

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

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

They are as follows:

- i. Work experience
- ii. Training Budget

### Recommendations

The Establishment Committee is asked to:

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

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

## **Main Report**

### **Background**

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

### **Current Position**

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

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

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

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

## **Proposals**

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

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

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

## **Financial Implications**

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

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

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

## **Resource implications**

### **Work experience**

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

### Training budget allocation

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

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

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

### **Corporate & Strategic Implications**

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

### **Security Implications**

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

### **Equality implications**

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

## Conclusion

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

## Background Papers

- [Work Experience toolkit](#)

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