



Establishment Committee

Date: TUESDAY, 10 DECEMBER 2019
Time: 11.00 am
Venue: COMMITTEE ROOM - 2ND FLOOR WEST WING, GUILDHALL

Members:

Deputy Edward Lord (Chair)	Jeremy Mayhew
Deputy Kevin Everett (Deputy Chairman)	Sylvia Moys
Randall Anderson	Deputy Joyce Nash
Deputy Keith Bottomley	Barbara Newman
Alderman Sir Charles Bowman	Deputy Richard Regan
Tracey Graham	Deputy Elizabeth Rogula
Deputy the Revd Stephen Haines	Ruby Sayed
Sheriff Christopher Hayward	Deputy Philip Woodhouse
Deputy Jamie Ingham Clark	

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Lunch will be served in Guildhall Club at 1pm

John Barradell
Town Clerk and Chief Executive

AGENDA

Part 1 - Public Agenda

1. **APOLOGIES**

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

3. **MINUTES**

To agree the public minutes of the meeting held on 29th October 2019.

For Decision
(Pages 1 - 6)

4. **OUTSTANDING ACTIONS REPORT**

Report of the Town Clerk.

For Information
(Pages 7 - 10)

Strategic Business

5. **BREXIT UPDATE**

The Director of Human Resources to be heard.

For Information

For Formal Decision

6. **DRAFT OVERSEAS TRAVEL POLICY (HEALTH AND SAFETY)**

Report of the Director of Human Resources.

For Decision
(Pages 11 - 24)

For Information

7. **SOCIAL MOBILITY STRATEGY, 2018-28 - ANNUAL REPORT**

Report of the Town Clerk.

For Information
(Pages 25 - 48)

8. **SOCIAL MOBILITY EMPLOYER INDEX 2019 - CITY OF LONDON CORPORATION RESULTS**

Report of the Town Clerk.

For Information
(Pages 49 - 52)

9. **HR HELPDESK SOFTWARE**

Report of the Chamberlain.

For Information
(Pages 53 - 54)

10. **EQUALITY AND INCLUSION UPDATE**

Report of the Director of Human Resources.

For Information
(Pages 55 - 68)

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

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

13. **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

14. **NON-PUBLIC MINUTES**

To agree the non-public minutes of the meeting held on 29th October 2019.

For Decision
(Pages 69 - 70)

For Information

15. **PULSE STAFF SURVEY**

Town Clerk to be heard.

For Information

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

18. **CONFIDENTIAL MINUTES**

To agree the Confidential minutes of the last meeting held on 29th October 2019.

For Decision

For Formal Decision

19. **JOINT PAY CLAIM 2020/21**

Report of the Director of HR.

For Decision

20. **CENTRAL CRIMINAL COURT**

Report of the Executive Director, Mansion House and the Central Criminal Court.

For Decision

21. **BARBICAN ESTATE OFFICE TEAM**

Report of the Director of Community and Children's Services.

For Decision

For Information

22. **CITY OF LONDON POLICE HUMAN RESOURCES UPDATE - 31 OCTOBER 2019**

Report of the Director of Human Resources.

For Information

23. **CITY OF LONDON POLICE HUMAN RESOURCES UPDATE - 25TH NOVEMBER 2019**

Report of the Director of Human Resources.

For Information

24. **COMMITTEE SERVICES TEAM UPDATE**

The Assistant Town Clerk to be heard.

For Information

25. **MEMBER OFFICER PROTOCOL**

The Town Clerk to be heard.

