2022. The ranking used to establish the top 5% of earners is based on the top 5% of gross salaries. Section 5.7 sets out the Gender, Ethnicity and Disability Pay Gaps at the snapshot date of 31 March 2022. As with our gender pay gap, in relation to ethnicity and disability, the difference is in the main attributable to the lower numbers of ethnic minorities staff and staff with disabilities in more senior roles. This is addressed in our Equality, Diversity and Inclusion Action Plan.

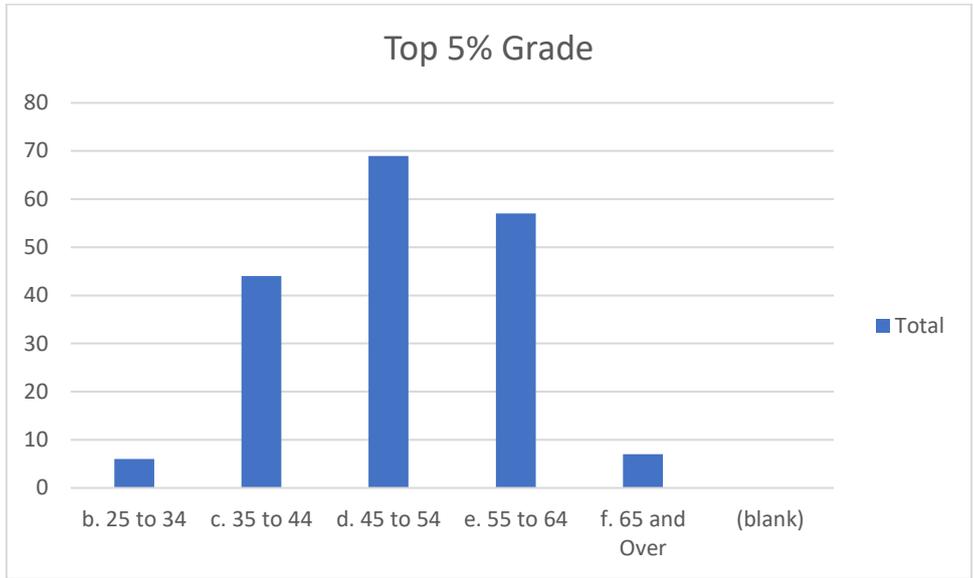
### 5.1 Top 5% earners by sex

Sex	2022/23 Number	2022/23 %	2021/22 All Staff %	2020/21 Number	2020/21 %
Male	118	64.5%	49.7%	114	69.9%
Female	65	35.5%	50.3%	49	31.1%
<b>Total</b>	<b>183</b>	<b>100</b>	<b>100</b>	<b>163</b>	<b>100</b>



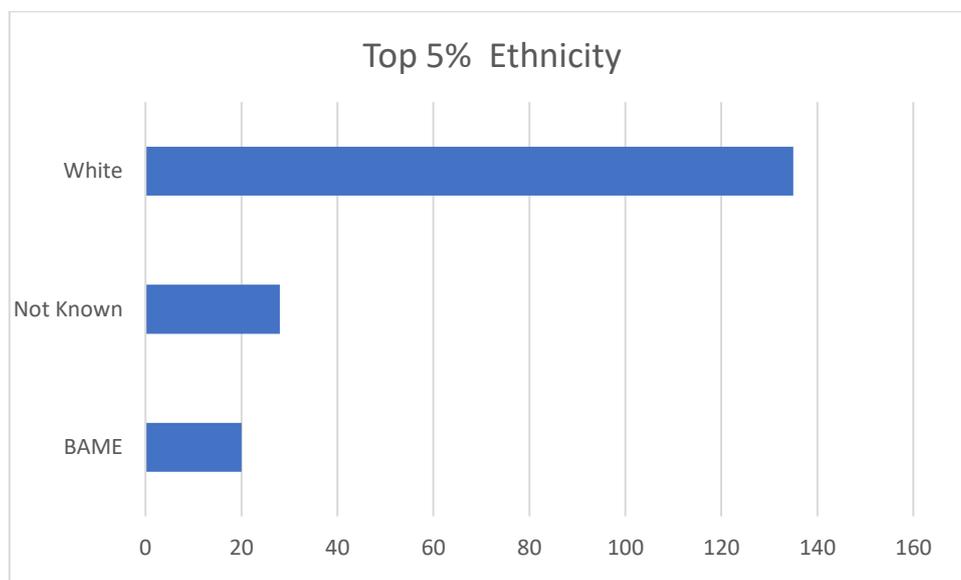
## 5.2 Top 5% earners by age

Age band	2022/23 Number	2022/23 %	2021/22 Number	2021/22 %
a. Under 25	0	0	0	0.0%
b. 25 to 34	6	3.2	7	4.0%
c. 35 to 44	44	24	39	22.0%
d. 45 to 54	69	37.7	64	36.2%
e. 55 to 64	57	31.2	59	33.3%
f. 65 & Over	7	3.8	8	4.5%
<b>Total</b>	<b>183</b>	<b>100</b>	<b>177</b>	<b>100%</b>



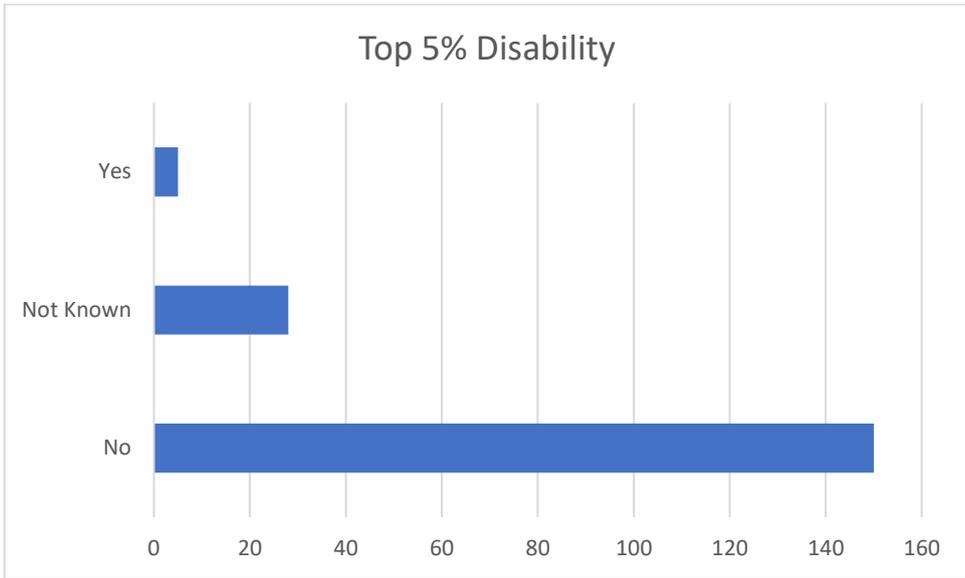
### 5.3 Top 5% earners by Ethnicity

Ethnicity	2022/23 Number	2022/23 %	2022/23 All Staff %	2021/22 Number	2021/22 %
BAME	20	10.9%	17.36%	17	9.6%
Not Known	28	15.30%	17.49%	18	10.2%
White	135	73.8%	65.14%	142	80.2%
<b>Total</b>	<b>183</b>	<b>100%</b>	<b>100%</b>	<b>177</b>	<b>100%</b>



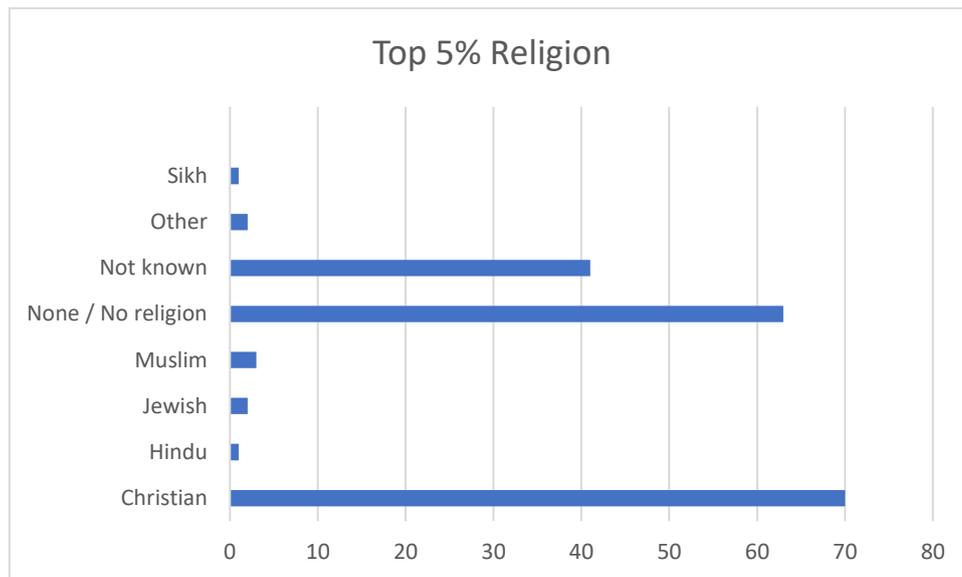
### 5.4 Top 5% earners by disability indicator

Disability	2022/23 Number	2022/23 %	2022/23 All Staff %	2021/22 Number	2021/22 %
Yes	5	2.7%	4.5	7	4.5%
No	150	81.8%	70.7	151	77.0%
Not Known	28	15.3%	24.61	19	18.5%
<b>Total</b>	<b>183</b>	<b>100</b>	<b>100%</b>	<b>177</b>	<b>100%</b>



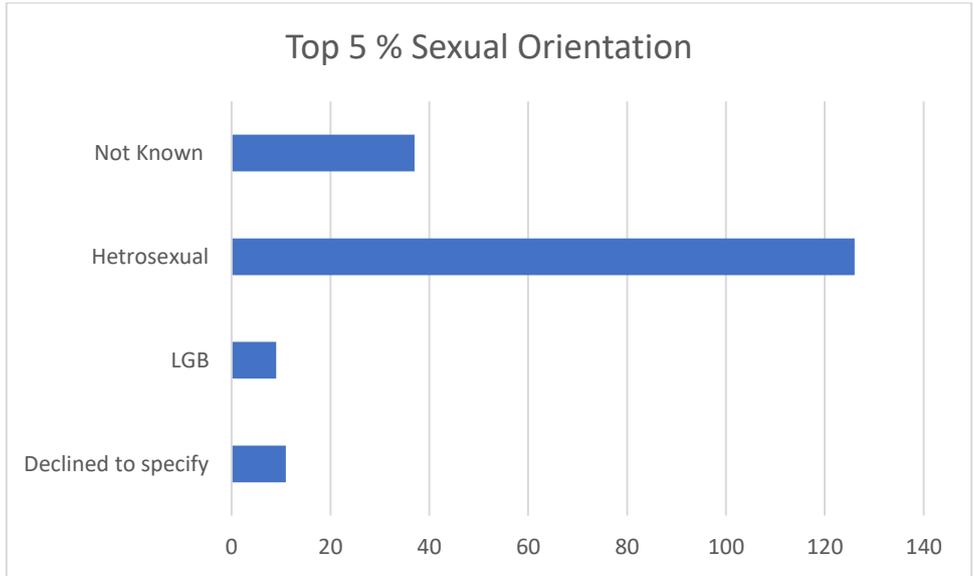
## Top 5% earners by religion and belief

Religion / Belief	2022/23 Number	2022/23 %	2022/23 All Staff %	2021/22 Number	2021/22 %
Christian	70	38.3%	29.80%	83	46.9%
Jewish	2	1.1%	0.7%	1	0.6%
None/No Religion	63	34.3%	34.2%	57	32.2%
Hindu	1	0.6%	1.3%	0	0.0%
Not Known	41	22.4%	26.4%	30	17.0%
Buddhist	0	0%	0.4%	1	0.6%
Muslim	3	1.6%	3%	2	1.1%
Spiritual	0	0%	0.9%	0	0.0%
Sikh	1	0.6%	0.7%	1	0.6%
Other	2	1.1%	2.7%	2	1.1%
<b>Total</b>	<b>183</b>	<b>100</b>	<b>100%</b>	<b>177</b>	<b>100%</b>



## 5.5 Top 5% earners by sexual orientation

Sexual Orientation	2021/22 Number	2021/22 %	2021/22 All Staff %	2021/22 Number	2021/22 %
Declined to specify	11	6%	6.1%	14	7.9%
LGB	9	4.9%	5.8%	11	6.2%
Heterosexual	126	68.9%	57.3%	126	71.2%
Not known	37	20.2%	30.8%	26	14.7%



## 5.6 GENDER PAY GAP (“SNAPSHOT” DATE OF 31 MARCH 2022)

\*Bracketed figures represent the 2021 and 2020 reported figures.

### 5.6.1 Average Pay Rates by Gender

Average 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	4.5% (7.1%; 5.6%)
Median hourly rate	2.7% (2.2%; 0.0%)

### 5.6.2 Pay Quartiles by Gender

<sup>1</sup> Pay Quartiles	Women	Men	Total
Proportion in the <b>upper quartile</b> (paid above the 75th percentile)	43.8% (43.9%) (43.9%)	56.2% (56.1%) (56.1%)	(100%)
Proportion in the <b>upper middle quartile</b> (paid above the median and at or at/below the 75th percentile)	53.3% (50.5%) (53.2%)	46.7% (49.5%) (46.8%)	(100%)
Proportion in the <b>lower middle quartile</b> (paid above the 25th percentile and at/below the median)	53.4% (50.9%) (52.2%)	46.6% (49.1%) (47.8%)	(100%)
Proportion in the <b>lower quartile</b> (paid below the 25th percentile)	44.0% (49.4%) (45.7%)	56.0% (50.6%) (54.3%)	(100%)

### 5.6.3 Bonus Pay by Gender

<sup>1</sup> Bonus Pay	Bonus Gender Pay Gap
------------------------	----------------------

	Difference women's bonus and men's bonus as a % of men's bonus
Mean bonus	5.2% (5.4%; 15.7%)
Median bonus	-50.0% (-14%; 0.5%) i.e. male employees have lower bonuses than female employees

Bonus Pay	Women	Men
Who received bonus pay	9.0% (26.0%; 13.1%)	11.1% (34.5%; 14.1%)

## 6 ETHNICITY PAY GAP (“SNAPSHOT” DATE OF 31 MARCH 2022)

\*Bracketed figures represent the 2021 and 2020 reported figures.

### 5.6.4 Pay Rates by Ethnicity

Pay Rates	Ethnicity pay gap Difference between BAME and White employees pay as a percentage of White employees' pay	Ethnicity pay gap - BAME employees' pay as a percentage of White employees' pay	Hourly Pay Rate (BAME)	Hourly Pay Rate (White)	Difference £
Mean hourly rate	17.4% (16.8%) (19.1%)	79.5% (83.3%) (80.9%)	£22.96 (£22.13) (£20.62)	£27.32 (£26.58) (£25.49)	£4.38 (£4.45) (£4.87)
Median hourly rate	14.7% (15.7%) (17.1%)	79.0% (84.3%) (82.9%)	£22.21 (£19.69) (£18.02)	£23.42 (£23.37) (£21.73)	£3.21 (£3.68) (£3.71)

### 5.6.5 Pay Quartiles by Ethnicity

Pay Quartiles	BAME	White	Total
Proportion in the <b>upper quartile</b> (paid above the 75th percentile)	8.2% (8.2%) (6.8%)	72.4% (75.0%) (74.0%)	80.6% (83.2%) (80.8%)
Proportion in the <b>upper middle quartile</b> (paid above the median and at or at/below the 75th percentile)	14.6% (14.9%) (14.4%)	69.6% (71.4%) (72.9%)	84.2% (86.3%) (87.3%)
Proportion in the <b>lower middle quartile</b> (paid above the 25th percentile and at/below the median)	19.7% (20.9%)	62.1% (62.7%)	81.8% (83.6%)

	(21.4%)	(63.3%)	(84.7%)
Proportion in the <b>lower quartile</b> (paid below the 25th percentile)	21.8%	59.6%	81.4%
	(16.9%)	(54.7%)	(71.6%)
	(18.2%)	(55.7%)	(73.9%)

### 5.6.6 Workforce Composition by Ethnicity

Workforce Composition	BAME headcount	White headcount	Non-disclosed headcount	Total headcount
Proportion in the <b>upper quartile</b> (paid above the 75th percentile)	92	814	219	1125
	(104)	(957)	(215)	(1276)
	(85)	(930)	(242)	(1257)
Proportion in the <b>upper middle quartile</b> (paid above the median and at or at/below the 75th percentile)	164	784	178	1126
	(190)	(911)	(175)	(1276)
	(181)	(917)	(160)	(1258)
Proportion in the <b>lower middle quartile</b> (paid above the 25th percentile and at/below the median)	222	699	205	1126
	(266)	(800)	(210)	(1276)
	(269)	(796)	(193)	(1258)
Proportion in the <b>lower quartile</b> (paid below the 25th percentile)	246	671	209	1126
	(217)	(699)	(361)	(1277)
	(229)	(700)	(328)	(1258)

### 5.6.7 Bonus Pay by Ethnicity

1

Bonus Pay	Ethnicity Bonus Gap Difference between BAME and White employees' bonus as a % of White employees' bonus	Ethnicity Bonus Gap BAME employees' bonus as a % of White employees' bonus	Bonus pay of BAME employees	Bonus pay of White employees	Difference £
Mean bonus	24.4% (22.2%) (23.1%)	78.2% (78.0%) (76.9%)	£841.36 (£853.80) (£1,081.26)	£1,075.42 (£1,097.50) (£1,406.85)	£234.06 (£243.70) (£325.59)
Median bonus	40.0% (49.9%) (31.9%)	60.0% (50.0%) (68.1%)	£300.00 (£500.00) (£652.80)	£500.00 (£998.70) (£958.40)	£200.00 (£498.70) (£305.60)

Who received bonus pay:

BAME paid bonus as % of all BAME: 12.6% (30.9%; 9.9%)

White paid bonus as % of all White staff: 10.81% (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). 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.

## 7 DISABILITY PAY GAP (“SNAPSHOT” DATE OF 31 MARCH 2022)

\*Bracketed figures represent the 2021 and 2020 reported figures.

### 5.6.8 Pay Rates by Disability

Pay Rates	Disability Pay Gap Difference between the pay of those who have declared a disability those who have declared no disability as a % of the pay of employees who have declared no 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 have no disability	Hourly Pay Rate (Disability Declared)	Hourly Pay Rate (No Disability Declared)	Difference £
Mean hourly rate	8.8% (8.9%) (10.3%)	94.9% (93.0%) (89.7%)	£23.99 (£23.86) (£22.06)	£26.21 (£25.64) (£24.59)	£2.92 (£1.78) (£2.53)
Median hourly rate	2.4% (7.1%) (9.4%)	94.5% (93.0%) (90.6%)	£21.78 (£20.73) (£19.68)	£22.31 (£22.31) (£21.73)	£0.53 (£1.58) (£2.05)

### 5.6.9 Pay Quartiles by Disability

Pay Quartiles	Disabled	Not disabled	Total
Proportion in the <b>upper quartile</b> (paid above the 75th percentile)	2.8% (2.1%) (2.0%)	71.8% (74.8%) (73.4%)	74.6% (76.9%) (75.3%)
Proportion in the <b>upper middle quartile</b> (paid above the median and at or at/below the 75th percentile)	3.9% (3.9%) (3.5%)	75.3% (77.6%) (78.5%)	79.2% (81.5%) (82.0%)
Proportion in the <b>lower middle quartile</b> (paid above the 25th percentile and at/below the median)	4.5% (4.6%)	72.0% (73.8%)	76.6% (78.4%)

	(4.0%)	(75.7%)	(79.7%)
Proportion in the <b>lower quartile</b> (paid below the 25th percentile)	5.2%	73.5%	78.7%
	(3.8%)	(66.9%)	(70.7%)
	(4.0%)	(68.6%)	(72.6%)

**5.6.10 Workforce Composition by Disability**

Workforce Composition	Disabled headcount	Not disabled headcount	Non-disclosed headcount	Total headcount
Proportion in the <b>upper quartile</b> (paid above the 75th percentile)	31	808	286	1125
	(27)	(954)	(295)	(1276)
	(22)	(922)	(310)	(1257)
Proportion in the <b>upper middle quartile</b> (paid above the median and at or at/below the 75th percentile)	44	848	234	1126
	(50)	(990)	(236)	(1276)
	(44)	(987)	(227)	(1258)
Proportion in the <b>lower middle quartile</b> (paid above the 25th percentile and at/below the median)	51	811	264	1126
	(58)	(942)	(276)	(1276)
	(50)	(952)	(256)	(1258)
Proportion in the <b>lower quartile</b> (paid below the 25th percentile)	59	827	240	1126
	(49)	(854)	(374)	(1277)
	(50)	(862)	(345)	(1258)

**5.6.11 Bonus Pay by Disability**

Bonus Pay	Disability Bonus Gap	Disability Bonus Gap	Bonus pay employees who have declared they have a disability	Bonus pay employees who have declared no disability	Difference £
	Difference between the bonus paid to employees who declared a disability and employees who have declared no disability as a % of employees who have declared no disability.	Pay of employees who have declared a disability as a % of pay of employees who have declared no disability			

Mean bonus	-31.4%	137.2%	£1,436.76	£1,047.33	£389.43
	(-4.3%)	(104.3%)	(£1,106.73)	(£1,060.98)	(£45.75)
	(-14.8%)	(114.8%)	(£1,611.31)	(£1,403.97)	(£207.34)
Median bonus	-35.29%	142.9%	£500.00	£350.00	£150.00
	(16.8%)	(83.0%)	(£830.99)	(£998.70)	(£176.71)
	(3.9%)	(96.1%)	(£920.88)	(£958.40)	(£37.52)

Who received bonus pay:

Disabled paid bonus as % of all Disabled: 9.18% (27.2%; 11.8%)

Non-disabled paid bonus as % of all Non-disabled staff: 11.13% (34.9%; 15.8%)

Note:

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

## 5.6.12 Market Forces Supplements by Gender, Ethnicity and Disability (“snapshot” date of 31 March 2022)

\*Bracketed figures represent the 2021 and 2020 reported figures.

