

Committee(s): Corporate Services Committee	Dated: 29 November 2023
Subject: Ambition 25: My Contribution, My Reward	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?	No
If so, how much?	
What is the source of Funding?	n/a
Has this Funding Source been agreed with the Chamberlain's Department?	
Report of: Chief People Officer	For Discussion
Report author: Fay Johnstone, Assistant Director Reward and HR Projects	

Summary

Having undertaken an initial review of the City of London Corporation's current pay and grading arrangements and underpinning processes (known as the diagonal slice review), the City of London Corporation in June 2023 commissioned Korn Ferry to undertake a second stage of work (Reward Refresh, since renamed 'Ambition 25: My Contribution, My Reward') to develop a new reward strategy, pay and grading framework and job evaluation scheme. Since then, the Corporate Services Committee has received updates on this and on 12 July 2023 Members participated in a workshop to steer the design principles of the programme of work. The work of this programme continues, with the most significant progress since the last meeting of the Corporate Services Committee on 18 October 2023 on the development of job families, as explained in further detail in this report.

The Corporate Services Committee approved the delegation to the Town Clerk of decision making on the operational aspects of this reward project at their meeting on 12 July 2023.

This report gives an update on activity since the last meeting of the Corporate Services Committee on 18 October 2023. The high level project plan, which covers all of the activity of the project is attached as Appendix One, as requested by Members at the previous meeting.

More specifically, this report provides a draft framework for job families and associated job ladders, which were reviewed by the Executive Leadership Board on 22 November 2023.

The Corporate Services Committee is asked to: -

- Note that the Executive Leadership Board have reviewed the draft job family framework as attached at Appendix Two.
- Note the content of the job family framework.

Main Report

Since the Corporate Services Committee meeting on 18 October 2023, the reward project team (including Korn Ferry) have made progress, as follows:

- Data collection has now closed, although the team still receive job descriptions. We succeeded in receiving just over 60% of all roles across the Corporation. There were gaps in the information so Korn Ferry are undertaking more deep dives to get a full audit trail of role information for when the programme moves into matching. Korn Ferry have undertaken 43 deep dives, there are 13 booked and a further 29 to diarise.
- Deep dives will now be extended and finished into December. This will not impact the timeline, attached at Appendix One, as work can continue on other elements of the project in parallel.
- The Additional Work Element information gathering was launched on 20 November, as per Fay Johnstone's email to ELB members on 8 November 2023, with focussed communications to support the process.
- The project team held three workshops with the job family working group (18 nominated representatives from across Departments and Institutions). All workshops have had good engagement and a real willingness to support the Corporation change. More information to follow in this paper.
- KF will move into role profile writing across January and February 2024.
- The work on the reward programme will now be used to shift culture and behaviour through other aspects of the People Strategy. The job family working group representatives are already thinking about when this moves to implementation and how to shift mindset, which is encouraging.

Job families

Following the job family workshops held during November 2023, Korn Ferry have identified some draft job family groupings (Appendix Two) and associated work ladders for approval by ELB. These will remain draft but need approval in order to develop to the next stage of the project.

The draft job families are grouped into nine areas, including:

- Leadership
- Professional and enabling services
- Destination and culture
- Strategy, policy and insight
- Communications, partnerships and engagement
- Communities
- Assets, infrastructure and built environment
- Operations

Apprentices will be grouped into each family, as required

The outcomes of the matching, underpinned by the job families, cluster and ladders of work will be subject to consultation and negotiation with our recognised unions. We continue to engage with the union representatives through monthly update meetings.

Next Steps

Producing the role profiles for each job family and the ladders within them, and then evaluating each role profile (using the additional work elements and creating rationales) and then matching current jobs to each job family/ladder. Korn Ferry and the CoLC project team will hold extensive engagement sessions across the Departments and Institutions to agree the hierarchy and the matching outcomes. The programme will then move into reward strategy and design.

Corporate & Strategic Implications

1. Strategic implications – It is essential that the Corporation adopts a new reward strategy and pay and grading structure. Failure to do so will put the delivery of the Corporation’s strategic objectives at risk given the notable recruitment and retention challenges we currently have, and the risk of equal pay concerns.
2. Financial implications – there will need to be some provision regarding the overall size of the “pot” to be provided in pay and benefits once all the activities are considered. As the project proceeds, and options are presented for a new pay and grading structure, the financial implications will become clearer. This will be around Spring 2024.
3. Resource implications – Additional (funded, fixed term) posts have been created in the HR service to support the implementation of a new reward system. In-house support from the programme management office, Finance and Internal Communications will also be required, which is yet to be determined. It will be essential to continue to have ongoing support from Korn Ferry to implement the recommendations.
4. Governance implications – Officers will regularly report on progress to the Corporate Services Committee.
5. Legal implications – The Chief People Officer and Chief Operating Officer will work closely with the Comptroller & City Solicitor as detailed proposals are brought forward to ensure that the Corporation continues to meet its employment law duties, particularly those in relation to equalities.
6. Risk implications – There are significant risks to be managed. A comprehensive risk register has been drafted for the programme and is currently under review. However, we will be conducting a full review of all roles and grading to mitigate any risk. This is in common with many organisations who have used a non-industry benchmarked and

maintained pay and grading system. This risk will be mitigated by implementing a new job evaluation system.

7. Equalities implications – A comprehensive Equality Assessment will be undertaken as proposals are developed. All decision makers have an obligation to pay due regard to an Equality Assessment before approving any recommendation to introduce new reward arrangements within the Corporation. Any organisational changes proposals must also consider any impacts on under-represented groups.
8. Climate implications – None.
9. Security implications – None.

Conclusion

10. Considerable progress has been made since the project team last reported to the Corporate Services Committee, as described above. The project team are on track to deliver the project into “business as usual” in Autumn 2024.

Appendices

- Appendix One: High level project plan
- Appendix Two: Draft job families

Background Papers

The exempt Reward Refresh Update Reports to Corporate Services Committee 19 April 2023, 31 May 2023, 12 July 2023 and 28 October 2023.

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