For Information

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ESTABLISHMENT COMMITTEE Tuesday, 29 October 2019

Draft Minutes of the meeting of the Establishment Committee held at Guildhall on
Tuesday, 29 October 2019 at 11.00 am

Present

Members:

Deputy Edward Lord (Chair)
Deputy Kevin Everett (Deputy Chairman)
Randall Anderson
Deputy Keith Bottomley
Alderman Sir Charles Bowman
Deputy the Revd Stephen Haines
Deputy Jamie Ingham Clark
Jeremy Mayhew
Sylvia Moys
Deputy Richard Regan
Deputy Philip Woodhouse

Officers:

Michael Cogher	- Comptroller and City Solicitor
Chrissie Morgan	- Director of Human Resources
Janet Fortune	- Town Clerk's Department
Tracey Jansen	- Human Resources
Marion Afoakwa	- Human Resources
Colette Hawkins	- Human Resources
Carol Simpson	- Human Resources
Kristina Drake	- Media Officer
Christopher Bell	- Chamberlain's Department
Jeff Henegan	- Chamberlain's Department

1. APOLOGIES

Apologies for absence were received from Tracey Graham, Sheriff Christopher Hayward, Deputy Joyce Nash, Deputy Elizabeth Rogula and Ruby Sayed.

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

There were no declarations of interest.

3. MINUTES

RESOLVED – That the public minutes of the meeting held on 5th September be approved as an accurate record.

4. **OUTSTANDING ACTIONS REPORT**

The Committee considered a report of the Town Clerk which provided details of outstanding actions from previous meetings.

The Chair informed Members that whilst, at its recent meeting, the Policy & Resources Committee were not minded to adopt the Chair/Chairman appraisal process at this stage, P&R Members had no objection to other Committees and Sub-Committees proceeding on their own accord, should there be an appetite. The Chair of P&R would communicate this to other Committees shortly.

Over the coming weeks, the Deputy Chairman of the Establishment Committee will take soundings from Members, this will form the basis of the appraisal of the Chair for the 2019/20 civic year.

RESOLVED – That the Committee notes the report.

5. **MINUTES OF THE SENIOR REMUNERATION SUB-COMMITTEE**

RESOLVED – That the public minutes and summary of the meeting of the Joint Consultative Committee held on 5th September be noted.

6. **BREXIT UPDATE**

Members noted that whilst the final outcome of Brexit was still unknown, it was important to keep up the momentum on preparations to ensure all EU Citizens working at the Corporation secure settled status as soon as possible.

RESOLVED – that the Committee noted the verbal Report of the Director of HR.

7. **TRANSFER OF EQUITABLE LIFE TO UTMOST LIFE AND PENSIONS**

The Committee considered a Report of the Chamberlain concerning the Transfer of Equitable Life to Utmost Life and Pensions.

RESOLVED – that the Committee approved the following:

- a) agree the Corporation is to vote,
- b) vote for the transfer of Equitable Life business to Utmost Life and Pensions.

8. **INSURANCE AND INDEMNITIES FOR INDEPENDENT PERSONS**

The Committee considered a joint Report of the Chamberlain and the Comptroller & City Solicitor.

RESOLVED – that the Committee approved the proposal in the report for onward approval by the Court of Common Council, to indemnify and/or insure Independent persons (through the extension of the Corporation's Defamation Cover) against awards of damages or expenses incurred arising out of the disclosure of any comments made in good faith during the exercise of their functions as Independent Persons.

9. **OPERATION OF THE SCHEME OF DELEGATIONS - APRIL 2019 – SEPTEMBER 2019**

The Committee received a Report of the Director of HR concerning the Scheme of delegations April 2019 – September 2019.

RESOLVED – that the Committee noted the Report

10. **RESOLUTION FROM THE BARBICAN RESIDENTIAL COMMITTEE TO THE ESTABLISHMENT COMMITTEE - 29 OCTOBER 2019**

The Committee received a Resolution from the Barbican Residential Committee.

The Director of HR outlined the timeline of events and confirmed that her department had supported The Barbican Estate Office when drafting the job evaluations (JEs). Whilst it was disappointing that on this occasion it had appeared that a degree of confusion about roles and responsibilities had delayed the process, HR and the Department for Communities and Children's Services were now working closely together to ensure that the recruitment process, as a whole, was speedy, high quality, and effective.