### Market Forces Supplement by Gender

Category	Head count	% of Cat	% of MFS	Total MFS	Average MFS	Diff to Male	%Male MFS
<b>Women</b>	104 (104) (99)	4.7%	38.4% (37.5%) ) (37.4%) )	£778,946 (£812,752) (£687,093)	£7,489 (£7,667) (£6,940)	£2,746	26.8%
<b>Men</b>	167 (174) (165)	7.2%	61.6% (62.5%) ) (62.6%) )	£1,709,186 (£1,752,300) ) (£1,492,120) )	£10,235 (£10,013) (£9,043)	N/A	N/A

### Market Forces Supplement by Ethnicity

Category	Head count	% of Cat	% of MFS	Total MFS	Average MFS	Diff to White	%White MFS
<b>BAME</b>	51 (49) (46)	7.0%	18.8% (17.6%) (17.4%)	£414,079 (£429,424) (£348,746)	£8,119 (£8,588) (£7,581)	£1,797	18.1%
<b>Not stated/ known</b>	38 (34) (30)	6.1%	14.0% (12.2%) (11.4%)	£269,305 (£252,322) (£188,291)	£7,086 (£7,421) (£6,276)	£2,830	28.5%
<b>White</b>	182 (195) (188)	4.7%	67.2% (70.2%) (71.2%)	£1,804,747 (£1,833,306) (£1,642,177)	£9,916 (£9,560) (£8,735)	N/A	N/A

### Market Forces Supplement by Disability

Category	Head count	% of Cat	% of MFS	Total MFS	Average MFS	Diff to NoDis	%NoDis MFS
<b>Disabled</b>	10 (8) (8)	5.4%	3.7% (2.9%) (3.0%)	£131,298 (£67,442) (£69,448)	£13,130 (£8,430) (£8,681)	£3,687	-39.0%
<b>Not stated/ known</b>	48 (43) (40)	4.7%	17.7% (15.5%) (15.2%)	£345,475 (£322,656) (£248,055)	£7,197 (£7,504) (£6,201)	£2,246	23.8%
<b>Not Disabled</b>	213 (227) (216)	6.5%	78.6% (81.6%) (81.8%)	£2,011,359 (£2,174,954) (£1,861,711)	£9,443 (£9,456) (£8,619)	N/A	N/A



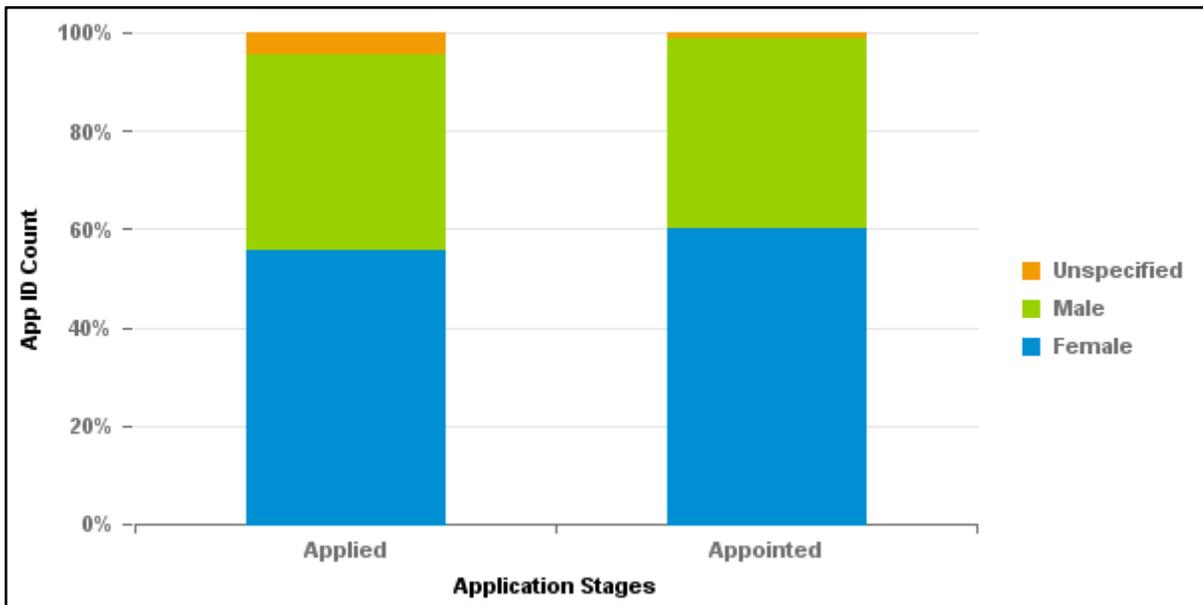
## 6. TURNOVER

Recruitment Data April 2022 – March 2023

The turnover rate including leavers who were on a fixed term contract is 16%. This is a significant fall from the 2021/2022 figure of 17.7%.

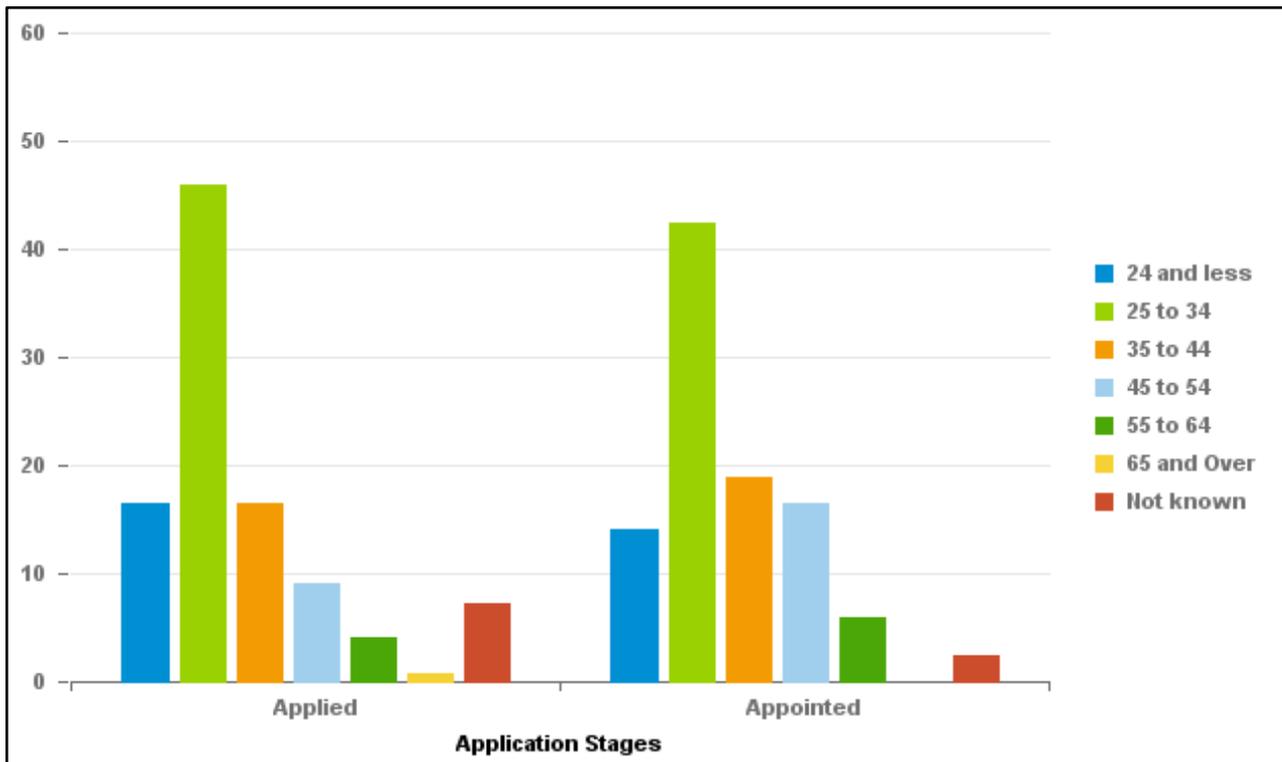
The following charts do not include all recruitment such as recruitment in schools and specialist recruitment where search and select organisations have been commissioned. There was a total of applicants for posts of which were internal applicants. This compares to 9975 applicants, 210 of which were internal in the previous reporting period.

### 6.1 Recruitment by sex



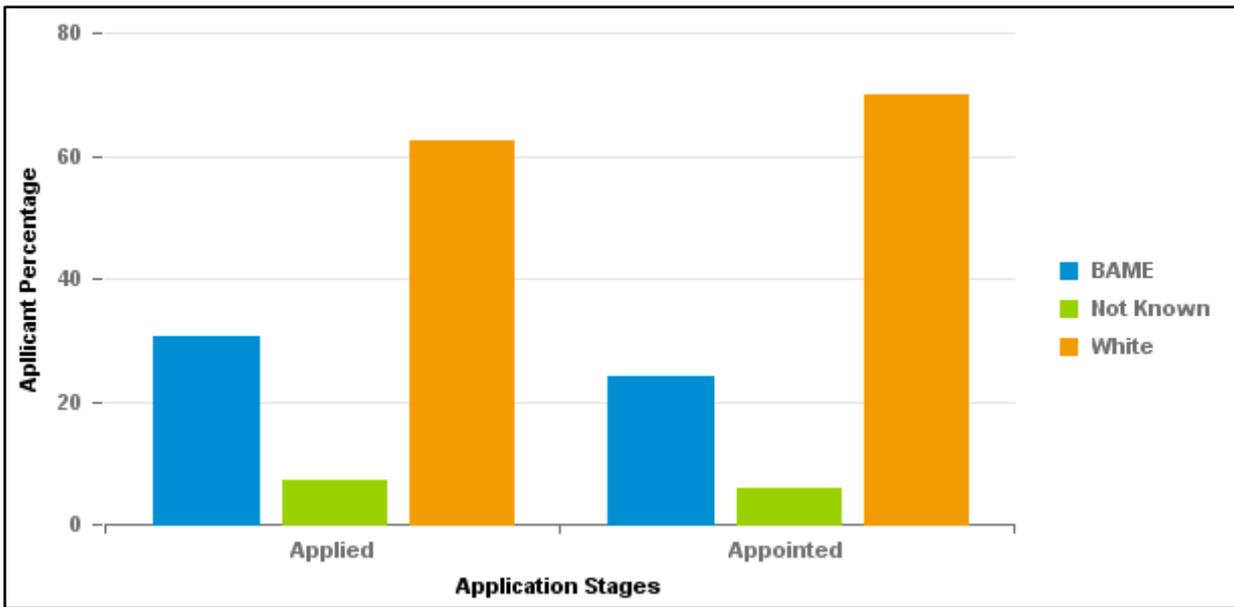
Application Stage	Female %	Male %	Unspecified %
Applied	55.7%	39.9%	4.4%
Appointed	60%	38.8%	1.2%

## 6.2 Recruitment by age



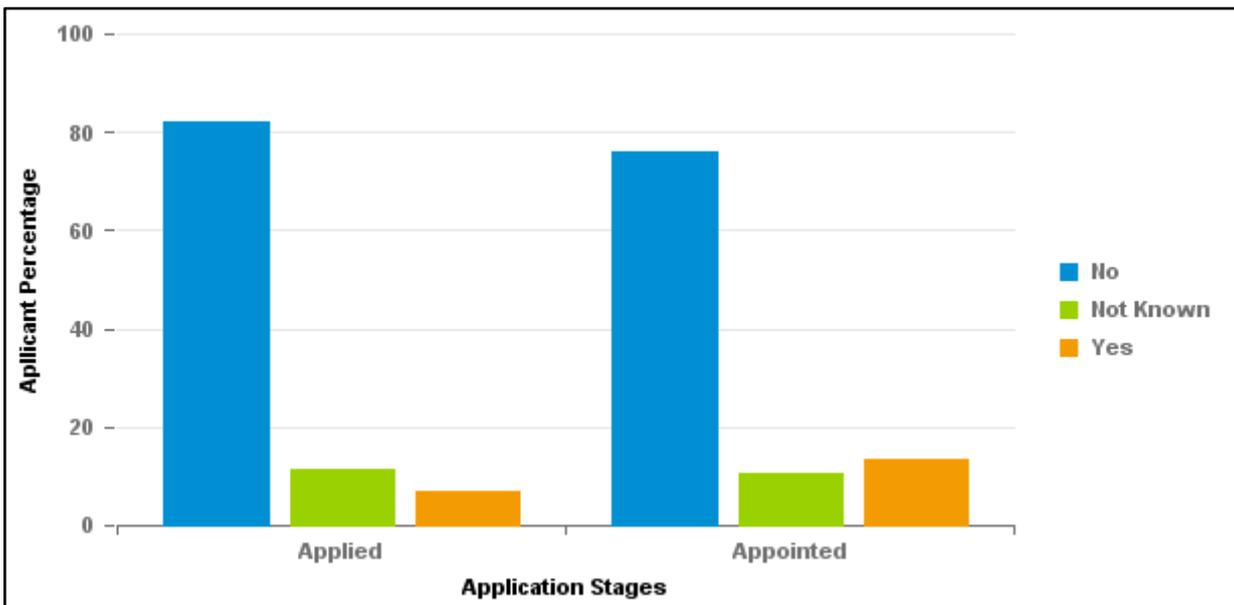
Age	Applied	Appointed
24 and less	16.5%	14.1%
25 to 34	46%	42.4%
35 to 44	16.4%	18.8%
45 to 54	9.1%	16.5%
55 to 64	4%	5.9%
65 and Over	0.7%	0.0%
Not known	7.3%	2.4%
<b>Total</b>	<b>100%</b>	<b>100%</b>

### 6.3 Recruitment by ethnicity



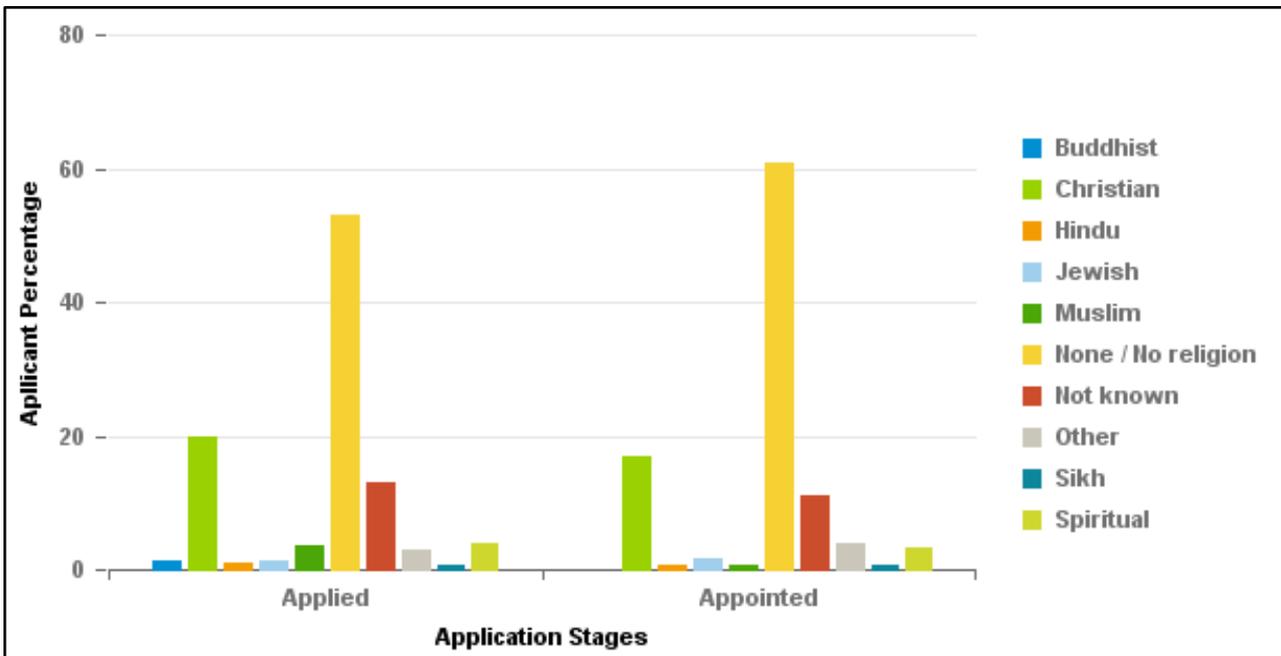
Ethnicity	Applied	Appointed
BAME	30.6%	24.1%
Not Known	7.1%	5.9%
White	62.3%	70%
<b>Total</b>	<b>100%</b>	<b>100%</b>

### 6.4 Recruitment by disability indicator



Disability	Applied	Appointed
No	81.9%	75.9%
Not Known	11.3%	10.6%
Yes	6.8%	13.5%
<b>Total</b>	<b>100%</b>	<b>100%</b>

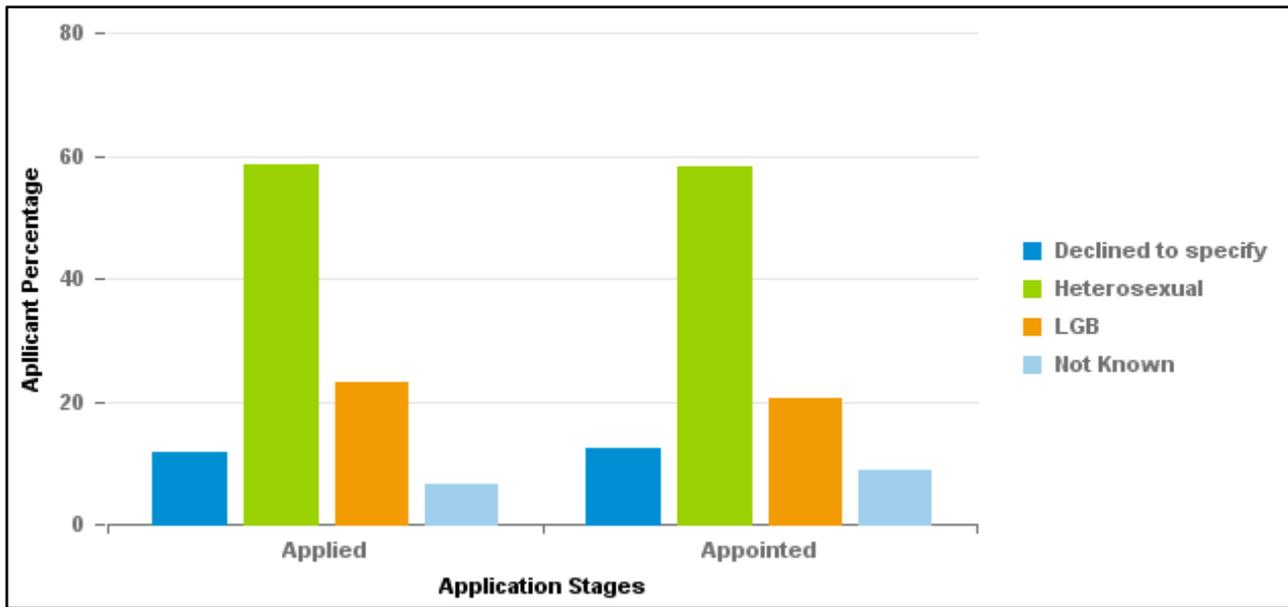
### 6.5 Recruitment by religion and belief



Religion / Belief	Applied	Appointed
Buddhist	1.3%	1.2%
Christian	20.3%	23.5%
Hindu	1.6%	0.6%
Jewish	1.1%	1.8%
Muslim	5.7%	2.9%
None / No religion	48.8%	52.9%
Not known	14%	12.9%
Other	2.5%	0.6%
Sikh	0.6%	0.6%
Spiritual	4.1%	2.9%

<b>Total</b>	<b>100%</b>	<b>100%</b>
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## 6.6 Recruitment by sexual orientation



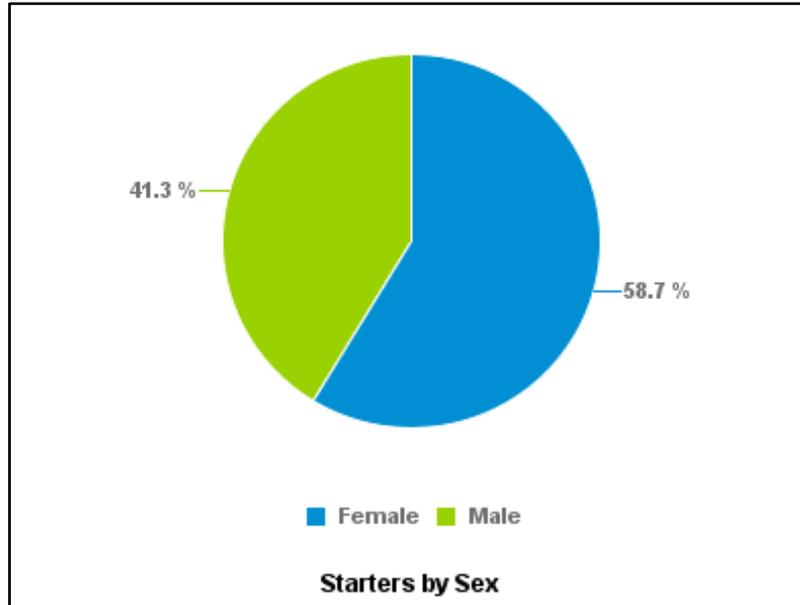
Sexual Orientation	Applied	Appointed
Declined to specify	11.8%	12.4%
Heterosexual	58.6%	58.2%
LGB	23%	20.6%
Not Known	6.5%	8.8%
<b>Total</b>	<b>100%</b>	<b>100%</b>

## 7. STARTER INFORMATION APRIL 2022 – MARCH 2023

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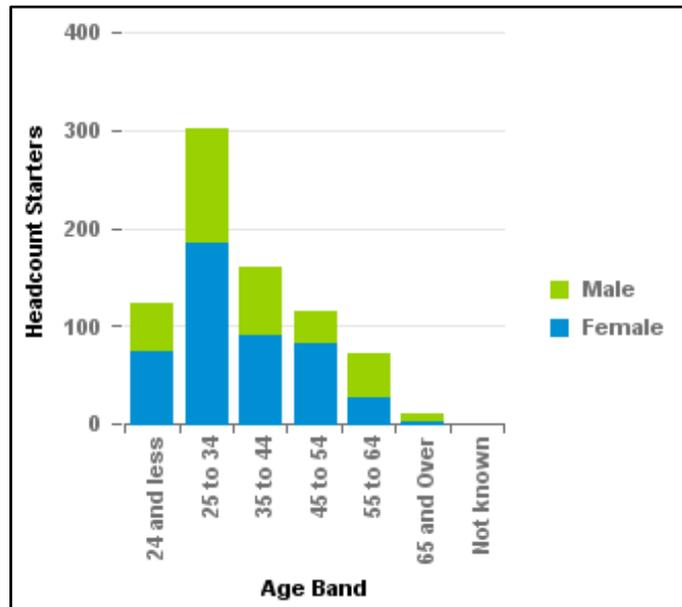
The tables below give a breakdown of the 782 new starters to the organisation including fixed/temporary terms employees. This data does not include those employees who already work for the City Corporation but have changed jobs. There have been 633 leavers in the same period.

