



Corporate Services Committee – Main Agenda Pack

Date: WEDNESDAY, 21 FEBRUARY 2024

Time: 1.45 pm

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

Members:

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

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<https://www.youtube.com/@CityofLondonCorporation/streams>

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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 approve the public minutes and non-public summary of the meeting held on Wednesday, 10th January 2024.

For Decision
(Pages 7 - 12)

For Formal Decision

4. **WORKPLACE ATTENDANCE UPDATE**

Report of the Interim Chief People Officer.

For Decision
(Pages 13 - 66)

5. **PAY POLICY STATEMENT 2024/25**

Report of the Interim Chief People Officer.

For Decision
(Pages 67 - 86)

6. **DRAFT HR DEPARTMENTAL BUSINESS PLAN 2024/25**

Report of the Interim Chief People Officer.

For Decision
(Pages 87 - 100)

7. **DRAFT COMPTROLLER & CITY SOLICITOR'S DEPARTMENTAL BUSINESS PLAN 2024/25**

Report of the Comptroller & City Solicitor.

For Decision
(Pages 101 - 112)

For Information

8. **ENTERPRISE RESOURCE PLANNING (ERP) PROGRAMME UPDATE**

Joint Report of the Chamberlain and the Interim Chief People Officer.

For Information
(Pages 113 - 118)

9. **HEALTH AND SAFETY UPDATE**

The Deputy Town Clerk to be heard.

For Information

10. **APPRENTICESHIPS UPDATE**

Report of the Interim Chief People Officer.

For Information
(Pages 119 - 122)

11. **REGISTER OF INTEREST FOR THE SENIOR MANAGEMENT GROUP**

Report of the Interim Chief People Officer.

For Information
(Pages 123 - 144)

12. **COMMITTEE'S FORWARD PLAN**

Report of the Interim Chief People Officer.

For Information
(Pages 145 - 146)

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

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

15. **EXCLUSION OF THE PUBLIC**

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

For Decision

Part 2 - Non-Public Agenda

16. **NON-PUBLIC MINUTES**

To approve the non-public minutes of the meeting held on Wednesday 10th January 2024.

For Decision
(Pages 147 - 148)

17. **AMBITION 25 - MY CONTRIBUTION MY REWARD UPDATE**

Report of the Interim Chief People Officer.

For Decision
(Pages 149 - 156)

18. **REPORT OF (NON-PUBLIC) ACTION TAKEN**

Report of the Town Clerk.

For Information
(Pages 157 - 160)

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

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

Part 3 - Confidential Agenda

21. **CONFIDENTIAL MINUTES**

To approve the confidential minutes of the last meeting held on Wednesday. 10th January 2024.

For Decision

For Formal Decision

22. **NATURAL ENVIRONMENT STAFFING**

Report of the Interim Executive Director, Environment.

For Decision

For Information

23. **TOWN CLERK'S UPDATE**

The Town Clerk to be heard.

For Information

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CORPORATE SERVICES COMMITTEE **Wednesday, 10 January 2024**

Minutes of the meeting of the Corporate Services Committee held at Guildhall on
Wednesday, 10 January 2024 at 1.45 pm

Present

Members:

Deputy Alastair Moss (Chair)
Deputy Randall Anderson
Deputy Keith Bottomley
Deputy Henry Colthurst
Deputy Christopher Hayward
Deputy Charles Edward Lord
Catherine McGuinness
Timothy James McNally
Tom Sleigh
Mandeep Thandi
Philip Woodhouse

Officers:

Ian Thomas CBE	- Town Clerk & Chief Executive
Gregory Moore	- Deputy Town Clerk
Polly Dunn	- Assistant Town Clerk & Executive Director of Governance and Member Services
Oliver Sanandres	- Deputy Town Clerk's Department
Michael Cogher	- Comptroller & City Solicitor's Department and Deputy Chief Executive
Alison Littlewood	- Chief People Officer and Executive Director of Human Resources
Dionne Williams-Dodoo	- Human Resources Department
Pauline Shakespeare	- Human Resources Department
Cindy Vallance	- Human Resources Department
Sonia Virdee	- Chamberlain's Department
Dionne Corradine	- Chief Strategy Officer
Barbara Hook	- Chief Strategy Officer's Department

1. APOLOGIES

Apologies for absence were received from Alderman Sir Charles Bowman, Anthony Fitzpatrick, Steve Goodman, Florence Keelson-Anfu, Alderwoman & Sheriff Dame Susan Langley, Gregory Lawrence, and James Tumbridge.

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

In respect of Item 9, Catherine McGuinness noted a wider family member's employment by the City of London Police.

3. **MINUTES**

In commenting on the accuracy of the minutes, Deputy Charles Edward Lord noted that they had issued apologies at the last meeting.

Brexit Readiness

In relation to Item 7 within the minutes, the Executive Director of Environment provided an update in respect of the Brexit Readiness resourcing plan for the Port Health Service. An extension on the Delegated Authority was sought and granted.

Workplace Attendance

It was noted that a report on this matter would be submitted to the February meeting of the Committee.

RESOLVED – That

1. the public minutes and summary of the meeting held on 29 November 2023 be approved as an accurate record subject to the following amendment – Deputy Charles Edward Lord was not present and sent apologies.
2. Members agree to delegate authority to the Town Clerk in consultation with the Chairman and Deputy Chairman of Corporate Services Committee, to consider proposals relevant to the Committee, relating to a Brexit Readiness Resourcing Plan for the Port Health Service, if required before the next meeting (21 February 2024).

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

RESOLVED – That the public minutes and summary of the meeting of the Joint Consultative Committee held on 28 November 2023, be noted.

5. **ANNUAL REVIEW OF TERMS OF REFERENCE**

Members considered a report of the Town Clerk, regarding the Annual Review of Terms of Reference.

With the permission of the Committee, this item was withdrawn and would be resubmitted to the next meeting.

6. **DRAFT PEOPLE STRATEGY**

Members considered a report of the Chief People Officer and Executive Director of Human Resources, regarding the draft People Strategy.

The Town Clerk introduced the item by remarking upon the brilliant people within the organisation. The Chief People Officer followed by noting the new Strategy involved modernisation, whilst continuing to build upon trust within the workforce.

Comments on the Strategy included:-

- On the workplace profile, there was currently no option within the system to select anything other than 'male' or 'female' but this was being looked at.
- There was a typographical error in relation to 'LBQTBA+', it was suggested that LGBTQ+ would be more appropriate
- Monitoring reports should be submitted more frequently than annually.
- Tone on page 27 within the forewords require further drafting.
- The performance references in the purpose and outcomes section on p30 require higher visibility.
- On pages 28/39 – were the list of religions exhaustive?
- Language should generally be more consistent.
- Reference to Members and leadership should be included.
- Employee engagement would be key to measure success.

It was also noted that the home-screens on City Corporation devices still featured the four 'P's (Pride, Pace, Passion, Professionalism) and this should be changed with the adoption of the new Strategy.

RESOLVED that Members:-

1. Approve the following for the draft People Strategy 2024 - 29 in Appendix 1. Specifically:
 - a. Agree the five themes; and
 - b. Agree the direction of travel contained within the summary of high-level annual Activities and Key Performance Measures
2. Authorise the Town Clerk and Chief Executive to finalise and agree any further changes to the content of the draft People Strategy 2024 - 2029, in consultation with the Member Reference Group; noting that the final wording and design will be finalised in consultation with the Town Clerk and Chief Executive and Chair, Member Reference Group.
3. Recommend that the Policy and Resources Committee adopts the People Strategy 2024 - 2029.
4. Recommend that the Court of Common Council adopts the People Strategy 2024 - 2029.

7. DEPARTMENTAL BUDGET ESTIMATES 2024-25 – CORPORATE SERVICES COMMITTEE

Members considered a joint report of the Town Clerk, Chief Strategy Officer, Comptroller & City Solicitor, and Chamberlain, regarding the departmental budget estimates of 2024-2025.

In response to a question, the Deputy Town Clerk confirmed that Member allowances did not sit within this budget but came from the Central Risk budget. This was confirmed by the Chamberlain.

Members asked that in future, the variances described at the bottom of page 63, should feature within the table at the top of page 64.

With regard to the Guildhall Club budget, it was noted that the shortfall tended to be consistently managed using underspends. Member asked that next year it be assigned a proper budget.

Requirements for Equality Diversity and Inclusion were still being worked through but would, in any event, need to be resourced from the existing envelope.

RESOLVED, that Members

1. Note the latest revenue budget for 2024/25;
2. Review and approve the estimate for 2024/25 for submission to the Finance Committee;
3. Authorise the Chamberlain, in consultation with the Town Clerk, Deputy Town Clerk, the Comptroller and City Solicitor to revise these budgets to allow for any further implications arising from Corporate Projects, other reviews and changes to the Cyclical Works Programme; and
4. Authorise the Chamberlain to agree minor amendments for 2023-24 and 2024-25 budgets arising during budget setting be delegated to the Chamberlain.

8. DRAFT HIGH-LEVEL BUSINESS PLAN 2024/25 - CORPORATE STRATEGY AND PERFORMANCE TEAM

Members considered a report of the Strategy Officer, regarding the draft High-Level Business Plan 2024/25 – Corporate Strategy and Performance Team.

A Member asked whether there were any proposals to change where the Sports Engagement Team reported into. The Town Clerk confirmed that this was being looked at.

RESOLVED, that Members

1. Note the factors taken into consideration in compiling the Corporate Strategy and Performance Team Business Plan; and
2. Approve, subject to the incorporation of any changes sought by this Committee, the departmental High Level Business Plan 2024/25 at Appendix 1.

9. DRAFT HIGH-LEVEL BUSINESS PLAN 2024/25 – TOWN CLERK'S DEPARTMENT

Members considered a report of the Town Clerk, regarding the draft High-Level Business Plan 2024/25 – Town Clerk's Department.

The Deputy Town Clerk provided clarification about the use of percentages, which related to the total of each sub-Team, rather than the Department as a whole. This was something that would be clarified next year.

RESOLVED, that Members

1. Approve the sections related to Governance and Member Services, Office of the Policy Chairman and Corporate Health & Safety; and
2. Note organisational changes which will affect the Town Clerk's Department and Deputy Town Clerk reporting lines, particularly that Electoral Services has moved to the Comptroller and City Solicitor, and that Health and Safety will report into the Deputy Town Clerk.

10. HEALTH & SAFETY UPDATES

Members received a report of the Town Clerk, regarding health & safety.

Members had questions in relation to the Non-Public Appendix, which were raised at item 16.

RESOLVED, that Members note the report and endorse the action plan prepared by officers.

11. *FORWARD PLAN

Members received a joint report of the Chief People Officer & Executive Director of Human Resources and Town Clerk, regarding the forward plan.

RESOLVED, that the report be noted.

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 meeting held on 29 November 2023 were approved as an accurate record.

16. NON-PUBLIC APPENDICES - HEALTH & SAFETY UPDATE

Members considered a report of the Town Clerk, regarding the non-public appendices of the health & safety update.

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. **CONFIDENTIAL MINUTES**

RESOLVED, that the confidential minutes of the meeting held on 29 November 2023 were approved as an accurate record.

The meeting ended at 3.40 pm

Chairman

Contact Officer: Polly Dunn
Polly.Dunn@cityoflondon.gov.uk

Agenda Item 4

Committee(s): Corporate Services Committee	Dated: 21 February 2024
Subject: Workplace Attendance Update Report	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	2, 3, 8, 9
Does this proposal require extra revenue and/or capital spending?	N/A
If so, how much?	N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain's Department?	N/A
Report of: Alison Littlewood, Interim Chief People Officer	For Decision
Report author: 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 initially implemented in January 2023 and was well received by most employees. Following a review, at the July 2023 Corporate Services Committee, Members were given two options, with option 1 being adopted. These were:

1. That the current policy continues with an agreed review point in six months, with a change from 1st September 2023 for officers in the Senior Management Group (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 Ambition 25 and recommendations to be agreed by Members.

Since the adoption of option 1 above, several high-profile City based organisations, the wider Civil Service have agreed that office-based workers will spend a minimum of 60% of their working time working face to face with their colleagues either in offices or on official business, rather than at home.

Details of the current Workplace Attendance policy for context can be seen at Appendix A. The words the civil service have shared with their workforce can be seen at Appendix C.

Recommendation(s)

To provide clarity to our workforce and confirm our long-term position, the Corporate Services Committee are asked to approve the following: -

- With effect from the 1st September 2024, a change to the current workplace attendance policy will apply.
- All employees in the current hybrid and academic categories who currently are required to attend their office or place of work on a minimum of 2 days per week, will be required to increase their attendance to a minimum of 3 days per week (or 60% of their working time).

This change is driven by consideration of the benefits arising from working in-person with colleagues. This includes collaboration, innovation, and fostering a sense of community. CIPD research shows that the benefits of having time face to face with peers and managers adds to the wellbeing of the workforce and benefits their long-term mental health.

Informal face-to-face ‘water cooler’ moments cannot be recreated virtually and are still the time that employees are at their most creative and when they have their best collaborative ideas. These changes will not impact those employees with existing reasonable adjustments that have already been agreed based on disability, specific caring responsibilities and “other similar temporary flexibilities” agreed with line managers, including phased returns to work following sick leave.

Existing contractual arrangements will also remain unchanged, including flexible working arrangements made under the statutory flexible working scheme under part 8A of the Employment Right Act 1996.

We appreciate that both our employees and Chief Officers will need time to prepare for this change to our policy. To assure the continued wellbeing of our employees a period of adjustment is proposed with the implementation date set as the 1st September 2024.

Main Report

Decision

In response to creating certainty and requests from some Members and line managers to increase workplace attendance and the need to acknowledge that many employees are already attending their place of work more frequently than the current minimum level set out, now seems to be the right time to provide clarity to our employees on our position on Workplace Attendance.

The inherent importance of the Corporation as a place-based organisation, as well as the importance by Members and Chief Officers of in person collaboration, learning and observation, means that we now need to increase the minimum workplace attendance requirements from our current position of two days per week for our hybrid and academic workers.

The current position of the Executive Leadership Board (ELB) being at their place of work or office for a minimum of three days a week has been well received by employees. To ensure strong visible leadership across all the City Corporation our Executive Leadership Team will lead by example and continue with this practice. Their presence will help colleagues have the support, guidance, and development they need to keep delivering excellent services.

The 2021 All-Staff Survey showed that Guildhall employees would like to see the return of onsite catering. After the exit of the Gild caterer, in 2020, the Gild remained empty for three years. Post Covid, a coffee cart service was implemented for 9 months in 2022-23. Recently, Street Markets UK - a collection of entrepreneurs and food vendors – have been providing a “pop up” catering offer at the Guildhall site on Tuesday to Thursday.

To continue to support the People Strategy and workplace attendance policy, our City Surveyor officers are currently reviewing new opportunities to provide a fuller catering and beverage offer at Guildhall over 5 days, Monday to Friday. We acknowledge that not all employees can access or afford the Guildhall catering options and therefore our facilities across all our sites need to be modern, accessible, and user friendly.

Equalities Impact

In terms of equalities impact, an EQIA has been undertaken for the option put forward. In headline terms, having a more flexible workplace attendance policy is positive for most employees, including those with caring responsibilities and those with disabilities. This risk will be mitigated by ensuring that all adjustments for workplace attendance are managed using the Flexible Working policy.

The EQIA showed that the risk around the potential for underlying resentment across the workforce in terms of cost of travel and living is increasing, with workers in the three non-hybrid categories not understanding why the workplace attendance policy has not been updated to reflect a fairer approach which is more aligned to other organisations who are returning their workforces to their offices and places of work.

The feeling of divide by our employees who fall into the categories of Workplace-based, Workplace Plus and Academic (see Appendix A) where the nature of their role requires them to attend their workplace or office for 5 days a week or those who cover evening functions is gaining momentum.

As part of the review for this report, our work included a review of other options including four- and five-days’ workplace attendance. We concluded that the recommendation being put forward is aligned to the current strategies that other organisations are taking and provides the best solution going forward.

This risk will begin to be mitigated by the recommendations in this report.

Currently, we are not able to quantify the impact of our current policy on external candidate attraction or internal retention demographics and would need to review this over a longer period to enable meaningful insight on this. This includes time to hire and other factors which would need to be understood, e.g., employee sentiment and pay competitiveness. To mitigate this potential risk, candidate numbers and retention will be monitored and should a problem arise, flagged for immediate action.

However, the Corporation employee churn rate has gradually reduced, demonstrating a month-on-month decline, from 10.98% in October 2023 to 9.90% in January 2024.

Recognised Trade Unions

Conversations with our trade union colleagues have been taking place on this policy change and we will continue to work through issues that arise. We have also undertaken to ensure that our guidance for managers who will be managing this directly with our employees is clear and straightforward.

Recommendation

Having undertaken the EQIA and considering all risk factors, Members are asked to give due regard to the Equalities Analysis prior to taking their decision on the following recommendations:

- All employees in the current hybrid and academic categories who currently are required to attend their office or place of work on a minimum of 2 days per week, will be required to increase their attendance to a minimum of 3 days per week (or 60% of their working time).
- To enable our employees a period of adjustment prior to this policy change taking effect, an implementation date of the 1st September 2024 is agreed.

If these recommendations are agreed, updates to the current guidance for line managers and policy wording for employees, along with a communication strategy will be developed and agreed with ELB and in consultation with the unions. The risks and opportunity for the proposed recommendation is summarised in the table below.

Risks and Opportunity

Recommendation	Risks	Advantages
<p>All employees who are currently required to attend their office or place of work on a minimum of 2 days per week, will be required to increase their attendance to a minimum of 3 days per week (or 60% of their working time).</p>	<p>A requirement for 5 days a week working, visibility and presence may remain a concern for some Members.</p> <p>With many employees already attending the workplace over and above the current minimum required days, the workplace may not look or feel different with this adjustment.</p> <p>The potential impact on external candidate attraction and employee retention remains unknown due to a lack of available data for comparison, however it should be noted as a risk.</p> <p>Employees will experience an increase in their cost of living in relation to the extra day of travel and carer costs.</p> <p>Employees may appeal or challenge their designated employment status.</p> <p>An increase in flexible and part-time working requests may be seen as a result of this change.</p> <p>Productivity, performance, and employee engagement could be impacted because of this change.</p> <p>Employees may compare work patterns with their colleagues</p>	<p>Colleagues continue to perform well and gain the work life balance benefits of the current workplace attendance model.</p> <p>The roll-out of the Digital Programme will improve the current technology across our sites and reduce the risks as currently experienced in terms of access reliability.</p> <p>Managers continue to develop their confidence in managing remote teams and managing performance outcomes rather than presence.</p> <p>Increased presence from all employees. Greater city-wide presence and visibility of the workforce.</p> <p>Where there is a genuine business need and/or a health and safety reason for some roles to be conducted in a specific work pattern we will continue to honour these arrangements.</p> <p>It is recognised that some employees may compare their individual work patterns with their colleagues. The Corporation will continue to treat all employees fairly and equally.</p>

	and continue to feel disadvantaged.	
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We are not able to quantify any increase or decrease in productivity because 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 that increasing workplace attendance has had no reduction on employee productivity or engagement levels across multiple sectors.

Conclusion

These changes will provide clarity to our workforce and confirm our long-term position.

Financial implications - None

Resource implications - None

Legal implications – The proposed changes relate to the workplace attendance policy and not to individual or collective contracts of employment which remain unchanged. Current flexible working arrangements made under the statutory scheme under Part 8A of the Employment Rights Act 1996 will continue to apply and eligible employees have the right to make requests for contractual flexible working arrangements and to have them determined in accordance with the statutory scheme”.

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 possibly increase employee turnover and potentially reduce our recruitment candidate pool. However, the evidence to support this is minimal.

Equalities implications – An Equality Impact Assessment has been conducted and is attached at Appendix B. We will continue to work with departments in terms of productivity and any adjustments that is needed for employees of protected characteristics.

Climate implications – None

Security implications – None

Appendices

- Appendix A - Current Workplace Attendance Policy
- Appendix B - EQIA Workplace Attendance Policy
- Appendix C - Civil Service communication around their approach to Workplace Attendance

Background Papers: N/A

Pauline Shakespeare, Interim Assistant Director, HR Partnering

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Workplace Attendance

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Statement of intent

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

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

- 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

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

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.

Workplace-based	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.
Hybrid	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.
Workplace Plus	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.
Academic	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

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

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

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

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

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

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

Links / Other resources

[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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Equality Impact Assessment

EQIA FORM

CITY OF LONDON

Equality Impact Assessment Template.

Directorate: Deputy Town Clerk Service Area: People & HR	Lead Officer: Pauline Shakespeare Date completed: 02/01/2024
Service / Function / Policy / Procedure to be assessed: Workplace Attendance Policy – revision from January 2023 paper/policy – December 2023	
Is this: New / Proposed Existing/Review <input checked="" type="checkbox"/> Changing <input checked="" type="checkbox"/> (Please tick appropriate box)	Review date: To be confirmed

Part A – Initial Equality Impact Assessment to determine if a full Equality Impact Assessment is required.

What are the aims and objectives/purpose of this service, function, policy, or procedure?

The Workplace Attendance Policy paper (February 2024) sets out the proposed changes to the current [Workplace Attendance Policy](#) (January 2023) at City of London Corporation. The policy was created to inform City of London Corporation employees, of the types of roles that exist in the Corporation, the explanation on the categorisation of roles, and the frequency of days that the employees are required to physically attend the workplace.

Compliance is reliant on the principles of collaboration, constructive dialogue with all our employees, flexibility and equity, equality diversity and inclusion, achieving consensus around common goals. The Workplace Attendance Policy sits alongside the forthcoming People strategy and Ambition 25 (Reward Programme), currently in process of being implemented by City of London Corporation.

This Equality Impact Assessment applies specifically to the revised Workplace Attendance Policy proposal (July 2023). We are committed to carrying out our equality duties and the Equality Impact Assessment has been developed to support the revised Workplace Attendance Policy.

To inform the basis of the revised Workplace Attendance Policy, both internal and external benchmarking and research have been necessary.

Please see appendix 1 – with links to research that has been undertaken externally.

Please indicate its relevance to any of the equality duties (below) by selecting Yes, or No?

	Yes	No
Eliminating unlawful discrimination, victimisation, and harassment	x	
Advancing equality of opportunity	x	
Fostering good relations	x	

The requirement is to have due regard to the 3 aims of the Equality Duty (albeit on a proportionate basis).

Equality Impact Assessment

If not relevant to any of the three equality duties and this is agreed by your Head of Service, the Equality Impact Assessment is now complete - please send a copy to the Equality Team. **If any of the three equality duties are relevant**, a Full EQIA will need to be undertaken (PART B below).

PART B: Full Equality Impact Assessment.