The Director added that senior officers did need assistance when drawing up JEs as, clearly, this was not a regular part of their job – she assured Members that HR always stood ready to support and advise when colleagues were looking at JEs, and indeed, restructures.

RESOLVED – that the Committee approved the Town Clerk, in consultation with the Chair to respond to the Barbican Residential Committee by way of a resolution to the next meeting of the BRC on 16th December 2019.

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

There was one question concerning the People's Award ceremony which took place at Guildhall recently. Members were concerned that there had not been enough prior notification alerting them to the event.

Officers responded that the process would be reviewed and improved for next year's event. Separately, the Chair and the Director of HR noted that the event was at full capacity and that officers should look at whether moving the event to the Great Hall in 2020 was viable.

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

The following items of urgent business were raised:

A Member reminded fellow Committee Members that their security ID passes should always be clearly worn when working or visiting Guildhall and other operational buildings of the Corporation. It was incumbent upon Members to set an example to staff.

13. **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.
14. **NON-PUBLIC MINUTES**
The non-public minutes of the meeting held on 5th September were approved.
15. **FUNDAMENTAL REVIEW HR ROADMAP**
The Committee received a Report of the Director of HR concerning the Fundamental Review HR Roadmap.
16. **REVISED REDUNDANCY POLICY**
The Committee considered a Report of the Director of HR concerning the Corporation's Redundancy policy.
17. **LONDON BOROUGHS' LEGAL ALLIANCE (LBLA) BARRISTERS FRAMEWORK PROCUREMENT - STAGE 2 AWARD REPORT**
The Committee received a Report of the Chamberlain concerning the London Borough's Legal Alliance (LBLA).
18. **NON-PUBLIC QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
There were no questions.
19. **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.
20. **CONFIDENTIAL MINUTES**
The confidential minutes of the meeting held on 5th September were approved.
21. **CONFIDENTIAL MINUTES OF THE SENIOR REMUNERATION SUB COMMITTEE**
The confidential minutes of the Sub-Committee meeting held on 5th September were approved.
22. **GOVERNMENT PAY AWARD FOR JUDGES FOR 2019/20, AND ITS APPLICABILITY TO THE RECORDER AND COMMON SERJEANT**
The Committee considered a Report of the Director of HR concerning pay for the Recorder and Common Serjeant.
23. **IT MANAGED SERVICES - PROCUREMENT STAGE 2 AWARD REPORT**
The Committee received a Report of the Chamberlain concerning the IT Managed Services Contract procurement.

24. **EMPLOYMENT CASES AND SETTLEMENTS**

The Committee received a Report of the Comptroller & City Solicitor concerning employment cases and settlements.

25. **CITY OF LONDON SCHOOL - APPEAL**

The Committee received a Report of the Director of HR concerning a staff appeal at the City of London School.

26. **OPEN SPACES - APPEAL**

The Committee received a Report of the Director of HR concerning a staff appeal at the Open Spaces department.

27. **APPENDIX - OPERATION OF THE SCHEME OF DELEGATIONS - APRIL 2019 – SEPTEMBER 2019**

28. **TOWN CLERK'S UPDATE**

There was no formal update this month.

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

There was one piece of confidential urgent business.

The meeting ended at 12.50 pm

Chairman

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Establishment Committee – Outstanding Actions

Item	Date	Action	Officer responsible	To be completed/ progressed to next stage	Progress Update
1.	10 July 2019	<u>Race Charter</u> Members noted the development of the race charter, they requested that more thought needed to be put into how the Corporation tracked and measured progress in this area. Officers responded that they would return in September 2019 with further details	Town Clerk	December 2019	Due to resources being geared towards making the Stonewall submission, and ensuring departments have their Action Plans up and running, this Report will be submitted to Establishment Committee members in December as part of the ER & I update
2.	10 July 2019	<u>Annual Employee Profile Report 2018 – 2019</u> Members asked officers to carry a deep dive on two or three areas in the Report and present their findings to a future meeting of the Establishment Committee. Areas could include, for example, the gender pay gap and/or bonuses data.	Director of HR	December 2019	A Report will be submitted to the December meeting as part of the ER & I update.
3.	10 July 2019	<u>AOB - Chair's appraisal process</u> The Chair proposed carrying out an appraisal for their performance – this would be conducted by Establishment Committee Members.		November/December 2019	29 th October: The Deputy Chairman will contact Members of Establishment Committee Members in the next few weeks