### 7.1 Starters by sex



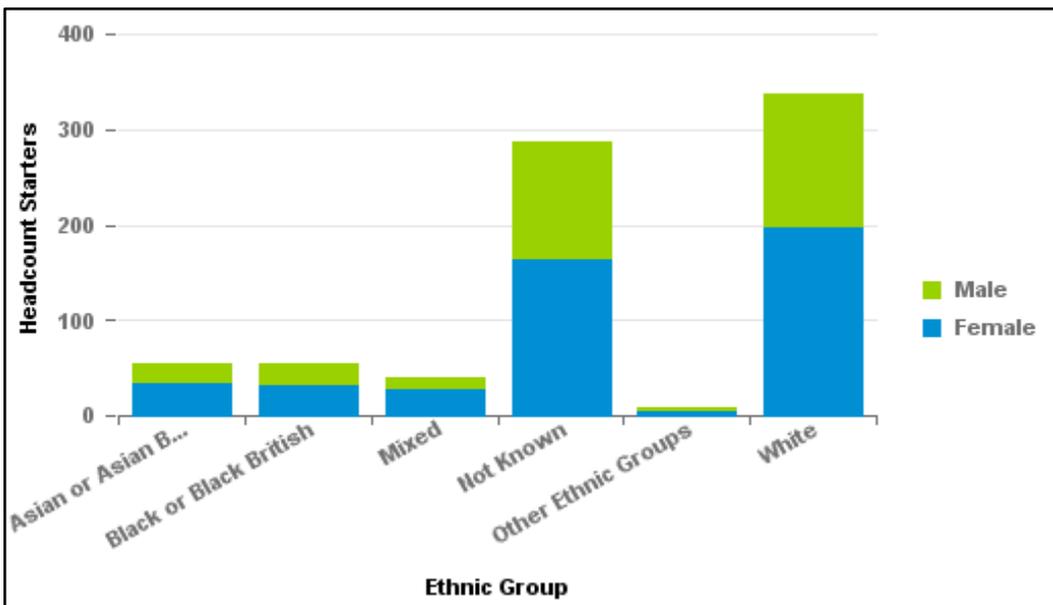
Gender	Headcount Starters	Total
Female	459	58.70%
Male	323	41.30%
<b>Grand Total</b>	<b>782</b>	<b>100.00%</b>

### 7.2 Starters by age



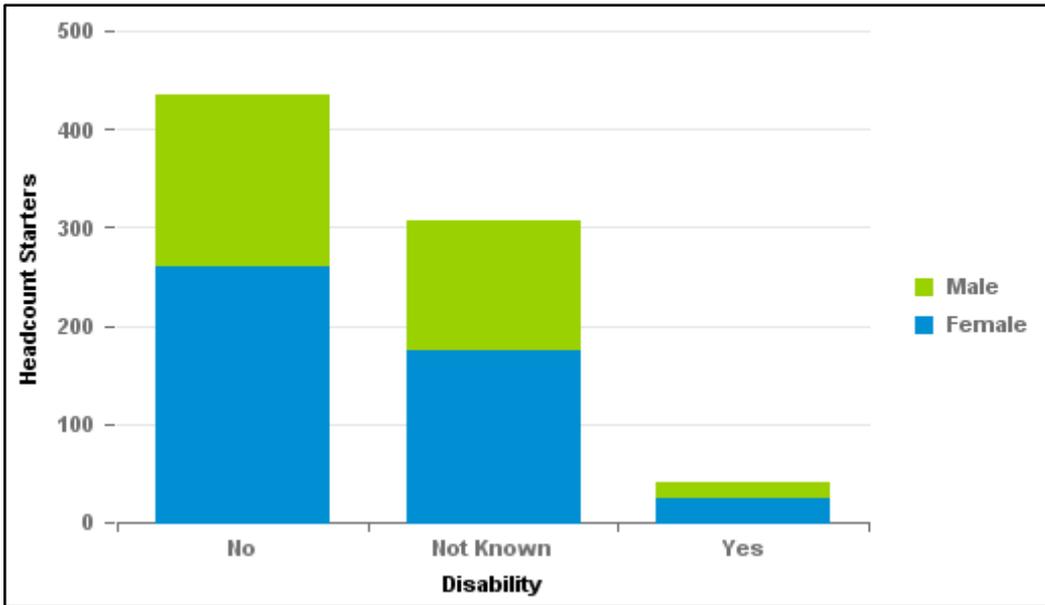
Age Band	Headcount Female	% Female	Headcount Male	% Male
24 and less	73	9.3%	50	6.4%
25 to 34	185	23.7%	117	15%
35 to 44	90	11.5%	71	9.1%
45 to 54	82	10.5%	33	4.2%
55 to 64	27	3.6%	44	5.6%
65 and over	2	0.3%	8	1%
<b>Total</b>	<b>459</b>	<b>58.70%</b>	<b>323</b>	<b>41.30%</b>

### 7.3 Starters by ethnicity



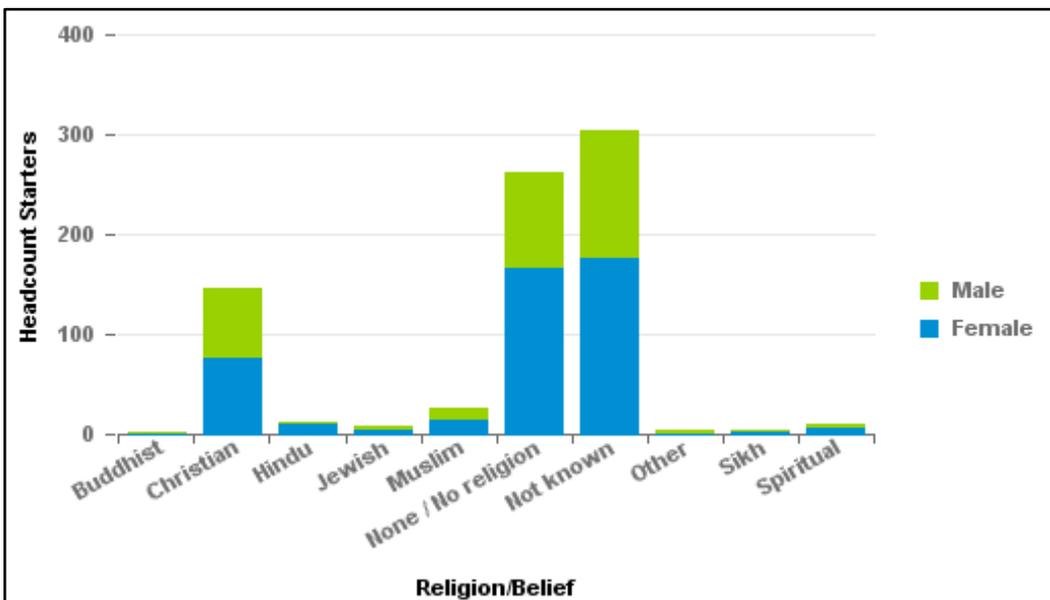
<b>Ethnicity</b>	<b>Headcount Female</b>	<b>% Female</b>	<b>Headcount Male</b>	<b>% Male</b>
<b>Asian or Asian British</b>	33	4.2%	21	2.7%
<b>Black or Black British</b>	32	4.1%	23	2.9%
<b>Mixed</b>	28	3.6%	11	1.4%
<b>Not Known</b>	164	21%	123	15.7%
<b>Other Ethnic Groups</b>	5	0.6%	4	0.5%
<b>White</b>	197	25.2%	141	18%
<b>Total</b>	<b>459</b>	<b>58.7%</b>	<b>323</b>	<b>41.3%</b>

### 7.4 Starters by disability indicator



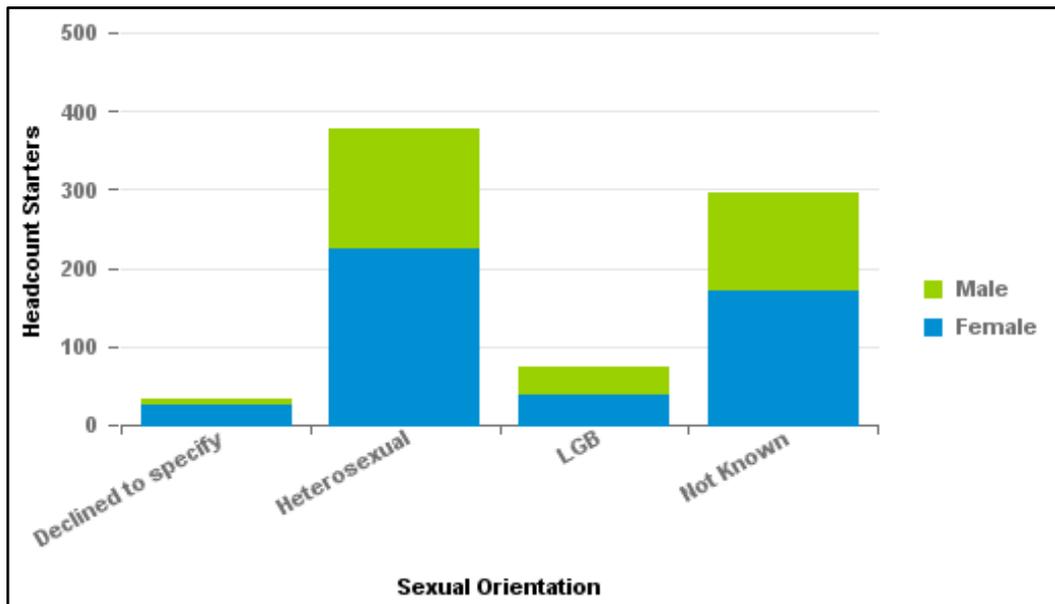
Disability	Headcount Female	% Female	Headcount Male	% Male
No	261	33.4%	174	22.3%
Not Known	174	22.3%	132	16.9%
Yes	24	3.1%	17	2.2%
<b>Total</b>	<b>300</b>	<b>61.2%</b>	<b>190</b>	<b>38.8%</b>

### 7.5 Starters by religion and belief



Religion / Belief	Headcount Female	% Female	Headcount Male	% Male
Buddhist	1	0.3%	1	0.1%
Christian	77	9.6%	69	8.8%
Hindu	11	1.4%	1	0.1%
Jewish	4	0.5%	4	0.5%
Muslim	14	1.8%	12	1.5%
None / No religion	167	21.4%	96	12.3%
Not known	176	22.5%	129	16.5%
Other	1	0.1%	2	0.4%
Sikh	2	0.3%	3	0.4%
Spiritual	6	0.8%	5	0.6%
<b>Total</b>	<b>459</b>	<b>58.7%</b>	<b>323</b>	<b>41.3%</b>

## 7.6 Starters by sexual orientation



Sexual Orientation	Headcount Female	% Female	Headcount Male	% Male
Declined to specify	26	3.3%	7	0.9%
Heterosexual	225	28.8%	153	19.6%
LGB	37	4.7%	37	4.7%
Not Known	171	58.7%	126	16.1%

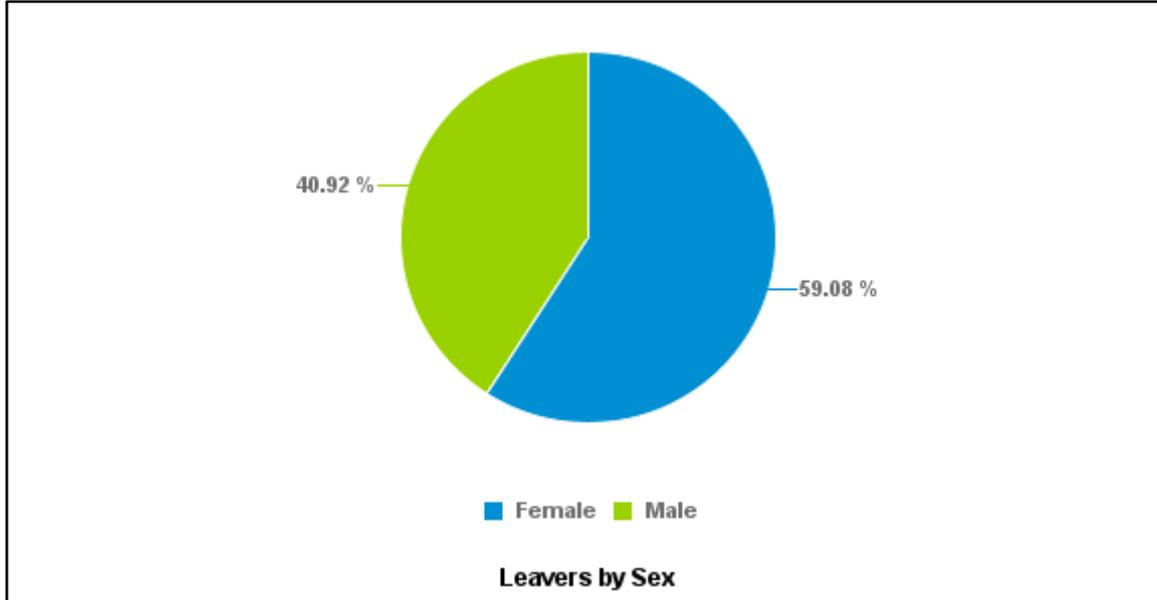
<b>Total</b>	<b>459</b>	<b>58.7%</b>	<b>323</b>	<b>41.3%</b>
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## 8 LEAVER INFORMATION APRIL 2022 – MARCH 2023

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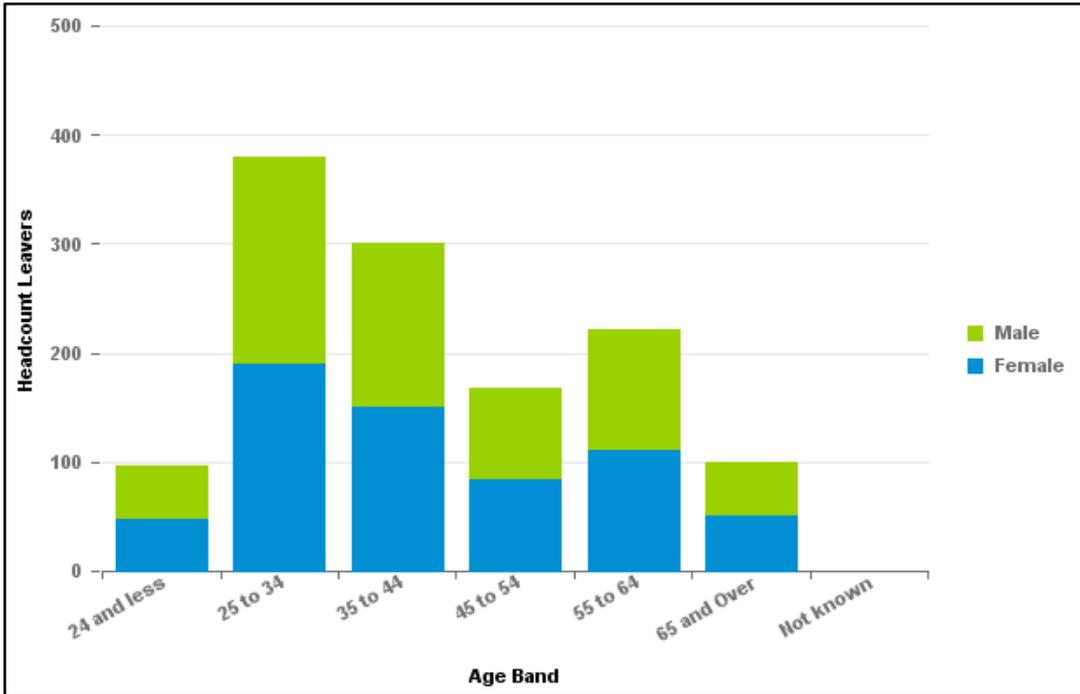
The tables below give a breakdown of the 633 leavers from the organisation.

### 8.1 Leavers by sex



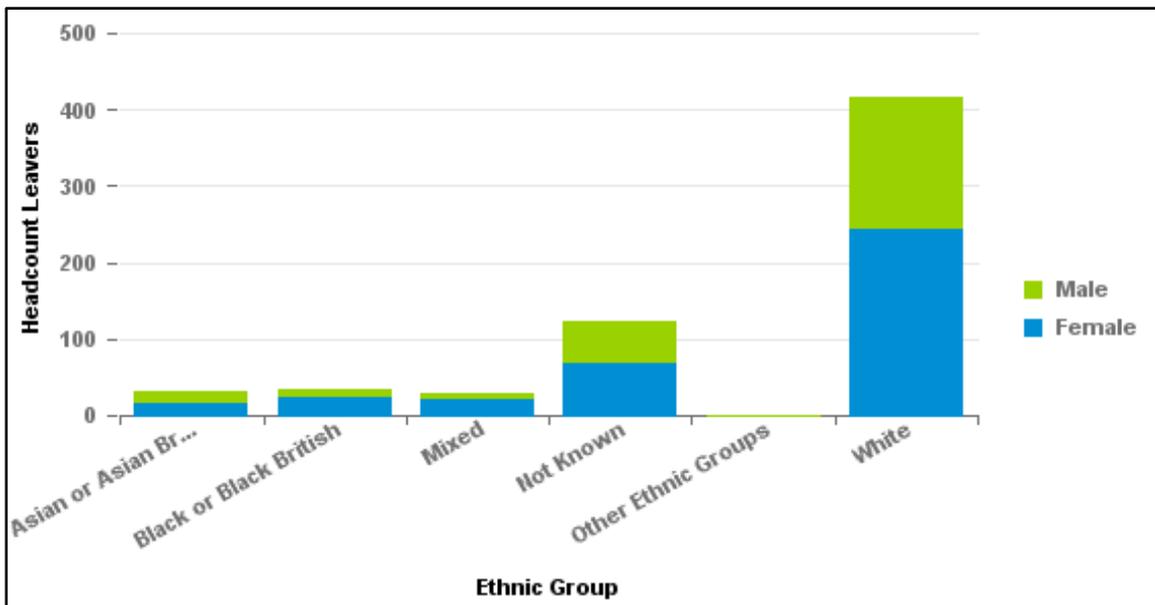
Sex	Headcount	%
<b>Female</b>	374	59.1%
<b>Male</b>	259	40.9%
<b>Total</b>	<b>633</b>	<b>100%</b>

### 8.2 Leavers by age



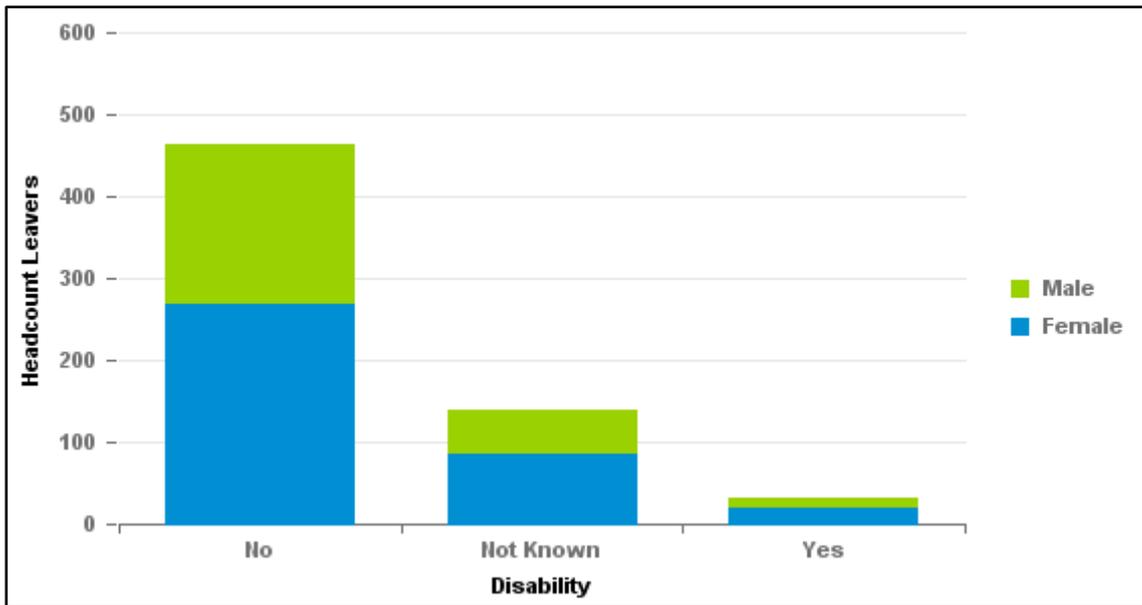
Age Band	Headcount Female	% Female	Headcount Male	% Male
24 and less	32	5%	16	2.5%
25 to 34	127	20.1%	63	10%
35 to 44	91	14.4%	59	9.3%
45 to 54	53	3.8%	31	4.9%
55 to 64	49	7.4%	62	9.8%
65 and Over	22	3.5%	28	4.4%
<b>Totals</b>	<b>374</b>	<b>59.1%</b>	<b>259</b>	<b>40.9%</b>

### 8.3 Leavers by ethnicity



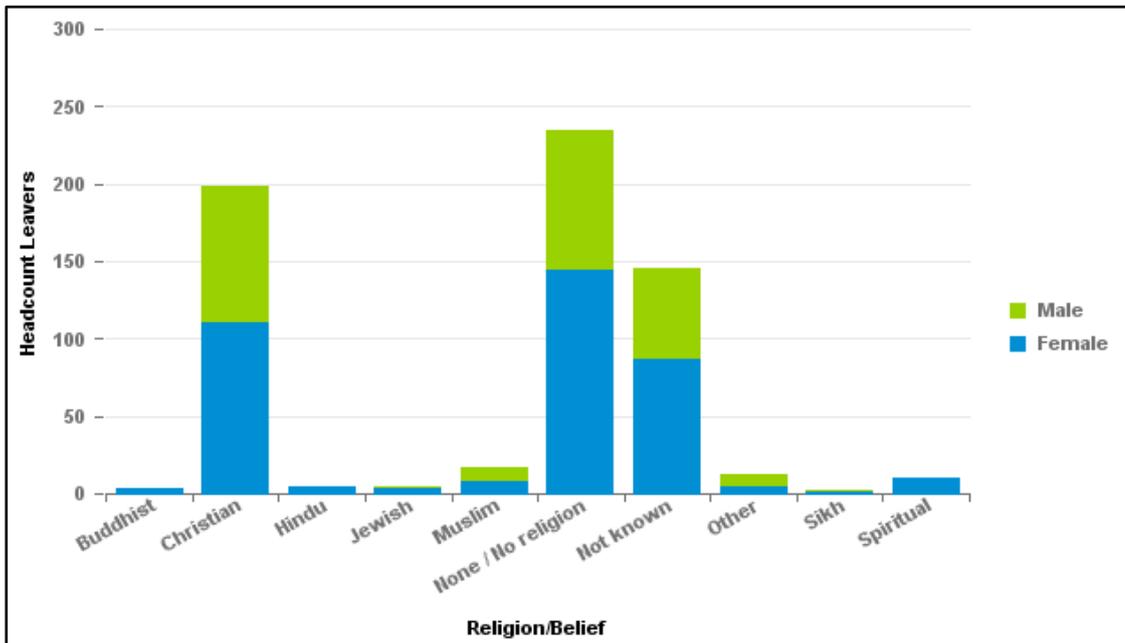
Age Band	Headcount Female	% Female	Headcount Male	% Male
Asian or Asian British	17	2.7%	15	5.1%
Black or Black British	24	3.8%	11	5.5%
Mixed	21	3.3%	7	4.4%
Not Known	68	10.7%	54	19.3%
Other Ethnic Groups	0	0	1	0.2%
White	244	38.6%	171	65.6%
<b>Total</b>	<b>374</b>	<b>59.1%</b>	<b>259</b>	<b>40.9%</b>

