

<b>Committee</b> Establishment Committee	<b>Date:</b> 23/06/2021
<b>Subject:</b> Annual Employee Profile Report 2020 - 2021	<b>Public</b>
<b>Report of:</b> Director of Human Resources	<b>For Information</b>
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### Summary

This report sets out the employee profile information for the year 2020-2021. It also includes the Gender, Ethnicity and Disability Pay Gaps previously reported for the snapshot date March 2020. It provides a breakdown of the workforce by six protected characteristics identified in the Equality Act 2010. These are sex, age, ethnicity, disability, religion and belief and sexual orientation. The report also provides a summary of the wider initiatives undertaken during the reporting period. The Appendix 1 to the report is included in our Annual Equality and Inclusion Performance report which is published on the internet. Appendix 2 provides a trend analysis since we started collecting this data 8 years ago. Additional information is included on leavers, casework, family friendly policies, covid sickness and a summary of our Equality and Inclusion initiatives during the year.

### Recommendation

Members are asked to note the report and the Employee Profile data 2020-21 at Appendix 1 and 2.

### Main Report

#### Background

1. Equality and inclusion fall under the remit of this Committee and the Committee receives a number of update reports throughout the year. The Equality and Inclusion Board chaired by the Town Clerk and Chief Executive oversees the E&I Action Plan in relation to employment and service delivery. The Equality and Inclusion Action Plan is reported to the Committee periodically and has been updated to include the employment related recommendations made by the Tackling Racism Taskforce. This report is the annual update presenting data on the employee profile broken down by 6 protected characteristics defined by the Equality Act 2010. These are sex, age, disability, ethnicity, sexual orientation and religion or belief. The analysis includes salary and grade; the top 5% of earners; Gender, Ethnicity and Disability Pay Gaps; turnover, recruitment and new starter and leaver information during the year.
2. The employee profile data is used to inform the public sector equality duty in relation to employment. This data along with the HR dashboards and workforce

planning data helps to inform the Human Resources priorities and the Equality and Inclusion Board Action Plan.

### Current Position

3. Attached as Appendix 1 is an analysis of the workforce as at the end of March 2021. Data has been collated in this format for 8 years now and this report includes the trend information at Appendix 2.
4. The Committee will recall that the new trend information was included for the first time in the annual equality performance report in March of this year (see Appendix 2). The main highlights can be summarised as follows:
  - The proportion of all City Corporation staff who identify as female, BAME, LGBT and who practice a religion or belief has increased steadily during the last 8 years.
  - There has been an increase in the number of staff in BAME groups in middle management (grades E-H).
  - The numbers of staff who self-identify as having a disability has remained constant over this period.
  - The proportion of staff who self-identify as members of a minority group generally reflects the resident population of the City of London, with the exception of disabled staff.
  - However, it falls short in comparison to the Civil Service and other London Councils. While these are not direct comparisons, they nevertheless provide a useful context.
  - The number of employees who self-identify as either female, LGBT or are aged over 55 appointed over the last 8 years has increased steadily.
  - However, for appointees self-identifying as either BAME, disabled or minority religious groups, the proportion of appointees is broadly the same as it was 8 years ago, with occasional improvements not being sustained.
  - The percentage of BAME staff represented in leavers has grown from 11% in 2015 to 20% in 2020.
  - Staff self-identifying as LGBT, leavers has doubled between 2017 (3%) and 2020 (6%), albeit from a low base. This could be attributable to a greater number of staff adding their sexual orientation on City People.
5. The Committee asked for a more detailed analysis of the leavers to identify any particular concerns. There were 344 leavers in the reporting period of which 67 or 19.48% were end of fixed term contracts (FTC). Of the remaining 277, the reason for leaving is broken down as follows:

224	Resignations
25	Retirements
11	Redundancies
10	Dismissals (ill health, misconduct or capability)
3	Death in Service
4	Other
6. The table below gives a comparison of voluntary resignations and end of fixed term contracts, compared to all new starters and the overall workforce profile by,

sexual orientation and ethnicity which were highlighted as possible areas of concern to explore together with sex as a comparator. Whilst these figures are relatively small, they indicate that if you are female, LGBT or BAME you are more likely to resign or have a fixed term contract end, than if you were male, heterosexual or white. This in itself does not give an insight into reasons for resigning. All leavers are provided with a link to complete an exit questionnaire and/or have an exit interview with the line manager or HR. In this reporting period only 35 leavers completed the exit questionnaire and one asked for an exit interview. In the main most people had a positive experience of working for the City Corporation. As the new HR management information system is developed, we will include in the specification a more robust arrangement for capturing leaver reason information.

Leaver Type	Resignation % (224 leavers)	End of FTC % (67 leavers)	New Appointments %	All workforce profile %
Female	54%	63%	59.43%	47.8%
Male	46%	37%	40.57%	52.2%
LGB	7%	6%	10.85%	5.02%
Not stated/not known	33%	43%	17.93%	30.46%
Heterosexual	60%	51%	71.22%	64.52%
BAME	20%	20%	26.42%	17.69%
Not stated/not known	17%	37%	6.6%	12.18%
White	63%	43%	66.98%	70.13%

7. Recruitment over the last two years has been slower due to the on-going moratorium on filling most posts on a permanent basis whilst the Target Operating Model is in progress and also as a result of the pandemic. The turnover rate in the reporting period is 9.44% compared to 13.11% in the last reporting period.

Year	Starters	Leavers	Turnover
2017/18	692	488	13.89%
2018/19	575	535	14.7%
2019/2020	484	479	13.11%
2020/2021	318	344	9.44%

8. The number of starters during the last 2-year period has fallen by 44.7%. Similarly, leavers have fallen by 35.7%. Clearly this in turn has an impact on how quickly we can influence and change the workforce profile.
9. The top 5% of earners has been analysed over a number of years and was formerly a key performance indicator for local authorities. We now include data on the gender, ethnicity and disability pay gaps and these have previously been reported in detail to the Committee along with the measures being taken to

address the imbalances identified. As noted previously, the differences are largely due to under-representation in senior grades.

### **Casework**

10. There were 7 formal grievances raised in the reporting period. 5 were mutually resolved and 2 were found to be no case to answer. None resulted in an appeal against the decision. Clearly these are very low numbers and care should be taken to attach statistical significance to them or identify individuals. However, the cases related to:

- 4 Bullying and Harassment one of which was on grounds of race
- 2 Management Issues
- 1 Terms and Conditions of Employment

Of the complainants

- 3 were female and 4 were male.
- 1 had a disability 6 did not.
- 4 were white; 3 were BAME.

11. There were 18 formal disciplinary cases in the reporting period. These included 1 dismissal; 8 warnings; 5 other outcomes; 4 no case to answer.

Of those disciplined:

- 17 were male 1 was female
- 15 did not have a disability; 1 had a disability; and 2 declined to specify
- 12 were white; 5 were BAME; 1 was other

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

### **Family Friendly Policies**

13. In this reporting period:

- 61 employees began their maternity leave.
- No employees began adoption leave.
- 34 employees began paternity leave.
- 10 employees began their shared parental leave.

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

14. The Committee will be aware that significant improvements have been made to our maternity pay and leave provisions. Together with our wider family friendly policies we aim to retain and support maternity returners so that we retain their skills and at the same time facilitate a good work life balance supported by our family friendly provisions that have been introduced. An indication that our maternity and family friendly initiatives are having a positive affect can be gleamed from the maternity returners. Of the 55 women who had return from maternity during the reporting period only 5 have subsequently left.