Item	Date	Action	Officer responsible	To be completed/ progressed to next stage	Progress Update
4.	5 September 2019	<p><u>Job Families</u> The Director of HR stressed that jobs families should not be seen in isolation, but it was an important component of HR's upcoming overarching review of pay scales and grading - issues which had not been examined in several years. The first part of the Report would be submitted to Members later in 2019/early 2020.</p> <p>The Chair added that a separate strategic session of the Committee focussed on Pay and Grading would be beneficial. The Director of HR would liaise with the Town Clerk in identifying an appropriate time for a session over the coming months.</p>	Director of HR and the Town Clerk	January 2020	
5.	5 September	<p><u>Special Leave Entitlement for Employee Volunteering</u> Although content to approve the Report, it was apparent that many of those volunteering had failed to record this on the corporate system; Members requested that future iterations of this Report should seek to drill down and capture a more accurate picture of staff volunteering rates.</p>	Director of HR	September 2020	

Item	Date	Action	Officer responsible	To be completed/ progressed to next stage	Progress Update
6.	5 September	<u>HR Dashboard – June 2019</u> Members asked officers to return with more analysis concerning the following: <ul style="list-style-type: none"> • Why do 36% of new starters leave within their first year. • How effective were the City’s Mental Well-Being policies in helping to reduce absence? • How do the City’s absences for stress compare with other similar organisations? 	Director of HR		To be picked up in the next iteration of the HR dashboard.

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Committee(s)	
Summit Group – For decision	23.10.2019
Establishment Committee – For approval	10.12.2019
Subject: Draft Overseas Travel Policy (Health and Safety)	Public
Report of: Director of Human Resources	For approval
Report author: Justin Tyas, Health Safety and Wellbeing Manager	

Summary

The primary purpose of this report is to articulate the need for a corporate Overseas Travel Policy for Health and Safety.

Overseas travel requires additional advance planning, care and informed common sense. Travel abroad may expose staff to a number of health, safety/security and wellbeing hazards/issues arising specifically from the travel itself and/or the conditions within the country being visited. These may not be necessarily directly work-related.

The City of London Corporation proactively encourages overseas travel which supports the Square Mile, and a diverse and sustainable London within a globally successful United Kingdom (UK). A significant number of staff travel and work overseas. Students also travel as part of their education outside the classroom.

Civil case law in relation to the employer's duty of care for employees while overseas has highlighted the need to take all reasonable best practice precautions to ensure the safety and security of employees on overseas assignments.

To ensure the City Corporation consistently meets its duty of care and mitigates the risk of conduct being found to be unreasonable, a corporate policy for overseas travel specifically in respect of health and safety is recommended. The proposed policy is designed to meet these requirements, positively supporting our corporate objectives.

Recommendation(s)

Members of the Establishment Committee are asked to:

- Note the report and approve the draft Overseas Travel Policy (Health and Safety) which is appended.

Main Report

Background

1. The Health and Safety at Work etc. Act (HSWA)1974 does not apply overseas; such work is subject to the health and safety legislation of the country concerned. However, there are good reasons to ensure staff do not work to a lower standard of health and safety just because they happen to be working abroad. The obvious benefits of this include, inter alia, avoiding harm to employees, preventing financial losses and employee absence.
2. Employers under United Kingdom (UK) common law have a duty to take reasonable care for their employees. This duty of care continues to exist when employees are sent to work in other jurisdictions, either on a short-term basis or as part of a longer-term arrangement. It may also cover a worker's travel arrangements to or from work on a day-to-day basis while working abroad as well as the employee's safety while in transit.
3. Case law has upheld the above position. **Appendix 1** provides further information about recent health and safety case law concerning the Duty of Care in relation to overseas working. The duty of care to students will be extended to outside school hours and premises when the relationship between the school and the student requires it in the particular circumstances, for example, during overseas travel.