#### 8.4 Leavers by disability indicator



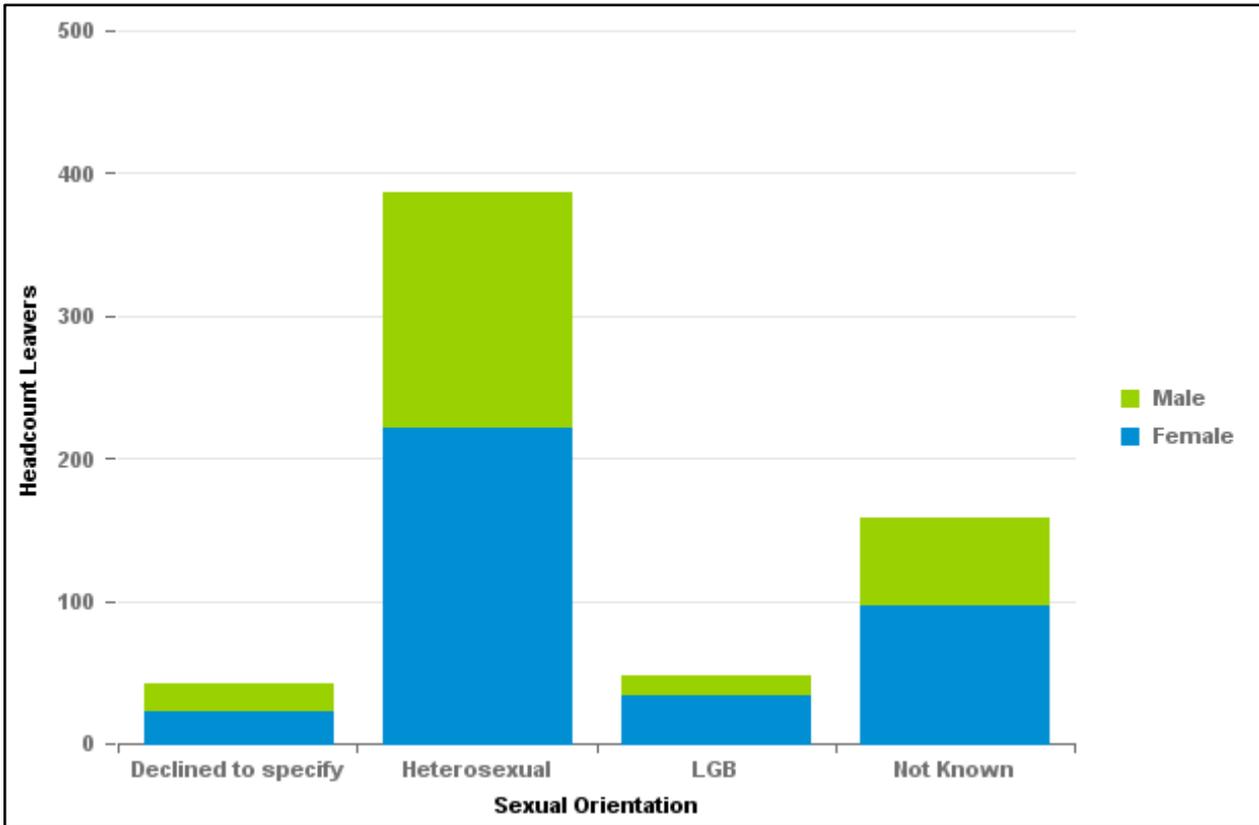
Disability	Headcount Female	% Female	Headcount Male	% Male
No	269	42.5%	194	30.7%
Not Known	85	13.4%	54	8.5%
Yes	20	3.2%	11	1.7%
<b>Total</b>	<b>374</b>	<b>59.1%</b>	<b>259</b>	<b>40.9%</b>

#### 8.5 Leavers by religion and belief



Religion	Headcount Female	% Female	Headcount Male	% Male
Buddhist	3	0.5%	0	
Christian	110	17.4%	89	14.1%
Hindu	4	0.6%	1	0.2%
Jewish	3	0.5%	2	0.3%
Muslim	8	1.3%	9	1.4%
None / No religion	144	22.6%	91	14.4%
Not known	87	13.7%	58	9.2%
Other	4	0.6%	8	1.3%
Sikh	1	0.2%	1	0.2%
Spiritual	10	1.6%	0	
<b>Total</b>	<b>374</b>	<b>59.1%</b>	<b>259</b>	<b>40.9%</b>

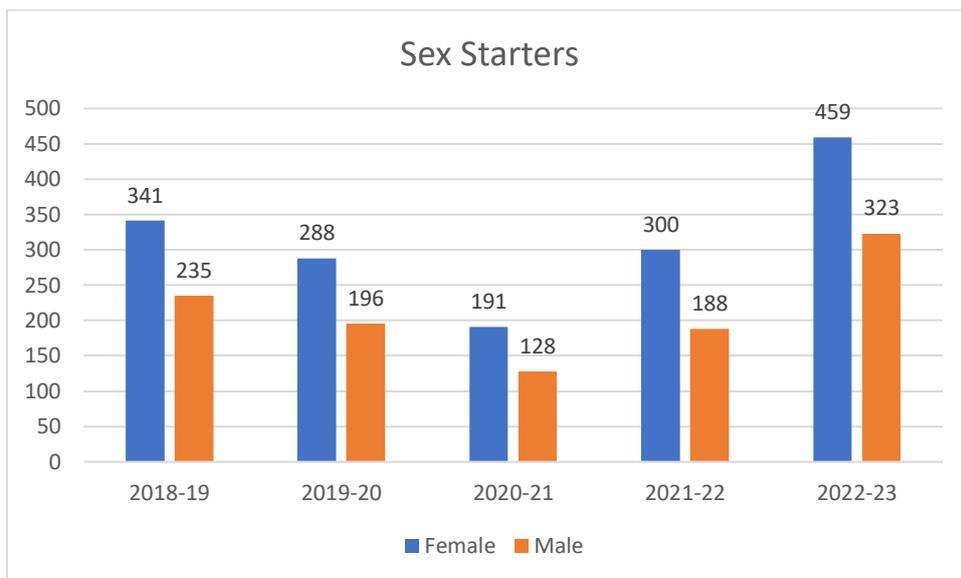
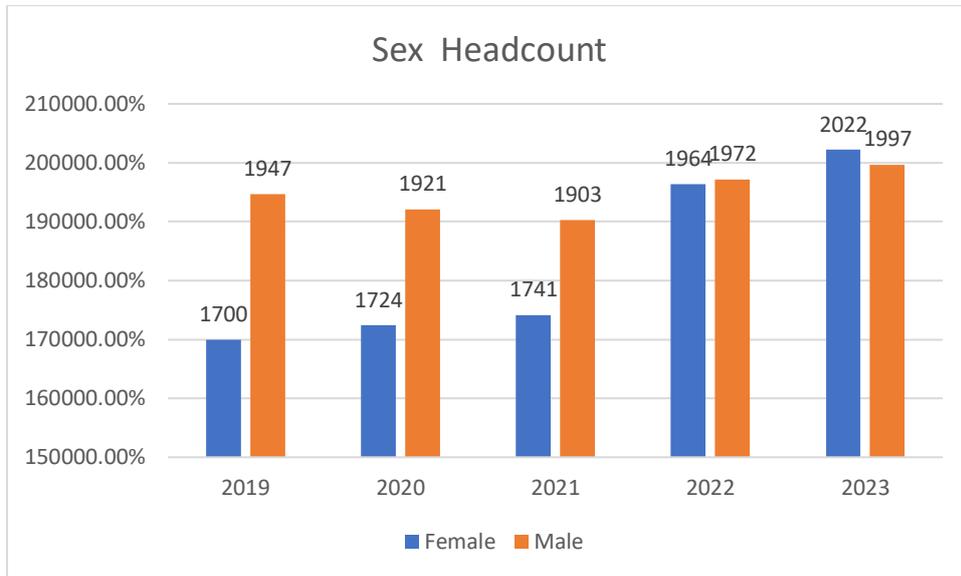
## 8.6 Leavers by sexual orientation

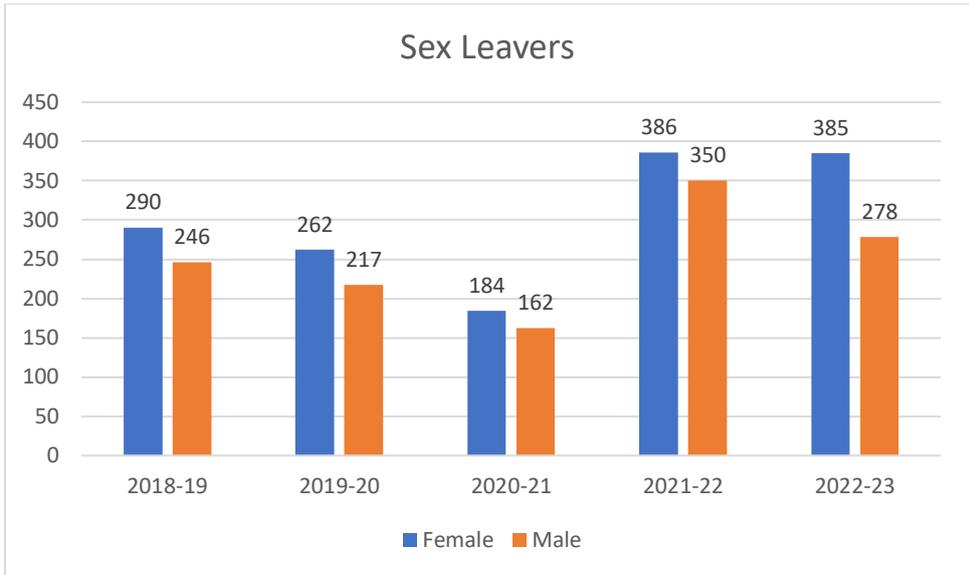


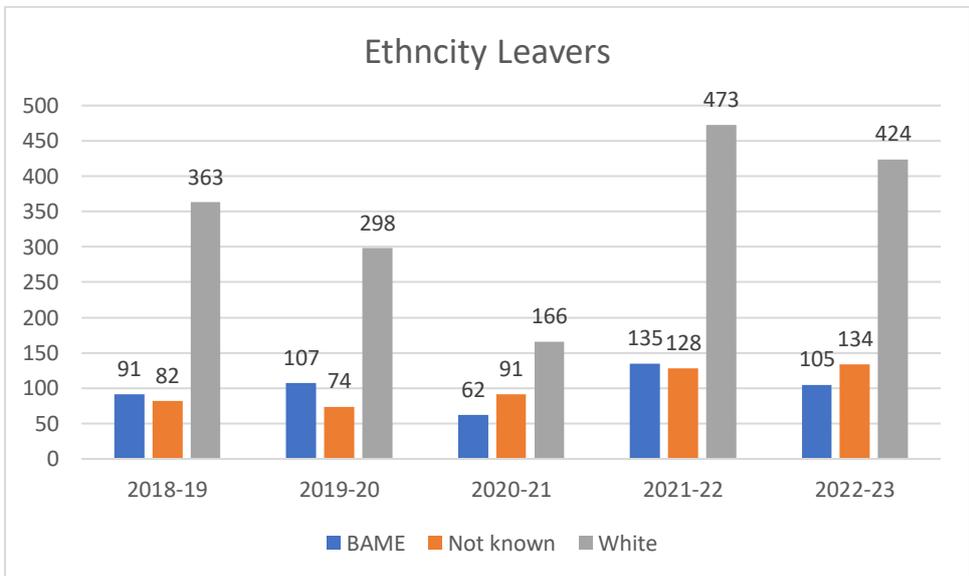
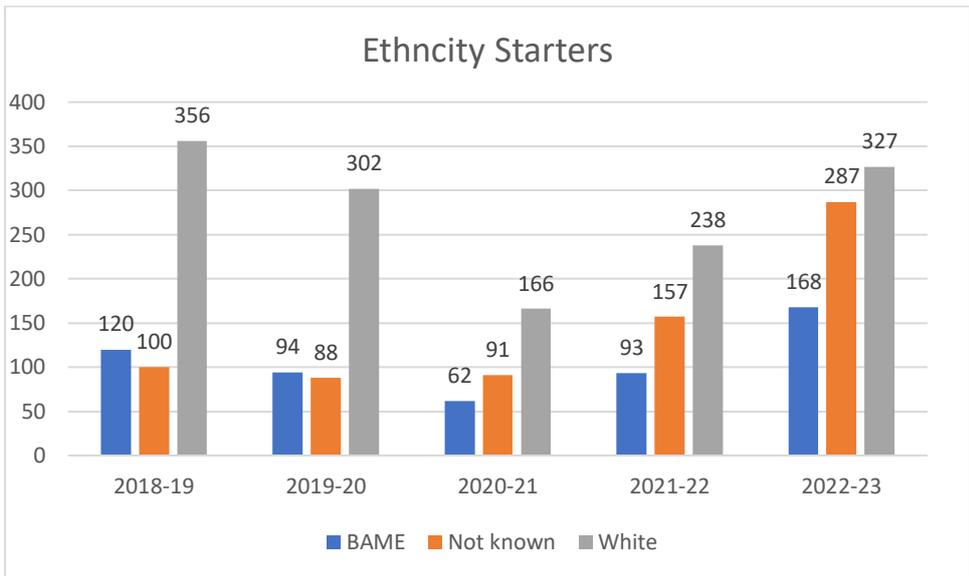
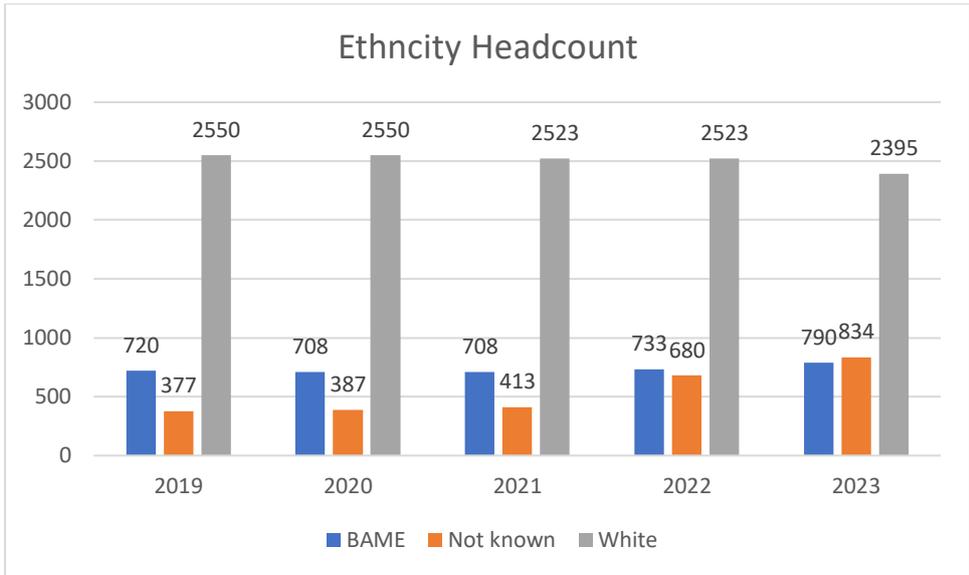
Sexual Orientation	Headcount Female	% Female	Headcount Male	% Male
Declined to specify	23	3.6%	19	3%
Heterosexual	221	34.9%	165	26.1%
LGB	33	5.2%	14	2.2%
Not Known	97	15.3%	61	9.6%
<b>Total</b>	<b>374</b>	<b>59.1%</b>	<b>259</b>	<b>40.1%</b>

## Appendix 2

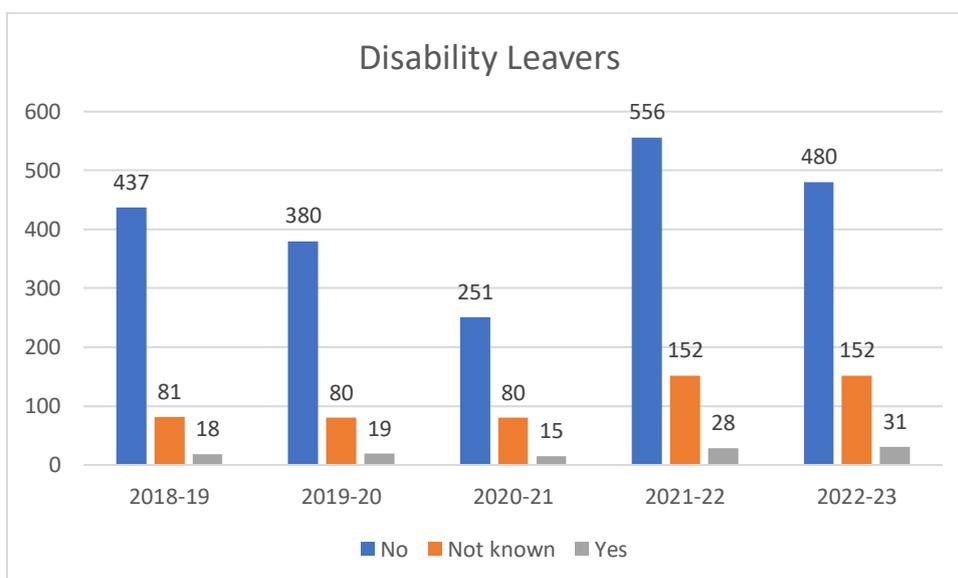
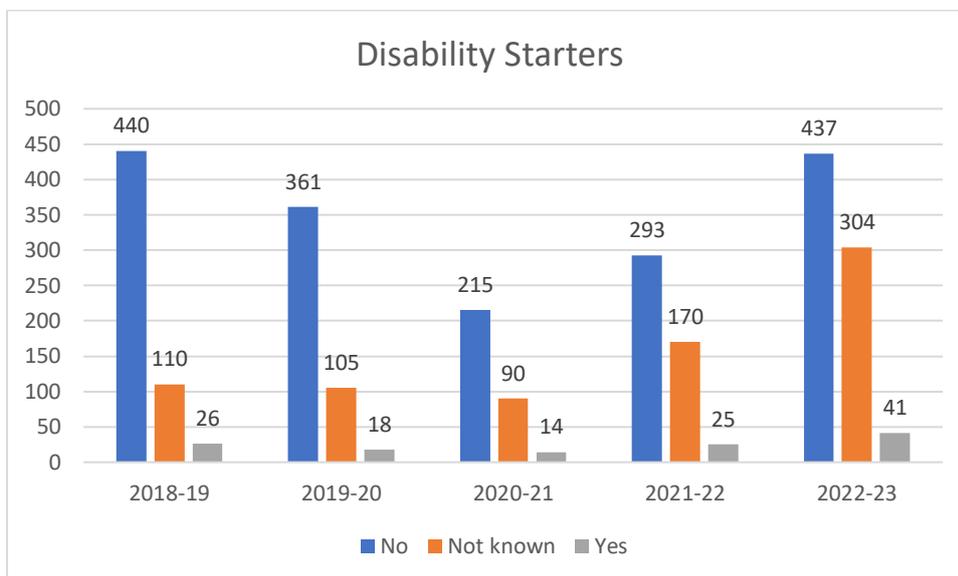
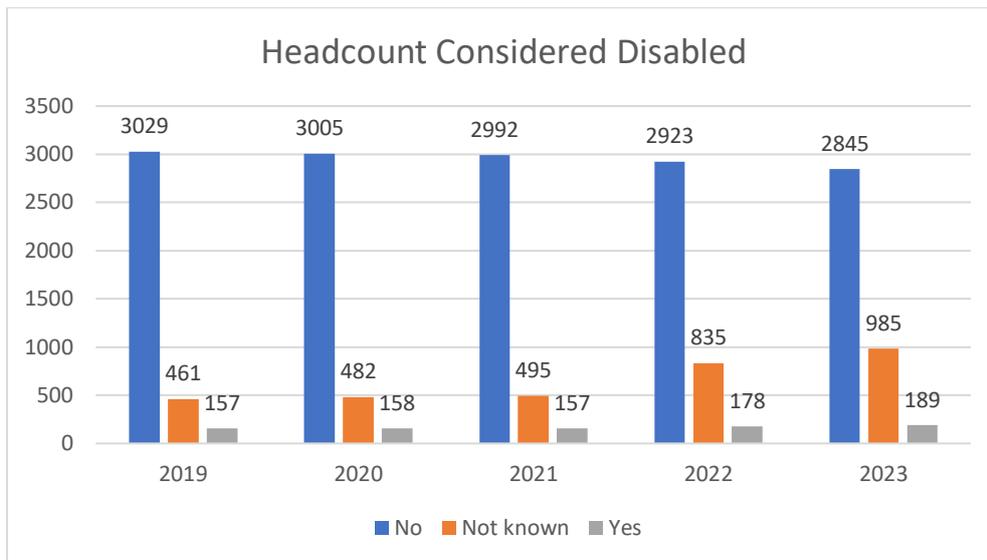
### Sex



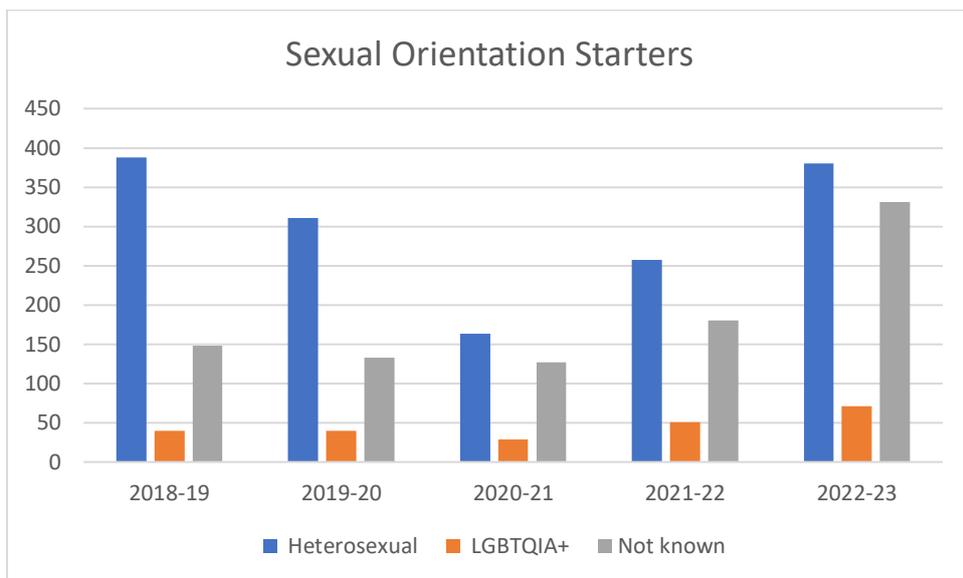
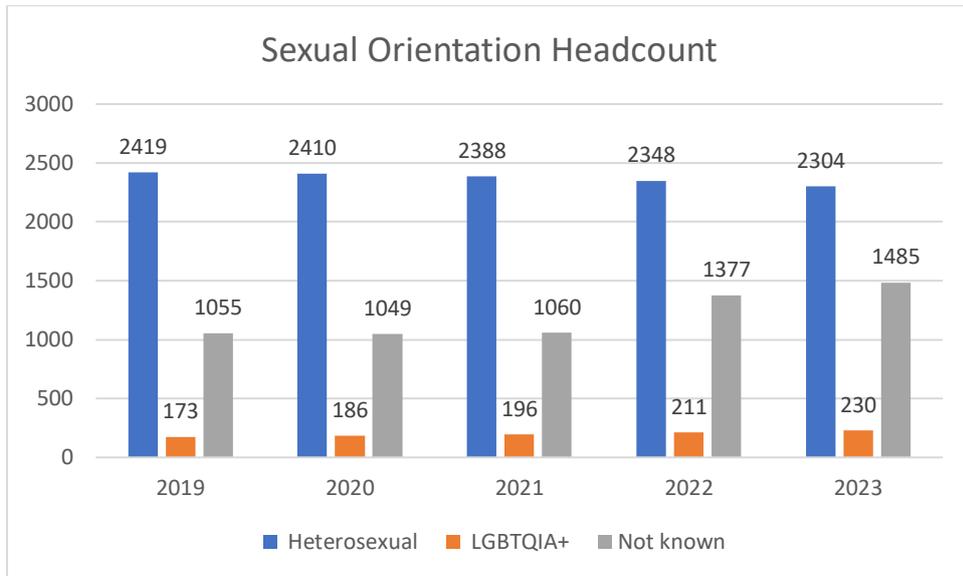