Step 1 – Identifying outcomes and delivery mechanisms (in relation to what you are assessing)

<p>What outcomes are sought and for whom?</p>	<p>Members have requested that the Workplace Attendance policy be revised to require all employees in the current Hybrid & Academic categories (as outlined below) increase their expected time in the office from two days to three days per week or from 8 days to 12 days per month.</p> <p>The current Workplace Attendance Policy set out the categories that all of roles sit within in the City of London Corporation. These are summarised as Workplace-based; Hybrid; Workplace Plus; and Academic.</p> <p>Workplace-based: 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.</p> <p>Hybrid 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.</p> <p>Workplace Plus 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.</p> <p>Academic 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.</p> <p>Figure 1 shows the current breakdown across the workforce of the workplace attendance categories.</p>
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Headcount by Workplace attendance

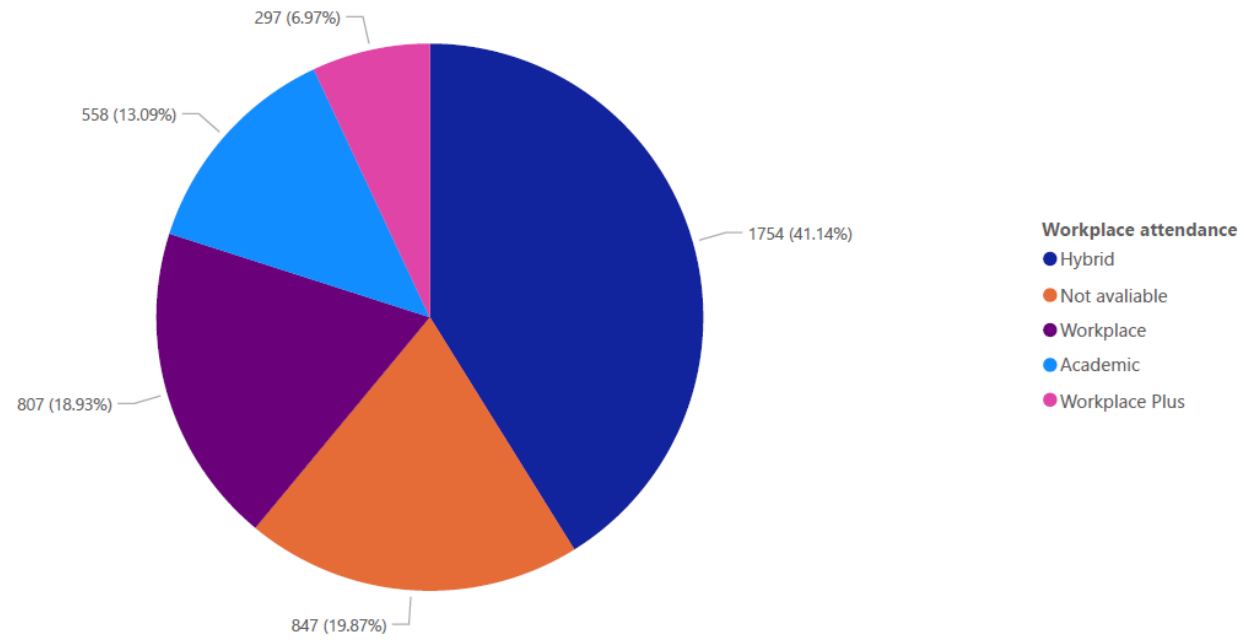


Figure 1 – Current breakdown of categories as outlined in the 2023 Workplace Attendance Policy

The two role categories that will be primarily affected is 'Hybrid'-1754 employees and 'Academic'- 553 employees (whilst not mainly affected due to presence required in term time – outside of term time arrangements follows the normal protocol for 'Hybrid'.)

For Part-time employees, this is calculated over a 28-day period, and they are required to work '40%' of their contractual hours (example employee works 3 days a week. 4 weeks x 3 working days = 12 working days; 12 x 40% = 4.8, round up to 5 days)

The two role categories, 'Workplace-based'- 807 employees and Workplace Plus 298 employees– are already required to be onsite for longer than the proposal, so shouldn't further affect these working conditions for these employees, as they have little or no flexibility to work from home.

With effect from **1st May 2024**, employees categorised as Hybrid and Academic will spend no more than 2 days or 40% of their working time working remotely or at home, which equates to three days per week at their workplace,

IMPACTS

Increase in Flexible Working Applications

Employees in the 'Hybrid' and 'Academic' categories due to the proposed increase **to three days** in the office – may submit a higher number of Flexible Working Applications to attempt to continue their current work-life balance, home needs and caring responsibilities. The Corporation may face difficult choices about decisions on how to balance the service needs if the frequency of these requests increase. HR are already seeing an increase in Flexible Working Applications due to proposed changes in legislation, and employees seeing patterns of workforces in industry being asked to return.

Changes in Flexible Working legislation due to be adopted in 2024.

With the proposed act now having received royal assent in July 2023, employers will be required to consider any flexible working requests and have a justifiable reason before rejection. This covers flexibility on part-time, term-time,

flexi-time, compressed hours and adjustable start and finish times. It may also include a right to Flexible Working from day one, but this is yet to be finalised and if this is successful, this will likely impact the number of Flexible Working applications received. Legal experts are suggesting that Employers may start to see changes from July 2024.

Applications and refusals for Flexible Working forms received, will need to be monitored in respect of protected characteristics to identify if this is resulting in a disproportionate negative impact on some groups.

Trend towards Part-time working

The rise in part-time work can, in large part, be attributed to workers' increased desire to exert choice and control over their careers. "It's no longer about being nine-to-five in the office. People want to have flexibility around the way they live and work,"

Higher travel costs/cost of living

The government has announced that rail fares in England will rise by up to 5% from the 3rd March 2024,

Annual increases to 'regulated' rail fares, such as season tickets and off-peak tickets, are usually linked to the previous July's retail prices index (RPI) measure of inflation, which for 2023 stood at 9%.

Travel disruptions/strikes

Transport Unions in 2023 have had a higher frequency of balloted collective strikes days and bargaining for salary increases, and the number of strikes that happen frequently with the different train companies is increasing – which affects employee attendance on site and corporate/business revenue, through the commuter traffic declining and face to face financial meetings having to be rescheduled or cancelled at short notice. This potentially might have the largest impact on the hybrid group of employees, particularly as there is usually little notification if these are to be called off.

Price of Energy

From 1 January 2024 the price for energy a typical household who use gas and electricity and pay by Direct Debit will go up by £94. This will take the price cap from £1,834 to £1,928 per year.

From 1 January 2024, for a typical user paying by direct debit, the unit rate will be 29p/kWh for electricity and 7p/kWh for gas. The average daily standing charge will be 53 p/day for electricity and 30 p/day for gas. The increase in the price cap is because the cost of wholesale gas has gone up in recent months. This is due to world events including the conflict in the Middle East.

There is a counter argument that introducing a further day in the office may be in fact cheaper than working from home (due to the increased costs of electricity and gas, and discounts available using a Travel Card 3 days or more), rather than using a daily Oyster cap fare option.

Season Ticket holders (monthly or longer tickets) who choose not to travel on strike days can claim **100 per cent** compensation for those days through the “Delay Repay” system.

Disability/sickness

It is already well known that Disabled employees face challenges with travel within the city and often have longer travelling distances to use ‘step-free’ stations. A further day in the office would increase the travel time and financial cost for this group and may have a detrimental effect on their physical and mental health.

As we see increases in employees returning to the office, this will result in more crowded/busy transport options and may have a potentially disproportionate impact on individuals that have existing conditions with long Covid being an example (who would likely be more vulnerable in busy settings) – which could result in a higher number of sick absence cases reported, impacting employees wellbeing, and cost of cover for absence (including recruitment on a temporary or permanent basis).

Additionally, there may be increased stress/anxiety and therefore disproportionate impact in employees suffering with neurodiverse conditions, with the requirement to be in a busy/lit/noisy environment (with less ability for quiet reflection).

Those employees known to be living with long term health conditions will have the flexibility to travel outside of normal rush hour to lessen the impact on them, and to work shorter days in the office. Working directly with line managers they can increase hours when at home, the approach taken will be to ensure the health and wellbeing of our employees.

The Corporation has Mental Health First Aiders available to support employee’s mental health and wellbeing.

City of London Corporation has mental health first aiders throughout the organisation, to provide support services to employees, which raises awareness and mental health literacy, reduces stigma around Mental Health, boosts employee's knowledge and confidence in dealing with mental health issues, promotes early intervention which enables recovery. Appendix 2 – (The role of the Mental Health First Aider).

Location

Employees who live longer distances away from the Guildhall Office, may be more adversely affected and this could have an impact on employee retention and attraction for potential candidates via recruitment or difficulty to hire on hard to fill roles (as other employers may offer more flexibility about where/ when they have to work.)

Desk Capacity

The COVID pandemic reduced the internal desk capacity within the Guildhall in February 2020 due to Health and Safety measures (infection control and social distancing) and the number of desks remain the same in January 2024. It is therefore possible, that with the implementation of this revised Workplace Attendance Policy proposal of a possible three-day week in the office – there may be some challenges/pinch points with accommodating all employees.

Therefore, to avoid pinch points, we propose that Chief Officers and their leadership teams agree under a Local Plan, which days a week their teams should be in the office, and that these days are equally spread across the full working week – Monday to Friday to maximise the use of the overall desk capacity available and not to focus on the more popular days of Tuesday, Wednesday, and Thursdays.

The revised Workplace Attendance Policy may have a detrimental impact on those with Disabilities or those with Parental or caring (or wider) responsibilities who may take longer to travel to the office, in relation to securing desks.

The Corporation desk booking system was removed in January 2024 and is due to be reviewed in 3 months' time. There may be a disproportionate negative impact on employees with mental health conditions, reasonable adjustments, or caring responsibilities (that may arrive later to the workplace as a result of school drop offs/parental requirements and are looking to secure a desk).

Within the future police estate programme for example, our corporate services desk to people ratio is currently 59%. Whilst the Police can accommodate a move to 3 days a week, they cannot however, accommodate any further increases in their future estate at the current time.

Department Children & Community Service (DCCS) desk utilisation is currently running at 72% on average per week. With ongoing moves expected they are likely to run out of desk capacity for their team, should we increase the days in the office further than three days per week.

Corporate Strategy fully utilises Flexible Working to delivery on its objectives for the corporation: Compressed Hours, Different locations, part time working,

Currently Corporate Strategy Team FTE is 16 people with 11 desks overall – which is 68% desk capacity on the current workplace attendance arrangements. There are overflow arrangements in place via another office in Guildhall – but since the disbanding of COO, other teams such as Health and Safety and EDI have moved across, there are further challenges regarding available seating.

CIPD research

CIPD research tells us that from an equality perspective, organisations that put in place additional measures to support Hybrid Workers returning to the office, has had a positive impact on employee engagement, productivity, and wellbeing in the workplace. The range of different solutions, include:

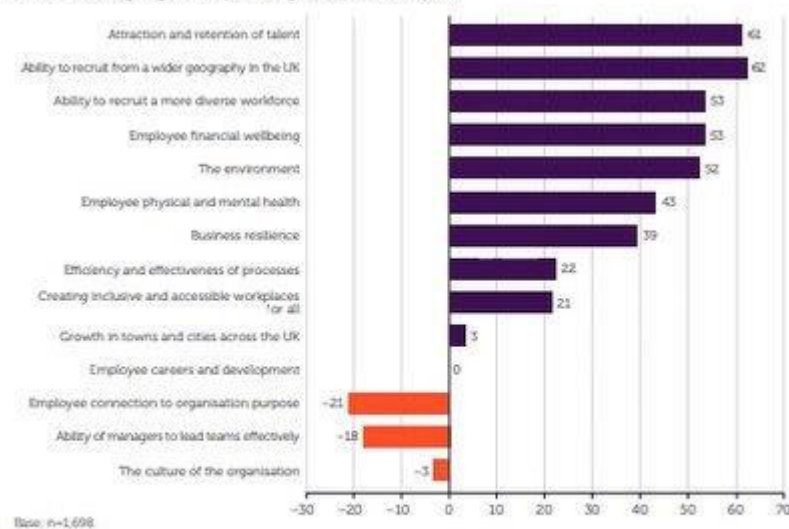
- Collaborative Spaces (44%)
- Greater investment in the quality (40%) and quantity of software (40%)
- Line Manager Training (38%)

The wider impact of hybrid working has brought a positive impact for attraction and retention, recruiting from further afield, more diverse workforce, financial wellbeing. The negatives have been highlighted as employee connection to business purpose, leading teams, and the culture of the organisation. The below chart outlines the above information.

Source – CIPD flexible and hybrid working practises in 2023:

Figure 6: Wider impact of hybrid working

[net score taking negative impact away from positive impact]



Employer perspectives

Summary

The Corporate Plan highlights the strategy for City Corporation and the outcomes we seek to achieve. The internal Workplace Attendance Policy underpins this aim by ensuring that the workforce is flexible to support this delivery. The breadth of these activities is unique to our organisation and the revised Workplace Attendance Policy seeks to address this customer need, with more visibility within the City Corporation and square mile to deliver our priorities as a Place Based Organisation.

Equality Impact Assessment

Are there any associated policies, functions, services or procedures?	Flexible Working Policy Equal Opportunities Policy Recruitment and Selection Policy Flexi Time Scheme
If partners (including external partners) are involved in delivering the service, who are they?	

Step 2 – What does the information you have collected, or that you have available, tell you?

What evidence/data already exists about the service and its users? (In terms of its impact on the ‘protected characteristics’, i.e., race, disability, sex, gender re-assignment, age, religion or belief, sexual orientation, maternity/pregnancy, marriage/civil partnership and other socially excluded communities or groups) and **what does the data tell you?** e.g., are there any significant gaps?

Analysis of City Corporation Employees

The proposed revision to the Workplace Attendance Policy impacts City of London Corporation employees as it sets the requirements for attendance in office, and in line with the Corporate Strategy, sets overall strategic direction for City Corporation and all employees will ultimately be involved with its delivery as a Place-based organisation.

The following data from the City Corporation’s People and HR department breaks down its employees by protected characteristics as of 30 October 2023. Data has been provided on two groups. ‘Directly Employed’ consists of full time, part time and directly employed temporary employees of the City Corporation, including its Institutions (the Barbican Centre, City Bridge Foundation, City of London School, City of London School for Girls, Freemen’s School, Guildhall School of Music & Drama, and City of London Police [civilian employees]). ‘Including Casuals’ consists of the Directly Employed cohort, plus casual and agency workers, contractors, and consultants.

Analysis of this data by protected characteristic has been used when considering the impact on employees for the proposed changes of the Workplace Attendance Policy itself and the planning of internal engagement with employees. However, low disclosure rates for data related to protected characteristics for City Corporation employees outside of sex and age are a barrier to analysis of the equality impacts on City Corporation employees. This has been noted as an issue to be addressed in the action plan section of this EQIA.

Age

91.3% of those Directly Employed by the City Corporation are aged between 25 and 64 years, with the largest proportion (36%) aged 35 to 49 years, closely followed by those aged 50 to 64 years (34.1%) – which typically have the highest caring responsibilities. Only 4.5% of those Directly Employed are aged between 20 and 24 years. When we include Casuals, there are some notable differences. The proportion aged 25 to 64 years is 8.6 percentage points lower, at 82.7%, with a concomitant rise in the proportion aged 20 to 24 years by 6.2 percentage points higher to 10.7%. The three groups between 25 and 64 years are also more balanced when including Casuals compared to just looking at Direct Employees, with a range of 4.4 percentage points between the categories 25 to 34 years and 35 to 49 years for Casuals, compared to 14.8 percentage points for the Directly Employed.

The impacts for proposed changes to Workplace Attendance Policy could affect any age-group.

The below table shows the full percentage breakdown.

Cohort Name	Aged 16 to 19 years	Aged 20 to 24 years	Aged 25 to 34 years	Aged 35 to 49 years	Aged 50 to 64 years	Aged 65 to 74 years	Aged 75 to 84 years	Aged 85 years and over	Unknown
Directly Employed	<1	4.5	21.2	36.0	34.1	3.5	<1	0.0	<1
Including Casuals	1.2	10.7	25.6	30.0	27.1	4.4	<1	<1	0.0

Disability

4.5% of those Directly Employed by the City Corporation self-certify as having a disability or long-term health condition. However, more than a quarter of those Directly Employed have not provided the City Corporation with this data. Whilst the Self-Certified as Disabled proportion is slightly lower if we include Casuals, the Not Known proportion is even higher, at 35.9%.

Therefore, the proposed changes and resultant impact to this group on the Workplace Attendance Policy may be lower than expected (but due to not known disclosure rates, we do not have the full picture, and consequently there could be up to a third of the workforce that is impacted through Disability that would prefer not to disclose). The below table shows the full percentage breakdown.

Cohort Name	Self-Certified as Disabled	Self-Certified as Not Disabled	Not Known
Directly Employed	4.5	69.5	25.9
Including Casuals	3.8	60.3	35.9

Sex

There is a virtual even split in the proportion of females and males Directly Employed by the City Corporation, whilst there is a slightly higher proportion of females when including Casuals.

In relation to proposed changes to Workplace Attendance Policy, the Female group is statistically more likely to be affected, as they tend to be the Primary Carer of children and parents, and more likely to have reduced hours, compressed hours patterns and Flexible Working agreements – although it is noted that caring responsibilities go wider than just childcare or parents.

The below table shows the full percentage breakdown.

Cohort Name	Female	Male	Unspecified
Directly Employed	50.2	49.8	0.0
Including Casuals	50.9	49.1	<1

Race

For both those Directly Employed by the City Corporation and when including Casuals, White – British is the most common ethnicity, at over 40% for each. The next largest (excluding the large proportions, particularly when including Casuals, of no responses) is White – EU, at just over 5% for each. When just looking at those Directly Employed by the City Corporation, there are slightly higher proportions identifying as Asian or Black ethnicity groups than when including Casuals.

As White – British is the largest group of directly employed employees, this group will have the largest impact in terms of proposed changes to the Workplace Attendance Policy.

The below table shows the full percentage breakdown.

Cohort Name	Directly Employed	Including Casuals
Arab	<1	<1
Asian - Bangladeshi	1.4	<1

Asian - British	1.6	1.0
Asian - Indian	1.4	<1
Asian - Pakistani	<1	<1
Any other Asian background	<1	<1
Black - African	2.5	1.7
Black - British	2.9	2.0
Black - Caribbean	2.0	1.4
Any other black background	<1	<1
Chinese	<1	<1
Irish	1.4	1.2
Mixed - Asian & White	<1	<1
Mixed - White and Black African	<1	<1
Mixed - White & Black Caribbean	1.0	<1
Any other mixed background	<1	1.1
White - British	49.3	42.8
White - EU	5.2	5.4
White - Other European	<1	<1
White - any other white background	2.9	2.9
Any other ethnic group	1.0	<1
Not stated	21.9	32.5
Prefer not to say	<1	<1

Religion or Belief

None/No religion makes up the largest proportion of responses from those Directly Employed by the City Corporation, at just over one third (34.2%), followed by Christian at 28.4%. All other religions make up small proportions, with Muslim being the largest at 3.3%. There is also a large group of people not providing any data (27.5% combining the Not Stated and Unknown categories). When including Casuals, the overall trends (None/No religion as the largest group, followed by Christian) are the same, but as at a slightly reduced percentage, with a resultant rise in the proportion not providing data (37% combining the Not Stated and Unknown

Equality Impact Assessment

categories). Other also shows a larger proportion at 4.9%, 2.2 percentage points higher than just those Directly Employed. The below table shows the full percentage breakdown.

The data doesn't suggest that proposed changes to Workplace Attendance Policy would disproportionately affect any specific religious category – however there could be issues for some employees who are observant for their religion (if there is not a local facility) or impacts to those with dietary requirements linked to Religion.

Cohort Name	Buddhist	Christian	Hindu	Jewish	Muslim	None / No religion	Other	Sikh	Spiritua l	Not stated	Unknow n
Directly Employed	<1	28.4	1.4	<1	3.3	34.2	2.7	<1	1.0	4.3	23.2
Including Casuals	<1	21.4	<1	<1	2.1	31.4	4.9	<1	<1	3.3	33.7

Gender Reassignment

For both cohorts, Not Known is the largest response group when it comes to data relating to Gender Reassignment, with over 90% for those Directly Employed. This makes it very difficult to draw any concrete conclusions using this data. It is notable, however, that, unlike most other questions related to the Protected Characteristics, including Casuals reduces the proportion with no response.

The data doesn't suggest that proposed changes to Workplace Attendance Policy would disproportionately affect any specific Gender Reassignment category, however there could be impacts to employees that have decided to transition.

The below table shows the full percentage breakdown.

Equality Impact Assessment

Cohort Name	Gender identity different from sex registered at birth	Gender identity the same as sex registered at birth	Information Refused	Not Known
Directly Employed	<1	7.4	<1	92.4
Including Casuals	<1	13.6	<1	85.8

Pregnancy and Maternity

2.1% of those Directly Employed by the City of London Corporation have been on maternity leave in the 12 months between November 2022 and October 2023. Comparative data including Casuals is not available.

Proposed changes to the Workplace Attendance Policy may affect this group due to Primary Carer responsibility, although the percentages are very low, this may result in increased Flexible Working Applications.

Cohort Name	Employees on Maternity Leave in Last 12 Months
Directly Employed	2.1
Including Casuals	Data unavailable

Sexual Orientation

For both cohorts, Heterosexual is the area that makes up the largest proportion of response, at over 50% for when either excluding or including casuals. The proportions identifying as Sexual Orientations other than Heterosexual are similar when excluding or including Casuals, with a slight increase in the proportion identifying as Bisexual when including Casuals. Whilst those Directly Employed have a higher rate of Declining to Specify, when including Casuals, the proportion of no responses increases by 7.4 percentage points.

There doesn't appear to be any correlation or impact with Sexual Orientation and proposed changes to the Workplace Attendance Policy, however the highest disclosure for employees is Heterosexuality.

The below table shows the full percentage breakdown.

Cohort Name	Asexual	Bisexual	Gay	Heterosexual	Lesbian	Pansexual	Queer	Declined to specify	Unknown
Directly Employed	<1	2.1	3.0	57.4	<1	<1	<1	5.1	31.2
Including Casuals	<1	3.1	3.0	50.2	<1	<1	<1	4.1	38.6

Marriage and Civil Partnership

Not Specified/Unknown makes up the highest proportion of responses relating to Marriage and Civil Partnership for those Directly Employed by the City Corporation, at 40.6%. Where there is a response, the largest groups are Married, at 28.4%, and Single, at 19%. The overall trends on proportion are the same when including Casuals, though lower proportions for the response groups are likely due to the much lower response rate, with 57% having no recorded Marital/Civil Partnership status.

It is difficult to understand what impact the proposed Workplace Attendance Policy will have on this characteristic due to the high percentage of Not Specified – however, there may be an adverse effect on the Marriage and Civil Partnership group that may likely have parental responsibilities and require more flexibility with their work. The below table shows the full percentage breakdown.

Cohort Name	Civil Partner	Divorced	Married	Partner	Separated	Single	Widowed	Not Specified / Unknown
Directly Employed	<1	2.8	28.4	7.2	1.0	19.0	<1	40.6
Including Casuals	<1	2.0	20.2	5.2	<1	14.2	<1	57.0

Data by role category/Workplace Attendance Policy

The data the Corporation holds on role category gives an insight on the potential implication/impact and is set out below: -

Hybrid

There are (1010) Females and (744) Males in this category. Therefore, this could mean that up to 2/3 of this group could potentially have an impact with increases to the amount of the hours they have to attend the office, due to existing childcare solutions or statutory caring responsibilities.

There is the highest number of employees in this category of role. (1754)

There are (87) employees that have disclosed Disability in this category, with (381) employees not providing any disclosure, which may mean that this figure is higher and therefore the Corporation may have more Disabled employees than is understood. The Disabled group may encounter challenges with attending the office on a higher frequency of days, as research shows that their standard journey time (due to station access) may be longer and more complex.

For Ethnicity, the data shows that the most impacted ethnicity within the Hybrid group is White (1062).

For Sexual Orientation, the largest response is Heterosexual. There is no correlation/data to suggest that changes to the Workplace Attendance Policy would have any detrimental impact.