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

15. In November 2017, the City Corporation signed up to the Women in Finance Charter. As part of this commitment we have set a target of 45% of senior officers (at grade G and above) to be filled by women by 2023. The target date was amended this year to 2025 due to the ongoing recruitment moratorium and the pandemic's impact on recruitment as outlined in paragraph 7 and 8 above. In 2017 there were 20% of women in senior positions. In 2020/21 this has increased to 35%. We are confident that given our various initiatives, we will be able to meet the 2025 target. Specific targets were not set for disability and ethnicity when the analysis of these pay gaps were introduced in March 2019; however the actions put in place to address the women in senior positions pay gap will be extended to include disability and ethnicity in the updated action plan 2021-2023.
16. We have published for the third year our pay gap analysis which can be found at page 16 of Appendix 1.

## **Covid sickness**

17. Our stance has been to comply with Public Health England advice and to provide timely support and guidance to staff and managers. Throughout the pandemic we have expected those who can work from home to do so. A core of our frontline staff has, out of necessity, had to attend a workplace on either a full time or part time basis. Others have been able to continue to attend for wellbeing and mental health reasons. We have continued to pay full pay to staff who have had to self-isolate and have excluded covid sickness from sickness management triggers. We have also encouraged staff to undertake Lateral Flow Tests. These measures have been to assure staff that they can comply with government advice to self-isolate and get tested without this impacting on their pay and attendance record. We have also collaborated with PHE and Hackney colleagues to deliver zoom sessions for different communities who may be vaccine hesitant. We have produced a wealth of guidance, training and advice for staff on the intranet, including increasing our counselling availability for staff and guidance and advice for managers.
18. We have been tracking covid sickness (confirmed and symptomatic) by gender, ethnicity disability and age throughout the pandemic and our statistics broadly reflect the national picture. We have had 345 cases (8.38% of the workforce) of confirmed covid or covid symptoms resulting in sickness absence since recording started in March 2020. It should be noted that this analysis does not include staff who may have been symptomatic but were able to continue to work from home and only reflect cases resulting in sickness absence. In addition, as the public were asked not to attend their own GP unless they became extremely unwell, some cases reported as covid symptoms may not in fact have been covid. The figures also include police staff (not officers). However, the figures nevertheless do give a fairly good indication of the impact of covid sickness on the workforce.
19. The majority of cases have been in those areas where staff have had to attend a workplace (such as open spaces and markets and consumer protection). We have in place strict covid secure working practices and workplaces. In addition, we have put in place a process of premises, activities and individual risk

assessments to minimize risk to individuals and the possibility of outbreaks in the workplace. There have been 4 reportable outbreaks to PHE, however it should be noted that the criteria has changed which would mean that not of these would be considered reportable now due to the very small numbers involved. The breakdown of the 345 covid and symptomatic cases by sex disability ethnicity and age is as follows:

By sex:		By Disability:	
women	6.13%	no	9.78%
men	10.56%	yes	8.39%
By Ethnicity:		By Age:	
asian or asian british	14.22%	up to 30	7.74%
black or black british	14.68%	31-40	8.11%
mixed	8.57%	41-50	8.72%
other ethnicity	9.59%	51-60	8.31%
white	8.37%	61 plus	9.47%

### **Summary of Equalities Inclusion Activities 2020/21**

20. We have reported throughout the year on various equality and inclusion initiatives including the employment strands of the work of the Tackling Racism Taskforce. Set out below is a summary of the work of the City of London Corporation over the period 2020/21 to create a more equitable, diverse and inclusive organisation for our workforce. Despite being amid a pandemic and significant pressure placed on our workforce we have still been able to achieve some significant milestones.

#### **Departmental Progress**

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

There has been steady progress being made to remove the barriers that may be preventing those from particular protected characteristics from progressing at the City Corporation, a new application form has been approved and has been built into the system. The sensitive data fields have been revised to include gender identity and social mobility.

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

#### **Tackling Racism Taskforce**

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

- a. Anonymised recruitment across all grades (not just at senior levels) be introduced.
- b. Mentoring and reverse mentoring schemes be developed.