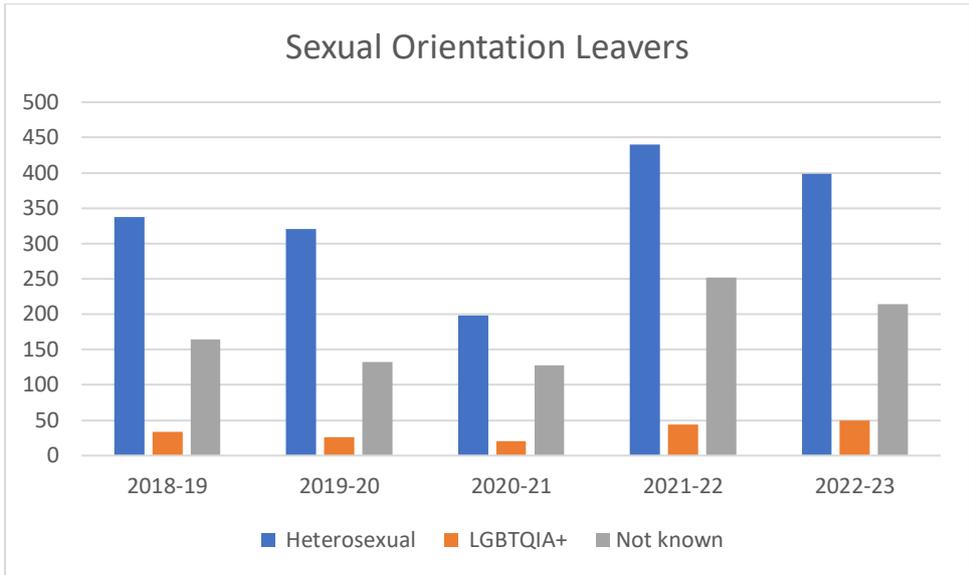


## Disability



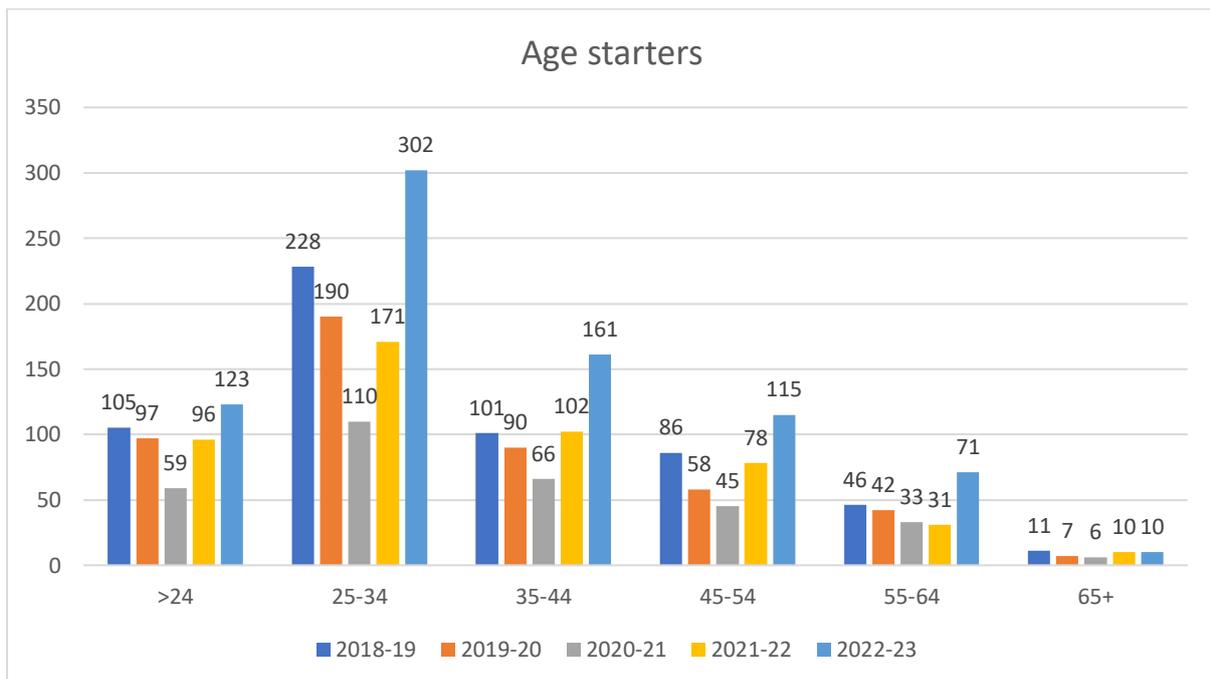
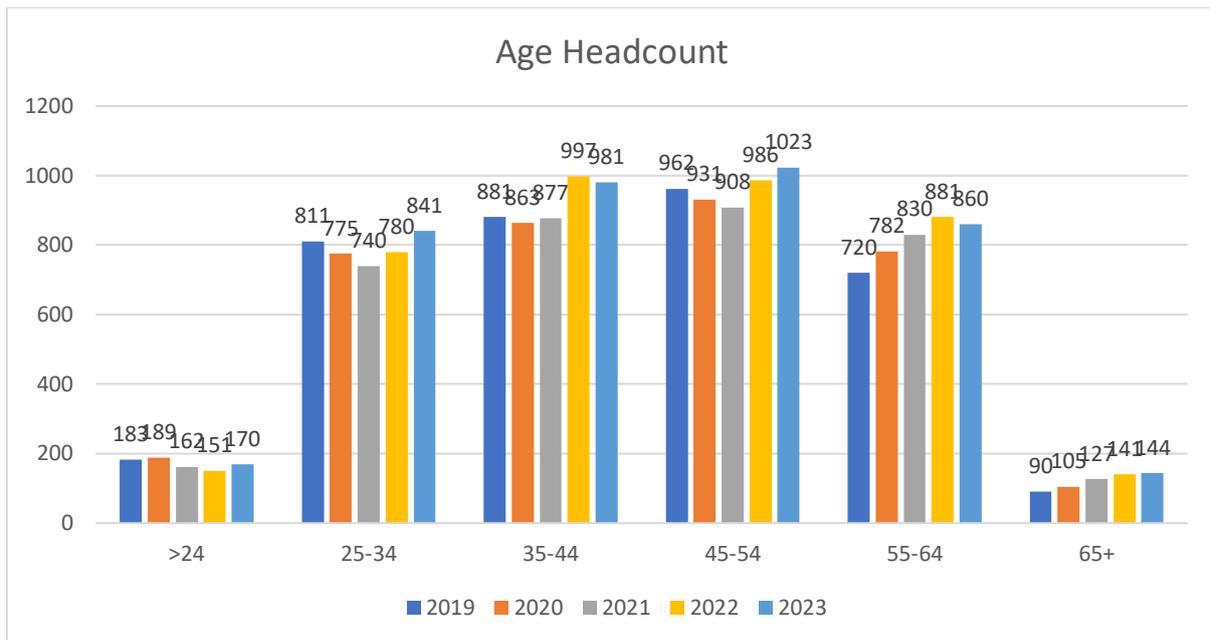
## Sexual Orientation



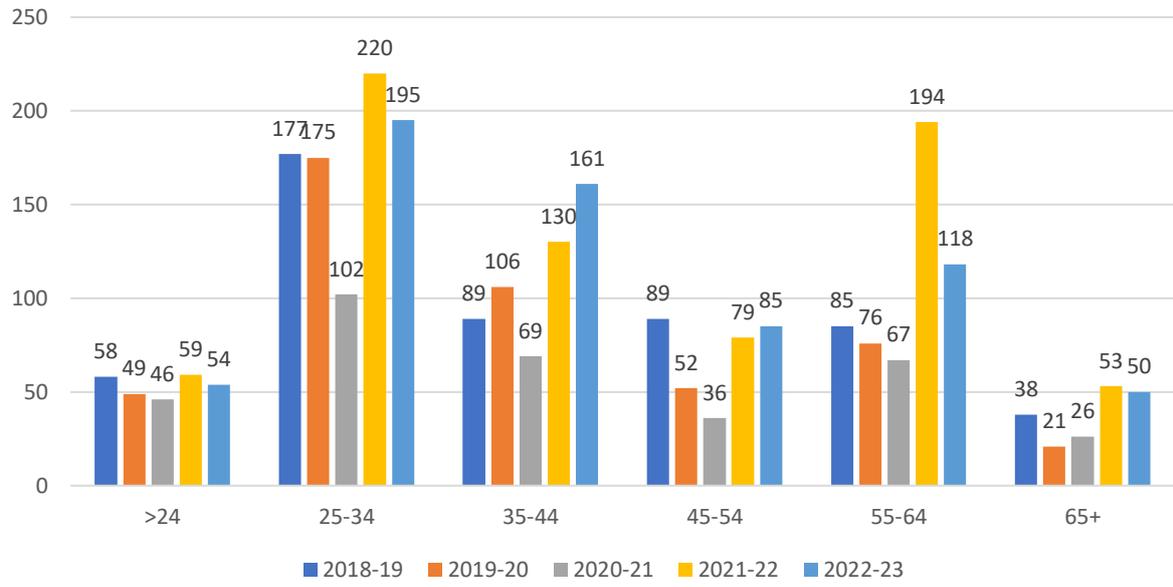




## Age



### Age Leavers



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<b>Committee(s):</b> Corporate Services Committee	<b>Dated:</b> 12 July 2023
<b>Subject: Chief Operating Officer's Departmental Business Plan – Quarterly Update</b>	Public
<b>Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?</b>	1, 2, 3, 8, 9, 10, 11
<b>Does this proposal require extra revenue and/or capital spending?</b>	No
<b>If so, how much?</b>	N/A
<b>What is the source of Funding?</b>	N/A
<b>Has this Funding Source been agreed with the Chamberlain's Department?</b>	N/A
<b>Report of:</b> Emma Moore, Chief Operating Officer	For Information
<b>Report author:</b> Anna Clarke, Chief of Staff to the Chief Operating Officer	

## Summary

This report provides an update on progress against the 2023/24 Business Plan for the Department of the Chief Operating Officer (COO), as well as the following Business Plans from those specific areas within the Department which fall within the remit of the Corporate Services Committee:

- Corporate Health and Safety (H&S)
- Human Resources (HR)

The intention is to provide the Committee with a clearer line of sight to our progress, and so a report like this will be brought to this Committee quarterly going forwards.

## Recommendation(s)

Members are asked to note this report and our progress towards implementing our 2023/24 Business Plans.

## Main Report

### Background

1. This Committee approved the 2023/24 Business Plans for H&S and HR, as well as the overarching Plan for the COO Department, at its meeting on 27 January 2023. As explained at that meeting, following the creation of the Department in 2021 and the completion of the Target Operating Model work, these Plans represent the first year of the Department's multi-year transformation work. Our own continual improvement is key to supporting the Corporation's overall agility, effectiveness and impact, as our work reaches all parts of the organisation.
2. These Business Plans included our Key Workstreams for 2023/24 (**Appendix 1**), as well as Key Performance Indicators (KPIs) to enable us to better track and

report on our progress. The Departmental KPIs are overarching and are for every directorate within the COO Department to deliver. Our progress against these KPIs is set out at **Appendix 2**.

3. The KPIs and key workstreams in all our Plans are united by our four transformation objectives, which provide the golden thread throughout the entire Department:
  - Transparency
  - Credibility
  - Partnership, and
  - Enablement.

The detail behind these four objectives is set out at **Appendix 3**.

4. The Business Plans themselves are available on the COO Department homepage on COLNET (the Corporation's intranet).

### **Current Position**

5. Our Plans for 2023/24 were designed to be ambitious but achievable. In addition to the progress against our KPIs at **Appendix 2**, this section covers some of the performance highlights to date against our Key Workstreams (**Appendix 1**).

### COO Department

6. At the departmental level, we continue to work on building the identity, cohesion and credibility of the Department in line with our plan to build a collaborative and non-siloed approach.
7. This has included the development of monthly Performance Pack which we put in place from the start of the financial year. This has helped us to better capture, assess and demonstrate our progress. The pack is discussed at the monthly COO SLT meetings and then published on the intranet, so that our team can see how we are doing. The pack includes status updates against the KPIs in our business plans, and these status updates (from the June report) are attached to this report at Appendix 1. The pack also includes updates against our business plan milestones, which we have captured as a 'green brick road' to show staff how we are moving forwards. The document is a work in progress, and we will continue to evolve it as we mature in our approach to data. As it evolves, it will give us insights into our performance that enable us to take decisions and make interventions accordingly.
8. To increase engagement and embed our organisational priorities, we are continuing a rolling programme of in-person twice-yearly COO Conferences for the whole Department, as well as our partners from the professions across the Corporation's Institutions. The most recent Conference took place on 14 June, with mixed-directorate tables to breakdown silos and an agenda structured around transformation and our four themes. The COO leadership team provided a progress update on Business Plan implementation and highlighted and celebrated recent successes, and substantive agenda items on a focus on Partnership and Continuous Improvement were led by department colleagues.

This was our best attended conference yet, with over 150 colleagues, and initial feedback has been positive.

9. We have reorganised the structure of our risks on Pentana (the Corporation's risk management system) and undertaken a refresh of our risk content. Key colleagues have been trained in the Corporation's risk management approach, and a further training session is taking place on 22 June to support colleagues in using Pentana.
10. We have also put in place and continue to build a forward look for Corporate Services Committee, to better signpost our overall plan to the Committee and to give confidence that we are working to this plan. This new report itself is part of our endeavours against this workstream.
11. A key next step will be to develop and put in place a staff communications plan for the Department to give structure to our existing engagement with our team.

### Corporate Health and Safety

12. As a new directorate, much initial activity this year has focused around recruitment, mapping and the review and refresh of exiting documentation. In addition, an overarching H&S reporting structure has been put in place, which gives the Corporation a framework within which to manage its overall approach to H&S risk. A separate, more detailed report on our Health and Safety performance is on the agenda for this Committee meeting.
13. We have successfully recruited to the previously vacant (new) roles in the H&S team. We are also bringing the H&S professionals within the City Surveyor's department within the central H&S team to improve our Corporation-wide approach and consistency of that approach.
14. An early win has been the development and roll-out of an in-house safety incident reporting system which is better tailored to our needs. Moving from an external supplier has also saved the Corporation £16k per year.
15. A training needs analysis has been undertaken and IOSH training has been identified as suitable to ensure standardisation in training and suitability across the City Corporation. The training delivery is in the planning stage. The City Corporate Health and Safety Policy has been reviewed and refreshed and the draft presented at Corporate Health and Safety Committee. Wider consultation will be carried out over the summer and ratification in the autumn.

### HR

16. As well as linking into the overall departmental plan for transformation, HR is on its own transformation journey. A transformation plan for HR has been developed and shared with the Town Clerk and Chief Executive, which captures the planned activity against our transformation workstreams in one place.

17. A lot of progress has been made on recruitment, with almost all HR vacancies filled, including two of the three permanent Assistant Director posts. In addition, a new induction session for new employees has been rolled out with initial positive feedback. Following the 31 May Corporate Services Committee meeting and additional committee-level approvals, a contract has now been signed with our external partner for Phase 2 of the reward refresh. We are moving forward with recruitment of the small team to support this critical programme.
18. On working patterns, we developed and put in place a framework of employee categories to recognise the differing workplace needs of our workforce. We have also undertaken a pulse survey of our employees to help gauge the success of our new workplace attendance policy, and a separate paper reviewing the implementation of this at the six-month point is separately being considered by this Committee at this meeting.
19. In addition, separate papers on mandatory training and the reward refresh are being considered at this meeting.
20. The next priority for the directorate will be to make tangible progress around our corporation-wide engagement plan to inform the development of the Town Clerk-led People Strategy.

### **Corporate & Strategic Implications**

21. Strategic implications – The cross-cutting nature of our Department's work means that we provide leadership and support to a number of our Corporate Plan deliverables. Embedded into our HR and Health and Safety work is our support of the following Corporate Plan outcomes: safety (outcome 1); health and wellbeing (outcome 2); equal opportunities (outcome 3); innovation in professional services (outcome 8); and accessing skills and talent (outcome 9). In addition, the overarching work of the COO Department also supports our desire to be digitally and physically well-connected (outcome 10), and to inspire excellence and collaboration (outcome 11).
22. Financial implications – None arising from this report.
23. Resource implications – None arising from this report.
24. Legal implications – None
25. Risk implications – None arising from this update report. Our Departmental and Corporate risks are captured and managed per the Corporation's framework.
26. Equalities implications – Our work on equality, diversity and inclusion is an important element of the work of the COO Department. Our ED&I (Equality, Diversity and Inclusion) Directorate Business Plan is the catalyst within the Department to embed this work corporation-wide and to have positive impacts on organisational equality. Similarly, to other Directorate-level Plans, the EDI Business Plan and associated Action Plan links back to our overarching Departmental Plan and our transformation objectives.
27. Climate implications – None.

28. Security implications – None.

## **Conclusion**

29. At the end of Q1, good progress has been made against the 2023/24 Business Plans for the Department of the COO, and the Corporate H&S and HR directorates. There is clearly more for us to do this year to ensure that we deliver on the workstreams and KPIs in our plans, but the work done so far has given us strong foundations to build on and some notable initial successes.

## **Appendices**

**Appendix 1** – Key Workstreams from our 2023/24 Business Plans

**Appendix 2** – Progress against the KPIs in our 2023/24 Business Plans

**Appendix 3** – COO Department Transformation Objectives

## **Anna Clarke**

Chief of Staff to the Chief Operating Officer

E: [anna.clarke@cityoflondon.gov.uk](mailto:anna.clarke@cityoflondon.gov.uk)

## Appendix 1 – Key Workstreams from our 2023/24 Business Plans

### COO Department

#### Business Plan Major Workstreams:

- **Priority 1:** Ensure the successful delivery of each COO division's priorities, as set out in their own Business Plans.
- **Priority 2:** Following recruitment in 2022/23, build a collaborative and non-siloed approach across all COO teams, including across the Senior Leadership Team. Increased staff engagement leading to a better engagement and identification as the Department of the COO.
- **Priority 3:** Work with colleagues across CoLC to embed our refreshed organisational priorities, and in particular to support the organisation in seeking opportunities for greater income generation and embedding a more commercially focused approach across all areas of operation.
- **Priority 4:** Put in place a performance management approach which ensures that we are able to track our progress and communicate this to stakeholders. This will be supported by robust KPIs, refreshed risk registers and insightful data.
- **Priority 5:** Ensure Member Committee confidence and understanding of our approach, and that it aligns with their expectations.

### Corporate Health and Safety

#### Business Plan Major Workstreams:

- **Priority 1:** Update Officer level Health and Safety Governance, underpinned by a revised Corporate Health, Safety and Wellbeing Policy supported by a strong Health and Safety Professional Network and Corporate Health and Safety Team.
- **Priority 2:** Carry out a leadership health and safety training needs analysis and associated skills need analysis.
- **Priority 3:** Carry out a Health and Safety Risk Management Maturity Index assessment and a health and safety management system gap analysis to inform the Corporate Health and Safety Action Plan.
- **Priority 4:** A Corporation wide health and safety incident reporting system and hazard identification and assessment of risks and opportunities management system to enable oversight and assurance.

## HR

### Business Plan Major Workstreams:

- **Implement the HR Target Operating Model:** The Chief People Officer (CPO) will continue to drive and lead on the changes in HR brought about by the Target Operating Model. In 2023 all 20 vacant posts, including three Assistant Director posts should be filled, and candidates will have begun their on-boarding. The new HR Senior Management Leadership Team will put the HR Vision high on the agenda by embedding the concept and engaging with our key stakeholders, identifying diverse business needs.
- **Corporate People Strategy:** To look at the life cycle of our employees from recruitment to staff leaving the organisation. Ensure talent is harnessed in HR and across the Corporation including the approach to career pathways, talent management and diversity equality and inclusion.
- **Reward Refresh:** To carry out a complete review of the Corporation's reward offering. Areas of work to be looked at include the appropriateness of our current pay scales and salary ranges, our job evaluation scheme and our benefits package. To create a reward and benefit strategy that directly aligns with the overarching people strategy and addresses the full suite of Corporate issues in relation to reward and benefits.
- **HR Unit:** Reset the HR Agenda. Create better cross and joined up working within teams, upskilling staff by supporting and creating team learning and development plans. Improve HR staff engagement and boost staff morale. Set values to improve capabilities and standards and focus on customer service and employee support services. Ensure a series of engagement sessions take place and that departmental action plans are taken forward providing the organisation with a fit for purpose HR Unit. Review HR systems including City People (I-Trent), processes and ways of working to improve outcomes.
- **Working Patterns:** Introduce permanent working patterns by segmenting the workforce into four categories. Ensure attractive and stable on-site working arrangements that both attract new employees and recognise the significance of being a place-based organisation.
- **Learning & Development:** Review of training courses, both mandatory and bespoke, to support organisational learning with a better link to appraisals. Explore interactive training and face to face. Introduce two versions of staff induction (one for all new starters and a manager's induction). Strengthen people management skills for line managers.
- **HR Heads of Profession:** Work with our Institutions to establish community of best HR practice.

## Appendix 2 – Progress against the KPIs in our 2023/24 Business Plans

### Department of the Chief Operating Officer

#	KPIs 2023/24	Target	By when?	Data source	Status update
1	Transparency: All seven COO teams have an Operating Level Agreement (OLA) or other service agreement in place with all Chief Officer departments and institutions	100% by Year End	Year End	Confirmation of OLAs from each of the seven COO Directorates	Initial scoping under way. DITS have signed a Shared Service Agreement with COLP.
2	Credibility: All COO department employees have completed mandatory training	95%	Year End	HR – L&D team	Dashboard being developed to track and measure this and update being provided to Corporate Services Committee meeting on 12 June.
3	Credibility: Forecasts to be increasingly accurate: +/- 10% at Period 6; +/- 5% at Period 9 and +/-1% by Year End.	99% forecast accuracy by Year End	To be measured at P6, P9 and Year end	Chamberlain's	New meeting cycle being put in place with Finance Business Partners to provide better grip of budgets, leading to greater forecast accuracy.
4	Partnership: Client pulse survey showing a % satisfaction with COO Department services – in P5 and P12	10% improvement over the year (baseline to be set in Q4 2022/23)	P5 and P12	Pulse surveys	Additional survey to create baseline being issued in June, which will better enable us to measure our progress across the year.
5	Partnership: All queries responded to within defined timelines (which vary across the COO Department)	95%	Year End	All COO SLT to confirm timelines	Not due yet: first step will be to confirm timescales for responses by department.
6	Enablement: Productivity increase from continuous improvement (excluding EDI, which will have different measures)	-5% of time per COO area per year	Year End	Productivity improvement initiatives within teams will be captured by the COO's Office	Measure has been changed from -100 hours per COO area per year (which was in the COO Department business plan) to -5% of time per area per year. Focus on saving time reinforced at COO Conference on 14 June.