Hybrid (grade breakdown)

A – none

A+ - none

B – 66

B+-0

C- 270

C+ 5

D-390

D+ 4

E-335

E+5

F-295

F+-13

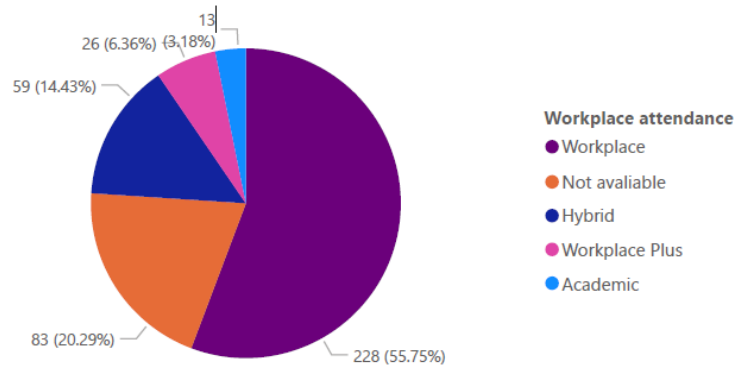
G and above - 171

F9 and other – 61

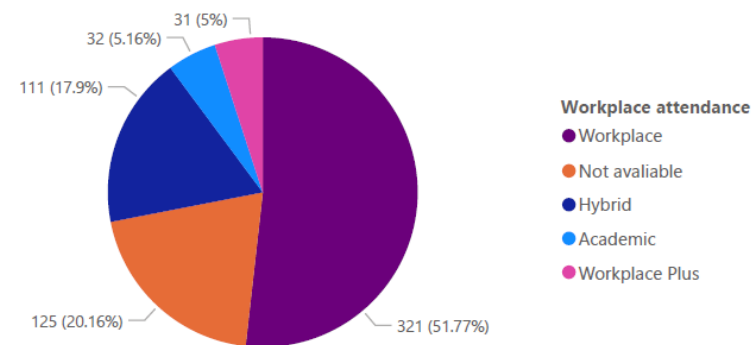
Not known (casual) 139

From the data above, we can summarise that Grades A-C (336 employees or 19%) within the Hybrid categorisation, may face a higher financial impact with the revised requirement to attend the office for 3 days a week due to lower annual salary against increased travel costs.

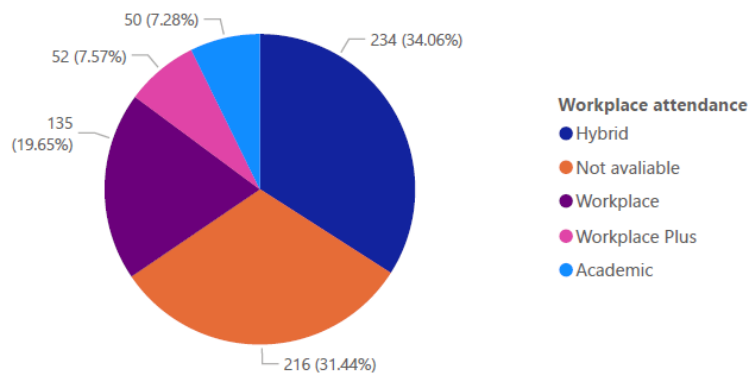
Under £20K Headcount by Workplace attendance



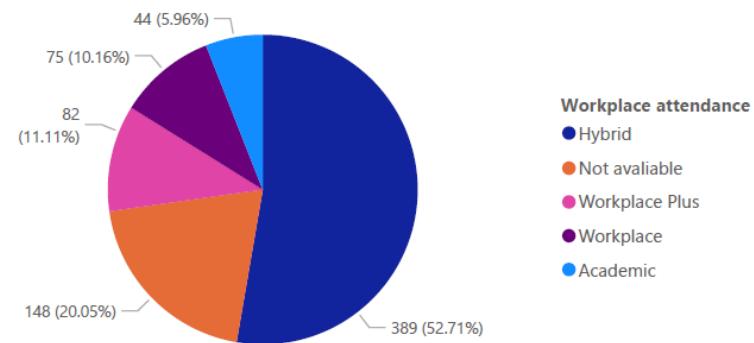
£25K-£24,999 Headcount by Workplace attendance



£30K-£34,999 Headcount by Workplace attendance



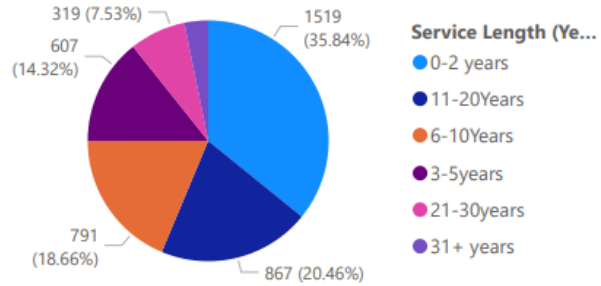
£35K-£39,999 Headcount by Workplace attendance



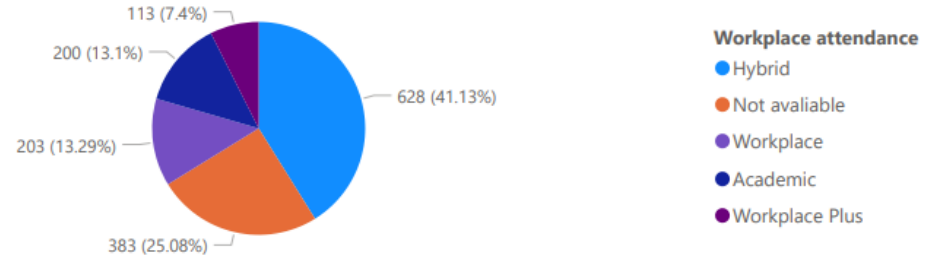
Service Length

There is the potential of increased turnover amongst employees who are in the early stages of their career. For example, employees who occupy hard-to-recruit positions and started at the City on the agreement of working two days a week in the office could potentially look elsewhere.

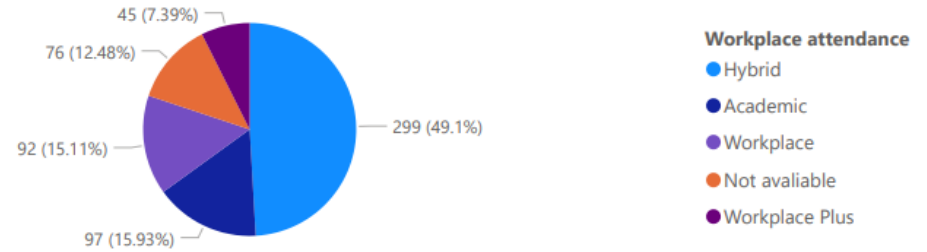
Headcount by Service Length (Years):People+



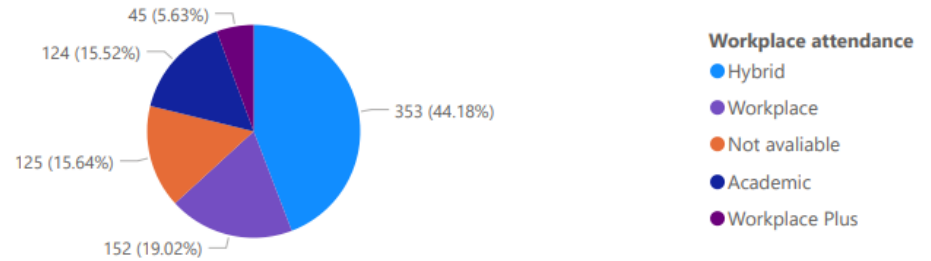
0-2years Headcount by Workplace attendance



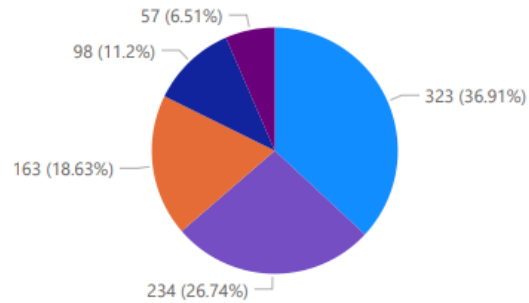
3-5years Headcount by Workplace attendance



6-10years Headcount by Workplace attendance



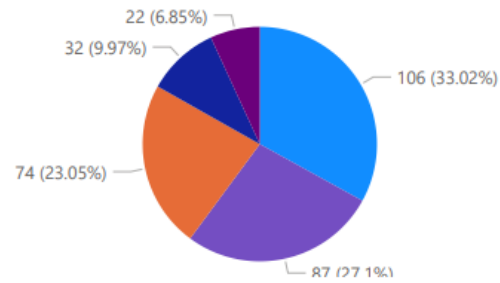
11-20years Headcount by Workplace attendance



Workplace attendance

- Hybrid
- Workplace
- Not available
- Academic
- Workplace Plus

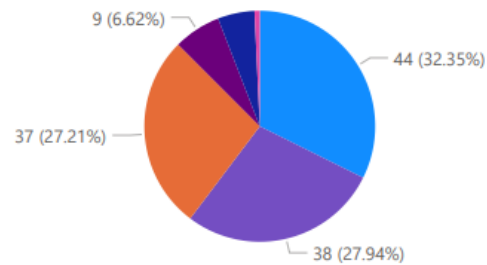
21-30 years Headcount by Workplace attendance



Workplace attendance

- Hybrid
- Workplace
- Not available
- Academic
- Workplace Plus

31+ years Headcount by Workplace attendance



Workplace attendance

- Hybrid
- Workplace
- Not available
- Workplace Plus
- Academic
- #MULTIVALUE

Hybrid category effect on department

The departments that will be most impacted by changes to Hybrid working days in office are:

Environment 282 employees

Chamberlains 239 employees

City of London Police Civilians 223 employees

Academic

There are (319) Females and (234) Males in this category. Therefore, this could mean that up to 60% of this group could potentially have an impact with increases to the amount of the hours they have to attend the workplace (outside of term time arrangements), due to existing childcare solutions or statutory caring responsibilities.

There are (553) employees in this category of role.

There are (13) employees that have disclosed Disability in this category, with (257) employees not providing any disclosure, which may mean that this figure is higher and therefore the Corporation may have more Disabled employees than is understood in this category. The Disabled group may encounter challenges with attending the workplace on a higher frequency of days, as research shows that their standard journey time (due to station access) may be longer and more complex.

For Ethnicity, the data shows that the most impacted ethnicity within the Hybrid group is White (280). However, the non-disclosure or not stated rate is (247) – this means that there is a section of this group that may be impacted and this data is not available.

For Sexual Orientation, the largest response is not specified (290), followed by heterosexual (221). There is no correlation/data to suggest that changes to the Workplace Attendance Policy would have any detrimental impact to this protected characteristic but without a full data set this may be skewed.

Academic (grade breakdown)

A – 0
A+ - 0
B – 26
C- 53
D-31
D+
E-41
F-25
G and above - 9

From the data above, we can summarise that Grades A-C (79 employees or 14%) within the Academic categorisation, may face a higher financial impact with the revised requirement to attend the office for 3 days a week due to lower annual salary against increased travel costs.

Workplace-based:

There are 807 employees in this category, (213) Females and (594) Males.

There are (33) employees that have disclosed Disability in this category, with (139) employees not providing any disclosure, which may mean that this figure is higher and therefore the Corporation may have more Disabled employees than is understood in this category.

For Ethnicity, the data shows that the most impacted ethnicity within the Workplace-based group is White (478). However, the non-disclosure or not stated rate is (30) – this means that there is a section of this group that this data is not available.

For Sexual Orientation, the largest response is heterosexual (515) – with (51) not stated. There is no correlation/data to suggest that changes to the Workplace Attendance Policy would have any detrimental impact to this workplace category and protected characteristic but without a full data set this may be skewed.

Proposed changes to the Workplace Attendance Policy should not affect the Workplace-based group as they cannot work from home.

Workplace Plus:

There are 298 employees in this category, (158) Females and (140) Males.

There are (20) employees that have disclosed Disability in this category, with (45) employees not providing any disclosure, which may mean that this figure is higher and therefore the Corporation may have more Disabled employees than is understood in this category.

For Ethnicity, the data shows that the most impacted ethnicity within the Workplace-based group is White (227). However, the non-disclosure or not stated rate is (7) – this means that there is a section of this group that this data is not available.

For Sexual Orientation, the largest response is heterosexual (209) – with (63) not stated. There is no correlation/data to suggest that changes to the Workplace Attendance Policy would have any detrimental impact to this workplace category and protected characteristic but without a full data set this may be skewed.

Proposed changes to the Workplace Attendance Policy should not affect the Workplace Plus group as they already only have a maximum 1 day for homeworking and only with prior management approval.

Has there been any consultation with, or input from, customers / service users or other stakeholders? If so, with whom, how were they consulted and what did they say? If you haven't consulted yet and are intending to do so, please list which specific groups or communities you are going to consult with and when.

Internal / Employees engagement

- a. Executive Leadership Board – consulted in December 2023.
- b. Trade Unions – have been consulted in January 2024.
- c. HR – consulted in December 2023.
- d. Employees – January 2024.
- e. EDI Director – January 2024.

Are there any complaints, compliments, satisfaction surveys or customer feedback that could help inform this assessment? If yes, what do these tell you?

The City of London Corporation engages a third-party agency, People Insight, to conduct a full survey of its employees on a regular basis, to provide an objective, quantitative and qualitative measure of engagement and identify issues to help make positive changes to the workplace. This information is supplemented by pulse surveys on a variety of more specific subjects. Response data is broken down by demographics such as department, length of service and a range of others for chief officers and senior management, to assist with target action planning where most needed. Analysis is provided for demographic breakdowns with five or more responses to ensure that individual responses remain anonymous.

When the initial pulse surveys were sent to employees in January 2023, the most favoured number of days in the office was 2, closely followed by 3. It is worth highlighting that departments such as Remembrancers and School employees work from the office more significantly than other departments.

The feeling of divide by our employees who fall into the categories of Workplace-based, Workplace Plus and Academic (see Appendix A) where the nature of their role requires them to attend their workplace or office for 5 days a week or those who cover evening functions is gaining momentum. Feedback from our workers in the non-hybrid and academic categories outlines a risk around the potential for underlying resentment across the workforce as a result of their requirement to be at their place of work or office for 5 days a week, versus the requirement of the hybrid and academic workers attending for 2 days a week.

Step 3 – Identifying the negative impact.

a. Is there any negative impact on service users?

Equality Themes	Positive Impacts	Negative Impacts Identified	Solutions (Ways to mitigate negative impact)
Age (including children, young people, and older people)	N/A	N/A	N/A
Disability (including carers)	N/A	N/A	N/A
Sex (men and women)	N/A	N/A	N/A
Race (including Gypsies & Travelers and Asylum Seekers)	N/A	N/A	N/A
Religion or belief (including people of no religion or belief)	N/A	N/A	N/A
Gender Re-assignment (those that are going or have gone through a transition: male to female or female to male)	N/A	N/A	N/A
Pregnancy and Maternity	N/A	N/A	N/A
Sexual orientation (including gay, lesbian, bisexual and heterosexual)	N/A	N/A	N/A
Marriage and Civil Partnership	N/A	N/A	N/A

Step 4 – Changes or mitigating actions proposed or adopted

**Having undertaken the assessment are there any changes necessary to the existing service, policy, function, or procedure?
What changes or mitigating actions are proposed?**

The Workplace Attendance Policy will be updated to reflect the final agreed changes in required workplace attendance.

The Workplace Attendance Policy is a framework to ensure employees understand and participate in the Corporations requirements for the way that work is delivered. Notwithstanding, any agreed Flexible Working arrangements will be supported to ensure that we continue to meet equality, diversity, and inclusion, and conforms to our requirement to meet relevant equality legislation, which is to have due regard to how this policy and practise will advance equality of opportunity and eliminate discrimination.

Step 5 – Monitoring

How are you going to monitor the existing service, function, policy, or procedure?

It is corporate policy for EQIAs to be carried out for corporate services, functions, policies and procedures, and it is the role for the corporate EDI directorate to ensure this takes place and monitor the policy through an equality lens. It is the responsibility of the Chief Officers, Directors and Managers of our services (including HR), to ensure that relevant EDI activity is monitored in relation to this policy.

The intention is for the proposed Workplace Attendance Policy to move the City Corporation to align with other local authorities, government departments and financial services in relation to employees returning to the office (most are requiring 3 days attendance) See appendix A for links to research on this subject.

It is worth noting that some research has raised issues such as higher anxiety levels/sickness levels/ lower employee retention with increased requirement to work in office – which all has a detrimental financial impact.

Should this strategy change, and revisions are needed to this policy, EDI impacts and workplace requirements will be reviewed – this is likely to be on an annual basis.

Part C - Action Plan

Barrier/s or improvement/s identified	Action Required	Lead Officer	Timescale
Low disclosure rates for data related to protected characteristics (outside sex and age) and social mobility indicators for City	EDI Directorate and People & HR Department to work on improving disclosure rates.	Director of Equality, Diversity, & Inclusion / Chief People Officer	To be confirmed once agreed with Director of Equality, Diversity & Inclusion

Equality Impact Assessment

Corporation employees. Response rates are even lower generally when including Casuals. This is a barrier to analysis of the equality impacts on City Corporation employees.			
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Equality Impact Assessment approved by:

	Date:
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Please send an electronic copy of the Equality Team

Annex 1: Communities and groups impacted by the services provided and activities undertaken by the City of London Corporation

The following section draws from text and data already available in the public domain, as well as contributions from across the City of London Corporation and its Institutions. It illustrates some of the groups impacted by activity of the City of London Corporation, what data is collected and used regarding EDI for those groups, where there are identified gaps, and any existing policies that influence this work. When analysing the impact of departmental strategies, policies, services, and plans on the communities served by the City Corporation, as part of undertaking a full EQIA, the sources cited below should be considered.

Community/Group	Department / Institution	Summary of Department/Institution Data Collection/Evidence Base for Communities and Groups Impacted by Services
<p>City of London Corporation Employees</p>	<p>Operations - Corporate People & HR</p>	<p>The City Corporation’s People & HR department collects data on its employees to inform its commitments under the Public Sector Equality Duty, its Equality Objectives and Action Plan, and wider HR policy. These reports detail the employee profile for full time, part time, and directly employed temporary employees, based on six protected characteristics (Sex, Age, Ethnicity, Disability, Religion & Belief, and Sexual Orientation). It does not include any data on City of London Police Officers and Employees, and any City Corporation employees who are classed as casual and agency workers, contractors, and consultants. In addition, the reports include analysis on overall employee profile, salary and grades, top 5% earners, and the City Corporation’s Gender, Ethnicity, and Disability Pay Gaps.</p> <p>The City Corporation also collects data on marital status, caring responsibilities, and social mobility indicators as part of its records on employees (type of school attended, Free School Meal eligibility, familial attendance at university, main household earner occupation when aged 14). These currently do not form part of the annual reporting requirements. Disclosure for all the types of demographic data outlined is on a voluntary basis (bar sex and age, which is compulsory), and disclosure rates vary. The Annual Equalities and Inclusion Monitoring Reports are reviewed by the City Corporation’s Corporate Services Committee and are then published on the City Corporation’s website: Equality and inclusion - City of London.</p>
<p>City of London Police Workforce</p>	<p>City of London Police</p>	<p>The City of London Police collects data on its entire workforce using the following protected characteristics: age, disability, marital & civil partnership status (in respect of eliminating unlawful discrimination), pregnancy & maternity/paternity, ethnicity (including ethnic or national origins, colour, and nationality), religion or belief (including lack of belief), sex,</p>

		<p>gender identity, and sexual orientation. This data is used for anonymised reporting and monitoring purposes.</p> <p>In addition to this data, which has a statutory or business information requirement, the workforce is invited to maintain additional personal information about themselves in a confidential area within HR Self Service. Disclosure rates vary as data capture is not mandatory for all protected characteristics.</p> <p>The City of London Police reports to the Home Office on all the above listed protected characteristics (excepting marriage and civil partnership status) annually as part of the Police Workforce Census. Marital & civil partnership status is reported to College of Policing for promotion information.</p> <p>The City of London Police publishes its Public Sector Equality Duty Report, which includes a breakdown of this information as well as a review of the force's Equality Objectives, annually on its website: Equality and diversity employment statistics City of London Police</p>
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Equality Impact Assessment

Data sources (External)

[More than a third of UK workers 'would quit if told to return to office full-time' | Working from home | The Guardian](#)

[Two thirds of UK employees say workplace anxiety has increased on return to office, study finds \(peoplemanagement.co.uk\)](#)

[The CEOs drawing a hard line on return-to-office policies - BBC Worklife](#)

[Report: 9 in 10 companies will require return to office by 2023 | HR Dive](#)

[Seven in 10 companies globally have mandated return to the office, study reveals \(peoplemanagement.co.uk\)](#)

[The sectors returning to the office in 2023 | HR News](#)

[The companies backtracking on flexible work - BBC Worklife](#)

[Brace for a return to office life — Here's a list of which firms are doing what \(fnlondon.com\)](#)

[Civil servants to be ordered back to the office for at least three days a week in WFH... - LBC](#)

[Bankers told to return to desks as restrictions end - BBC News](#)

[Flexible and hybrid working practices in 2023: Employer and employee perspectives \(cipd.org\)](#)

Data sources (Internal)

i-Trent – see workplace attendance category statistics.
Pulse Surveys (employees)

Workplace Attendance Policy

Appendix C

Civil Service communication around their approach to Workplace Attendance

The below are taken from the Civil Service People Plan 2024-2027.

Improving Office Attendance

- *We have all had to work differently over the last few years. Many have been in the workplace all of that time and others have worked flexibly. The Civil Service, like most organisations, is continuing to explore and take stock of what the most effective place is for us to be working.*
- *As we look across a range of other employers in all sectors, we are seeing a trend of workplaces reviewing their balance of office working to drive better benefits for both the employer and employees. A minimum balance of 60% for most in the office will help us retain both the benefits of office working and flexibility. We continue to support and recognise that some colleagues will have specific needs and adjustments.*
- *We will continue to implement an expectation of increased office- based working across the Civil Service. Those based in offices will spend a minimum of 60% of their working face to face with their colleagues either in offices or on official business.*
- *We will ensure strong visible leadership across sites by setting the expectation that senior managers will spend more than 60% of their time working face to face with their colleagues in offices or our on official business. Visible connected leadership is important; and the most valuable way to learn at work is from others around us. Senior Managers presence will help colleagues have the support, guidance, and development they need to keep delivering excellent public services.*

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Agenda Item 5

Committee(s): Corporate Services Committee Policy and Resources Committee Court of Common Council	Dated: 21 February 2024 22 February 2024 7 March 2024
Subject: 2024/25 Pay Policy Statement	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	N/A
Does this proposal require extra revenue and/or capital spending?	No
If so, how much?	N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain's Department?	N/A
Report of: Interim Chief People Officer	For Decision
Report author: Chris Fagan, Head of Reward and Benefits	

Summary

The City of London Corporation is required to publish a 'Pay Policy Statement' to set out their policy relating to the remuneration of their highest paid staff alongside their policies towards their lowest paid staff. The statement is required to be reviewed annually and agreed by 'a resolution of the authority', which in the City of London Corporation's case is the Court of Common Council.

These Statements have been produced annually since 2012/13 and are considered by the Corporate Services Committee and Policy & Resources Committee, prior to approval by the Court of Common Council before the end of March each year.

The report outlines the reasons for this statement, the draft Pay Policy Statement for 2024/25 is attached as Appendix C.

Recommendation(s)

Members (of CSC and P&R) are asked to review and agree the Pay Policy Statement for 2024/25 and recommend it be submitted to the next Policy and Resources Committee on 22 February 2024, for agreement and forwarding to the Court of Common Council.

Members of Corporate Services Committee are asked to agree that the awarding of performance related pay mechanism for 2024 is deferred based on the rationale set out in this report. This includes performance increments; contribution payments (Grades D-SMG) and recognition payments (Grades A-C).