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

## **Accreditations and Programmes**

23. Work continues with the follow

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

### **Stonewall Diversity Champions**

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

### **Disability Confident – Employers**

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

### **Women in Finance**

Our progress is set out in paragraph 15 above.

### **Social Mobility**

We have added four new questions to capture social mobility applicant data and will be asking all staff to update their personal information to also capture this information in the coming months. This will ensure that we positively engage and attract a diverse pool of talent from all sections of society.

## **Business Engagement**

24. The Diversity and Business Engagement Lead Officer has continued to engage with the wider business community throughout the year. Highlights include:

**Celebrating International Women’s Day (IWD)** The City Corporation partnered with the Association of Foreign Banks (AFB) to host a virtual Breakfast on 5 March 2021 Key speakers included: Catherine McGuinness, Policy Chair at the City of London Corporation, Sandra Husbunds, Director of Public Health at London Borough of Hackney & City of London Corporation, Yasmine Chinwala, Partner at New Financial LLP, Harriet Minter, journalist and author, Emma Revie, CEO of the

Trussell Trust and Emma Reynolds, Managing Director, Public Affairs and Policy and Research at TheCityUK

### **SOCITM (Society for innovation, technology, and modernisation) and Microsoft – Accessibility - From compliance to confidence**

The City Corporation joined an exciting two-day event in February 2021, hosted by Socitm and Microsoft as a panel member of a diverse range of expert speakers to debate and challenge thinking about what it is to be truly accessible.

### **Common Purpose**

The City Corporation took the opportunity when invited to sit on a panel for emerging leaders looking at how the structure of an organisation changes the way in which you lead; and how it affects leadership style when trying to lead change.

### **Stephen Lawrence Day Foundation**

The City Corporation is keen to forge new links and partnerships and are exploring ways to possibly work with the foundation in our schools and will participate in Stephen Lawrence day this year on the 22 April 2021.

### **Diversity Networks**

25. Our six staff diversity networks have grown and continue to provide our employees with different protected characteristics an active and collective voice. The networks have significantly expanded this year to 915 members up by over 200 employees. There have been many obstacles facing the networks this year due to the COVID 19 pandemic, but they have risen to the challenge with some stand out initiatives, such as the Women's Inclusivity Network's monthly "Pipeline to Success", webinars covering topics including role models, intersectionality which enabled collaborative working with the BAME and City Pride networks and the real impacts of career breaks that have engaged nearly 100 staff.
26. In addition to the "Let's talk about Race" event, hosted by the BAME network in conjunction with BITC, invited employees from different racial backgrounds to talk about their experiences. This was a successful event sparking many new conversations about this topic, which would not have happened otherwise and attracted over 120 staff.
27. The City Pride Network hosted a successful Virtual Pride week, with the widest reach and engagement to date. Activities included intranet campaigns and infographics on gendered language, a quiz, a Pride network video and daily activities.
28. All networks have worked tirelessly to work with Public Health England teams across the City and surrounding boroughs, to provide a platform to engage and encourage community groups and staff, particularly from the Black, Asian and Minority Ethnic groups, who were disproportionately affected by the effects of COVID 19; to discuss the available vaccines and dispel some of the misconceptions that surrounded them. They were able to reach hundreds of people.



## **Corporate & Strategic Implications**

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

## **Implications**

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

## **Conclusion**

31. This report sets out the latest annual employee profile by six of the protected characteristics. The data enables us to understand our workforce better and identifies areas of concern that need to be addressed. It also enables comparison and benchmarking with industry and monitors progress being made to reduce imbalances identified in our workforce. The report notes that the significant reduction in recruitment, starters and leavers impacts on our ability to change the diversity of our workforce as quickly as we would like. However, a number of other initiatives to attract and retain staff are continuing to be developed and have an impact.

## **Appendices**

- Appendix 1 - City of London Corporation - Employee Profile March 2021
- Appendix 2 - Trend analysis

## **Background**

Annual Equality Performance Report 2020 - Establishment Committee March 2021  
Managing People Policy – Employee Handbook

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