## Corporate Health and Safety (1)

#	KPIs 2023/24	Target	By when?	Data source	Status update
1	Health and Safety Risk Management Maturity Index	Improvement	Mar 24	Director of H&S	NOT STARTED: Due to start Jul 2023.
2	All scheduled health and safety meetings and committees identified in the Corporation's Governance arrangements occur and recorded minutes within a 12-month period.	100%	Dec 23	Director Head of Profession and Chairs	ON TRACK: Corporate H&S Committee on track to meet this. STARTED: Other health and safety meetings/groups/committees identified. June 2023.
3	The ToR Chair and required membership (or suitable deputy when necessary) attend the scheduled health and safety meetings and committee identified in the Corporation's Governance arrangements occur within a 12-month period.	100%	Dec 23	Director Head of Profession and Chairs	ON TRACK: Corporate H&S Committee on track to meet this. STARTED: Other health and safety meetings/groups/committees reviewing or reviewed terms of reference. June 2023.
4	All business areas evidence integration of the requirements of the Policy into their local arrangements.	All business areas provide evidence	Dec 23	Director Head of Profession, Chief Officers	ON TRACK: Professional colleagues' consultation ongoing. Draft Policy to Corporate H&S Committee June 2023.
5	All new employees successfully complete Health, Safety and Wellbeing Induction, Fire Safety Online Module and Driver Check within one month of joining the Corporation.	95%	Dec 23	O&D HR records	NOT STARTED: New CityLearning Mandatory Training Dashboard created. Currently with L&OD as data owner.
6	All T1 Leaders complete IOSH Leading Safely within 90 days of registering	100%	Dec 23	O&D HR records	STARTED: Exploration of alternative funding arrangements in train May 2023. Executive training analysis started April 2023. IOSH Safety for Executives and Directors training identified.

## Corporate Health and Safety (2)

#	KPIs 2023/24	Target	By when?	Data source	Status update
7	All business areas' identified staff complete the relevant IOSH course within 90 days of registering	100%	Dec 23	O&D HR records	STARTED: Exploration of alternative funding arrangements in train April 2023. Local arrangements in place for IOSH Managing Safely.
8	Health and safety investigation are completed within 21 days of reporting	100%	Dec 23	H&S Director, H&S Incident database	STARTED: The new Accident Report Form and database implemented Dec 2022. Reporting dashboard work in progress. IN PROGRESS: Jan - May 2023. 74% (173) of investigations completed within 21 days.
9	DSE users complete training and workstation assessment within one month.	95%	Dec 23	H&S Director, Agile Working DSE database	IN PROGRESS: 25 May 2023. 3028 live records. 41% staff have completed training and assessment. 7% started but not completed the assessment and/or training. 21% logged on and no further engagement. 31% staff never logged on. Current dashboard unable to provide completion timeframe metrics. Work in progress.
10	Audit actions closed within 3 months		Dec 23	Audit team	STARTED: Management response plan agreed and monitored by Corporate Health and Safety Committee. Update to June 2023 Committee.
11	All business areas review health, safety, fire and/or wellbeing risks at least annually and record on Pentana	100%	Dec 23	Pentana Manager, H&S Director	NOT STARTED: Hazard identification and assessment of risks and opportunities management system to enable oversight and assurance.

## Human Resources

#	KPIs 2023/24	Target	By when?	Data source	Status update
1	Number of appraisals completed (HR)	90% of eligible staff	July 2023/ Annually	iTrent/PowerApps	HR will report back on appraisal completion rates in July 2023.
2	Time to hire	Within 45 days - Measured using working days from advert close – candidate start date.	May 2023/ Monthly	iTrent/ Recruitment dashboard	The average time to hire in May was <b>47 days</b> (in instances where targets were not met, this was due to candidate notice periods).
3	Response times - HR Helpdesk	72 hours for resolution (once ticketing system in place)	April 2023/ Monthly	Outlook/ SharePoint	In May 2023, the average response time for the HR Service Desk was <b>83.4 hours</b> . Over 700 queries were received, with a 77% first contact resolution rate. The SLA was impacted this month by a higher proportion of complex annual leave queries being received in May. The HR Helpdesk team have piloted a feedback form to drive continuous improvement and learn from current experiences of engaging with the HR Helpdesk.
4	Voluntary Turnover (HR enabler)	15%	April 2023/ Monthly	iTrent	Our rolling voluntary turnover is currently reporting at <b>13.4%</b> across the City of London Corporation. This reflects a slight decrease from last month where voluntary turnover was at <b>13.8%</b> and the <b>14.9%</b> reported in April 2023.
5	Level of Employee Relations cases (HR enabler)	<50	May 2023/ Monthly	HR team	Currently exceeding this target: ER cases are <50.
6	Staff Survey results (HR)	Engagement score to be agreed by CSC	TBC/ Annually	Staff survey/pulse survey results	A target engagement score still needs to be agreed by CSC. Further discussion required.
7	Absence Management	0.5% below the public sector average from the preceding year (from ONS stats)	April	ONS stats/ iTrent	Current rolling average number of sick days per employee at the COL is 5.7 days per year. The most common reason for absence is mental health related which is in line with other external comparator organisations.

## Appendix 3 – COO Department Transformation Objectives

### Transparency

- Our clients (all users of our services and ultimately those of the Corporation) are clear on the core services we do and don't provide, with robust and visible operating level agreements and KPIs to show how we are delivering
- The process to access our services and contact points are easy to follow and user-friendly
- We provide clear and transparent templates and costings for non-core requests and project resource

### Credibility

- Our clients understand our capabilities, where we can add value through strategic insight and market knowledge, and trust our expertise
- Our team are skilled, capable, and operate respected processes and procedures
- We work efficiently, are financially disciplined with forecast accuracy, strive for best value and are right-sized to match the needs of the organisation

### Partnership

- It is our job to understand the complex and diverse priorities and objectives of our clients, working collaboratively and seamlessly with our partners, and using our expert knowledge to meet their needs and shape the future of the organisation
- We are proactive in supporting, advising and protecting the organisation, in offering our expertise to drive continual improvements, and have a defined process for issue resolution and responding to feedback
- We have a shared sense of purpose with our clients: their success is our success

### Enablement

- We ensure that people across the organisation are empowered and trained to use the resources they need to do their jobs, so that they know when to use our services and expertise and when they can support themselves
- We use technology to automate processes where possible and are open to improving our ways of working, so we can truly add value over and above transactional support
- We empower colleagues to navigate corporate processes and governance to facilitate their work, applying flexibility or bespoke solutions where needed

**OUTCOME: If we are successful in achieving our objectives, then we will see an improvement in productivity and effectiveness. In addition, our clients will feel supported and understood; will know the value of the services we provide and trust us to deliver them; and involve us early enough for our advice to make a difference. This will be reflected in positive feedback from our clients and other partners.**

<b>Committee(s):</b> Corporate Services Committee	<b>Dated:</b> 12 July 2023
<b>Subject:</b> Appraisal Data and Next Steps	Public
<b>Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?</b>	8: We have access to the skills and talent we need.
<b>Does this proposal require extra revenue and/or capital spending?</b>	No
<b>If so, how much?</b>	N/A
<b>What is the source of Funding?</b>	N/A
<b>Has this Funding Source been agreed with the Chamberlain's Department?</b>	N/A
<b>Report of:</b> Alison Littlewood, Interim Chief People Officer	For Information
<b>Report author:</b> Cindy Vallance, Assistant Director, Organisational Development & Talent	

## Summary

CSC requested an update on appraisal completion data for 2022/23. Annual appraisals were due to be completed by 31 May 2023 for all employees not on probation or absent due to maternity leave, long term absence, or other legitimate reason. Casuals and temporary workers are not included in this data. The data shows a low rate of completion of only 29% (see Appendix 1 and 2) for continuing employees, and a second call will be issued for completion of all appraisals no later than 15 September 2023 with a target completion rate of over 90%. A plan will be developed to assure current and future adherence to the bi-annual appraisal process.

## Recommendation

Members are asked to note the report.

## Main Report

### Background and current position

1. The current appraisal system was put in place in 2018 with further enhancements to the online forms undertaken in February 2020. The aim was to help the City Corporation achieve its vision and corporate values by linking individual goals with the overall corporate strategy.
2. The performance development approach was intended to help establish a culture of coaching conversations that recognised the value of City Corporation employees. The goal was to encourage the development of the right skills and behaviours for employees as well as to develop the future potential of individuals across the organisation. The approach was also created to maximise the organisation's performance and deliver Corporate Plan objectives.

3. There are two versions of the current appraisal form depending on grade: one for Grades A – G and one for Grades H and above. The form in both cases is separated into sections to enable reporting at the end / start of each year with reflections back on the past year and objective setting for the year ahead (typically in April/May) and provides space for a mid-year check-in (targeted for October).
4. An appraisal completion deadline of 31 May 2023 was set for the 2022/23 year and communicated by Internal Communications to all employees via the Intranet.
5. The appraisal form itself is held in a Microsoft forms system that sits within SharePoint and which was originally designed by IT. An interface runs daily to connect data with City People. Data issues exist due to the significant age and limitations that have existed within the systems themselves, including the need to run two systems in parallel. These include IT challenges which do not enable a change in appraisal access when line management changes and instances where the form is sent by the manager to the appraisee but the appraisee does not receive the form. IT is continuing to work on these issues, but data should be viewed in that context.
6. A range of inaccuracies in the establishment information held by City Corporation have also been identified in recent months. These errors have existed due to City Corporation-wide restructuring that has taken place throughout the period of the TOM and where updates have not yet been recorded in the system. Work is underway to correct data through cleansing in collaboration with all areas across City Corporation that includes a live project to correct the establishment / structure records for each area. The deadline for completion of the establishment project is 30 June 2023 and all updates are due to be made in the system by September 2023.
7. In addition to the technical challenges, feedback has indicated that other elements leading to low appraisal completion has been the high level of activity undertaken by a significant number of new employees and the learning curve required to understand individual roles and the organisation itself, as well as heavy workloads. Unions have reported high levels of work-related stress amongst their members who have in some cases been covering unfilled posts. People Strategy engagement findings have reported low levels of employee morale. All of these factors may be contributing to less-than-optimal engagement with appraisal.
8. The suspension of appraisals being linked to performance payments for the last two years has also been put forward by some as exacerbating low completion. However, the fact that completion is inconsistent is why it should not be used for pay purposes until it is made a more transparent and consistent system.

#### Mitigating Actions

9. Due to current low completion rates, the Senior Leadership Team has determined that appraisals must still be completed and recorded for as many employees as possible for the current period to increase appraisal completion rates.

10. Eleven appraisal training sessions have already been offered to date for the current cycle as part of the Learning and Development offerings to all employees: both appraisers and appraisees. Feedback by those who have attended the sessions has been positive although many of the questions and discussions have focused on understanding the complex and clunky system rather than on the content. A total of 107 employees had attended the training as of 15 June 2023. An additional six offerings are being scheduled through September with a further rolling offering continuing on an annual basis.
11. Communications will be disseminated across the Corporation with a revised deadline of 15 September 2023 for all appraisal completions and reminders will be sent throughout the coming months. Links to appraisal guidance and forms and appraisal training provision on offer will be included.
12. IT and HR will continue to address data issues on a reactive basis as these are identified. To rectify data issues longer-term, it is expected that the future Enterprise Resource Planning system in the process of being procured will provide longer term systems solutions to data issues and this implementation is expected in the second half of 2024.
13. A full review and refresh of appraisal will be undertaken as part of the Corporate Strategy / People Strategy implementation plan once the engagement work is complete.

#### Corporate and Strategic Implications

14. Strategic implications – Appraisal completions provide one signal on whether the foundations for a robust culture of challenge and support are in place. Appraisal completions are sometimes used as a measure to gauge employee engagement, climate, and culture. To be truly effective, however, appraisals must also be informed by meaningful continuing dialogue between managers and employees that provides support and development and that helps employees to thrive. These conditions in turn create a system of positive results and impact within the City Corporation and all its communities. Appraisal completion may be a first step for culture change to occur.
15. Financial implications – None.
16. Resource implications – Each line manager and each employee must invest appropriate time to make appraisal meaningful for both parties. Over time, the City Corporation will need to consider what is needed across its system to ensure a healthy environment for all employees.
17. Legal implications – None.
18. Risk implications – Non-completion of appraisals may indicate a lack of wider engagement across the organisation between managers and their direct reports. This may in turn lead to a loss of productivity and increased disengagement and turnover along with the risk of a longer-term downturn of organisational results.

19. Equalities implications – To be reported in the next appraisal update, scheduled for November 2023.

20. Climate implications – None.

21. Security implications – None.

### Conclusion

22. Appraisal completion for the 2022/23 year, looking ahead to 2023/24, has been poor, although this should be caveated with the acknowledgement that data is not fully reliable. A renewed push across City Corporation will take place to require increased completions by 15 September 2023 up to 90.5%. A full review and refresh of appraisal will be undertaken as part of the Corporate Strategy / People Strategy implementation plan once the engagement work is complete.

### Appendices

Appendix 1: Appraisal Completion Data Overall as of 31 May 2023

Appendix 2: Appraisal Completion Breakdown by Area and Length of Service

### Background Papers

None

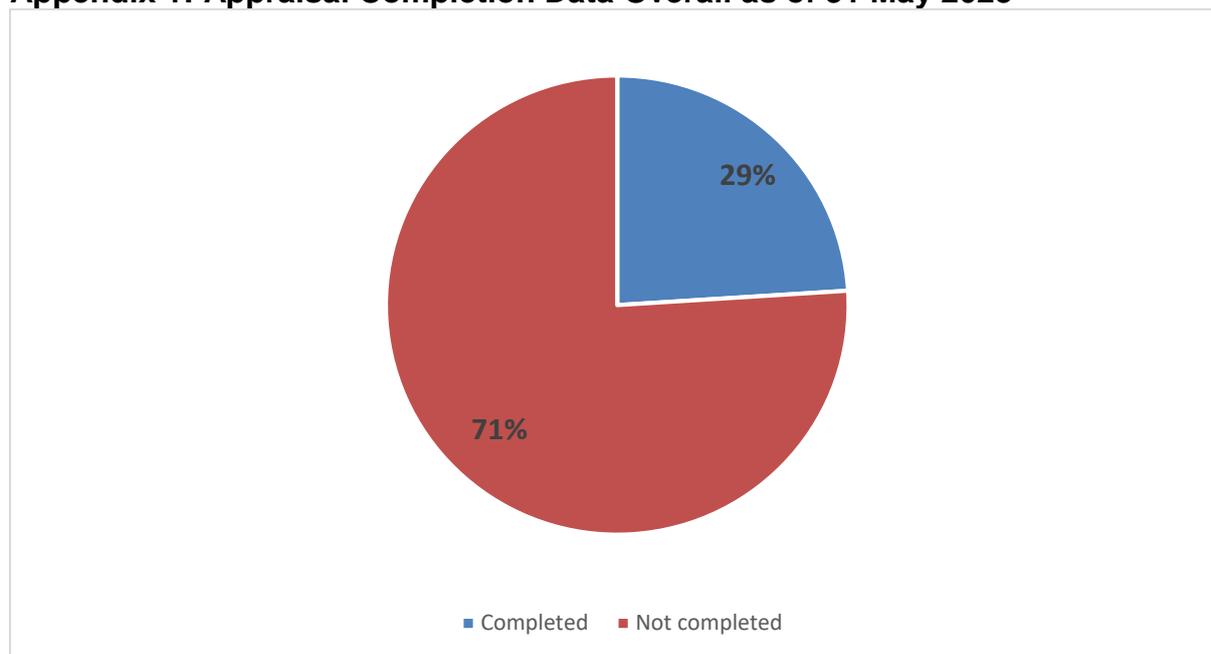
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## Appendix 1: Appraisal Completion Data Overall as of 31 May 2023



\*New Starters in probationary period removed due to eligibility status as of 31 May 2023

\*\*Long term absence: eg. Maternity and long-term sick employees removed

\*\*\*Total employee count by department may have inaccuracies due to structure in CityPeople.

All updates to establishment will be completed by September 23 following HR Business Partnering data gathering exercise with departments / institutions April - June 23.

## Appendix 2: Appraisal Completion Breakdown by Area and Length of Service

Structure	Total Staff	No of Completion	No of Non-Completion	Completion Rate
CITY OF LONDON CORPORATION	3,544	1019	2,913	29%
<b>Grand Total</b>	<b>3,544</b>	<b>1019</b>	<b>2,913</b>	<b>29%</b>

Department	Staff Count	No of Completion	No of Non-Completion	Completion Rate
BARBICAN CENTRE [205]	312	96	248	31%
BRIDGE HOUSE ESTATE [275]	118	44	93	37%
CITY OF LONDON JOINT SCHOOLS [262]	4	0	4	0%
CITY OF LONDON POLICE (CIVILIANS) [255]	356	28	356	8%
CITY OF LONDON SCHOOL [261]	185	18	182	10%
CITY OF LONDON SCHOOL FOR GIRLS [263]	156	14	156	9%

COMMUNITY & CHILDREN'S SERVICES DEPARTMENT [325]	297	94	241	32%
DEPUTY CHIEF EXEC & TOWN CLERK [177A]	183	106	94	58%
ENVIRONMENT [343]	633	231	470	36%
FINANCIAL SERVICES [111B] (CHAMBERLAIN'S)	174	47	153	27%
FREEMEN'S SCHOOL [265]	185	49	174	26%
GUILDHALL SCHOOL OF MUSIC & DRAMA [219]	257	86	204	33%
INNOVATION & GROWTH [377]	97	18	88	19%
LEGAL SERVICES [115C]	48	18	34	38%
OPERATIONS [171D]	219	70	177	32%
REMEMBRANCER [159E]	31	16	15	52%
STRATEGY PLANNING INTELLIGENCE & PERFORMANCE [177AM]	10	5	7	50%
SURVEYORS & PROPERTY SERVICES [173F]	279	79	217	28%
<b>Grand Total</b>	<b>3,544</b>	<b>1,019</b>	<b>2,913</b>	<b>29%</b>

Length of Service Group	Staff Count	No of Completion	No of Non-Completion	Completion Rate
6 Months - 1 Year	333	94	275	28%
1 Year	278	81	231	29%
2 Years	222	72	189	32%
3 Years	187	62	162	33%
4 Years	238	92	186	39%
5 Years or More	2,286	618	1,870	27%
<b>Grand Total</b>	<b>3,544</b>	<b>1,019</b>	<b>2,913</b>	<b>29%</b>

<b>Committee:</b> Corporate Services Committee	<b>Dated:</b> 12 July 2023
<b>Subject:</b> Centrally Managed Mandatory Training for Employees	<b>Public</b>
<b>Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?</b> People are safe and feel safe. People enjoy good health and wellbeing. We have access to the skills and talent we need	1, 2, 8
<b>Does this proposal require extra revenue and/or capital spending?</b>	<b>No</b>
<b>If so, how much?</b>	<b>Not applicable</b>
<b>What is the source of Funding?</b>	<b>Not applicable</b>
<b>Has this Funding Source been agreed with the Chamberlain's Department?</b>	<b>Not applicable</b>
<b>Report of:</b> Ali Littlewood, Chief People Officer	<b>To note</b>
<b>Report authors</b> Cindy Vallance, Assistant Director, Organisational Development and Talent	

## Summary

This report provides an update to the Committee on work being undertaken to address the risk of non-compliance with centrally managed mandatory training for employees. Appendix 1 sets out an approach that will be taken to continue to progress and improve current practices to ensure compliance.

## Recommendations

Members are asked to note the status of centrally managed mandatory training compliance and the City Corporation's approach to continue to ensure continued improved compliance.

## Main Report

## Background

Contracts of employment for employees' state that compliance with all learning and development courses as directed is required by all employees of the City of London. However, while increasing steadily, current completion rates are less than 100%, and the Committee has requested a report on current compliance and a set of recommendations to continuously improve compliance. There is a risk to City Corporation if mandatory training is not completed, although the existing HR data and

system issues means it is currently difficult to report fully and accurately on all training completions.

## Current Position

1. A suite of 12 centrally delivered online mandatory training offerings for continuing employees are held within Human Resources in *City Learning*, the City of London Learning Management System. Offerings and completion rates are outlined in **Appendix 1**. While compliance has increased over the past three years, 100% compliance has still not been achieved, although please can it be noted that, at any point in time, 100% compliance would not be possible due to long term leave arrangements, new starters, and leavers.
2. Data for completion of this mandatory training is currently kept in a separate system from the master employee record, *City People*. The master system transfers data via an interface between *City People* and *City Learning* that tracks training completed, adds new starters, and removes leavers.
3. The current system does not include interim, temporary, and casual employees.
4. Line managers are responsible for ensuring mandatory training compliance by their employees and can monitor individual employee and collective team reports on mandatory training completion. Managers receive an automated email when an employee commences their mandatory training and when the programme of training is completed. However, there is currently no regular dashboard reporting for managers to check mandatory training compliance across their team(s) on a regular basis and take action to rectify.
5. A small number of additional face-to-face training offerings are considered mandatory for managers<sup>1</sup> but there is currently no facility within the system to capture and report on completion of these offerings.
6. Role-specific mandatory training is also assigned and completed within individual departments and institutions given the wide array of activity undertaken within City Corporation departments and institutions. Completion of role-specific training is not managed or monitored centrally. The responsibility for completion of role-specific mandatory training sits with the Chief Officer for each subject area: for instance, professional accreditations for teachers and academic employees; social care employees; and finance employees. Role specific training and accreditations are also required in other areas such as: security; facilities management; manual handling; grounds keeping; and advanced cyber security amongst others.

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<sup>1</sup> Manager F2F Mandatory Training offerings: New Manager Induction (pilot scheduled for April 2023); Managing Health and Safety; Mental Health First Aid Awareness; Equality Analysis.

7. Below is a timetable of activities that we plan to take place between August 2023 and the end of December 2023 to reduce the current risk of non-compliance with centrally managed mandatory training.