Main Report

Background

1. The Localism Act 2011 (Chapter 8) requires the City of London Corporation to prepare and publish a 'Pay Policy Statement' to set out their policy relating to the remuneration of their highest paid staff alongside their policies towards their lowest paid staff. The statement is required to be reviewed annually and agreed by 'a resolution of the authority', which in the City of London Corporation's case is the Court of Common Council, by March before the financial year to which it relates. The Statement may (again by resolution of the authority) be subsequently amended after the beginning of the financial year and as soon as is reasonably practicable after its approval or amendment, the Statement must be published on the authority's website.
2. In the City Corporation's case, it is a "*relevant authority*" only in its capacity as a local authority. However, and in general, the City has not distinguished in its Pay Policy Statements its local-authority capacities from any of its other undertakings, other than where these are specifically excluded from the remit of the 2011 Act.
3. Statements must incorporate the requirements of the legislation and associated guidance and be updated as relevant City of London pay approaches or policies change. These include:
 - Section 38(2) Statements must set out the authority's policies for the financial year relating to the remuneration of its chief officers, the remuneration of its lowest-paid employees and the relationship between the remuneration of its chief officers and the remuneration of any other employees.
 - Section 38(3) says that the Statements must state the definition of "lowest-paid" employee adopted by the authority and its reasons for adopting that definition.
 - Section 38(4) says that the Statements must include the authority's policies relating to:
 - the level and elements of remuneration for each chief officer;
 - remuneration of chief officers on recruitment;
 - increases and additions to remuneration for each chief officer;
 - the use of performance-related pay and bonuses for chief officers;
 - the approach to the payment of chief officers when they cease to be employed; and
 - the publication of and access to information relating to chief officers' remuneration.
4. The definition of "Chief Officers" given in the Localism Act (under section 43(2)) is that of the Local Government and Housing Act 1989. This incorporates the latter Act's definitions of both "Chief Officers" and "Deputy Chief Officers". This is a much wider definition than the conventional definition of "Chief Officer". As such the

statement must include pay policy for both Senior Management Grades and the main City of London salary scales.

5. It should be noted that Pay Policy Statements are not a “statement on pay policies”, but rather a narrowly defined legislative requirement spelling out clearly and transparently certain specified current pay practices. As such they are required to be an “as is” statement, providing an accurate statement of practice at the time of publication, rather than a prediction of what will or may happen over the succeeding 12 months.
6. The aim of the Localism Act is that authorities should be open, transparent, and accountable to local taxpayers. Pay Policy Statements should set out the authority’s approach to issues relating to the pay of its workforce, and to the pay of its “Chief Officers” and the pay of its lowest paid employees.
7. The Act’s provisions do not supersede the City Corporation’s autonomy to make decisions on pay which are appropriate to local circumstances and deliver value for money for local taxpayers. The Corporation seeks to be a fair employer and an employer of choice - recognising and rewarding the contributions of staff in an appropriate way. The Corporation sets pay fairly within published scales and, in doing so, has regard to changing conditions in differing occupational and geographic labour markets.

Current Position - City of London Pay Policy Statement 2024/25

8. A draft Pay Policy Statement for 2024/25 is attached.
9. This is required to be considered by the Corporate Services Committee and Policy & Resources Committee, prior to approval by Common Council. Common Council approval is required before the end of March of the preceding financial year, so these are therefore presented to this Committee now to ensure that the March deadline for full approval can be met.

Current Position - City of London Performance Pay Policy Arrangements 2024

10. The draft Pay Policy Statement sets out our ongoing policy position in relation to pay. It does not determine our ‘in year’ approach to discretionary aspects of that policy. In recent years, it has been agreed that pay practice relating to performance related pay progression has been waived and performance related pay deferred.
11. It is recommended that we continue to waive and defer these pay processes in 2024, to include performance increments; contribution payments (Grades D-SMG) and recognition payments (Grades A-C). This continues our practice in recent years, and reflects that a range of other work is currently underway, including:
 - The Ambition 25 project is undertaking a fundamental review of our pay and reward approach and principles.
 - Work to review and develop the quality of our performance management process to support robust performance decisions.

- Work to pilot alternative approaches, such as the recognition scheme in Port Health and Public Protection and looking at the suitability of a corporate wide recognition platform as part of our benefits procurement.

Conclusion

12. To meet the requirements of the Localism Act, the City Corporation must agree and publish a Pay Policy Statement before each financial year. This report introduces for approval the draft Statement for 2024/25 and recommends its forwarding to the Policy & Resources Committee and Court of Common Council for the further necessary approvals.
13. Ensuring clarity regarding our position on performance related pay mechanisms for the year ahead, provides clear information to our workforce, and will additionally support the process of the Pay Policy Statement through the Committee process.

Corporate & Strategic Implications

14. Strategic implications – None.
15. Financial implications – None
16. Resource implications – None
17. Legal implications – This report sets out the requirements of the Localism Act 2011. The draft Pay Policy Statement for 2024/25 is produced in accordance with these requirements. Approval of the Pay Policy Statement by the Court of Common Council by 31 March 2023 will satisfy the obligation in section 39 for the statement to be approved before the end of the 31 March immediately preceding the financial year to which it relates.
18. Risk implications – A failure to offer a competitive reward package could hamper the Corporations ability to recruit and retain talent.
19. Equalities implications – An Equality Impact Assessment has not been completed as no major change to the policy is proposed by this report.
20. Climate implications - None
21. Security implications – None

Appendices

- Appendix A: SMG Grade Range
- Appendix B: Pay Structure (Main Grades)
- Appendix C: Draft Pay Policy Statement 2024/25

Chris Fagan, Head of Reward and Benefits E: Chris.Fagan@cityoflondon.gov.uk

**City of London Corporation Annual Pay Scales
Senior Management Grades**



**Spinal Point WEF
 01/07/2023**

1	£ 91,280	Assistant Town Clerk and Exec Dir of Governance and Member Services
2	£ 93,960	
3	£ 96,780	
4	£ 99,650	
5	£ 102,600	
6	£ 105,630	
7	£ 108,790	
8	£ 112,020	Executive Director & Private Secretary to Lord Mayor
9	£ 115,330	
10	£ 118,760	Exec Dir & Private Secretary to Chair Policy & Resources
11	£ 122,300	
12	£ 125,950	Managing Director City Bridge Foundation
13	£ 129,650	
14	£ 133,540	Executive Director of Corporate Communications and External Affairs
15	£ 137,500	
16	£ 141,630	Chief Strategy Officer
17	£ 145,830	
18	£ 150,180	Executive Director Innovation and Growth
19	£ 154,640	
20	£ 159,230	Deputy Town Clerk
21	£ 163,970	
22	£ 168,860	Executive Director Children and Community Services
23	£ 173,870	
24	£ 179,120	Chief People Officer & Executive Director of Human Resources
25	£ 184,430	
26	£ 189,950	Executive Director Built Environment
27	£ 195,620	
28	£ 201,430	City Surveyor
29	£ 207,460	
30	£ 213,640	Principal of Guildhall School of Music and Drama
31	£ 220,040	
32	£ 226,600	Chamberlain and Chief Financial Officer
33	£ 233,370	
34	£ 240,310	Remembrancer
35	£ 247,520	
36	£ 254,910	Comptroller & City Solicitor and Deputy Chief Executive
37	£ 262,530	
38	£ 270,340	Chief Executive Officer Barbican
39	£ 278,440	

All Grades Spine Points are plus £6,910 London Weighting; and £200 London Weighting Supplement

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Non-Residential Salary Rates from 01 July 2023

		London Weighting	N/A	£6,710		£4,020				
		LW Supplement**	N/A	£200		£120				
Non Residential Grading Structure	SCP	Basic Salary	Hourly Rate*	Inner London Salary	Hourly Rate*	Outer London Salary	Hourly Rate*			
		1009	£21,470	£11.76	£28,180	£15.44	£25,490	£13.96		
		1010	£21,950	£12.02	£28,660	£15.70	£25,970	£14.23		
		1011	£22,640	£12.40	£29,350	£16.08	£26,660	£14.60		
		1012	£22,970	£12.58	£29,680	£16.26	£26,990	£14.78		
A	B	1013	£23,470	£12.86	£30,180	£16.53	£27,490	£15.06		
		1014	£24,020	£13.16	£30,730	£16.83	£28,040	£15.36		
		A+	B+	1015	£24,580	£13.46	£31,290	£17.14	£28,600	£15.67
				1016	£25,180	£13.79	£31,890	£17.47	£29,200	£16.00
				1017	£25,750	£14.10	£32,460	£17.78	£29,770	£16.31
				1018	£26,410	£14.47	£33,120	£18.14	£30,430	£16.67
				1019	£27,000	£14.79	£33,710	£18.47	£31,020	£16.99
				1020	£27,650	£15.15	£34,360	£18.82	£31,670	£17.35
				1021	£28,350	£15.53	£35,060	£19.21	£32,370	£17.73
C		1022	£29,030	£15.90	£35,740	£19.58	£33,050	£18.10		
		1023	£29,740	£16.29	£36,450	£19.97	£33,760	£18.49		
		C+	1024	£30,490	£16.70	£37,200	£20.38	£34,510	£18.90	
			1025	£31,220	£17.10	£37,930	£20.78	£35,240	£19.30	
			1026	£32,010	£17.53	£38,720	£21.21	£36,030	£19.74	
			1027	£32,830	£17.98	£39,540	£21.66	£36,850	£20.19	
			1028	£33,650	£18.43	£40,360	£22.11	£37,670	£20.64	
			1029	£34,470	£18.88	£41,180	£22.56	£38,490	£21.09	
		D	1030	£34,650	£18.98	£41,360	£22.66	£38,670	£21.18	
			1031	£35,510	£19.45	£42,220	£23.13	£39,530	£21.66	
			D+	1032	£36,450	£19.97	£43,160	£23.64	£40,470	£22.17
				1033	£37,380	£20.48	£44,090	£24.15	£41,400	£22.68
				1034	£38,360	£21.01	£45,070	£24.69	£42,380	£23.22
		E	1035	£39,340	£21.55	£46,050	£25.23	£43,360	£23.75	
			1036	£40,360	£22.11	£47,070	£25.79	£44,380	£24.31	
			E+	1037	£41,370	£22.66	£48,080	£26.34	£45,390	£24.87
				1038	£42,250	£23.15	£49,160	£26.93	£46,390	£25.41
				1039	£43,450	£23.80	£50,360	£27.59	£47,590	£26.07
				1040	£44,620	£24.44	£51,530	£28.23	£48,760	£26.71
				1041	£45,860	£25.12	£52,770	£28.91	£50,000	£27.39
				1042	£47,080	£25.79	£53,990	£29.58	£51,220	£28.06
		F	1043	£48,390	£26.51	£55,300	£30.30	£52,530	£28.78	
			1044	£49,720	£27.24	£56,630	£31.03	£53,860	£29.51	
			F+	1045	£51,130	£28.01	£58,040	£31.80	£55,270	£30.28
				1046	£52,520	£28.77	£59,430	£32.56	£56,660	£31.04
				1047	£53,960	£29.56	£60,870	£33.35	£58,100	£31.83
				1048	£55,480	£30.40	£62,390	£34.18	£59,620	£32.66
		G	1049	£57,000	£31.23	£63,910	£35.01	£61,140	£33.50	
			1050	£58,630	£32.12	£65,540	£35.91	£62,770	£34.39	
			G+	1051	£60,230	£33.00	£67,140	£36.78	£64,370	£35.27
				1052	£61,940	£33.93	£68,850	£37.72	£66,080	£36.20
				1053	£63,670	£34.88	£70,580	£38.67	£67,810	£37.15
		H	1054	£65,480	£35.87	£72,390	£39.66	£69,620	£38.14	
			1055	£67,310	£36.88	£74,220	£40.66	£71,450	£39.15	
			H+	1056	£69,190	£37.91	£76,100	£41.69	£73,330	£40.18
				1057	£71,150	£38.98	£78,060	£42.77	£75,290	£41.25
				1058	£73,160	£40.08	£80,070	£43.87	£77,300	£42.35
		I	1059	£75,250	£41.23	£82,160	£45.01	£79,390	£43.50	
			1060	£77,370	£42.39	£84,280	£46.18	£81,510	£44.66	
			I+	1061	£79,620	£43.62	£86,530	£47.41	£83,760	£45.89
				1062	£81,990	£44.92	£88,900	£48.71	£86,130	£47.19
				1063	£84,410	£46.25	£91,320	£50.03	£88,550	£48.52
				1064	£86,920	£47.62	£93,830	£51.41	£91,060	£49.89
		J	1065	£89,510	£49.04	£96,420	£52.83	£93,650	£51.31	
			1066	£92,160	£50.49	£99,070	£54.28	£96,300	£52.76	
			J+	1067	£94,910	£52.00	£101,820	£55.79	£99,050	£54.27
				1068	£97,760	£53.56	£104,670	£57.35	£101,900	£55.83
				1069	£100,620	£55.13	£107,530	£58.92	£104,760	£57.40
				1070	£103,620	£56.77	£110,530	£60.56	£107,760	£59.04
				1071	£106,650	£58.43	£113,560	£62.22	£110,790	£60.70
				1072	£109,880	£60.20	£116,790	£63.99	£114,020	£62.47

*Hourly Rates are approximate and provided for information purposes only

**London Weighting Supplement from Pay Point SCP1038 and above

Residential Salary Rates from 01 July 2023

Residential Grading Structure		SCP	Basic Salary	Hourly Rate*	Inner London Salary	Hourly Rate*	Outer London Salary	Hourly Rate*	
London Weighting		N/A			£5,970		£3,620		
LW Supplement**		N/A			£180		£110		
A	B	1009	£21,470	£11.76	£27,440	£15.03	£25,090	£13.74	
		1010	£21,950	£12.02	£27,920	£15.29	£25,570	£14.01	
	A+	B+	1011	£22,640	£12.40	£28,610	£15.67	£26,260	£14.38
			1012	£22,970	£12.58	£28,940	£15.85	£26,590	£14.56
			1013	£23,470	£12.86	£29,440	£16.13	£27,090	£14.84
			1014	£24,020	£13.16	£29,990	£16.43	£27,640	£15.14
			1015	£24,580	£13.46	£30,550	£16.73	£28,200	£15.45
			1016	£25,180	£13.79	£31,150	£17.06	£28,800	£15.78
			1017	£25,750	£14.10	£31,720	£17.38	£29,370	£16.09
C			1018	£26,410	£14.47	£32,380	£17.74	£30,030	£16.45
			1019	£27,000	£14.79	£32,970	£18.06	£30,620	£16.77
	C+		1020	£27,650	£15.15	£33,620	£18.42	£31,270	£17.13
			1021	£28,350	£15.53	£34,320	£18.80	£31,970	£17.51
			1022	£29,030	£15.90	£35,000	£19.17	£32,650	£17.89
			1023	£29,740	£16.29	£35,710	£19.56	£33,360	£18.27
			1024	£30,490	£16.70	£36,460	£19.97	£34,110	£18.69
			1025	£31,220	£17.10	£37,190	£20.37	£34,840	£19.09
D			1026	£32,010	£17.53	£37,980	£20.81	£35,630	£19.52
			1027	£32,830	£17.98	£38,800	£21.26	£36,450	£19.97
	D+		1028	£33,650	£18.43	£39,620	£21.70	£37,270	£20.42
			1029	£34,470	£18.88	£40,440	£22.15	£38,090	£20.87
			1030	£34,650	£18.98	£40,620	£22.25	£38,270	£20.96
E			1031	£35,510	£19.45	£41,480	£22.72	£39,130	£21.44
			1032	£36,450	£19.97	£42,420	£23.24	£40,070	£21.95
	E+		1033	£37,380	£20.48	£43,350	£23.75	£41,000	£22.46
			1034	£38,360	£21.01	£44,330	£24.29	£41,980	£23.00
			1035	£39,340	£21.55	£45,310	£24.82	£42,960	£23.53
			1036	£40,360	£22.11	£46,330	£25.38	£43,980	£24.09
			1037	£41,370	£22.66	£47,340	£25.93	£44,990	£24.65
			1038	£42,250	£23.15	£48,400	£26.52	£45,980	£25.19
F			1039	£43,450	£23.80	£49,600	£27.17	£47,180	£25.85
			1040	£44,620	£24.44	£50,770	£27.81	£48,350	£26.49
	F+		1041	£45,860	£25.12	£52,010	£28.49	£49,590	£27.17
			1042	£47,080	£25.79	£53,230	£29.16	£50,810	£27.84
			1043	£48,390	£26.51	£54,540	£29.88	£52,120	£28.55
			1044	£49,720	£27.24	£55,870	£30.61	£53,450	£29.28
G			1045	£51,130	£28.01	£57,280	£31.38	£54,860	£30.06
			1046	£52,520	£28.77	£58,670	£32.14	£56,250	£30.82
	G+		1047	£53,960	£29.56	£60,110	£32.93	£57,690	£31.61
			1048	£55,480	£30.40	£61,630	£33.76	£59,210	£32.44
			1049	£57,000	£31.23	£63,150	£34.60	£60,730	£33.27
H			1050	£58,630	£32.12	£64,780	£35.49	£62,360	£34.16
			1051	£60,230	£33.00	£66,380	£36.37	£63,960	£35.04
	H+		1052	£61,940	£33.93	£68,090	£37.30	£65,670	£35.98
			1053	£63,670	£34.88	£69,820	£38.25	£67,400	£36.93
			1054	£65,480	£35.87	£71,630	£39.24	£69,210	£37.92
I			1055	£67,310	£36.88	£73,460	£40.25	£71,040	£38.92
			1056	£69,190	£37.91	£75,340	£41.28	£72,920	£39.95
	I+		1057	£71,150	£38.98	£77,300	£42.35	£74,880	£41.03
			1058	£73,160	£40.08	£79,310	£43.45	£76,890	£42.13
			1059	£75,250	£41.23	£81,400	£44.60	£78,980	£43.27
			1060	£77,370	£42.39	£83,520	£45.76	£81,100	£44.43
J			1061	£79,620	£43.62	£85,770	£46.99	£83,350	£45.67
			1062	£81,990	£44.92	£88,140	£48.29	£85,720	£46.96
	J+		1063	£84,410	£46.25	£90,560	£49.62	£88,140	£48.29
			1064	£86,920	£47.62	£93,070	£50.99	£90,650	£49.67
			1065	£89,510	£49.04	£95,660	£52.41	£93,240	£51.09
			1066	£92,160	£50.49	£98,310	£53.86	£95,890	£52.54
			1067	£94,910	£52.00	£101,060	£55.37	£98,640	£54.04
			1068	£97,760	£53.56	£103,910	£56.93	£101,490	£55.61
			1069	£100,620	£55.13	£106,770	£58.50	£104,350	£57.17
			1070	£103,620	£56.77	£109,770	£60.14	£107,350	£58.82
			1071	£106,650	£58.43	£112,800	£61.80	£110,380	£60.48
			1072	£109,880	£60.20	£115,990	£63.57	£113,610	£62.25

*Hourly Rates are approximate and provided for information purposes only

**London Weighting Supplement from Pay Point SCP1038 and above

**CITY OF LONDON CORPORATION
PAY POLICY STATEMENT 2024-2025**

1. Introduction and Scope

1.1. Legislation

- 1.1.1. The Localism Act (2011) requires local authorities to produce a 'Pay Policy Statement' to set out their policy relating to the remuneration of their highest paid staff alongside their policies towards their lowest paid staff. The statement is required to be reviewed annually and agreed by 'a resolution of the authority', which in the City of London Corporation's case is the Court of Common Council. This statement meets these requirements for the City of London Corporation for the financial year 2024-2025.
- 1.1.2. The Government guidance to the Act (which has statutory effect) requires the Pay Policy Statement to refer to policies in relation to remuneration (including bonuses; performance pay); severance payments; staff leaving the authority, senior staff moving posts within the public sector, senior staff recruitment, and re-employment of senior postholders who have left the authority.
- 1.1.3. The Act's provisions do not supersede the City of London Corporation's autonomy to make decisions on pay which are appropriate to local circumstances and deliver value for money for local taxpayers. The Corporation seeks to be a fair employer and an employer of choice, recognising and rewarding the contributions of staff. The Corporation sets pay fairly within published scales and, in doing so, has regard to changing conditions in differing occupational and geographic labour markets.

1.2. Scope:

- 1.2.1. The Act applies to the City of London Corporation only in its capacity as a local authority. It should be noted that not all of work of the City of London Corporation is carried out in this capacity or funded from public resources. As well as having statutory local authority functions, the Corporation undertakes public functions, such as those of a police authority and of a port health authority and has private and charitable functions which are outside the scope of the Act. In keeping with the spirit of openness and transparency, this Statement does not distinguish between information which applies to the City of London Corporation as a local authority and that which applies to it in any of its other capacities.
- 1.2.2. The Act excludes police authorities from its remit, so the Statement does not include information about Police Officers. It is noted that all Police Officer pay scales are nationally determined and as such do not form part of local Pay Policy.
- 1.2.3. The provisions in the Act do not apply to the staff of local authority schools and teaching staff are outside the scope of the pay policy statement. While the City of London Corporation does not directly manage local authority schools, it does run independent schools. The statement in general follows the Government Guidance and leaves teaching staff outside of its scope.

2. Background and Governance Arrangements

- 2.1. Pay, terms and conditions of service are negotiated locally, in consultation with the Corporation's recognised trade unions and staff representatives. These are supplemented by a range of policies and guidance relating to tangible pay terms, to help ensure the fair and consistent application of these principles to all employees.
- 2.2. The Corporate Services Committee has specific authority to deal with or make recommendations to the Court of Common Council where appropriate on all matters relating to the employment of City of London Corporation employees where such matters are not specifically delegated to another Committee. These matters include the remuneration of senior officers. The Corporate Services Committee has delegated this to its Senior Remuneration Sub-Committee.

3. Definitions

- 3.1. The pay policy statement must set out policy relating to the remuneration of its Chief Officers, the remuneration of its lowest-paid employees, and the relationship between the remuneration of its chief officers, and the remuneration of its employees who are not chief officers. This should include a definition of the "lowest paid employees" adopted by the authority for the purposes of the statement, and the rationale for adopting that definition.

3.2. Chief Officers (and Deputy Chief Officers)

- 3.2.1. The act [43(2)] identifies Chief Officers as defined under the Local Government & Housing Act 1989, and inclusive of Deputy Chief Officers. Under this definition, some Chief Officer and most Deputy Chief Officer roles, will be paid within the A-J grade range. Chief Officers while mainly within the Senior Management Grade (SMG), occasionally may be paid within the A-J grades, although likely only within the top 2 or 3 grades. Deputy Chief Officers may be paid across the whole of Grades A-J, although in practice these are likely to fall within Grades F and above.
- 3.2.2. The distinctions between Senior Management Grade pay and payments made to employees on other Grades are outlined in the relevant sections of this Statement. Appendix A, details more fully the arrangements in place for those on the Senior Management Grade. The most significant element of pay able to be received by employees in Grades A-J that is not available to SMG posts is Market Forces Supplements.
- 3.2.3. The schemes for incremental pay increases and Contribution Payments for employees in Grades D-J and the Senior Management Grade are also set out in the relevant sections of this Statement. These apply equally to Chief Officers and Deputy Chief Officers, depending on whether they are in one of the D-J Grades or the SMG. No Chief Officer or Deputy Chief Officer has an element of their basic pay "at risk" to be earned back each year. Progression through grades is subject to performance. Contribution Payments, when in operation, for any Chief Officer or Deputy Chief Officer are only available to those at the top of their Grades, through performance appraisal, and payments are not consolidated into base pay – so must be earned again through performance in future years.

3.3. Lowest Paid Employees

3.3.1. The City of London Corporation is an accredited Living Wage Employer. As such we commit to pay all workers the London Living Wage (£13.15 per hour with effect from 24th October 2024) as a minimum rate of pay. The London Living Wage is used as the basis to determine the rates of pay for Level 2 Apprentices within the organisation. Our lowest graded employees are in Grade A as determined by the outcomes of the Job Evaluation process.

4. Pay Determination

4.1. Pay Structures

4.1.1. The pay and grading structure (established in 2007) consists of two main pay grades. The main body of City of London Corporation employees are paid on a Grade structure of 10 Grades (Grades A-J) [Appendix B], with the most senior posts paid on a range within a Senior Management Grade (SMG) [Appendix A]. Posts are allocated to the grade based on job evaluation of the role, using the Corporation's own job evaluation scheme, to ensure equal and fair pay to people in those roles.

4.1.2. New posts and any existing posts that change the level of responsibility required, are evaluated, and ranked under the Job Evaluation scheme. The scheme, its application, the scoring and how scores relate to Grades are published so staff can be assured that the process is fair and transparent. There is also an appeal mechanism agreed with the recognised trade unions and staff representatives.

4.1.3. There are some structural variations in the pay structure for roles on Grades A-J. Those who manage or supervise other workers on the same evaluated grade as their own, are on 'Plus Grades' which pay 2 increments more than the substantive Grade. Those who hold a residential post, have a separate pay scale which pay 4 increments less than the non-residential scale.

4.1.4. Some roles within the corporation sit outside of this pay structure, due to the need to keep their terms in line with their profession. These include: Teachers; Police Officers; Coroners; Judges; and those protected by TUPE. Apprentices also have separate pay arrangements.

4.2. Recruitment and Appointment

4.2.1. Individual appointment is normally to the minimum pay point of the grade range, unless there is a good business case for an individual to receive a higher starting salary. Such as where a successful applicant's existing salary falls within the post's pay range, the employee is normally appointed to the nearest point on the scale which is higher than their existing salary. Where the existing salary is higher than the range, they are normally appointed to the top point of the relevant pay scale.

4.2.2. For posts where the salary is Grade I or the package is £100,000 or more, the following approvals are required:

- (i) in respect of all new posts*, the Court of Common Council (via the Corporate Services Committee);

- (ii) in respect of all existing posts, as delegated by the Court of Common Council.

*Including when existing posts are subject to re-evaluation and/or a Market Forces Supplement that take them over the Grade I or £100k threshold.

4.3. Pay Progression

- 4.3.1. All employees are eligible for incremental increases within the grade structure, until they reach the top increment of the grade. Pay progression is linked to performance measured through appraisal over the year 1 April - 31 March. In recent years, this policy has been waived, such that failure to progress incrementally has been by exception (i.e. confirmation of poor performance) rather than through confirmation of performance.
- 4.3.2. **Grades A-C** are the lowest Grades in the City of London Corporation. Grade A is a single increment; Grades B and C each have 6 increments, and progression through each Grade can be achieved by annual incremental progression, subject to satisfactory performance.
- 4.3.3. **Grades D-J** Grades D to J have 6 increments each. Progression through each Grade can be achieved by annual incremental progression, subject to performance.
- 4.3.4. **Senior Management Grade:** Consist of 6 increments arranged around the 'datum point'. Any pay progression for SMG roles, is subject to regular review of performance by the Manager/Town Clerk, considering their personal contribution, their service performance, and the success of the organisation. Recommendations are considered by the Senior Remuneration Sub-Committee.
- 4.3.5. Staff on all grades may also be entitled to pay increases through the annual pay award process. The pay scale values are subject to annual review, taking into account a range of internal and external factors (e.g. inflation; cost of living; affordability; pay settlements elsewhere; etc.) and through discussions with recognised trade unions and employee representatives.
- 4.3.6. Apprentices: Are paid on spot point grade linked to the London Living Wage. As such there is no Pay Progression available.

4.4. Performance Pay

- 4.4.1. Individuals in roles on the grading structure may also, when in operation, be able to access certain performance payments.
- 4.4.2. **Grades A-C** may have access to a 'Recognition Award' scheme where employees at the top of their grade have the opportunity, if they have undertaken exceptional work, to be considered for a Recognition Award. The value of the award is within a range up to a maximum level set corporately each year (£500 in each year since 2010). Recognition awards were last applied in October 2023.

- 4.4.3. **Grades D-J and SMG** at the top of their grade may be eligible for “Contribution Payments”. Those individuals who achieve the highest standards of performance and contribution, can receive a one-off non-consolidated Contribution Payment of up to 6% of basic pay depending on the assessed level of contribution over the previous year. In years when these payments are in operation, achievement is determined by appraisal over the 1 April - 31 March period. The payments are not contractual and are therefore made at the employer’s discretion. In 2023, it was agreed no Contribution Payments would be made.
- 4.4.4. **Commercial Arrangements:** A separate performance-payment scheme is in place for a specific group of employees at the Barbican Centre engaged in commercial activities. These staff may receive payments of up to £4,000 or £6,000 per annum, depending on Grade and their success in meeting certain performance targets. The employees involved are excluded from the Recognition Awards and Contribution Payments schemes applying to other employees on their Grades.

5. Additional Pay Determination

- 5.1.1. In addition to basic salary, roles may receive additional payments to reflect the location, nature and or market conditions relevant to the role. Such payments may include:

5.2. London Weighting:

- 5.2.1. All graded staff are paid a London Weighting allowance, to assist them with the higher cost of living and working in London. The value of the allowance varies depending on where they are based (inner or outer London) and whether they are supplied by the employer with residential accommodation necessary for the purposes of fulfilling the duties of their job. In 2022, a ‘London Weighting Supplement’ was introduced for employees in spine point 1038 upwards, including SMG employees. The current levels of London Weighting Allowance and London Weighting Supplement are provided on the Grading Structure [Appendix B].

5.3. Market Force Supplements

- 5.3.1. There will be times where the external pay market for certain roles will exceed the local grade pay range. This can result in difficulties in both recruiting and retaining a suitably qualified and skilled workforce to key roles within the organisation. The use of market force supplements (MFS) can help to bridge the pay gap, to help attract, recruit and retain such talent.
- 5.3.2. Market Force Supplements can be applied to roles in Grades A-J. Any request must be based on a robust analysis and supported by analysis of market data. This helps to ensure that the resulting differential in pay is fully justified for equal pay purposes (material factors defence). All MFS are subject to Chief Officer; MFS Board; or Committee Chairs approval, dependent on the value proposed, and its proportion of base pay (detailed in guidance). All market force supplement payments are kept under regular review.

5.4. London Living Wage Supplement

- 5.4.1. The City of London Corporation is an accredited London Living Wage (LLW) employer. We apply the LLW, set externally by the Living Wage Foundation, as our minimum rate of pay for all directly employed staff, including Apprentices, some Casual staff and some agency workers. It is our policy that LLW increases should be applied to affected employees and other workers from the date of any increased announcement, which in 2023 was on 24 October 2023.

5.5. Additional Duties

- 5.5.1. There will be occasion where, due to service needs, employees at any grade will temporarily be required to undertake work or perform beyond the normal remit of their substantive role (for example working to a higher-level role; or undertaking additional responsibilities). Payment for these extra duties will be considered under the Acting Up Policy and Honorarium guidance.

5.6. Other Additional Allowances and Enhancements

- 5.6.1. The City of London Corporation utilises additional allowances and enhancements to reflect and recompense for other responsibilities; duties; working patterns and working time. The eligibility to these enhancements varies dependent on the nature of the allowance or enhancement. The applicable principles, scope, eligibility, process and rates are detailed in the relevant policies, guidance and/or minutes of committee decisions. These are kept under review, to ensure they support the ambitions of the Corporation and changing legislation. Examples include policies and practices relating to overtime and unsocial hours; standby arrangements; first aid allowances etc.

6. Termination of Employment

6.1. Staff who leave the City Corporation, including the Town Clerk & Chief Executive and staff on the Senior Management Grade, are not entitled to receive any payments from the authority, except in the cases outlined in Section 5 below.

6.2. Payment in lieu of notice

6.2.1. In exceptional circumstances, where it is beneficial to the service's operational needs, payment in lieu of notice may be made to employees on the termination of their contracts.

6.3. Retirement

6.3.1. Staff who contribute to the Local Government Pension Scheme (LGPS) and who retire from age 55 onwards are able to elect to receive immediate payment of their pension benefits on a reduced basis in accordance with the LGPS Scheme.

6.3.2. Unreduced benefits are payable if retirement is from Normal Pension Age (NPA). NPA is linked to the State Pension Age, unless protections in the Pension Scheme allow for an earlier date. Early retirement, with immediate payment of pension benefits, is also possible under the Pension Scheme following dismissal on redundancy or business efficiency grounds from age 55 onwards and on grounds of permanent ill-health at any age.

6.3.3. The Local Government Pension Scheme also provides for applications for flexible retirement from staff aged 55 or over, where staff reduce their hours or Grade. It has in general been the City of London Corporation policy to agree to such requests only where there are clear financial or operational advantages to the organisation.

6.4. Redundancy

6.4.1. Employees made redundant are entitled to receive redundancy pay as set out in legislation. Using the statutory 'ready reckoner' to determine the statutory entitlement in weeks, the City of London Corporation currently bases the calculation of redundancy pay on $1.5 \times \text{actual salary} \times \text{statutory weeks}$.

6.4.2. This scheme may be amended from time to time subject to Member approval. The authority's policy on discretionary compensation for relevant staff under the Local Government (Early Termination of Employment) (Discretionary Compensation) (England and Wales) Regulations 2006 is published on the Corporation's website.

6.5. Settlement of potential claims

6.5.1. There may very occasionally be circumstances where it is necessary to consider termination payments outside of those listed above, to avoid or settle a legal claim and reduce the risk of costs following an employee's departure from employment. Such instances may be settled by way of a settlement agreement paying due regard to the Special Severance Guidance issued by the Government, and where it is in the City Corporation's interests to do so based on advice from the

Comptroller & City Solicitor, Chief People Officer and Chamberlain & Chief Financial Officer.

- 6.5.2. The amount to be paid in such instances may include an amount of compensation, which is appropriate in all the circumstances of the individual case. Should such a matter involve the departure of a member of staff in the Senior Management Grade or the Town Clerk & Chief Executive, any such compensation payment will only be made following consultation with the Chairs of Policy & Resources and Corporate Services Committees and legal advice that it would be lawful, proper and reasonable to pay it.

6.6. Re-employment

- 6.6.1. Applications for employment from staff who have retired or been made redundant from the City of London Corporation, or another authority will be considered in accordance with the Corporation's normal recruitment policy.

DRAFT

7. Publication of information relating to remuneration

7.1. Transparency:

- 7.1.1. The City Corporation will publish details of positions with remuneration of £50,000 or above in accordance with the Accounts and Audit Regulations 2015 and the Local Government Transparency Code issued by the Secretary of State for Communities and Local Government.

7.2. Pay Gap Reporting:

- 7.2.1. The City of London Corporation is required under the Equality Act 2010 to publish information every year showing the pay gap between male and female employees. The annual City of London Corporation Pay Gap Report has been widened to consider other non-statutory pay gaps (e.g. Ethnicity Pay Gap; Disability Pay Gap) and this is published on the Corporation's website, in line with statutory timescales.

7.3. Pay Policy Statement:

- 7.3.1. This statement will be published on the Corporation's website. It may only be amended during the year by resolution of the Court of Common Council. Any amendments will also be published on the Corporation's public website.

7.4. Pay Ratio Multiple:

- 7.4.1. As part of the Local Government Transparency Code, we publish our 'Pay Ratio', defined as the ratio between the highest paid and the median earning figure of the workforce in scope, this results in a ratio for the City of London Corporation, that can be compared with other organisations. We also choose to publish the ratio between the highest paid and lowest paid permanent staff.
- 7.4.2. As at December 2023, these ratios were:
- Highest paid: Lowest Paid Permanent Staff, 1:11 (1:11 in Dec 23/24)
 - Highest paid: Median Earnings Figure, 1:6 (1:7 in Dec 23/24)

A. Moss
Chair, Corporate Services Committee

F. Keelson-Anfu
Deputy Chair, Corporate Services Committee

February 2024

Appendix A: Senior Management Grade (SMG)

1. The Senior Management Grade comprises of the most senior roles in the organisation, as determined by Job Evaluation. Posts are those which are the professional lead for a significant area of City Corporation business, directing the function to meet corporate strategic goals, and professionally determining the construction those strategic goals.
2. As distinct roles, each role is individually evaluated and the pay for that role is benchmarked against the external market. The Senior Remuneration Sub-Committee sets the initial salary on appointment, together with the individual salary band, for staff with posts in the Senior Management Grade. The range for the role is based on the market rate for the role, which is used, alongside corporate importance, to determine the 'datum point' for the salary range.
3. The City Corporation subscribes to salary benchmarking services, which provide information on both public and private-sector comparator jobs. General practice is to use the median level of comparator public-sector jobs in central London for organisations which employ between 1001 and 4000 staff, with a turnover of £50m-£100m. Each post is allocated an individual salary range within the SMG pay range around the 'datum' point on the SMG scale. The range minimum is 2 increments below the datum point and range maximum as 3 increments above the datum point.
4. Thereafter, the Town Clerk & Chief Executive may recommend salary progression for SMG posts (other than in relation to their own) within the individual salary band (and up to the maximum) and in accordance with relevant reward policies, which will be considered by the Senior Remuneration Sub-Committee. Any changes to the individual salary bands for SMG posts will be approved by the Senior Remuneration Sub-Committee. Any payment above the maximum, as with other Contribution Payments, would not be consolidated into basic salary, and would not form part of contractual pay for subsequent years.
5. The range for any role may also be reviewed when new SMG posts are created, or the duties and responsibilities of posts or other external factors relevant to their pay and reward have changed. SMG posts are not necessarily the best-paid in the organisation, as other posts in Grades I and J may be better paid than some SMG posts, depending on the separate market supplements applied to the Graded posts.
6. Each year the datum point advances by a percentage equivalent to any 'cost of living' pay award. Individual salaries would move according to the table below:

Contribution Level	Salary Change
A Outstanding	Datum % change + up to 6%
B Very Good	Datum % change + up to 4%
C Good	Datum % change
D Improvement Required	0.0%

7. As outlined in para 4.3, normal practice on progression through Grades or Contribution Payments for eligible staff has been waived since 2020. SMG staff not

on the top of their range have received incremental progression through their individual pay scales, but no Contribution Payments were made to those at the top of their scales.

8. In respect of the Town Clerk & Chief Executive, the post's salary and any Contribution Payments that may be due to its holder are determined by the Senior Remuneration Sub-Committee. The Sub-Committee is advised by an Appraisal Panel comprising the Chairs of the Policy & Resources Committee, Corporate Services Committee, Finance Committee and General Purposes Committee of Aldermen. The Appraisal Panel set the Town Clerk's annual objectives and review performance against those objectives, receiving a report from the Chair of the Policy & Resources Committee who conducts the annual appraisal meeting with the Town Clerk. The Sub-Committee and Appraisal Panel are supported by the Chief People Officer, together with any appropriate external advisers.
9. The current Senior Management pay range and the range of SMG roles are attached. Appendix A.

Appendix B: City of London Corporation Main Grading Structure

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Committee(s): Corporate Services Committee	Dated: 21 February 2024
Subject: Draft People & HR Business Plan 2024/25	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	All
Does this proposal require extra revenue and/or capital spending?	No
If so, how much?	N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain's Department?	N/A
Report of: Interim Chief People Officer	For Decision
Report author: Alison Littlewood	

Summary

Members are asked to provide their views and observation on the draft high-level 2024/25 Business Plan for the People & HR Department before it is finalised and presented for final approval.

Recommendation(s)

Members are asked to:

- I. Provide their comments and observations on the Draft People & HR Business Plan.
- II. Approve, subject to the incorporation of any changes sought by this Committee, the departmental High Level Business Plan 2024/25 at Appendix 1.

Main Report

Background

1. As part of the new framework for corporate and business planning, departments were asked to produce standardised high-level, 2-side Business Plans for the first time in 2017 for the 2018/19 year. Members generally welcomed these high-level plans for being brief, concise, focused with consistent statements of the key ambitions and objectives for every department.
2. For 2023/24, the high-level Business Plan had further evolved to describe the funding and people resources associated with each priority workstream. As a high-level plan, this document does not capture the granularity of departmental work but

gives the overall picture of HR activity, customer feedback, trends and the direction of travel.

3. The People & HR department was previously part of the Chief Operating Office. However, since its disbandment the Chief People Officer (CPO) now reports directly to the Town Clerk & Chief Executive. It is important that as our People are one of our most valuable assets that the role of the CPO be pivotal.
4. Each of our workstreams contributes to the City of London Corporation's overall goals, and specifically works to enhance our collective capability in supporting our people to facilitate our stakeholder agenda.
5. We are working closely with The Corporate Strategy and Performance Team to ensure that our Business Plan is aligned with the 2024-29 Corporate Plan.
6. This report presents, at Appendix 1, the draft final high-level Business Plan for 2024/25 for the People & HR Function.
7. Since the last Business Plan was produced, we have had a few changes in the HR Leadership Team, with a new Interim Chief People Officer appointed in June of 2023.
8. With the arrival of the new Chief People Officer the leadership team has set about improving/prioritising our workstreams and focusing on greater collaboration across all function within the People & HR department, starting with a system used to record and track all high-level plans. This has allowed for better teamwork across the department and improved project management. This is also allowing us to monitor areas and plan future projects to ensure we are meeting our objectives.

Corporate & Strategic Implications

9. People & HR have a key role to play in partnership with the organisation working with departments to achieve their strategic aims and supporting change. Moving forward we want to work with external stakeholder on best practises.

Financial & Resource implications

10. With the disbandment of the Chief Operating Office, finance and resource implications are being monitored and will be assessed during 2024/25 in consultation with the Town Clerk and Chamberlain's Department.

Legal implications

11. None arising from this report.

Risk implications

12. Risks inherent to the People and HR Business Plan relate to the importance of recruiting, supporting, developing, and retaining an engaged and highly performing workforce and a positive organisational culture that forefronts inclusion, belonging

and wellbeing as well as world-class performance and impact for its communities. Additionally, efficient, effective systems and processes that provide data for decision-making are necessary to facilitate the work of people, and the quality and timely delivery of all system-based elements of the People and HR Business Plan will also be critical.

13. Equalities implications – Equality, Diversity and Inclusion are critical to the successful implementation of the People and HR Business Plan. Consideration of data and engagement with employees over the course of the implementation of the Business Plan and its activities, along with close interaction with EDI colleagues to connect EDI and People related activities will take place. These efforts will ensure that due regard is given to any evidence of either negative or positive potential disproportionate equality impact on different groups of employees. Actions will be taken to address any disproportionate impacts.

14. Climate implications – There are no direct climate implications.

15. Security implications – There are no direct security implications.

Conclusion

16. This report presents the high-level Business Plan for 2024/25 for the People & HR Department, for Members to consider and agree.

Appendices

- Appendix 1 – Draft HR Business Plan for 2024/25

Alison Littlewood

Interim Chief People Officer

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PEOPLE & HR BUSINESS PLAN

2024/25

What has changed since last year ...

- We are developing our first ever People Strategy aligned to our new Corporate Plan.
- We increased transparent engagement with our Members, including setting up a Member Reference Group.
- We have engaged more deeply, listening and building relationships with departments, services and institutions, and with teams and individuals, including face-to-face and hybrid engagement sessions and all-employee Town Halls.
- We have taken the first steps to genuine partnership working with our Trade Unions, including successfully negotiating our 2024/25 pay award.
- We set out our priorities around our HR programme of modernisation work that will support us in delivering brilliant basics with a longer-term ambition of being world class in everything we do.
- We have worked on our current HR system to start to improve ways of working, cleanse our data and implement a HR Service Desk ticketing solution
- We collaborated with teams across the organisation to procure an Enterprise Resource Planning System (ERP) to centrally manage our people, payroll, and finance data in one place.
- We focused on strengthening our inclusive recruitment practices, e.g., launch of Ban the Box.
- We initiated a programme of work to fully renew our approach to contingent and casual labour.
- We designed, modernised and implemented our central Corporate Induction offer which now includes a co-created information fair involving colleagues across City Corporation.
- We initiated a programme of work to improve our mandatory training approach and e-learning provision and introduced a new management programme.
- We significantly increased our apprenticeships and began the process to launch a new graduate scheme.
- We significantly increased the size of our Celebrating Our People Awards event, including adding new award categories and receiving the most nominations in the event's history.
- We achieved an overall 80% appraisal completion rate across City Corporation.
- Ambition 25: Korn Ferry reported to CSC in April 2023 on the outcome of their reward pilot “diagonal slice” review, which concluded with 4 Reward based recommendations which are incorporated into the current Ambition 25 project.
- We designed, developed and launched a HR development programme to develop and support our HR colleagues
- We have created a new senior HR team and developed better alignment across HR workstreams.