Completion Timeline	Activity
Summer 2023	<p>For all new employees, adjust the probation policy, process and form to explicitly require completion of all mandatory training within the first three months of the probation period as a requirement to pass probation.</p> <p>On the rare occasion, that the training cannot be completed in this period, probation will be extended until such time as all mandatory training has been completed.</p>
Summer 2023	<p>For all existing employees, adjust the appraisal policy and process to explicitly require completion of all mandatory training that was not completed during induction or that needs to be completed again in cases of re-certification.</p>
Autumn 2023	<p>As part of a new HR Manager Dashboard that will be rolled out in autumn 2023, include mandatory training compliance for all Chief Officers to disseminate as appropriate.</p> <p>Include communications as part of this programme of work to emphasise and reinforce the importance of compliance with mandatory training, including expectations of managers to oversee employee compliance and escalation procedures for non-compliance.</p>
Winter 2023	<p>A limited amount of mandatory training content review is already underway. This will continue and expand as part of People Strategy work to ensure that it is fit for purpose and that it makes appropriate use of micro-learning and new technologies. For instance, some training is currently overly lengthy, some mandatory training is out-of-date and some do not continue to be reasonable for all to complete (for example: driver check). The review will require a collaboration with subject matter experts to align what elements of training are essential to roles based on job responsibilities and renewal timing where appropriate.</p>

Winter 2023	Mandatory training completion is currently tracked only for continuing employees. A separate project exploring the use of casuals and interim employees will require adjustments of processes and systems in working with these individuals and will include a review of the mandatory training for all categories of interim employees.
Winter 2023	In the case of role specific non-centrally managed mandatory training, Chief Officers will be asked to report on completion of all mandatory training that they oversee to enable the creation of a summary master list for City Corporation. This information will feed into the implementation of the Enterprise Resource Planning (ERP) system which will include employee master training records and the ability to undertake more effective training reporting for all employees.
Spring 2024	Implementation of the proposed new ERP system will include moving the current learning management system into the master People system. The new system will include an improved manager's dashboard to facilitate ease of viewing to monitor compliance of all mandatory training, including face to face mandatory training for managers.
Continuing	Each department and institution should decide the most appropriate approach at a local level to meet the needs of the organisation while enabling employees the necessary time to complete mandatory training.. Given the City Corporation's corporate objective to champion investment in relevant employee skills development, it is reasonable to expect that each department and institution will build in a reasonable amount of time at a local level for development as part of business-as-usual practices.
Continuing	A culture of responsibility and accountability must be more deeply embedded across City Corporation. Each employee should take responsibility for completing all their

	<p>required training. Since completion of all required training is a contractual term, each individual who holds line management responsibility for employees, supported by appropriate reporting, should be held accountable for ensuring employees compliance with all mandatory training.</p>
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## Corporate & Strategic Implications

Strategic implications – Nearly a quarter of the annual central training budget is allocated to mandatory training and the process to manage completion of mandatory training is onerous and resource intensive with current systems. Suitable financial and resource investment through clearly assigned responsibilities and accountabilities held by subject matter experts working in collaboration with the central HR team must continue to enable this work to be progressed. Financial investment in the ERP will ease the burden of more manual tracking processes. The completion of mandatory training can help to build a culture of shared responsibility and accountability and can help to improve employee engagement by providing practical learning and development opportunities.

Financial implications – The ERP system will require substantial financial investment and will include mandatory training; however, it is not in the scope of this paper to outline in detail.

Resource implications – The current system requires manual efforts by both line managers and employees as well as the team that oversees the system. The completion of mandatory training is a critical element of business-as-usual activity within the organisation that must be maintained even in the face of other strategic and operational priorities.

Legal implications – Mandatory training ensures that all employees are aware of the organisation’s policies, procedures, and legal obligations. It helps protect the organisation from legal action, by ensuring employees are fully aware of their responsibilities.

Risk implications – Mandatory training makes employees aware of the potential risks and hazards associated with their job and helps to prevent accidents and injuries. It helps to ensure all employees are performing their jobs safely and effectively and are meeting the organisation’s standards.

Equalities implications – As noted above, non-compliance with mandatory EDI training puts the City of London at risk of equalities challenges. This is mitigated by the Equality and Inclusion learning module explaining the aims of the Equality Act and what characteristics it protects by law, the types of behaviour classified as prohibited conduct, the personal and organisational benefits of a diverse and inclusive workplace, how to approach and handle

sensitive subjects at work, and simple steps that can be taken to treat people fairly and respectfully.

Climate implications – None

Security implications – As noted above, non-compliance with mandatory security modules puts the City of London at risk, particularly when facing human and digital threats.

## **Conclusion**

Members are asked to note the status of mandatory training compliance and the actions that will help to increase and ensure continuing compliance. The engagement of leadership, managers and colleagues with this approach will be integral to its success.

## **Appendices**

Appendix 1: Centrally Managed Mandatory Training Completion Data for FY 21/22, 22/23, 23/24 through 31 May 2023

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## **Appendix 1**

### **Centrally Managed Mandatory Training Completion**

1. Action Counters Terrorism (ACT)
2. Customer Service
3. Data Protection
4. Driver Check
5. Equality and Inclusion – our commitment
6. Fire Awareness
7. Fraud Awareness
8. Health, Safety and Wellbeing
9. New Starters' Orientation
10. Our Social Media Policy
11. Prevent
12. Secure Remote Working

See records that follow for 21/22, 22/23 and 23/24 through 31 May 2023.

# Completion of Mandatory City Learning Courses Within Induction

Select all	BRIDGE HOUSE ESTATE	CITY OF LONDON POLICE (CIVILIANS)	CITY OF LONDON SCHOOL FOR GIRLS	DEPUTY CHIEF EXEC & TOWN CLERK	FINANCIAL SERVICES	GUILDHALL SCHOOL OF MUSIC & DRAMA	LEGAL SERVICES	REMEMBRANCER
BARBICAN CENTRE	CITY OF LONDON JOINT SCHOOLS	CITY OF LONDON SCHOOL	COMMUNITY & CHILDREN'S SERVICES ...	ENVIRONMENT	FREEMEN'S SCHOOL	INNOVATION & GROWTH	OPERATIONS	SURVEYORS & PROPERTY SERVICES

## Action Counters Terrorism (ACT)\*



## Customer Service



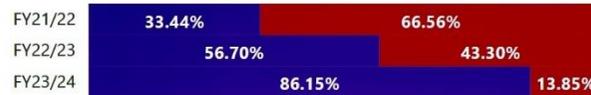
## Data Protection\*



## Driver Check



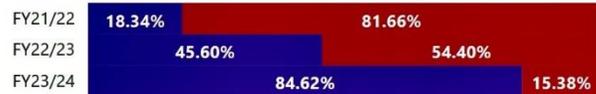
## Equality & Inclusion - Our Commitment



## Fire Awareness Online Module\*



## Fraud Awareness



## Health, Safety & Wellbeing Induction



## New Starter Orientation



## Our Social Media Policy



## Prevent



## Secure Remote Working



[Click for Data Tables](#)

Completed within Induction

Completed after Induction

\* ACT, Data Protection, and Fire Awareness Online Module data includes users who have re-certified the course within the specified financial year.

Select page, then click arrow for navigation

Completion in Induction



<b>Committee(s):</b> Corporate Services Committee	<b>Dated:</b> 12/07/2023
<b>Subject:</b> Health and Safety Mid-Year 2023 (July) Update	<b>Public</b>
<b>Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?</b>	1,2,3,4,5,8,9,10,11,12
<b>Does this proposal require extra revenue and/or capital spending?</b>	<b>No</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> Emma Moore, Chief Operating Officer	<b>For Information</b>
<b>Report author:</b> Joanna Carrington, Director of Health and Safety and Head of Profession	

## Summary

The purpose of this report is to provide Corporate Services Committee with a mid-calendar year report on the delivery of the Corporate Health and Safety Business Plan, as well as other health and safety matters relating to the City Corporation's health and safety management system and the business of the Corporate Health and Safety Committee.

## Recommendation(s)

Members are asked to note this report.

## Main Report

### Background and Current Position

1. The Corporate Health and Safety Business Plan was developed and presented to the Corporate Services Committee in January 2023. The plan sets out the Corporation's health and safety aims and objectives and major workstreams to continually improve the health and safety management system across the Corporation. The Corporate Health and Safety Committee regularly monitors the implementation of the plan, and shall regularly report to the Executive Leadership Board and Corporate Services Committee for strategic oversight and scrutiny. The Corporate Health and Safety Business Plan covers the 2023-24 financial year: our progress against the key performance indicators in the Plan is shown in the Quarterly COO Business Plan update paper for this meeting.

### Proposal

2. The Corporate Services Committee will receive July (mid-calendar year) and January (year-end) reports to fulfil its terms of reference in relation to health and safety. It will include the extent to which the City's health and safety risk management framework is operating effectively.

### **Key Data**

3. The Corporate Health and Safety Business Plan has several workstreams currently under way which applies to all departments and Institutions. To address the Corporation's complexities and to provide oversight on overarching health and safety management, departments holding complex risk profiles and specific legal and/or other requirements are required to develop a departmental health and safety business plan. Departments shall monitor progress against their plan and regularly report on progress to the Corporate Health and Safety Committee. This is a new approach and replaces the annual certificate of assurance process. The aim is to enable departments to address internal and external health and safety issues and meet the expectations of employees and other interested parties relevant to them, whilst operating in the health and safety management system of the Corporation.
4. Corporate Health and Safety Committee agreed its new Terms of Reference to ensure the committee's ongoing effectiveness and link it to the Corporate Services Committee, the Executive Leadership Board and the monitoring of the Corporate Health and Safety Business Plan. Findings from the Internal Audit on the adequacy and effectiveness of the Corporation's health and safety governance arrangements in its capacity as second line of defence assurance identified that governance improvements were needed. The Corporate Health and Safety Committee agreed to monitor the management response plan to address the audit's findings and committed to improving the health and safety governance in the Corporation. Regular reports to the Executive Leadership Board and Corporate Services Committee have begun setting out the extent to which the City's health and safety risk management framework is operating effectively response to set out the extent to which the City's health and safety risk management framework is operating effectively.
5. The City of London Corporation Health and Safety Policy (HSP1) is currently under review to ensure its continuing suitability, adequacy, and effectiveness in achieving the intended outcomes of the Corporate Health and Safety Business Plan and the strategic aims of the Corporation. Significant work has been undertaken to clearly define the scope of the policy and the health and safety management system, and to define the strategic and general management roles and responsibilities. Heads of Profession, health and safety professionals and other professionals have been approached for input to produce a draft which is ready for consultation. The consultation shall be overseen by the Corporate Health and Safety Committee.
6. The Corporate Health and Safety Risk CR09 is rated as: Impact 4 - Major (adverse national media coverage 1-3 days, major injury or failure to achieve strategic plan objectives) x Likelihood 2 - Unlikely (adequate mitigating controls in place; the risk may occur in remote circumstances e.g. risk may occur once

within a 7-10 year period or once across a range of similar projects), giving it an overall score of 8. The Corporate Health and Safety Business Plan priorities 1 and 4 are underway. Key performance indicators have been reported to Corporate Health and Safety Committee in March and June 2023 and will continue to be regularly reported to the committee. Internal Audit management response action plan has also been submitted and approved at the March 2023 Corporate Health and Safety Committee. The Corporate Health and Safety Committee agreed to monitor progress made on the management response action plan. Local health and safety business plans are also in train for complex risk areas, as well as regular Executive Leadership Board Briefing notes, the first given was May 2023.

7. Reportline was the Corporation's health and safety incident reporting system, which was withdrawn by Alcumus in December 2022. The opportunity was taken to stop using Alcumus' service because it was not adequate and did not provide value for money. A new health and safety incident reporting system was developed in-house and launched in January 2023. The benefits include local management of department health and safety incidents and investigation; increased oversight from the Corporate Health and Safety Team; and; better data analysis to identify trends in accidents. The top three kind of accidents are slip, trip and falls on the same level, manual lifting and handling and injuries and being struck by object; and control over process performance. 73% of investigations are completed within 21 days. To continually improve the Corporation's reporting and investigation process, key user groups have been consulted and a management dashboard is under development. Also, system and data management improvements have been identified and work is underway to improve back of house administration and data management. Embedding issues were flagged and addressed promptly by the Corporate Health and Safety Team. The health and safety incident reporting system will enable better monitoring of accidents for necessary improvements, as well as improvements in process and procedure roll-out in departments.
8. The Health and Safety Property Team moved into the Corporate Health and Safety Team in June 2023, under the Director of Health and Safety. The Chief Operating Officer and City Surveyor were consulted and the Executive Leadership Board informed in May 2023. The Health and Safety Property Team will continue to provide competent advice to City Surveyor colleagues and the wider City Corporation within the scope of a service level agreement. The benefits of a centralised enabling function are that it will enable us to consolidate and coordinate the service to increase clarity and improve service user experience, as well as providing the improved assurance of a consistent approach. Appendix 2 provides further details, including the timeline and revised team structure.

### **Corporate & Strategic Implications**

9. Strategic implications – regular mid-year and end-year reports to Corporate Services Committee on health and safety matters and the progress made on the Corporate Health and Safety Business Plan shall improve governance oversight

and ensure that the City Corporation strategic aims and objects are successfully met.

10. Financial implications – none.

11. Resource implications – none.

12. Legal implications – none at this stage.

13. Risk implications – failure to report regularly to Corporate Services Committee increases the risk of stalling or not achieving continual improvement in our health and safety management, possible increase in health and safety incidents and severity of incidents, and mismanagement of department health and safety risks.

14. Equalities implications – none.

15. Climate implications – none.

16. Security implications – none.

## **Conclusion**

17. This is the mid-calendar year health and safety report to provide Corporate Services Committee with an update on the workstreams to continually improve the management and oversight of the City Corporation's health and safety system. The Committee members are asked to receive the report for information, and to note the following:

- . The Corporate Health and Safety Business Plan delivery and how complex risk departments will identify and manage support this through the management of local risks identified and monitored using their department health and safety business plans.
- The role of the Corporate Health and Safety Committee in reporting to the Executive Leadership Board and Corporate Services Committee, and consultation for the revised Corporate Health and Safety Policy (HSP1).
- The new incident reporting system will improve process and incident trend analysis and monitoring of accidents.
- Finally, the Corporate Health and Safety Team has now incorporated the Property Health and Safety Team to increase clarity and improve service user experience, as well as providing the improved assurance of a consistent approach.

## **Appendices**

- Appendix 1 – Corporate Wide Review - Health and Safety – Second Line of Defence Audit - Final Management Report
- Appendix 2 – New Corporate Health and Safety Team structure

## **Joanna Carrington**

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## Internal Audit – Management Report

2022-23: Corporate Wide Review: Health & Safety – Second Line of Defence

Prepared by: Ryan Wakefield

Issue Date: 09/02/2023

Assurance Rating: RED



## Executive Summary

### Background and Scope

The City's Executive Leadership Board (the Board) is responsible and accountable for the provision of a safe and healthy workplace. Its key 'second line of defence' assurance function is the Corporate Health, Safety and Wellbeing Committee (the Committee), and support of the Corporate Health and Safety function together with Departmental Safety Managers, located in high-risk departments/business areas, and the City's Health and Safety Professional Network.

The City has recently been issued an Improvement Notice by the Health and Safety Executive in response to an incident where an individual suffered life-changing injuries. The second line of defence should be a key component of risk oversight, with active involvement in compliance and performance monitoring, supporting effective health and safety risk management and thereby minimising instances of serious incidents. The purpose of the audit was to obtain assurance that adequate arrangements exist by which the second line functions:

- seek assurance that operational health and safety risks are being appropriately identified, assessed, recorded, monitored and escalated to the Committee for corporate attention, where required;
- monitor the extent to which health and safety risks escalated for corporate attention are being managed effectively; and
- provide assurance to the City's Board and Members on the extent to which the health and safety risk management framework is operating effectively.

### Summary

The audit confirmed that there is no effective second line of defence in operation in respect of health and safety assurance, undermining the Board's ability to ensure that a safe and healthy workplace is in place. Limited assurance has been provided in respect of the arrangements in practice.

Opportunities to strengthen the second line arrangements had been identified prior to the audit and Internal Audit determined that a range of measures are being implemented to address these, for example development of a new Corporate Health and Safety Business Plan and updating Member and Officer governance arrangements. Whilst assurance cannot be provided that the second line activities in operation adequately support effective risk management, Internal Audit considers that the new designs represent an appropriate response to issues raised, focused on addressing fundamental gaps / inefficiencies. Three red priority recommendations have been made to further strengthen the second line of defence.

As part of its rolling programme of assurance work in respect of Health and Safety, Internal Audit will undertake a review in 2023-24 to evaluate the impact of implementation of the proposed second line of defence designs.

This audit has focused on the extent to which the second line of defence seeks assurance over the management of health and safety risks that have been escalated for corporate attention. Internal Audit has undertaken a related piece of assurance work in respect of the management of Corporate Health, Safety and Wellbeing Risk (CR09), identifying clear opportunities for improvement; the two audit reports should be read in conjunction.

**Internal Audit – Management Report: Management Action Plan**

2022-23: Corporate Wide Review: Health& Safety – Second Line of Defence Audit



Prepared by: Ryan Wakefield

Issue Date: 09/02/2023

Assurance Rating: RED

**Section 1: Findings, Issues, Risks and Recommendations**

**Control Objective:** To obtain assurance on the extent to which adequate arrangements are in place by which the City's Second Line of Defence functions seek assurance that operational health and safety risks are being appropriately identified, assessed, recorded, monitored and escalated to the Corporate Health, Safety and Wellbeing Committee for corporate attention, where required.

The following controls were examined within the above objective:

	Control Present?	Control applied?	Control Effective in Operation?
Regular assurance is sought that departments and business areas have adequate mechanisms in place for identifying health and safety risks and are completing and updating health and safety risk assessments in line with corporate requirements.	N	N/A	N/A
Regular assurance is sought that departments and business areas are recording operational health and safety risks, in accordance with corporate requirements.	N	N/A	N/A
Regular assurance is sought that there are adequate arrangements in place by which departments and business areas monitor the extent to which operational health and safety risks are being managed effectively, in line with corporate requirements.	N	N/A	N/A
Regular assurance is sought that there is appropriate and complete escalation of health and safety risks by departments for corporate attention to the Corporate Health, Safety and Wellbeing Committee, in accordance with corporate requirements.	N	N/A	N/A

**Overall Conclusion on the Control Objective**

The Second Line of Defence assurance functions have not established arrangements for obtaining assurance that operational health and safety risks are being appropriately identified, assessed, recorded, monitored and escalated for corporate attention to the Committee, where required. Internal Audit confirmed this through discussions with the Head of Corporate Health and Safety and examination of records related to the quarterly meetings of the Committee held during the period November 2021 to September 2022. In the absence of robust arrangements, ineffective responses to departmental or business area health and safety risks may go undetected, resulting in an increasing level of risk that major or extreme accidents occur on City premises.

## Internal Audit – Management Report: Management Action Plan

2022-23: Corporate Wide Review: Health& Safety – Second Line of Defence Audit

Prepared by: Ryan Wakefield

Issue Date: 09/02/2023

Assurance Rating: RED



Internal Audit noted that the Committee receives some assurance related information such as Fire Safety Compliance Audit Outcome reports and Audit and Key Performance Indicator Dashboard reports, which set out performance against a range of health and safety indicators – for example in respect of accident reports by severity, total incidents, physical assaults and verbal abuse incidents and the number of ‘near misses’. The current arrangements do not, however, enable the provision of sufficient relevant assurance in respect of operational health and safety risk management and a red priority recommendation has been made to support strengthening of the second line of defence in this area (recommendation 1).

### Current Developments

The audit established that a new Corporate Health and Safety Business Plan has been developed and includes Corporate Key Performance Indicator targets. The plan recognises that a key aim for the City is to ‘have a health and safety management system and framework to enable good management of health, safety and statutory wellbeing risks and opportunities’, and sets out that a key workstream is to undertake a health and safety management system gap analysis to inform the Corporate Health and Safety Action Plan; this work is planned to be completed by Quarter 3 of 2023/24.

In terms of key features of the new arrangements, it is understood that:

- Progress made against the Corporate Health and Safety Business Plan will be reported to and monitored by the Committee;
- To assist in the implementation of the Corporate Health and Safety Business Plan it is expected high risk departments or business areas will develop local Health and Safety Business Plans which will include local Key Performance Indicator targets; performance against delivery of these local Health and Safety Business Plans will be monitored both locally and regularly throughout the year by the Committee;
- The local Health and Safety Business Plans will replace the former Annual Certificates of Assurance regime, the regime by which departments and business areas previously provided assurance once a year on specific health and safety arrangements to the Committee (which has been deemed as ineffective);
- Implementation and monitoring information will be shared with the Board to inform and facilitate action, as required.

It is the view of Internal Audit that the design of these proposals represents an improvement upon the current arrangements and should, subject to successful implementation, facilitate an effective second line of defence function – particularly as these will be supported by the revised Committee Terms of Reference.

The revised Terms of Reference recognises the role of the Committee ‘to support the City meet its health and safety aims and objectives including its aim to have a health and safety management system and framework to enable good management of health, safety and statutory wellbeing risks and opportunities’. The Terms of Reference also state that one of the Committees key roles is to ‘monitor the City’s risk profile and the scope of the health and safety management system within the context of the organisation’.

**Internal Audit – Management Report: Management Action Plan**

2022-23: Corporate Wide Review: Health& Safety – Second Line of Defence Audit



Prepared by: Ryan Wakefield

Issue Date: 09/02/2023

Assurance Rating: RED

Ref	Issue	Risk	Recommendation	Priority
1.	The Corporate Health Safety and Wellbeing Committee does not monitor the extent to which City departments or business areas have adequate arrangements in place for identifying, assessing, recording or monitoring health and safety risks together with escalating risks for corporate attention, where required.	Consequently, ineffective responses to departmental or business area health and safety risks may go undetected, increasing the risk of accidents or incidents resulting in individuals ill health, Health and Safety Executive enforcement action, reputational damage and financial costs such as incident costs, remedial costs, civil and criminal legal costs.	The Corporate Health Safety and Wellbeing Committee should devise arrangements for monitoring the extent to which City departments or business areas have adequate arrangements in place for identifying, assessing, recording and monitoring health and safety risks together with escalating health and safety risks for corporate attention, where required.	Red

**Internal Audit – Management Report: Management Action Plan**

2022-23: Corporate Wide Review: Health& Safety – Second Line of Defence Audit



Prepared by: Ryan Wakefield

Issue Date: 09/02/2023

Assurance Rating: RED

**Control Objective:** To obtain assurance on the extent to which adequate arrangements are in place by which the City’s Second Line of Defence functions monitor the extent to which health and safety risks escalated for corporate attention are being managed effectively.

The following controls were examined within the above objective:

	Control Present?	Control applied?	Control Effective in Operation?
Regular assurance is sought in respect of the adequacy of monitoring to ensure that corporate health and safety risks escalated for corporate attention are being managed effectively, in line with corporate requirements.	N	N/A	N/A

**Overall Conclusion on the Control Objective**

The Committee does not have established arrangements for monitoring the extent to which health and safety risks escalated for corporate attention are being managed effectively. There is partial mitigation in that the Committee receives some relevant assurance information, but the current arrangements are not, in their own right, sufficient. A red priority recommendation has been made to reduce the potential for inadequate management of significant health and safety risks to go undetected (recommendation 2).