People & HR Unit

Our aims and objectives are

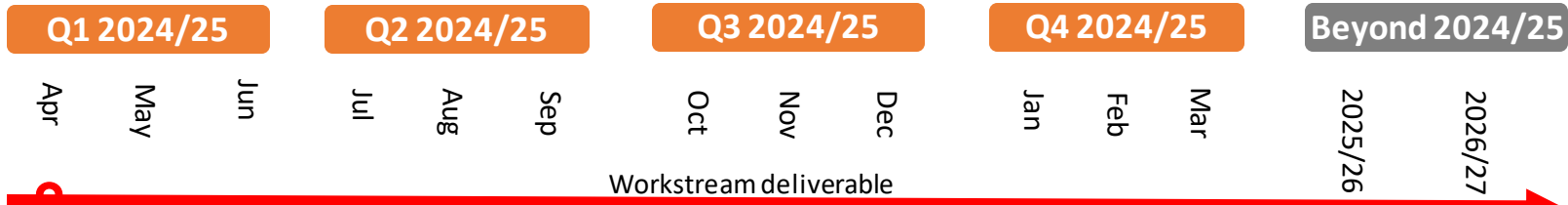
To develop a proactive, People and Human Resources service which modernises and develops our thinking towards all our people related activities by:

- Delivering our People Strategy
- Delivering brilliant basics in everything we do, getting the fundamentals right and acting as a trusted partner
- Being an inclusive, diverse and equitable City Corporation to ensure all employees can balance their work and life commitments
- Creating a trust-worthy, supportive and compassionate leadership and management community, that role models our values and has the capability and confidence to engage, develop, challenge, and reward our staff, take measured risks and deliver excellence
- Attracting and retaining the best and most diverse local and national talent and creating opportunities for our people to develop and grow professionally
- Having a world class professional HR Team that are developed to support the organisation
- Creating processes, systems and reporting mechanisms to efficiently provide information to inform prioritisation and decision-making



- Ambition 25
- Business Partnering
- Operations
- L&D/OD & Emp Exp
- People Strategy

Our 2024/25 timeline planner priority workstreams and key delivery



Corporate HR 24/25 Business Plan Page 64

People Strategy

Launch of People Strategy

See medium term priorities

Values and Behaviours

Values & Behaviours engagement and launch Values and Behaviours Embedding

1. Ambition 25

Ambition 25 – Reward Refresh Project

2. Staff Survey

Conduct Staff Engagement Survey

2. Staff Awards refresh

COPA refresh in line with the vision and values

2. Wellbeing programme

Senior leaders to build greater wellbeing practices in teams

3. Code of Conduct

Create new Codes of conduct based on values and behaviours

3. Leadership Forums

Launch of Leadership and Management Training and Forums

3. Apprenticeships

Apprenticeships & Graduate Scheme

3 and 4. Perf Mgmt Framework

SLT & ELB Performance management framework roll out

4. Induction & Training

Further Review of Mandatory eLearning, Induction & Core offer Review

4. Workforce Planning

Manual and then automated workforce planning to lead to review of organisational design

5. HR Policies

Review of Policies & Procedures

5. Data Recording

Development of Management Reporting & data cleansing Pre ERP

5. ERP

ERP Implementation

5. HR Development

Learning Plan in Place for all HR colleagues

5. HR Ticketing & form implementation

MS PowerApps for HR Service Desk

5. Casual Worker approach

Review of Casual Worker Engagement

5. Contingent Labour approach

Review and commissioning of new Temporary Labour contract

People Strategy Number Key

1. My Contribution, My Reward
2. My Wellbeing, My Belonging
3. Trustworthy Leadership
4. My Talent & Development
5. Modernising Our City Corporation



Our major workstreams this year will be

Workstream Name	Funding allocation %	People resource %	Prioritisation category	Dependencies	Outcomes/ Impacts	KPI	Update Schedule	24/25 Target	22/23 Baseline
People Strategy first year implementation	20%	100%	Organisational Priority	All strands of work should align with people strategy themes	Serves to attract, develop, retain and engage workforce to achieve org results	<ul style="list-style-type: none"> Improved engagement Improve retention scores 	On target for April 2024 launch	70% engagement score in 2024 staff survey	52% engagement score in 2022 staff survey
Ambition 25 (previously Total Reward Review)	20%	100%	Organisational Priority	All strands of work should align with people strategy, theme one Reward. Dependencies include Korn Ferry, ELB, CSC, all HR colleagues and trade unions	To recruit and retain high quality colleagues. To ensure there is no risk around equality A transparent, fair and understandable reward framework for all CoLC employees	<ul style="list-style-type: none"> Staff retention Attracting Talent 	On target for Autumn 2024 launch	Improve response on pay & benefits by 10%	1,109 participants 56% negative response re pay and benefits satisfaction
ERP Project	20%	30% (20% dedicated resource)	Organisational Priority	Existing HR Systems & Data Policies & procedures Performance Reward & Benefits/ Ambition 25	Improved efficiency Improved capacity Improved information	<ul style="list-style-type: none"> HR implementation on target. Benefits realisation inc. Data accuracy 	On target for Spring 2025 launch with modular implementation approach	Implementation on target. 80% of People related HR ERP benefits realised	N/A
HR brilliant basics: Compliance and quality assurance, Data and SLAs	10%	10%	Departmental Priority	ERP	SLAs launched. Quality appraisals, HR Compliance review, Data improvements and MI, Robust contingent labour approach	<ul style="list-style-type: none"> Delivery of SLAs Customer satisfaction Quality appraisal completion 	HR ticketing and SLAs embedded by Q1 24. Contingent labour review Q3 24.	90% SLA compliance. 82% appraisal completion (eligible appraisals)	N/A 80% appraisal completion
Mandatory eLearning & core offer review	20%	10%	Departmental Priority	Existing LMS Subject matter leads	Improved skills, Improved workplace safety less risk Improved workplace culture	<ul style="list-style-type: none"> 95% completion rates Performance Monitored Satisfaction Rate 	Implementation on target for release quarter 1 2024	90% completion rate for all mandatory eLearning	N/A
Leadership and Management training and forums	20%	10%	Organisational Priority	HRBP support in some modules	Develop skills, enhanced performance identify talent Improve wellbeing and safety	<ul style="list-style-type: none"> Improved retention and engagement performance impact 	Implementation on target for release quarter 1		N/A

Our People

2022 Staff Engagement score: 46% for HR ; 52% for City Corporation. Our Ambition is to increase our HR engagement score to a minimum of 75%.

Plans to increase staff engagement

- Commit to at least two HR staff away days per year and regular team meetings and engagement sessions
- Encourage team members to engage in external HR networks and City Corporation initiatives
- Celebrate team successes across all HR teams
- Build collaborative partnerships across City Corporation Heads of HR Profession
- Build a culture of trust, based on reliability, credibility, good relationships and shared purpose, both within and outside HR
- Build relationships across HR by implementing anchor days for teams, breaking down silos and encouraging cross team project working

Our teams

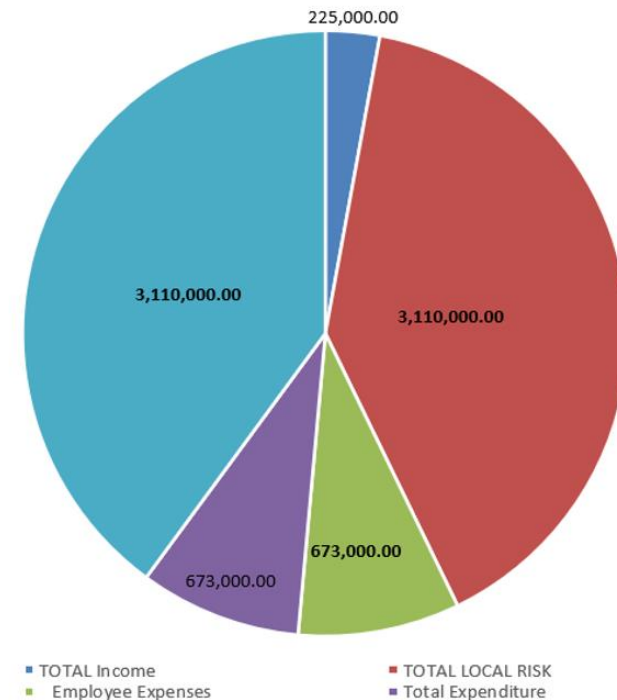
**Our total people resource is 65.2 FTE. Actual headcount is 74/78 inc. temp agency workers*

HR BUSINESS SERVICES	HR BUSINESS PARTNERING	HR LEARNING & OD
3 	11 	15
HR OPERATIONAL SERVICES	HR REWARD & PROJECTS	AGENCY
41 	4 	4

Our locations

Guildhall complex	70
Walbrook Wharf	8

Our HR budget



Medium Term Plans (using People Strategy numbered themes) for 2025/26 and 2026/27

Key Risks

Priority list (e.g. new legislation, services, projects, automation)	2025/26	2026/27	Funded or Unfunded
1.Total Reward Strategy & Imp	X		Unfunded
2. Employee Wellbeing Proposition	X		Unfunded
3 and 4.. Perf Framework continuation	X		Unfunded
3 and 4. Leader & Employee development	X	X	Unfunded
5. Career Pathways & Succession Planning	X	X	Unfunded
6. Workforce Planning and review of Organisational Design	X	X	Unfunded
5. ERP	X	X	Unfunded
All. Values/Behaviours embedding	X	X	Unfunded

Current Risk Rating & Score

	Minor	Serious	Major	Extreme
Likely			16	
Possible		6	12	
Unlikely				
Rare				

#	Risk	Current risk rating & score	Target risk rating & score
CR39	Recruitment and retention	16 Likelihood Impact ● 4x4 .	4 Target Likelihood Target Impact ✔ 2x2 .
COO HR 002	HR Systems & Data	6 Likelihood Impact ▲ 2x3 .	3 Target Likelihood Target Impact ✔ 1x3 .
COO HR 004	Casual and non-employed workforce	16 Likelihood Impact ● 4x4 .	2 Target Likelihood Target Impact ✔ 1x2 .
COO HR 005	Compliance (Legislation and HR Best Practice)	12 Likelihood Impact ▲ 4x3 .	4 Target Likelihood Target Impact ✔ 2x2 .
COO HR 006	HR Transformation	12 Likelihood Impact ▲ 4x3 .	4 Target Likelihood Target Impact ✔ 2x2 .

Our Commitment

Departmental EDI Action Plan Top 3 priorities

1. Partner with EDI Directorate on prioritisation of the People Strategy and work plan
2. Partner with and engage staff networks
3. Improve data and target actions for marginalised groups



Health and Safety Business Plan Top 3 priorities

1. Up to date DSE assessment in place for all HR team members
2. Every member of HR to have a wellbeing focused conversation with line manager
3. Health & Safety and Wellbeing included in the People Strategy



Our Strategy and Cross-Cutting Strategic Commitments

1. HR will be a key player in supporting and enabling the Corporate Plan outcomes to attract economic growth, create and innovate, be leaders and stewards of our assets, be a vibrant and world leading destination for culture, enable people to receive good services and access to learning and jobs.
2. Values-driven
3. Promotes equity, diversity and social inclusion
4. Enables and nurtures proactive partnerships
5. Creates a safe and secure environment
6. Provides brilliant basics
7. Develops a highly skilled work-force



Operational Property Utilisation Assessment

Asset name	Assessment Complete?	Assessment Completion Date
Guildhall	N/A	
Walbrook Wharf	N/A	



Our Stakeholders (or Customers) Needs



- Fit for purpose policies and procedures

- A professionalised HR Service delivering an excellent service and function



- Skills to support our stakeholders' objectives



- To be visible and engaging with departments and through relevant KPIs

- To provide clear and consistent People & HR advice



- To be consistent, knowledgeable, solutions-focused working within sensible timescales

Our Impacts

Celebrate achievements of our people, increasing wellbeing & belonging to create positive org results

Successful launch of People Strategy leading to achievement of all outcomes

Increase customer satisfaction

Fulfil 100 Levy funded places to ensure continuing and future talent development

Support our people throughout the employee life cycle with increased engagement, progression and retention



Issues Health Assured supports

Health & Welfare	Legal Information	Living In	Work Life
<ul style="list-style-type: none"> • Travel Costs • Mental Health • Domestic Violence • Child & Family • Harassment • Unpaid Work • Bereavement • Financial Inclusion • Technical Skills 	<ul style="list-style-type: none"> • Employment Rights • Equal Pay • Working Time • Data Protection • Employment Law • Employment Tribunal • Employment Contracts • Employment Disputes • Employment Law • Employment Law 	<ul style="list-style-type: none"> • Housing Costs • Domestic Abuse • Discrimination • Employment Law • Employment Law • Employment Law • Employment Law • Employment Law • Employment Law 	<ul style="list-style-type: none"> • Career & Development • Managing Change • Return to Work • Skills & Training • Wellbeing • Wellbeing • Wellbeing • Wellbeing • Wellbeing

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Agenda Item 7

Committee(s): Corporate Services Committee	Dated: 21 February 2024
Subject: Draft High-Level Business Plan 2024/25 – Comptroller & City Solicitors Department.	Public
Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?	All
Does this proposal require extra revenue and/or capital spending?	N
If so, how much?	N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain’s Department?	N/A
Report of: Michael Cogher, Comptroller & City Solicitor	For Decision
Report author: Nick Senior, Practice Management Director, Comptroller & City Solicitors Department. Nick.senior@cityoflondon.gov.uk	

Summary

This report presents for approval the high-level Business Plan for the Comptroller & City Solicitors Department (C&CS) for 2024/25.

Recommendation

Members are asked to:

- i. Note the factors taken into consideration in compiling the C&CS Business Plan; and
- ii. Approve, subject to the incorporation of any changes sought by this Committee, the departmental Business Plan 2024/25 at Appendix 1.

Main Report

Background

1. As part of the new framework for corporate and business planning, departments were asked to produce standardised high-level, two-page Business Plans for the first time in 2017 for the 2018/19 year. Members generally welcomed these high-level plans for being brief, concise, focused, and with consistent statements of the key ambitions and objectives for every department.
2. For 2024/25, the high-level Business Plan has further evolved to describe the funding, people resources and KPI’s associated with each priority workstream. As a high-level plan, this document does not capture the granularity of departmental work but gives the overall picture of departmental activity, customer feedback, trends where applicable and the direction of travel.

Draft final high-level Business Plan for 2024/25

3. This report presents, at Appendix 1, the draft final high-level Business Plan 2024/25 for the C&CS Department.

The C&CS Department is an enabling service that delivers legal and data protection advice, governance, and support to the City, its constituent departments and institutions.

The outward facing C&CS service priorities are determined by the City's major corporate projects and programmes and by client department activities in support of the Corporate Plan goals and outcomes. Statutory requirements also determine the priorities at both strategic and operational levels.

Internal C&CS service priorities are determined by inward facing corporate priorities and required standards such as Equality, Diversity, and Inclusion, by key service risks such as the need to recruit and retain the appropriate levels of legal competence and expertise, by service KPI's where these require corrective action for example customer satisfaction levels, from the outputs of the most recent staff survey that require redress, and by the service ethos of quality, professionalism and continuous improvement.

The C&CS service priorities were developed by the C&CS Senior Leadership Team based on discussions with service managers, knowledge of corporate and client priorities, feedback from C&CS staff both via the staff survey, issues raised via staff communication channels and by knowledge of the changes in sector priorities.

A key service objective is to deliver most of the legal advice and support in-house, this model delivers legal support at much lower cost compared to outsourcing to external firms and has been further supported by recruiting fixed-term lawyers with the necessary expertise on specific projects. Legal work is outsourced only when the in-house team lacks the capacity to manage large volumes of work or where the in-house team lacks the necessary niche expertise.

Service performance is measured by seven key performance measures using a quality and risk framework, the KPI's are benchmarked with other London Boroughs Legal Alliance in-house legal teams to ensure that the department is in step with current KPI's. Efficiency is measured using a chargeable hours KPI, quality is measured by compliance with the Law Society's LEXCEL quality standard by complaints against caseload and by the responses to the customer satisfaction survey, staff motivation and engagement is measured using the outputs from the staff survey. It is acknowledged that there is always room for improvement and the service seeks to continually improve its services based on customer feedback.

C&CS participates in the annual London Boroughs Legal Alliance benchmark which includes fourteen in-house local authority legal teams and measures key metrics such as net cost of the service, hourly rates, salary levels, cost of externalised legal support etc. C&CS analyses the results to the benchmark to

measure its value for money performance and competitiveness with the acknowledgement that C&CS has a significantly greater commercial focus particularly in property and planning work compared to other London local authority legal teams and this generates an external income stream which is closely monitored.

The services delivered by C&CS are by necessity cross cutting as they are provided for all the City's departments, institutions, and the City of London Police. The City's departmental Business Plans will be analysed to plan future C&CS resourcing.

4. Operational Property Assets Utilisation

Aligned with the requirements of Standing Order 56, a utilisation assessment of the corporate office space occupied by C&CS was undertaken in 2023.

C&CS is an office-based service currently located on the fifth floor of the Guildhall North Wing. The current office design is of traditional configuration and lacks the efficiency of space utilisation that could be achieved by a redesign, a workstation usage assessment was undertaken to measure occupancy levels, several workstations were de-commissioned during the Covid19 pandemic to facilitate safe social distancing, these workstations have not been reinstated due to funding limitations.

C&CS staff are hybrid workers the return to office-based working for a minimum of two days per week though the analysis of office attendance revealed that the average is three days per week, with an average of occupancy of 53% and a maximum on any one day of 63%.

The reduced number of functional workstations combined with increased office attendance has resulted in a shortage of available workstations within team areas on days when office attendance levels are high. Greater efficiency of office space utilisation could be achieved with a re-designed office space, there is currently no central funding for office space re-design. C&CS are keen to collaborate with City Surveyors to determine future office space design as part of the operational property review subject to the outcomes of the proposed Guildhall Refurbishment Programme. As a short-term solution to ease the pressure C&CS have reinstated a small number of workstations funded from the C&CS local risk budget.

Corporate & Strategic Implications

C&CS contributes to corporate outcomes by providing expert high quality legal advice and support to departments, members and other stakeholders to facilitate the delivery of these outcomes.

Security implications

None.

Financial implications

Small impact on local risk budget for workstation reinstatement this will be managed within budget.

Public sector equality duty

The department has an Equality and Diversity Working Group that delivers pragmatic outputs and participates in staff networks.

Resourcing implications

None.

Conclusion

This report presents the high-level Business Plan for 2024/25 of the C&CS Department for Members to consider and approve.

Appendices

- Appendix 1 – Final C&CS high-level Business Plan 2024/25

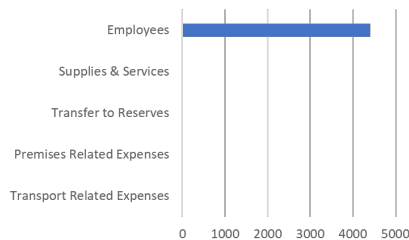
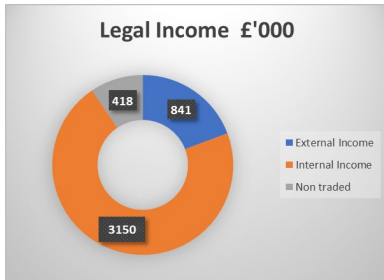
Nick Senior
Practice Management Director
Comptroller & City Solicitors Department
Email: Nick.senior@cityoflondon.gov.uk

Comptroller and City Solicitors Department

C&CS key aim and objective is to contribute to corporate outputs and outcomes by providing expert high quality legal advice and support to departments, institutions and academies. To ensure that the City acts lawfully. Electoral Services deliver all Elections for the City, compile the Parliamentary and Common Hall Registers & the Ward List & implement elections registration legislation.

Legal income and budget spend

Total 2024-25 budget estimate allocation is £4.9m



What's changed since last year

- Recruitment to three Assistant Solicitor positions and the development of a new C&CS Senior Leadership Team.
- Staff adjustment to hybrid working and attendance in the office.
- External income generation in the Planning and Property sectors has increased.
- Electoral Services team & City Occupiers Database team merged fully & successfully migrated the COD database into the Electoral Services database which has improved efficiencies within the team.
- Significant increase in the volume of instructions to assist the City Surveyor in the management of the City's investment portfolio, particularly property sales.
- Increased focus and resource requirements on major corporate and capital projects.
- Achieved re-accreditation to the Law Society LEXCEL quality standard.

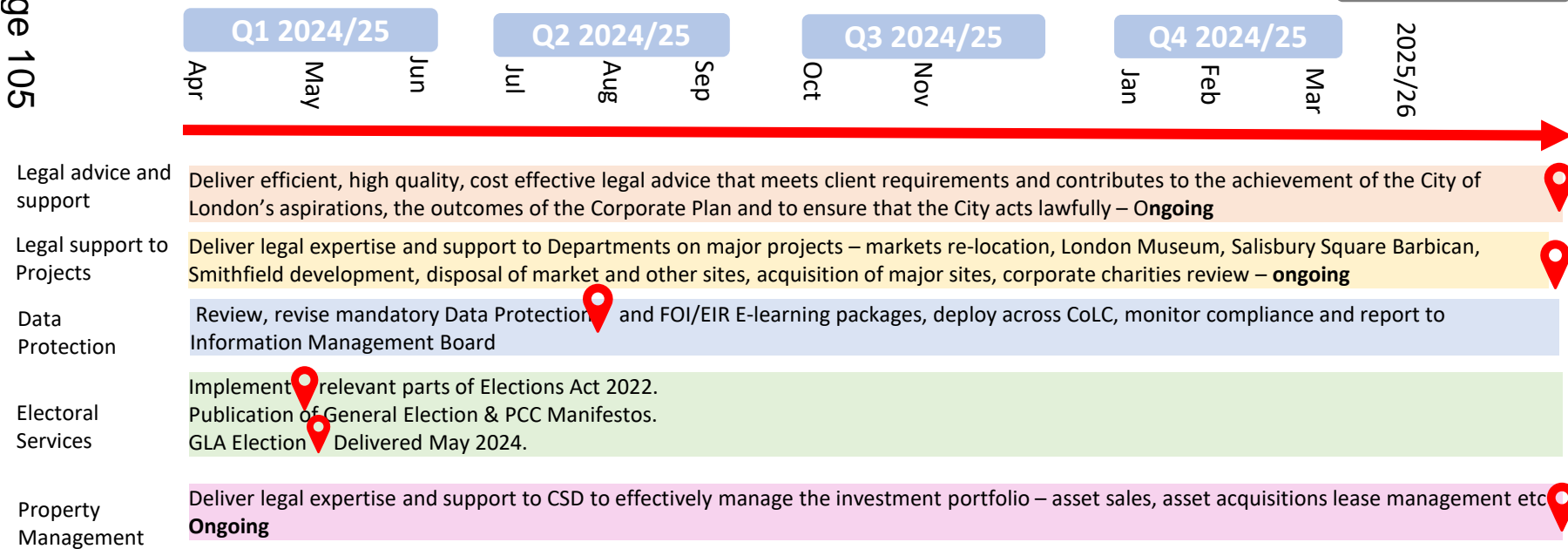
Our Work Locations

Guildhall Complex	65 staff
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Our 2024/25 timeline planner priority workstreams and key milestones

Beyond 2024/25

Page 105



Our major workstreams this year will be

Workstream Name	Funding allocation % Variable dependent on corporate client/statutory priorities	People resource %	Prioritisation category	Dependencies	Outcomes/ Impacts	KPI	Update Schedule	24/25 Target	22/23 Baseline
Deliver expert legal advice and support to Departments and Institutions on major projects.	Estimated at 20% of LRB dependent on major projects programme, corporate, client/project priorities, project complexities.	Estimated at 18% subject to programme of projects, client and external resources, project complexities	Corporate/ political priorities. Income generation	Corporate Priorities. Major project priorities. Legal expertise availability in-house. Client resource.	Legal advice on corporate and client department objectives and requirements delivered in support of the outcome objectives.	% total C&CS chargeable hours achieved against 100% target.	Annual	100%	116%
						C&CS Customer Satisfaction rating the service as high quality (2019/2020 data)	Annual actual 95.15% January 2024	93%	87%
Deliver legal expertise and resource to support the effective management of the City's property investment portfolio	Estimated at 36% of LRB dependent on legal property resource requirement for major projects.	Estimated at 32% subject to corporate and client priorities, additional resource requirements for transactional volume spikes.	Corporate & Political Priorities. Income generation.	Client programme of property transactional work. Client resource levels. Corporate Priorities for legal support.	Legal support delivered effectively to client department on property transactions in support of the efficient management of the City's property investment portfolio.	% total C&CS chargeable hours achieved against 100% target.	Annual	100%	116%
						C&CS Customer Satisfaction rating the service as high quality (2019/2020 data)	Annual actual 95.15% January 2024	93%	87%
Deliver legal expertise to ensure that the City discharges its statutory duties and acts lawfully.	Estimated at 28% of LRB dependent on volumes of statutory work, of client instruction levels.	Estimated at 25% subject to corporate and statutory priorities.	Legal duties. Duty & discretionary.	Statutory work volumes, client instruction volumes.	Legal expertise and support delivered to ensure that the City discharges its statutory duties and acts lawfully.	C&CS Customer Satisfaction rating the service as high quality (2019/2020 data)	Annual actual 95.15% January 2024	93%	87%
						Complaints against caseload <5% PA	Annual	0%	0%
Data Protection and FoI compliance BAU & Projects Development/deployment of revised mandatory training.	5%	5%	Statutory priority. Addresses Risk	Client department engagement and compliance with Data Protection & FoI requirements. AIN resource levels. City People training reporting functionality.	City compliant with Data Protection and FoI statutory provisions. Revised mandatory DPA/FoI training deployed. Risk of non-compliance mitigated.	% of FoI requests responded to within 20 days (in collaboration with depts)	Quarterly	96%	94.7%
						% of ColC staff DPA trained	Quarterly	95%	90.85% (December 2023)