**Current Developments**

The Committee’s revised Terms of Reference sets out its responsibility is to ‘review and monitoring significant risks identified through incident reporting and local risk registers’. Successful rollout of the related process should directly address the absence of arrangements for monitoring the extent to which health and safety risks escalated for corporate attention are being managed effectively.

Ref	Issue	Risk	Recommendation	Priority
2.	The Corporate Health Safety and Wellbeing Committee does not monitor the extent to which health and safety risks escalated for Corporate attention are being managed effectively.	There is an increased that the inadequate management of significant health and safety risks goes undetected, resulting in devastating consequences for individuals such as loss of life or severe injury.	The Corporate Health Safety and Wellbeing Committee should devise arrangements for monitoring the extent to which health and safety risks escalated for Corporate attention are being managed effectively.	Red

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Prepared by: Ryan Wakefield

Issue Date: 09/02/2023

Assurance Rating: RED

**Control Objective:** To obtain assurance on the extent to which adequate arrangements are in place by which the City’s Second Line of Defence functions provide assurance to the Executive Leadership Board and Members on the extent to which the health and safety risk management framework is operating effectively.

The following controls were examined within the above objective:

	Control Present?	Control applied?	Control Effective in Operation?
Timely and sufficient information is provided to the Board on the extent to which Corporate Health and Safety Risks are being managed effectively.	N	N/A	N/A
Timely and sufficient information is provided to Members on the extent to which Corporate Health and Safety Risks are being managed effectively.	N	N/A	N/A

**Overall Conclusion on the Control Objective**

*Executive Leadership Board*

The audit established that the Committee does not currently provide assurance to the Board on the extent to which the health and safety risk management framework is operating effectively; this was determined through examination of the notes and actions points arising from the meetings of the Board for the period April to November 2022. In the absence of such reporting, the Board is unable to effectively fulfil its role of providing a safe and healthy workplace, increasing the likelihood of non-compliance with The Management of Health and Safety at Work Regulations 1999.

*Members*

Audit testing determined that the Committee does not provide assurance to the relevant Member Committee, the Corporate Services Committee, on the extent to which Corporate Health and Safety risks are being managed effectively, as established from an examination of the meeting minutes for the period May to October 2022; in the absence of such assurance, Member oversight is significantly hampered. Internal Audit noted that the Corporate Services Committee updated its Terms of Reference in October 2022 to clarify its responsibilities in relation to Health and Safety and a red priority recommendation has been made to further support oversight through the provision of relevant, sufficient and timely information (recommendation 3).

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**Current Developments**

As set out previously, as part of reviewing its remit, the Corporate Health and Safety Committee has revised its terms of reference, recognising its responsibility to ‘provide assurance about the organisation’s health and safety management system’ and that it is ‘the focal point for all the Corporation’s health and safety governance arrangements’. A key element of the revised terms is that, going forward, that ‘the Committee will produce an annual report, and other regular reports when required, on fire, health, and safety performance to enable the Board and Corporate Services Committee to fulfil their Terms of Reference in relation to health and safety’. Furthermore, it states its responsibility for ‘reporting significant findings regularly to the Corporate Services Committee and provide oversight for other reporting to relevant Member chaired committees’. Internal Audit considers that these measures represent appropriate responses to providing assurance required by both the Board and Corporate Services Committee, facilitating effective discharge of their health and safety responsibilities.

Ref	Issue	Risk	Recommendation	Priority
Page 239	The Corporate Services Committee and Executive Leadership Board do not currently receive sufficient assurance on the extent to which to the City’s health and safety risk management framework is operating effectively.	The absence of assurance, undermines the effectiveness by which the Executive Leadership Board and Corporate Services Committee discharge their respective responsibilities in respect of health and safety.	The Corporate Health, Safety and Wellbeing Committee should report regularly to both the Corporate Services Committee and Executive Leadership Board, setting out the extent to which the City’s health and safety risk management framework is operating effectively.	Red

**Internal Audit – Management Report: Management Action Plan**

2022-23: Corporate Wide Review: Health& Safety – Second Line of Defence Audit



Prepared by: Ryan Wakefield

Issue Date: 09/02/2023

Assurance Rating: RED

**Recommendation**

1. The Corporate Health Safety and Wellbeing Committee should devise arrangements for monitoring the extent to which City departments or business areas have adequate arrangements in place for identifying, assessing, recording and monitoring health and safety risks together with escalating health and safety risks for corporate attention, where required.

**Management Response**

1. Implementation of workstreams in 2023/24 Corporate H&S Business Plan. Priority 1 and Priority 4.
2. High risk business areas produce health and safety business plans, linked to Corporate H&S Plan and their Pentana Top X. Low risk business areas adopt Corporate H&S Plan.
3. Regular monitoring and reporting on local H&S business plans by high-risk business areas to CHSC<sup>1</sup>. Corporate Health and Safety monitor and report on the Corporation H&S Business Plan, including lower risk business areas.
4. Health and safety risks on Pentana regularly monitored by CHSC in conjunction with business area H&S Plans.
5. Integrate health and safety into the strategic business planning and risk monitoring processes and procedures.

**Responsible Officer: Chief Operating Officer and Chair of Health and Safety Committee. Corporate Head of Health and Safety and Head of Profession.**

**Implementation Date: Year end 2023/24 and 2024/25.**

<sup>1</sup> Corporate Health and Safety Committee.

**Internal Audit – Management Report: Management Action Plan**

2022-23: Corporate Wide Review: Health& Safety – Second Line of Defence Audit



Prepared by: Ryan Wakefield

Issue Date: 09/02/2023

Assurance Rating: RED

**Recommendation**

2. The Corporate Health Safety and Wellbeing Committee should devise arrangements for monitoring the extent to which health and safety risks escalated for Corporate attention are being managed effectively.

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3. The Corporate Health, Safety and Wellbeing Committee should report regularly to both the Corporate Services Committee and Executive Leadership Board, setting out the extent to which the City’s health and safety risk management framework is operating effectively.

**Management Response**

- 6. Implementation of workstreams in 2023/24 Corporate H&S Business Plan. Priority 4
- 7. CHSC shall review and monitor escalated and significant risks identified through incident reporting, local risk registers and Top X.
- 8. CHSC shall monitor the Corporation’s risk profile and the scope of the health and safety management system within the context of the organisation.
- 9. CHSC receive reports from Chief Officers on their Department, Service or Institution to enable monitoring and assurance, including arrangements for adequate mitigation.

**Responsible Officer: Chief Operating Officer and Chair of Health and Safety Committee. Corporate Head of Health and Safety and Head of Profession.**

**Implementation Date: Year end 2024/25**

- 10. CHSC shall produce an annual report, and other regular reports when required, on fire, health, and safety performance to enable the Executive Leadership Board (ELB) to fulfil its Terms of Reference and Corporate Services Committee in relation to the Terms of Reference in relation to health and safety. It will include extent to which the City’s health and safety risk management framework is operating effectively.

**Responsible Officer: Responsible Officer: Chief Operating Officer and Chair of Health and Safety Committee. Corporate Head of Health and Safety and Head of Profession**

**Implementation Date: December 2023**

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# Strengthening the Corporate H&S enabling function

Joanna Carrington. Director of Health and Safety and Head of Profession.

Corporate H&S Team is in COO. The Director of H&S manages the Corporate H&S Team and provides Head of Profession support to the Property H&S Team, but no line management.

Property H&S Team is in City Surveyors. Lead is Head of H&S (Property) and provides line management for this team only.

Both Teams provide competent advice and assistance and are H&S enabling functions that apply across the City Corporation, albeit working separately.

Fire Safety. Fire Safety Advisor 1 FTE. The City of London Corporation has an extensive and diverse property portfolio and implementation of Building Safety Act 2023 within the scope of the City Corporation. City Corporation Fire Safety and Property H&S management systems require collaborative development.

## Proposed

Merge the two teams into one Corporate H&S Team. Director of H&S is overall strategic lead and line manager.

Property and Fire H&S roles will continue to provide competent advice to City Surveyor colleagues and the wider City Corporation. Embedded in City Surveyor with increased City Corporation-facing flexibility.

Review JDPSs; focus on role responsibilities, professional development and service delivery against business plans.

Consider creation of new roles: e.g. Head of Fire Safety and Fire Safety Advisor (Residential) to add to fire safety management provision, or H&S Advisor to add to H&S management provision etc.

## Benefits

Centralise H&S enabling function; lead is a T2 senior manager, Director of H&S reporting to COO.

Consolidate and coordinate the Corporate H&S service offer; clarity and improvement in service user experience and provision.

Reduce potential conflict of interest and ambiguity. Standardise and facilitate continuing professional development and ethical best practice for practitioners.

Increase capacity for competent advice and assistance for fire safety, supporting Corporate risk management for fire.

Defined advisory teams around capabilities disciplines allowing professionals to focus in their area of expertise and depth of service provision.

Maximise the Team's capability to support successful implementation and coordination of the Corporate H&S Business Plan, 45001 (H&S) and 9997 (fire) safety management systems.

# Timeline April – September 2023

April - May

- Test of Relevance: EA completed. March 2023
- Approval on proposal to proceed from City Surveyor and COO. No committee approvals needed. No redundancies planned. ELB and individual Chief Officer discussion.
- Inform the two teams about the merger. Opportunities to ask questions etc. with Director of H&S and Head of H&S (Property)
- Arrange budget transfer, access permissions to employee data, SharePoint, access permissions to TC-property and TC-healthandsafety inboxes etc
- Merger date agreed. Transferred Corporate Health and Safety Team Structure goes live. Comms plan.

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June - July

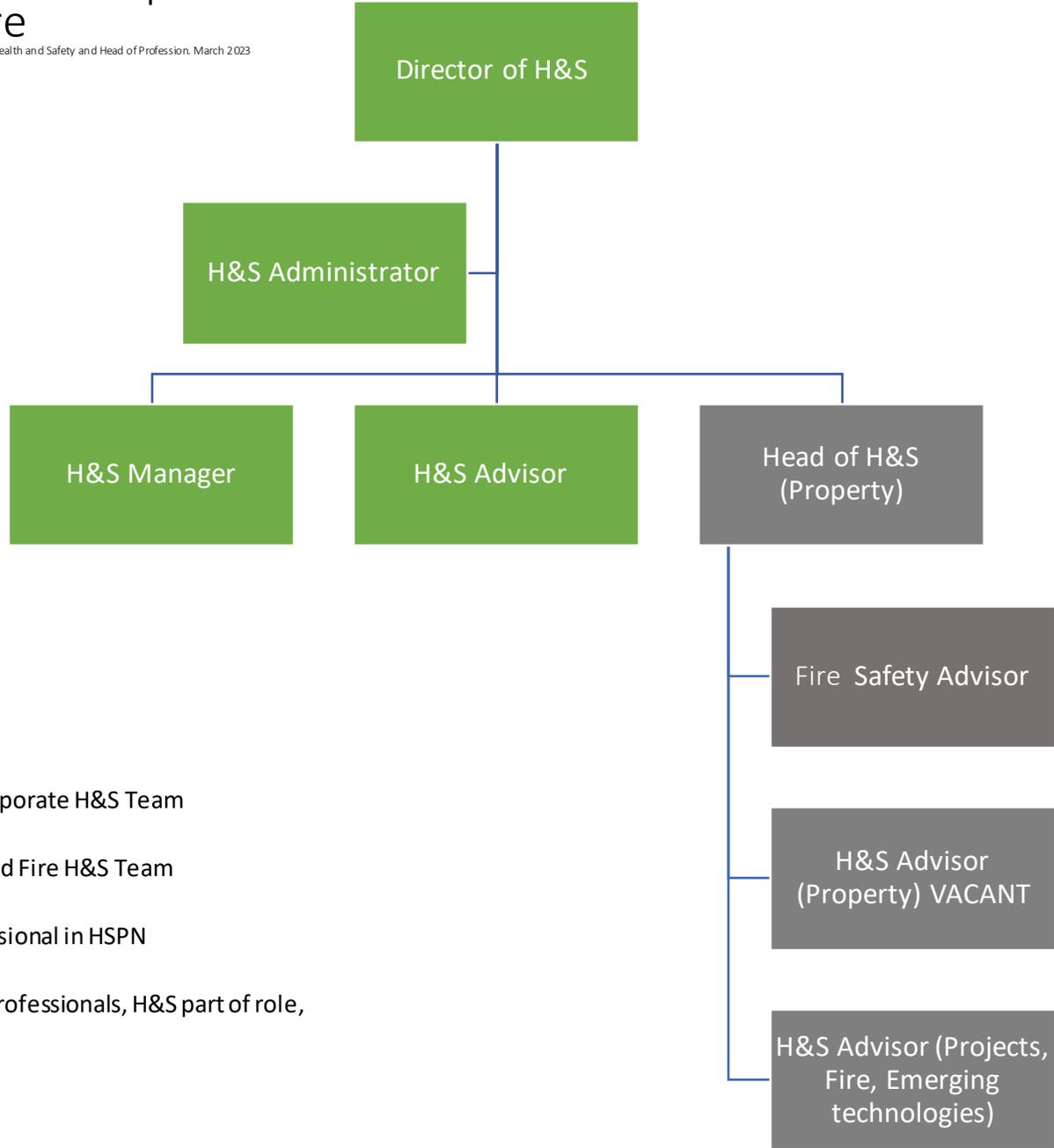
- Present at Jun 23 Corporate H&S Committee for information.
- Refresh JDPS for Health and Safety Advisor (Property) and begin recruitment process
- Begin business case for Head of Fire Safety and Fire Safety Advisor (Residential)

August -  
September

- Continue with business case process and resource bid in train.
- Monitor embedding.

# Transferred Corporate H&S Team Structure

Joanna Carrington, Director of Health and Safety and Head of Profession, March 2023



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- Current Corporate H&S Team
- Property and Fire H&S Team
- H&S Professional in HSPN
- H&S Non-professionals, H&S part of role, in HSPN

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<b>Committee(s):</b> Corporate Services Committee	<b>Dated:</b> 12 July 2023
<b>Subject:</b> Ban the Box Implementation Timeline	Public
<b>Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?</b>	8: We have access to the skills and talent we need.
<b>Does this proposal require extra revenue and/or capital spending?</b>	No
<b>If so, how much?</b>	N/A
<b>What is the source of Funding?</b>	N/A
<b>Has this Funding Source been agreed with the Chamberlain's Department?</b>	N/A
<b>Report of:</b> Alison Littlewood, Chief People Officer	For Information
<b>Report author:</b> Cindy Vallance, Assistant Director, Organisational Development & Talent	

## Summary

A paper with a focus on implementing “Ban the Box” and revising “Vetting” as part of pre-employment checks was brought to Corporate Services Committee (CSC) meeting in May 2023. Since that time, an additional paper focusing primarily on Vetting but including Ban the Box was shared with Senior Security Board in June 2023. A commitment was made to share the proposed implementation plan / timeline at this meeting and a proposal was suggested to also incorporate a private Members’ Session to explore Ban the Box in greater detail prior to launch which is targeted in October following further discussion at CSC. See Appendix 1 for the full timeline.

## Recommendation

Members are asked to note the report, including the notification that a private Member’s session will also be held prior to launch of Ban the Box; in September 2023.

## Main Report

### Background and current position

1. The Ban the Box campaign was described in the May CSC paper. By way of summary, it was launched in the UK in 2013 and is led by Business in the Community. Its purpose is to ensure that people do not face unfair discrimination and that criminal records are not used to exclude people from applying for roles, although employers may still ask about convictions at a later stage in the recruitment process and there may be some convictions that cannot be accommodated.
2. The City of London Corporation must have in place robust vetting procedures to reduce any risks which may exist when employing staff in accordance with the Ban the Box campaign. This will allow the differentiation of roles where Ban the

Box is appropriate. Therefore, implementation of Ban the Box is incorporating updates from the vetting review.

3. The Task & Finish Group is working to an ambitious programme plan and timeline that will incorporate revisions to all relevant pre-employment recruitment policies that reference Ban the Box and Vetting as well as all associated materials. Appropriate consultation across City Corporation will take place with departments, institutions, legal services and unions. A draft launch communications plan will also be created. Working closely with the Deputy Chair of the Corporate Services Committee, a private briefing for all members will be offered prior to finalising recommendations in the report for the Corporate Services Committee. The session will provide the opportunity for reflection and discussion on the intended outcomes as well as the risks of implementing Ban the Box. This session may also include expert external contributions and early discussions in the summer with key organisations involved in inclusive recruitment practices will also take place.
4. The T&F Group implementation plan is included here in Appendix 1.

#### Corporate and Strategic Implications

5. Strategic implications – Adoption of the Ban the Box principles supports the City of London Corporation’s commitment to inclusive recruitment practices, thereby ensuring access to the skills and talent the Corporation needs. As mentioned above, as the work continues, due thought will be given to other inclusive recruitment practices and whether these should also be considered for implementation. A private member’s session will take place prior to the launch of Ban the Box to confirm across Membership the work that has already been agreed or any change of direction that might be deemed necessary at that time.
6. Additionally, a review of vetting will enhance the Corporation’s confidence about its vetting decisions and provide the right foundation for managing risk, which lasts for as long as a person holds a security clearance.
7. Financial implications – None.
8. Resource implications – None.
9. Legal implications – None at this stage. Comptrollers will need to be satisfied with any policy or vetting changes to ensure we continue to meet statutory and other legal requirements.
10. Risk implications – Use of Ban the Box in a way that is not mindful of risk and incomplete vetting carries risks for roles where national security or criminality concerns are a consideration, as well as vetting being used at an inappropriate level. There would be substantial reputational risk should the Corporation not meet its statutory obligations either in vetting or DBS as well as the risk posed by those individuals being employed inappropriately for the role, we engage them to undertake.

11. Equalities implications – Ban the Box is intended to help support people with criminal convictions back into work and society groups more likely to have convictions or criminal history. When the policy/framework is complete, a Test of Relevance will be able to be completed.

12. Climate implications – None.

13. Security implications – As noted above, vetting helps identify, manage, and mitigate risks for roles which includes jobs with access to high-risk sites, highly classified or sensitive information or systems and will serve as a check and balance to Ban the Box implementation.

### Conclusion

14. This paper outlines the recommended timeline requested at May CSC for revisions to pre-employment checks including Vetting, Ban the Box and DBS. A further private session for members will be organised prior to the launch of Ban the Box to brief members more fully on the campaign and to discuss the City Corporation's responses to it. This session may include expert external speakers to outline opportunities and risks with various inclusive recruitment approaches including Ban the Box. Invitations to this session will be extended to all members the Court of Common Council. The launch of Ban the Box is currently scheduled to take place following approval by CSC in October 2023.

### Appendices

Appendix 1: Pre-Employment Checks: Vetting, Ban the Box and DBS Implementation Plan

### Background Papers

None.

Cindy Vallance

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Appendix 1: Pre-Employment Checks: Vetting, Ban the Box and DBS Full Implementation Plan

as of 21 June 2023 v4

Workstream	Activity	Week Commencing																											
		08-May	15-May	22-May	29-May	05-Jun	12-Jun	19-Jun	26-Jun	03-Jul	10-Jul	17-Jul	24-Jul	31-Jul	07-Aug	14-Aug	21-Aug	28-Aug	04-Sep	11-Sep	18-Sep	25-Sep	02-Oct	09-Oct	16-Oct	23-Oct	30-Oct	by December	by April 24
Ban the Box	Review and update Recruitment and Selection Policy (Jun 2019). Add Ban the Box and EDI inclusive recruitment focus																												
Vetting	<b>Deadline: Senior Security Board draft papers.</b> Senior Security Board paper on vetting from Dionne Williams-Ddoo and R Woolford under People Security Board - 12 June																												
Ban the Box, Vetting and DBS	Review and update Employment Screening Policy (Jan 2018) AND add Ban the Box, review vetting and DBS approach																												
Ban the Box, Vetting and DBS	Review and update Appendices 1 - 3 (all Jan 2018) AND add Ban the Box elements AND add inclusive recruitment focus: 1 - Pre-employment Screening Requirements; 2 - Employment Screening Guidelines for Managers 3: Risk Assessment																												
Ban the Box and DBS	Review and update Disclosure and Barring Policy (Jul 2018)																												
Ban the Box and DBS	Review and update Appendices 1 - 4: 1 - Disclosures covered by Exceptions Orders to Rehabilitation of Offenders Act (ROA) (Jan 2018); 2 - Disclosure & Barring Flowchart (Jan 2018); 3 - Risk Assessment (Jan 2018); Secure Storage (Jul 2018)																												
Vetting	Finalise improved vetting process flow overview																												
Vetting	Develop manager guidance to support new process flow, checklist/ questionnaire for managers reviewing a role.																												
Ban the Box, Vetting and DBS	Consult with Legal on revisions to policies and vetting process flow																												
Ban the Box, Vetting and DBS	Sense check within HR across Recruitment, Operations, Business Partnering (and institutions HR?)																												
Ban the Box	Check in with key external organisations in relation to Ban the Box experiences, opportunities, risks; other inclusive recruitment thinking; begin to craft plan for Members' briefing																												
Ban the Box, Vetting and DBS	Consult with key stakeholders (eg. Richard Woolford; Schools: DCCS; Institutions)																												
Vetting	Consult with CoLP vetting team on vetting process																												
Ban the Box, Vetting and DBS	Share policies for feedback with Unions, Senior staff reps and all Chief Officers (ELB)																												
Ban the Box, Vetting and DBS	Revise based on feedback																												
Vetting	Establish newly created Vetting Panel, terms of reference, governance and meeting frequency for review																												
Ban the Box and Vetting	Prepare in readiness for launch: application form update for Ban the Box and adjustments to EDI inclusive recruitment categories/questions including social mobility focus, offer of employment and associated documents.																												
Ban the Box, Vetting and DBS	Update job description & person specification template and draft advert text to ensure Ban the Box commitment, vetting and DBS can be clearly displayed post launch																												
Ban the Box, Vetting and DBS	Prepare in readiness for launch of web pages for all items above																												
Ban the Box, Vetting and DBS	Prepare in readiness for launch all additional HR and manager process notes required for all items above																												
Ban the Box	Private briefing for Members - specific date tbc																												
Ban the Box, Vetting and DBS	Prepare in readiness for launch communications plan for all items above																												
Ban the Box, Vetting and DBS	<b>Deadline: CSC draft papers</b>																												
Ban the Box, Vetting and DBS	Revisions																												
Ban the Box, Vetting and DBS	<b>Deadline: CSC final papers</b>																												
Ban the Box, Vetting and DBS	<b>CSC meeting</b>																												
Ban the Box, Vetting and DBS	Launch revised Policies including Ban the Box, Vetting, DBS and inclusive recruitment; including all associated documents																												
Vetting and DBS	Further development - Source training on both vetting and DBS for key teams in HR and develop manager videos for LMS																												
Ban the Box, Vetting and DBS	Debrief and review at 3 and 6 months post implementation																												

HR Resources

AD - OD - Consultant with Head of Workforce & Resourcing; AD - Business Partnering with Employment Relations Manager; AD - Operations with Head of Employee Services & Transformation

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