Our major workstreams this year will be

Workstream Name	Funding allocation % Variable dependent on client/statutory priorities	People resource %	Prioritisation category	Dependencies	Outcomes/ Impacts	KPI	Update Schedule	24/25 Target	22/23 Baseline
Deliver Parliamentary and GLA Elections			Statutory	Political Priority Constituency Partners	Elections delivered effectively and without challenge.	Elections delivered effectively and efficiently.	Annual	GLA May 2024 General Election 2025	
Implement the Elections Act 2022			Statutory	Statutory instruments timing	Relevant parts of the 2022 Elections Act implemented.	Voter ID in place Revised postal & overseas vote handling & secrecy implemented.	Annual	Implemented May 2024	
Business Processes & Quality: LEXCEL compliance Legal case management system replacement. KMA records management system upgraded. Rent accounting – MRI-Horizon.	4%	5%	Desirable. Addresses Risk.	Resource availability – other priorities.	Continued LEXCEL compliance – Quality Assurance. Options for replacement systems refined and scoped. MRI-Horizon delivers rent accounting functionality specified.	LEXCEL Quality Standard retained	Annual	100% Compliant	100% compliant
Equality, Diversity & inclusion delivery.	3%	2.5%	Power & Mandatory	Resource availability.	ED&I initiatives delivered & success measured. Staff, clients and customers feel supported Inclusive culture further developed. Diverse workforce. Staff engagement score improved.	% staff who report good levels of engagement (staff survey)	TBC	60%	49%
						% of staff who report I feel I can be my true self at work	TBC	75%	67%
Budgets & Finance		2%	Power and mandatory	Resource availability Budget pressures – employee costs	Effective budget management. Expenditure controlled with local risk budget. Savings delivered. Rent accounting delivered. MRI-Horizon system delivers business benefits.	% of invoices paid <30 days	Annual	95%	93%
						Expenditure within LRB	Annual	100%	100%
						Budget savings delivered	Annual	100%	100%

**Medium Term Plans under consideration
(2025/26 and 2026/27)**

Priority list (e.g. new legislation, services, projects, automation)	2025/26	2026/27	Funded or Unfunded
Revised career structures	x		Unfunded
Replacement Case management system		x	Unfunded
C&CS resourcing	x		Unfunded
Data Protection Legislation	x		Funded
Office space re-design	x		Unfunded

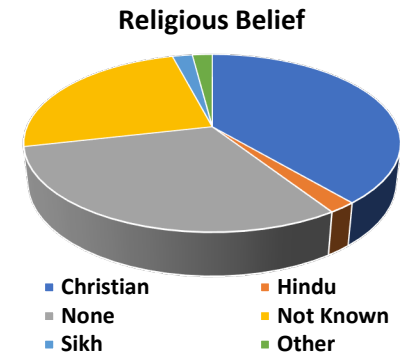
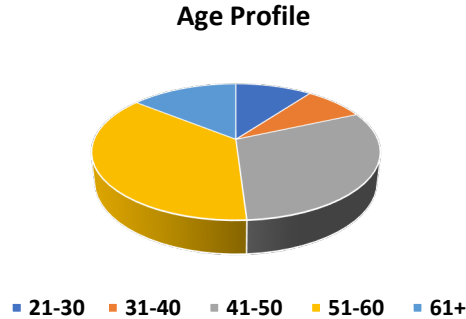
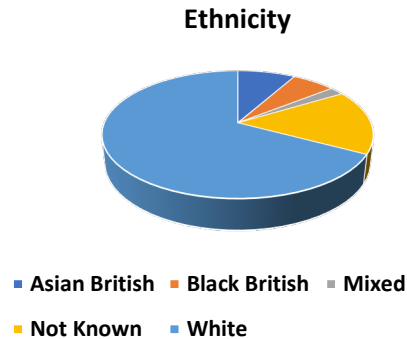
Our strategy and cross-cutting strategic commitments

C&CS support all strategies and commitments - some key areas:

- Corporate Plan
- C&CS service delivery strategy
- Corporate Property Asset Management Strategy 2025
- Information Strategy
- Procurement Strategy
- DITS Strategy
- People Strategy
- Corporate Plan
- Equality, Diversity and Inclusion Policy and Strategy
- Climate Action Strategy
- Property Management System (MRI-Horizon)
- Quality assurance strategy – LEXCEL
- Project and programme delivery
- Destination City

OUR PEOPLE

Staff Head Count 49 (07.11.2023) Current FTE: 45.16 Agency Staff: 12	Staff Turnover C&CS 13.59% City wide 14.26%	Gender Male 44.9% Female 55.1%	Stated Disability Yes 8.16% No 75.51% Not known 16.33%	Sickness absence Monthly (Nov 2023) 0.07 days Annually 3.16 days
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Apprentices

- 1 Apprentice Solicitor.
- 1 Trainee Solicitor.
- 1 Apprentice – data literacy level 3

Health and Safety Business Plan Top 3 priorities

1. Staff wellbeing
2. Office Environment quality
3. Provide effective health & safety support to facilitate hybrid working .

How we will develop capabilities/competencies:

- Utilise the LBLA legal training programme
- Management training for new managers
- Encourage career development – career grades, further qualifications.
- Additional 2 apprentices

Staff Survey 2022:

Staff Engagement overall satisfaction score 49% : 1% below CoLC average.
Aim to improve staff engagement with staff events.
Purpose 64% satisfied : 15% above the CoLC average
Enablement/Autonomy: 73% satisfied : 11% above the CoLC average
Leadership: 69% satisfied : 8% above the CoLC average
Support through change: 54% satisfied : 21% above the CoLC average
Fairness and inclusion: 63% satisfied : 6% above the CoLC average
Current staffing levels; 11% turnover, 10 agency staff covering vacancies.
 Recent recruitment largely successful though highly specialist roles problematic e.g., charities lawyer.

Equality Diversity & Inclusion

Our vision is to build a diverse and inclusive workforce. We will achieve this by recruiting and providing career development opportunities for all staff to reach their full potential as well as ensuring our employment practices are inclusive and promote equality of opportunity for all.

C&CS Equalities Group was launched in 2021 to tackle inequality and support diversity and inclusion with a focus on pragmatic actions and outcomes.

Achievements & ongoing work 2023/4:

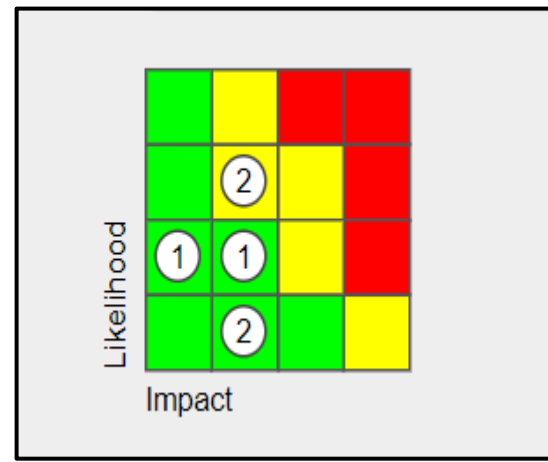
- 1.Targeted recruitment at under-represented groups.
- 2.Webinars at the London Careers Festival to promote careers in the legal profession via apprenticeships
3. Unconscious bias training mandatory and annual.
4. Equalities and inclusion appraisal target mandatory for all staff in 2022/3
5. Staff conference sessions on ED&I.
6. Safe space anonymised e-form to raise ED&I concerns to SMT for action and redress.

Additional plans 2024/5:

- 1.Targeted recruitment at under-represented groups additional network channels.
2. Source & deliver external specialist equalities training from the legal sector.
3. Explore and develop career opportunities for under-represented groups.
4. Substantial Equalities session at the annual Staff Conference

Key Risks

Risk Title	Score
Data protection compliance in the management of information assets	6
Data Protection GDPR departmental compliance	6
Business Continuity	4
Recruitment and retention of legal expertise	2
Managing legal risk	2
GDPR new UK legislation compliance	2



Operational Property Utilisation Assessment

Asset name	Assessment Complete?	Assessment Completion Date
Guildhall	Yes	30.09.2023
Workstation utilisation analysis undertaken additional workstations required following Covid de-commissioning of workstations	Yes	30.09.2023
Office space utilisation would be maximised by re-design – office space planning and budget resource required to implement.	No	

Organisations & people we work with

City of London Departments, institutions, academies and City of London Police.
 GLA, LB's Newham Barking & Dagenham, Tower Hamlets & Westminster.
 Electoral Commission & Cabinet Office
 Information Commissioner.
 Elected Members.
 The Law Society.
 The courts.
 Solicitors, Barristers, Experts.
 London Boroughs.
 London Boroughs Legal alliance.
 London Councils.
 Electors and candidates

Customer Requirements

C&CS client satisfaction survey respondents (65 responses) January 2024 rating the service as high-quality overall **95.15%** (stretch target 93%) using the following components to which respondents agreed or strongly agreed:

- Provision of a high-quality service 96.92%
- Staff are accessible 93.84%
- Staff are approachable/helpful 96.92%
- Staff understand client service needs 98.46%
- Delivery of clear understandable advice 93.84%
- Provide effective legal advice 93.85%
- Provide advice within required timescales 92.30 %

Our four overarching impacts



Ensure that the city operates lawfully.
 Deliver expert legal advice & support to client departments on transactional work and major projects in support of departmental objectives, Corporate Plan outputs and outcomes



External Income streams:
 2022/2023: £1.031m income from Property, S106 and S. 278 transactions.
 2023/2024: income forecast £950k.



Deliver an excellent efficient in-house legal service at the best price



Deliver legally compliant Electoral Registration and Elections

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Agenda Item 8

Committee(s): Finance Committee – For information Corporate Services Committee – For Information	Dated: 20 February 2024 21 February 2024
Subject: Enterprise Resource Planning (ERP) Programme Update Report	Public
Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?	7,9,10
Does this proposal require extra revenue and/or capital spending?	N
If so, how much?	N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain’s Department?	N/A
Report of: Interim Chief People Officer & The Chamberlain	For Information
Report author: Simon Gray, Chamberlain’s Department	

Summary

The Enterprise Resource Planning (ERP) Programme is the project for the City of London Corporation to replace its current legacy systems; City People (Midland i-Trent) for HR & Payroll and Oracle R12 for both strategic and operational finance. The new ERP Solution will modernise the technology we rely upon to deliver back-office services. A vital component of the new ERP Solution is that it will support the City of London Corporation’s culture change. It will promote and enable self-service for all employees to access their information, provide access to real-time information and enable informed business decisions. There is a notable change workstream factored into the overall programme, this is driven by the ‘adopt not adapt’ principle.

To successfully deliver and implement the ERP Programme, the programme needs to be appropriately resourced. Key roles have been identified and a recruitment campaign will be launched to ensure the correct resources are in place to deliver the successful delivery of the programme. Members should note Finance Committee and Digital Services Committee have since endorsed the budget increase which supports the resources required for the programme for onward approval of Court of Common Council in March.

Recommendation(s)

Members are asked to note the report.

Main Report

Background

1. The City Corporation has used the same core back-office systems for Finance, HR, Payroll and Procurement for over 20 years. The systems are now either out of support (Oracle) or an unsupported platform (City People) which causes the City of Corporation the need to procure third-party support and invest staff time in prolonging their life to deliver critical services.
2. The current HR and Finance systems currently work in isolation and require significant manual interventions or manipulations to support our business-as-usual operations. Creating inefficiencies and impacting data-supported business decision-making.
3. It is agreed that an Enterprise Resourcing Planning (ERP) System will replace the ageing systems. The ERP will deliver a cloud-based integrated Finance and HR solution. Workshops with system users and administrators were undertaken to determine what requirements the City of London Corporation including its Institutions wanted and needed in a new ERP system.
4. A Find a Tender Service (FTS) Restricted Procedure was undertaken to procure the ERP Cloud SaaS Solution, with the Court of Common Council approving the award to the preferred bidder in November 2023.

Current Position

5. The implementation of the new ERP solution will modernise the technology we rely upon and support the Corporation's culture change. The new system will support increased self-service for all staff, giving access to real-time data. Therefore, enabling the streamlining of back-office and optimising resources through efficiencies.

Change Programme

6. An essential component to deliver the successful implementation of the ERP Solution is the change programme. The programme plan includes a significant commitment to change resources throughout the programme's lifespan.
7. The 'adopt not adapt' or "fit to standard" principle refers to the approach by organisations that embrace modern technologies, methodologies, and changes rather than merely modifying the solution to fit with their current ways of working. This principle encourages a proactive and open attitude towards change.
8. The programme resources include:
 - Change Managers - to lead the engagement across the Corporation and focus on the "adopt not adapt" principle.
 - Business Analysts - to focus on the benefits of the to-be model and how we can drive benefits from our existing working practices.

9. The programme will look to establish standard ways of working with minimal variations primarily based on legislative requirements (e.g. City Bridge Foundation and the Corporation's charities have specific statutory finance requirements that differ from the rest of the Corporation), or the specific terms and conditions that staff have in place that must be reflected.
10. The programme has significant sponsorship and visibility across the Corporation with representation from all the relevant Departments and c.72 senior stakeholders identified for input. The programme has set up change engagement meetings with each of the Departments to both inform and listen to current challenges, capture critical success factors and determine the best way to engage with impacted users across the Corporation

Recruitment approach

11. The ERP Programme has identified 65 roles to enable the delivery of the new ERP solution. Many of the roles will be filled with internal resources (where possible). This approach will assist in engaging our key talent on this journey of change and ensure ongoing ownership of the solution within the Corporation through knowledge transfer. Where required, existing roles will be backfilled to ensure business-as-usual service can continue to be delivered.
12. External expertise is required to fill 25 of the programme roles. These roles include Change Leads, Business Analysts, Project Management Officers, Integration Developers, and technical resources aligned to the preferred supplier. The preferred recruitment approach is to appoint successful candidates to fixed-term contracts (FTCs). This approach will support the consistency of resources throughout the lifespan of the programme. The timeframes are shown in Appendix A.
13. The recruitment process will benchmark roles to establish the correct market rate (either interim, permanent or FTC) and commence a recruitment campaign to bring the right talent into the organisation addressing value for money and creating the internal capacity. The standard approval process will be followed with roles over £100k per annum being submitted to CSC and Court of Common Council Approval.
14. All recruitment to the programme will be carried out in line with our Recruitment & Selection policy along with related procedures.

Phased go live

15. The programme is focused on delivering a return on investment by implementing a modular approach to delivery and where possible, avoiding a "big-bang approach" where all functionality goes live simultaneously. The benefits of this approach, particularly for the HR function, provide flexibility around the deployment of desired modules such as performance management and learning and development. It allows the development to be aligned with business needs rather than a technology roadmap.

16. It is to be noted that Core HR, Payroll and Finance functions are required to have an aligned 'Go Live' and are limited in the modular phasing. We will be working with Departments to establish the best phasing for the programme to deliver early value. See Appendix A for an indicative phasing – subject to agreement with the chosen System Integrator.

Corporate & Strategic Implications

Strategic implications - The ERP Programme supports the Corporate Initiatives to deliver brilliant basics and mitigates the risk of unsupported legacy systems.

Financial implications - Finance and Policy and Resources Committees have approved the budget envelope to bring in the relevant resources including backfills.

Resource implications - The requirement of resourcing is detailed in this paper.

Legal implications - All staff resourcing, and employment contracts will comply with statutory requirements and be in line with best practice.

Risk implications - Failure to baseline the programme roles would place a risk on the organisation. Further assurance on resources will be sought upon boarding the System Integrator planned for June 204

Equalities implications - An Equalities Impact Assessment was done initially and is currently being updated and will be brought back for review. This will be routinely updated throughout the life of the programme.

Climate implications - None

Security implications - None (other than standard vetting requirements)

Conclusion

17. The successful implementation of the ERP Solution is tied to the change programme, which plays a pivotal role in supporting the transformative era for the Corporation. Embracing the 'adopt not adapt' principle signifies a proactive stance towards modernisation and encouraging a cultural shift. The ERP Programme's commitment to utilising internal resources and a modular delivery approach gives a strategic emphasis on sustainable ownership, knowledge transfer, and a phased implementation for optimising efficiency. Regular updates on the overall programme will be routinely presented to this committee. This is expected to be no less than Quarterly.

Appendices

Appendix A - Indicative People Phasing





Simon Gray

ERP Programme Manager

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Appendix A - Indicative People Phasing

	Q1	Q2	Q3	Q4	H1	H2			
 Core HR, HR Service and Data Analytics			Core HR		Evaluate Workforce Analytics				
			Payroll						
 Talent Acquisition		Recruiting							
		Onboarding							
 Talent Management		DocuSign							
			Performance & Goals		Learning				
 Employee Experience					Opportunity Marketplace				
					WorkZone				
 Additional Items					Employee Lifecycle Survey				

HR Vision to Value License Roadmap

Figures = of items

	Q1				H1				
	Q1	Q2	Q3	Q4	H1	H2			
 Core HR, HR Service and Data Analytics			Core HR Payroll HR Ticketing			Evaluate Workforce Analytics			
 Talent Acquisition		Recruiting Onboarding Docusign							
 Talent Management			Performance & Goals		Learning Opportunity Marketplace				
 Employee Experience					WorkZone Employee Lifecycle Survey				
 Additional Items									

Committee(s): Corporate Services Committee	Dated: 21/02/2024
Subject: Apprenticeship update	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	8: We have access to the skills and talent we need.
Does this proposal require extra revenue and/or capital spending?	N/A
If so, how much?	N/A
What is the source of funding?	N/A
Has this Funding Source been agreed with the Chamberlain's Department?	N/A
Report of: Alison Littlewood, Interim Chief People Officer, People & HR	For information
Report author: Kaye Saxton-Lea, Acting Director of Learning & OD, People & Human Resources	

Summary

This report provides an overview of the advancements made in bolstering apprenticeship opportunities within the City of London Corporation.

There has been a marked increase in the number of both centrally and levy funded apprenticeships, from 47 in December 2022 to a forecast 268 apprenticeships by March 2024.

In addition, there has been an impressive decrease in the amount of digital levy funds being returned to HMRC. This has dropped from a return of £53,188 in December 2022, to a (zero) return in August 2023 which has been maintained to-date.

We have collaborated closely with both internal and external stakeholders to develop apprenticeship initiatives and forge stronger connections to our social mobility agenda. Our goal has been to facilitate broader access to employment opportunities for individuals from disadvantaged socioeconomic backgrounds, thereby fostering inclusivity and greater equity across the City Corporation.

Main Report

Background

1. Since the introduction of the apprenticeship levy in May 2017, 0.5% is deducted from monthly payroll for the sole use of training apprentices, this became a pivotal aspect of the City of London's commitment to bolstering skills development and workforce enhancement. As part of this commitment, the City Corporation pledged to fund 100 apprenticeships at any given time, ensuring that individuals undertaking apprenticeships programmes receive a fair salary reflective of the living standards in the capitol. Specifically, apprentices at level 2 are remunerated at the London living wage, whilst those at level 3 receive London living wage plus

2%. The initiative not only aims to cultivate a skilled workforce but also underscores the City Corporations dedication to supporting social mobility and inclusivity.

2. The emergence of the COVID-19 pandemic precipitated unforeseen challenges for apprenticeships. Lockdown measures implemented to curb the spread of the virus mandated the suspension of new apprenticeship recruitment activities, accompanied by the extension of contracts for existing apprentices. This measure aimed to provide stability and continuity for the apprentices to facilitate the successful completion of their learning. Apprenticeship numbers fell significantly across most London Councils during and after lockdown.
3. Following the Target Operating Model, the organisation introduced a new position of Apprenticeship Manager who was tasked with enhancing the numbers of centrally funded apprenticeships roles. Moreover, in line with broader objectives to enhance skill levels across departments, the City Corporation has actively incorporated the utilisation of the levy fund for training of existing staff at all levels. This multifaceted approach underscores the recognition of the importance of continuous learning and upskilling employees.

Key steps included:

- a. Key Stakeholder engagement - Connecting Communities, Urban Synergy, The Princes Trust, including collaborative working with Children & Community Services to support care leavers.
- b. Ring fence 15% of centrally funded apprenticeship for care leaver apprentices
- c. Supporting young people with Information, Advice & Guidance (IAG) sessions and CV & Application writing, and interview techniques
- d. Promotion of apprenticeship opportunities at local school career events
- e. Attending departmental meetings to raise awareness of the two apprenticeships workstreams.
- f. Promoting vacancies in National Apprenticeship Week

4. The work undertaken dramatically increased apprenticeships numbers in both centrally funded and levy funded areas and decreased levy returns.

Date	Dec 2022	Mar 2023	August 2023	Dec 2023	Mar 2024
Centrally funded number	40	46	62	66	79 + 12 to be advertised (91)
Levy funded numbers	7	11	106	116	177
Levy Spent	£22,975	£36,352	£78,814	£88,063	£97,370 (forecast)
Levy returned to HMRC	£53,188	£41,650	Nil	Nil	Nil

Next Steps

8. The introduction of a Graduate and Work Experience coordinator will facilitate enhanced links between graduates, volunteers, individuals seeking work

experience and the apprenticeships. This initiative aims to provide clearer development and career pathways for individuals, thereby strengthening the organisation's talent pipeline and fostering professional growth opportunities

9. Increased data collection to show number of conversions from apprenticeships to permanent roles at the City Corporation on completion of their qualification.
10. Introduction of quarterly corporate apprenticeship development days, the first taking place 5th February 2024

Corporate and Strategic Implications

11. Strategic implications – The Apprenticeship programmes will be an integral part of the People Strategy and provide a structured pathway for talent development, enabling the cultivation of a skilled workforce, which in turn will enhance employee retention and facilitate succession planning by nurturing talent. Help bridge the skills gaps by providing hands-on-training and practical experience, demonstrating the organisations commitment to workforce development and corporate social responsibility.
12. Financial and Resource implications – Maintaining the cost of the contingency fund put aside for the salaries of the 100 centrally funded apprentices. Level 2 paid at London Living wage, level 3 at London Living wage plus 2%
13. Legal implications – Apprenticeships are governed by the Education, Skills, Funding Agency (ESFA). By adhering to these regulations and ensuring programme compliance will mitigate the organisational risk
14. Risk implications – Investing in apprenticeships demonstrates commitment to workforce development and social responsibility however could lead to employer brand or reputational risk if programmes are not run in an ethical and inclusive manner.
15. Equalities implications – Equality, Diversity and Inclusion are critical to the success of apprenticeship programmes. Offering opportunities for individuals from diverse backgrounds to enter and thrive in the workforce, will ensure that the organisation meets their socioeconomic and social mobility agenda.
16. Climate implications – There are no specific climate implications although communications about and employee engagement in sustainability and climate justice activity will be important to realise the ambitions and aspirations of City Corporation's workforce.
17. Security implications – There are no direct security implications.

Conclusion – The work undertaken has significantly improved numbers of both centrally funded and levy funded apprenticeships. Showing a significant increase in levy spend and a decrease in HMRC levy return.

Appendices

None

Background Papers

None

Kaye Saxton-Lea, People and Human Resources

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Committee(s): Corporate Services Committee	Dated: 21 February 2024
Subject: Register of Interest for the Senior Management Group	Public
Does this proposal require extra revenue and/or capital spending?	No
If so, how much?	N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain's Department?	N/A
Report of: Alison Littlewood, Interim Chief People Officer, People & HR	For Information
Report author: Jacqui Cover, HR Business Manager,	

Summary

This report provides Members with the individual Register of Interests for the Senior Management Group

Recommendation(s)

Members are asked to:

- Note the report and approve where new work (paid and/or unpaid) is declared.

Main Report

Background

1. The Senior Management Group must complete a Register of Interest Form, annually to declare the nature of involvement and benefit derived by the City Corporation and the approximate time spent on outside paid work and interests, as well as outside voluntary work and interests affecting their working life. Where they have no declaration to make, they must submit a nil return.
2. The completed Register of Interest Form is reviewed by the Town Clerk & Chief Executive and The Chief People Officer and then reported to Corporate Services Committee. This information becomes part of the public record, as named individual records are available in open committee papers.
3. Any new declarations in the intervening time between annual reviews must be declared at the earliest opportunity and the same principles apply.

Current Position

4. In April 2019, Committee agreed the circumstances of completion of a Register of Interest Form.

5. For Senior Managers at Grades I and J, their declarations are not being made available publicly, their disclosures will be encapsulated within the Declaration of Interest Form (Officers) and reviewed by the Town Clerk & Chief People Officer.
6. The Senior Management Group individual Register of Interest Forms are provided at Appendix A. The register is held and updated by the People & Human Resources Department.
7. The Commissioner of Police record their Register of Interest declaration through a separate process.

Proposals

8. We recommend that Members receive this report which is provided for information.

Conclusion

9. The Town Clerk and Chief People Officer are content that there are no issues to declare that would need further consideration by Members.

Appendices

- Appendix A – Senior Management Group Register of Interest

Background Papers

- Conflicts of Interest Policy

Jacqui Cover

HR Business Manager

T: 020 7332 1415

E: Jacqueline.cover@cityoflondon.gov.uk

Register of Interest Form: Senior Management Group

Name	Caroline Al-Beyerty		
Job title	Chamberlain & CFO	Department	Chamberlain's

Details of outside voluntary work and interests (please continue on a separate sheet if required)
Where there are none to declare, enter 'Nil Return'.

Organisation	Nature of Involvement and benefit derived by the City of London Corporation	Approx. time per annum
Chartered Institute of Public Finance and Accountancy	Council member and Vice Chair of Public Finance Board Ability to influence the development of the local government financial framework with practical experience from practitioner view. Steer the development of advice and guidance for colleagues to ensure usefulness, practicality and well understood.	5 days
Long Sutton and Well Parochial Church Council	Secretary Community building at the heart of its work roberts	In own time

Details of outside paid work and interests (please continue on a separate sheet if required)
Where there are none to declare, enter 'Nil Return'.

Organisation	Nature of Involvement	Approx. time per annum
	Nil return	

Declaration

I confirm that the above statements are true to the best of my knowledge, information and belief. I acknowledge that as soon as I become aware of any changes or potential changes to my Register of Interest, I must notify the Town Clerk & Chief Executive. I am aware that failure to complete this form accurately may result in disciplinary action being taken.

Note: The Senior Management Group Register of Interest is reported annually to the Corporate Services Committee becoming a public record.



Date: 9 February 2024

Please return the completed form to Jacqueline.Cover@cityoflondon.gov.uk, HR Business Manager, People & HR.

Register of Interest Form: Senior Management Group

Name	Jennifer Beckermann		
Job title	Executive Director and Private Secretary	Department	Town Clerks Department

Details of outside voluntary work and interests (please continue on a separate sheet if required) Where there are none to declare, enter 'Nil Return'.

Organisation	Nature of involvement and benefit derived by the City of London Corporation	Approx. time per annum
Atlantik Bruecke Canada	Volunteer Committee Member / Executive Director of Atlantik Bruecke Canada Organization which promotes stronger transatlantic relationship – residual benefits and connections to the CoLC; Canada is a priority market as is the EU for the Corporation.	40 hrs

Details of outside paid work and interests (please continue on a separate sheet if required) Where there are none to declare, enter 'Nil Return'.

Organisation	Nature of involvement	Approx. time per annum

Declaration

I confirm that the above statements are true to the best of my knowledge, information and belief. I acknowledge that as soon as I become aware of any changes or potential changes to my Register of Interest, I must notify the Town Clerk & Chief Executive. I am aware that failure to complete this form accurately may result in disciplinary action being taken.

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Signed:  Date: 29 January 2024

Please return the completed form to Jacqueline.Cover@cityoflondon.gov.uk, HR Business Manager, People & HR.

Register of Interest Form: Senior Management Group

Name	Jenny Brown		
Job title	Head	Department	CLSG

Details of outside voluntary work and Interests (please continue on a separate sheet if required)
Where there are none to declare, enter 'Nil Return'.

Organisation	Nature of Involvement and benefit derived by the City of London Corporation	Approx. time per annum
Highgate School	Governor	10 -12 hours
Cranleigh School	Governor	10-12 hrs
Lancing College	Governor	8hrs
IntoUniversity	Trustee	8 hrs

Details of outside paid work and Interests (please continue on a separate sheet if required)
Where there are none to declare, enter 'Nil Return'.

Organisation	Nature of Involvement	Approx. time per annum

Declaration

I confirm that the above statements are true to the best of my knowledge, information and belief. I acknowledge that as soon as I become aware of any changes or potential changes to my Register of Interest, I must notify the Town Clerk & Chief Executive. I am aware that failure to complete this form accurately may result in disciplinary action being taken.

Note: The Senior Management Group Register of Interest is reported annually to the Corporate Services Committee becoming a public record.

Signed: 

Date: 23/1/24

Register of Interest Form: Senior Management Group

Name	Michael Cogher		
Job title	Comptroller and City Solicitor and Deputy Chief Executive	Department	Comptroller and City Solicitor's dept

Details of outside voluntary work and interests (please continue on a separate sheet if required) Where there are none to declare, enter 'Nil Return'.

Organisation	Nature of Involvement and benefit derived by the City of London Corporation	Approx. time per annum
	NIL	

Details of outside paid work and interests (please continue on a separate sheet if required) Where there are none to declare, enter 'Nil Return'.

Organisation	Nature of Involvement	Approx. time per annum
	NIL	

Declaration

I confirm that the above statements are true to the best of my knowledge, information and belief. I acknowledge that as soon as I become aware of any changes or potential changes to my Register of Interest, I must notify the Town Clerk & Chief Executive. I am aware that failure to complete this form accurately may result in disciplinary action being taken.

Note: The Senior Management Group Register of Interest is reported annually to the Corporate Services Committee becoming a public record.

Signed: 

Date: 2nd Feb 2024

Please return the completed form to Jacqueline.Cover@cityoflondon.gov.uk, HR Business Manager, People & HR.

Register of Interest Form: Senior Management Group

Name	Dionne Corradine		
Job title	Chief Strategy Officer	Department	Corporate Strategy & Performance – Town Clerks' Department

Details of outside voluntary work and interests (please continue on a separate sheet if required) Where there are none to declare, enter 'Nil Return'.

Organisation	Nature of involvement and benefit derived by the City of London Corporation	Approx. time per annum
Barnet United Reformed Church	Service duties related to the running of the Church (mainly limited to Sunday services)	52 Hrs

Details of outside paid work and interests (please continue on a separate sheet if required) Where there are none to declare, enter 'Nil Return'.

Organisation	Nature of involvement	Approx. time per annum
NIL	NIL	NIL

Declaration

I confirm that the above statements are true to the best of my knowledge, information and belief. I acknowledge that as soon as I become aware of any changes or potential changes to my Register of Interest, I must notify the Town Clerk & Chief Executive. I am aware that failure to complete this form accurately may result in disciplinary action being taken.

Note: The Senior Management Group Register of Interest is reported annually to the Corporate Services Committee becoming a public record.

Signed: Dionne Corradine Date: 22/01/2024

Please return the completed form to Jacqueline.Cover@cityoflondon.gov.uk , HR Business Manager, People & HR.

Register of Interest Form: Senior Management Group

Name	Polly Dunn		
Job title	Assistant Town Clerk and Executive Director of Governance and Member Services	Department	Town Clerk's Department

Details of outside voluntary work and interests (please continue on a separate sheet if required) Where there are none to declare, enter 'Nil Return'.

Organisation	Nature of Involvement and benefit derived by the City of London Corporation	Approx. time per annum
Nil Return	Nil Return	Nil Return

Details of outside paid work and interests (please continue on a separate sheet if required) Where there are none to declare, enter 'Nil Return'.

Organisation	Nature of involvement	Approx. time per annum
Nil Return	Nil Return	Nil Return

Declaration

I confirm that the above statements are true to the best of my knowledge, information and belief. I acknowledge that as soon as I become aware of any changes or potential changes to my Register of Interest, I must notify the Town Clerk & Chief Executive. I am aware that failure to complete this form accurately may result in disciplinary action being taken.

Note: The Senior Management Group Register of Interest is reported annually to the Corporate Services Committee becoming a public record.

Signed:  Date: 23.01.24

Please return the completed form to Jacqueline.Cover@cityoflondon.gov.uk, HR Business Manager, People & HR.

Register of Interest Form: Senior Management Group

Name	David Farnsworth		
Job title	Managing Director	Department	City Bridge Foundation (Corporate Institution not Department)

Details of outside voluntary work and interests (please continue on a separate sheet if required) Where there are none to declare, enter 'Nil Return'.

Organisation	Nature of involvement and benefit derived by the City of London Corporation	Approx. time per annum
London Funders	Chair and member of the charity's Board (the only cross sector membership network for funders and investors in London's civil society).	5 days
Charterhouse (Alms House)	Governor (Trustee) and Chair of remuneration committee and member of EDI committee.	3 days
The London Partnership Board	Board member of this group providing strategic advice to policy and decision makers across the capital and beyond.	1 day

Details of outside paid work and interests (please continue on a separate sheet if required) Where there are none to declare, enter 'Nil Return'.

Organisation	Nature of involvement	Approx. time per annum
Nil Return		

Declaration

I confirm that the above statements are true to the best of my knowledge, information and belief. I acknowledge that as soon as I become aware of any changes or potential changes to my Register of Interest, I must notify the Town Clerk & Chief Executive. I am aware that failure to complete this form accurately may result in disciplinary action being taken.

Note: The Senior Management Group Register of Interest is reported annually to the Corporate Serv ord.

Signed: 

23 January 2024

Date: _____

Please return the completed form to Jacqueline.Cover@cityoflondon.gov.uk, HR Business Manager, People & HR.

Register of Interest Form: Senior Management Group

Name	Judith Finlay		
Job title	Executive Director of Community and Childrens Services	Department	Community and Childrens Services

Details of outside voluntary work and interests (please continue on a separate sheet if required)
Where there are none to declare, enter 'Nil Return'.

Organisation	Nature of involvement and benefit derived by the City of London Corporation	Approx. time per annum
	Nil Return	

Details of outside paid work and interests (please continue on a separate sheet if required)
Where there are none to declare, enter 'Nil Return'.

Organisation	Nature of involvement	Approx. time per annum
	Nil Return	

Declaration

I confirm that the above statements are true to the best of my knowledge, information and belief. I acknowledge that as soon as I become aware of any changes or potential changes to my Register of Interest, I must notify the Town Clerk & Chief Executive. I am aware that failure to complete this form accurately may result in disciplinary action being taken.

Note: The Senior Management Group Register of Interest is reported annually to the Corporate Services Committee becoming a public record.

Signed: 

26/01/2024

Register of Interest Form: Senior Management Group

Name	Caroline Jack		
Job title	Director of Mansion House	Department	Town Clerks

Details of outside voluntary work and interests (please continue on a separate sheet if required)
Where there are none to declare, enter 'Nil Return'.

Organisation	Nature of involvement and benefit derived by the City of London Corporation	Approx. time per annum
Walworth Garden	Vice chair of trustees – voluntary role for small environmental charity	50 hrs

Details of outside paid work and interests (please continue on a separate sheet if required)
Where there are none to declare, enter 'Nil Return'.

Organisation	Nature of involvement	Approx. time per annum
Nil return		

Declaration

I confirm that the above statements are true to the best of my knowledge, information and belief. I acknowledge that as soon as I become aware of any changes or potential changes to my Register of Interest, I must notify the Town Clerk & Chief Executive. I am aware that failure to complete this form accurately may result in disciplinary action being taken.

Note: The Senior Management Group Register of Interest is reported annually to the Corporate Services Committee becoming a public record.

Signed: _____ Caroline Jack _____ Date: _____ 22/01/24 _____

Please return the completed form to Jacqueline.Cover@cityoflondon.gov.uk, HR Business Manager, People & HR.

Register of Interest Form: Senior Management Group

Name	Alison Littlewood		
Job title	Chief People Officer	Department	People & HR

Details of outside voluntary work and Interests (please continue on a separate sheet if required)
Where there are none to declare, enter 'Nil Return'.

Organisation	Nature of involvement and benefit derived by the City of London Corporation	Approx. time per annum
	Nil Return	

Details of outside paid work and Interests (please continue on a separate sheet if required)
Where there are none to declare, enter 'Nil Return'.

Organisation	Nature of involvement	Approx. time per annum
	Nil Return	

Declaration

I confirm that the above statements are true to the best of my knowledge, information and belief. I acknowledge that as soon as I become aware of any changes or potential changes to my Register of Interest, I must notify the Town Clerk & Chief Executive. I am aware that failure to complete this form accurately may result in disciplinary action being taken.

Note: The Senior Management Group Register of Interest is reported annually to the Corporate Services Committee becoming a public record.

Signed: Alison Littlewood

26 January 2024

Date: _____

Please return the completed form to Jacqueline.Cover@cityoflondon.gov.uk, HR Business Manager, People & HR.

Register of Interest Form: Senior Management Group

Name	Roland Martin		
Job title	Headmaster	Department	City of London Freemen's School

Details of outside voluntary work and Interests (please continue on a separate sheet if required) Where there are none to declare, enter 'Nil Return'.

Organisation	Nature of Involvement and benefit derived by the City of London Corporation	Approx. time per annum
St Nicolas' Church, Bookham	Safeguarding Officer supporting local Community. Get trained in areas of Safeguarding that go beyond school context e.g. domestic abuse.	50 hours
Member of Association of School and College Leaders' Council, representing The Society of Heads Members	Keeps me very much up to date with national policy in education whilst also providing relevant networking opportunities with maintained Heads in particular.	120 hours

Details of outside paid work and interests (please continue on a separate sheet if required) Where there are none to declare, enter 'Nil Return'.

Organisation	Nature of Involvement	Approx. time per annum

Declaration

I confirm that the above statements are true to the best of my knowledge, information and belief. I acknowledge that as soon as I become aware of any changes or potential changes to my Register of Interest, I must notify the Town Clerk & Chief Executive. I am aware that failure to complete this form accurately may result in disciplinary action being taken.

Note: The Senior Management Group Register of Interest is reported annually to the Corporate Services Committee becoming a public record.

Signed: Roland J Martin Date: 29th January, 2024.

Register of Interest Form: Senior Management Group

Name	Greg Moore		
Job title	Interim Deputy Town Clerk (substantive post: Assistant Town Clerk)	Department	Town Clerk's

Details of outside voluntary work and interests (please continue on a separate sheet if required) Where there are none to declare, enter 'Nil Return'.

Organisation	Nature of involvement and benefit derived by the City of London Corporation	Approx. time per annum
	Nil return	

Details of outside paid work and interests (please continue on a separate sheet if required) Where there are none to declare, enter 'Nil Return'.

Organisation	Nature of involvement	Approx. time per annum
	Nil return	

Declaration

I confirm that the above statements are true to the best of my knowledge, information and belief. I acknowledge that as soon as I become aware of any changes or potential changes to my Register of Interest, I must notify the Town Clerk & Chief Executive. I am aware that failure to complete this form accurately may result in disciplinary action being taken.

Note: The Senior Management Group Register of Interest is reported annually to the Corporate Services Committee becoming a public record.

Signed: Gregory Moore Date: 22 / 01 / 2024

Please return the completed form to Jacqueline.Cover@cityoflondon.gov.uk, HR Business Manager, People & HR.

Register of Interest Form: Senior Management Group

Name	Damian Nussbaum		
Job title	Executive Director	Department	Innovation & Growth (IG)

Details of outside voluntary work and interests (please continue on a separate sheet if required) Where there are none to declare, enter 'Nil Return'.

Organisation	Nature of involvement and benefit derived by the City of London Corporation	Approx. time per annum
	Nil Return	

Details of outside paid work and interests (please continue on a separate sheet if required) Where there are none to declare, enter 'Nil Return'.

Organisation	Nature of Involvement	Approx. time per annum
	Nil return	

Declaration

I confirm that the above statements are true to the best of my knowledge, information and belief. I acknowledge that as soon as I become aware of any changes or potential changes to my Register of Interest, I must notify the Town Clerk & Chief Executive. I am aware that failure to complete this form accurately may result in disciplinary action being taken.

Note: The Senior Management Group Register of Interest is reported annually to the Corporate Services Committee becoming a public record.

Signed: Damian Nussbaum Date: 12 February 2024

Please return the completed form to Jacqueline.Cover@cityoflondon.gov.uk, HR Business Manager, People & HR.

Register of Interest Form: Senior Management Group

Name	Bob Roberts		
Job title	Interim Exec Director, Environment	Department	Environment

**Details of outside voluntary work and interests (please continue on a separate sheet if required)
Where there are none to declare, enter 'Nil Return'.**

Organisation	Nature of Involvement and benefit derived by the City of London Corporation	Approx. time per annum
	Nil Return	

**Details of outside paid work and interests (please continue on a separate sheet if required)
Where there are none to declare, enter 'Nil Return'.**

Organisation	Nature of Involvement	Approx. time per annum
	Nil Return	

Declaration

I confirm that the above statements are true to the best of my knowledge, information and belief. I acknowledge that as soon as I become aware of any changes or potential changes to my Register of Interest, I must notify the Town Clerk & Chief Executive. I am aware that failure to complete this form accurately may result in disciplinary action being taken.

Note: The Senior Management Group Register of Interest is reported annually to the Corporate Services Committee becoming a public record.

Signed: Bob Roberts _____ Date: 09/02/2024 _____

Please return the completed form to Jacqueline.Cover@cityoflondon.gov.uk, HR Business Manager, People & HR.

Register of Interest Form: Senior Management Group

Name	Claire Spencer		
Job title	CEO	Department	Barbican

Details of outside voluntary work and interests (please continue on a separate sheet if required)
Where there are none to declare, enter 'Nil Return'.

Organisation	Nature of involvement and benefit derived by the City of London Corporation	Approx. time per annum
Culture Mile BID	Board Director	3 days

Details of outside paid work and interests (please continue on a separate sheet if required)
Where there are none to declare, enter 'Nil Return'.

Organisation	Nature of involvement	Approx. time per annum
	Nil Return	

Declaration

I confirm that the above statements are true to the best of my knowledge, information and belief. I acknowledge that as soon as I become aware of any changes or potential changes to my Register of Interest, I must notify the Town Clerk & Chief Executive. I am aware that failure to complete this form accurately may result in disciplinary action being taken.

Note: The Senior Management Group Register of Interest is reported annually to the Corporate Services Committee becoming a public record.

Signed: 

Date: 7 Feb 24

Please return the completed form to Jacqueline.Cover@cityoflondon.gov.uk, HR Business Manager, People & HR.

Register of Interest Form: Senior Management Group

Name	Ian Thomas		
Job title	Town Clerk & Chief Executive	Department	Town Clerks

Details of outside voluntary work and interests (please continue on a separate sheet if required) Where there are none to declare, enter 'Nil Return'.

Organisation	Nature of involvement and benefit derived by the City of London Corporation	Approx. time per annum
	Nil Return	

Details of outside paid work and interests (please continue on a separate sheet if required) Where there are none to declare, enter 'Nil Return'.

Organisation	Nature of involvement	Approx. time per annum
	Nil Return	

Declaration

I confirm that the above statements are true to the best of my knowledge, information and belief. I acknowledge that as soon as I become aware of any changes or potential changes to my Register of Interest, I must notify the Town Clerk & Chief Executive. I am aware that failure to complete this form accurately may result in disciplinary action being taken.

Note: The Senior Management Group Register of Interest is reported annually to the Corporate Services Committee becoming a public record.

Signed: Ian Thomas Date: 29/1/24

Declaration of Interest Form: Senior Management Group

Name:	Jonathan Vaughan
Grade:	SMG
Post title:	Principal
Department:	Guildhall School of Music & Drama

Note: Please review the Conflicts of Interest Policy before completing this form. Senior Management Group are required to submit an annual return whether or not you have anything to declare. If you are unsure about how to complete the form, please speak to Jacqueline.Cover@cityoflondon.gov.uk, HR Business Manager, People & HR.

If you have no declarations to make, tick the first box to submit a 'Nil Return'.

If you have a declaration to make, tick the second box and provide all relevant details.

I have no declarations to make

OR

I have a declaration to make in relation to one or more of the following:

Category	Declaration description	Is this a new or existing declaration?

To add more entries if required use a separate sheet and attach.

I confirm that:

- I have not engaged in any conduct which might give rise to an offence under the Bribery Act 2010.
- The information provided in this form is true and failure to complete this form accurately may result in disciplinary action being taken.
- I am aware that I must notify the Town Clerk & Chief Executive as soon as I become aware of any changes or potential changes to my declaration.

Signed:  Date: 2nd Feb 2024

*Data Protection statement see page 2.

Register of Interest Form: Senior Management Group

Name	Paul Wilkinson		
Job title	City Surveyor	Department	City Surveyor

Details of outside voluntary work and interests (please continue on a separate sheet if required) Where there are none to declare, enter 'Nil Return'.

Organisation	Nature of involvement and benefit derived by the City of London Corporation	Approx. time per annum
	Nil	

Details of outside paid work and interests (please continue on a separate sheet if required) Where there are none to declare, enter 'Nil Return'.

Organisation	Nature of involvement	Approx. time per annum
	Nil	

Declaration

I confirm that the above statements are true to the best of my knowledge, information and belief. I acknowledge that as soon as I become aware of any changes or potential changes to my Register of Interest, I must notify the Town Clerk & Chief Executive. I am aware that failure to complete this form accurately may result in disciplinary action being taken.

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Signed: Paul Wilkinson

Date: 7 February 2024

Please return the completed form to Jacqueline.Cover@cityoflondon.gov.uk, HR Business Manager, People & HR.

Register of Interest Form: Senior Management Group

Name	PAUL WRIGHT		
Job title	REMEMBRANCE	Department	

Details of outside voluntary work and interests (please continue on a separate sheet if required)
 Where there are none to declare, enter 'Nil Return'.

Organisation	Nature of involvement and benefit derived by the City of London Corporation	Approx. time per annum
	NIL RETURN	

Details of outside paid work and interests (please continue on a separate sheet if required)
 Where there are none to declare, enter 'Nil Return'.

Organisation	Nature of involvement	Approx. time per annum
	NIL RETURN	

Declaration

I confirm that the above statements are true to the best of my knowledge, information and belief. I acknowledge that as soon as I become aware of any changes or potential changes to my Register of Interest, I must notify the Town Clerk & Chief Executive. I am aware that failure to complete this form accurately may result in disciplinary action being taken.

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Signed:  Date: 2/2/24

Please return the completed form to Jacqueline.Cover@cityoflondon.gov.uk, HR Business Manager, People & HR.

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CORPORATE SERVICES COMMITTEE FORWARD PLAN

	21 February-24	10 April-24	15 May-24	3 July-24	11 September-24	23 October-24	27 November-24
Standing Annual Items	CSC Forward Agenda Pay Policy Statement SMG Register of Interest Health & Safety	CSC Forward Agenda Health & Safety	CSC Forward Agenda Health & Safety Pay Gap Report Annual Workforce Report	CSC Forward Agenda Health & Safety	CSC Forward Agenda Health & Safety	CSC Forward Agenda Health & Safety	CSC Forward Agenda Health & Safety
HR Department Reports	Ambition 25 Workplace Attendance Apprenticeships HR Business Plan HR ERP Delivery Update	Ambition 25 People & HR Transformation Plan Update Member Decided/Member Involved Recruitment Performance Management – light touch framework (SMG)	Ambition 25 Temporary Labour Options	Ambition 25 People & HR Transformation Plan Update Staff Survey Results	Ambition 25 Policy Review Framework	Ambition 25 People & HR Transformation Plan Update	
Other Department Reports e.g. MFS, Restructures etc.	C&CS Business Plan Natural Environment Staffing						

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

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By virtue of paragraph(s) 3, 4 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

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By virtue of paragraph(s) 3, 4 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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By virtue of paragraph(s) 3, 4 of Part 1 of Schedule 12A of the Local Government Act 1972.

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