Current Position

4. The Foreign and Commonwealth Office (FCO) estimate that between 3.5 and 4 million UK citizens travel overseas every year for work purposes. This figure is expected to grow over the coming decade as the United Kingdom realigns its position following the expected withdrawal from the European Union.
5. Promoting the Square Mile and beyond to the world is at the heart of what the City Corporation does best. From the Lord Mayor flying the flag for the City of London, to educational visits by our young people overseas as part of their learning beyond the classroom.
6. There is significant good practice associated with the planning and management of overseas working and travel. For example, our Independent schools have educational visits policies and procedures, and areas of expertise and specialism are well developed in places including visits undertaken by the Lord Mayor as managed by the Programmes Team at Mansion House.
7. Technical expertise is available internally on specialist matters including physical and data security, legal, insurance and risk management. In addition, the City Corporation has an established policy for Business Travel. However, there is currently no overarching corporate policy arrangements articulated in respect of health and safety.
8. Subordinate guidance (HSG 60 – Health and Safety for Overseas Travel) has already been developed to support those responsible for the planning, coordination and management of overseas working and travel.

Proposal

9. Organisations sending staff to more volatile locations have an obligation to maintain a duty of care that ensures their staff can operate in a safe and secure environment. The proposed policy (with subordinate guidance) is designed to ensure responsibilities are consistently fulfilled, aligned to expert advice and best practice, both internally and externally (e.g. Foreign & Commonwealth Office) as necessary. Emphasis is given to pre-planning, agreed systems of communication and the development of robust emergency arrangements.
10. To ensure the City Corporation consistently meets its duty of care and mitigates the risk of conduct being found to be unreasonable, a corporate policy for overseas travel specifically in respect of health and safety should be articulated. The policy will be aligned to and support the City Corporation's objectives.

Corporate & Strategic Implications

11. The proposed Overseas Travel Policy (Health and Safety) supports the delivery of the corporate objectives but in particular it contributes to the following outcomes:
 - People are safe and feel safe
 - People enjoy good health and wellbeing
 - We have the world's best legal and regulatory framework and access to global markets
 - We are a global hub for innovation in finance and professional services
 - We inspire enterprise, excellence, creativity and collaboration

Financial, Security, Equalities, Resources and Legal Implications

12. Failure to ensure the City Corporation consistently meets its duty of care, mitigating the risk of its conduct being found to be unreasonable and could result in legal action, with associated costs (including successful claims for negligence) and adverse publicity from failure to effectively manage health safety and security.
13. There are no anticipated additional costs associated with implementing the policy. Any control measures required for overseas travel will continue to be met from departmental local risk budgets. Providing an overarching corporate framework for overseas travel (health and safety), will ensure a consistent approach, predicated on sensible risk management. This supports our underpinning principle of targeting resources where they are most needed and reducing potential waste of our valuable resources.
14. The City Corporation is committed to equality and continues to strive to increase the diversity of our workforce. Every country has different cultures and laws. Actions that would be innocent in the UK may have serious consequences in other countries, e.g. drinking alcohol or even dropping litter. The consequence of violations of local standards can range from quiet disapproval to criminal charges and punishment.
15. The proposed Overseas Travel Policy (health and safety) is designed to help ensure that the City Corporation fulfils our requirement to eliminate unlawful

discrimination, advance equality of opportunity and foster good relations between people (both employees and others) who share a protected characteristic and those who do not.

Consultation

16. The proposed OST(H&S) Policy has been subject to significant consultation including with departmental Safety Managers Forum members; Mansion House (Programmes Team) / SMT; Innovation and Growth SMT; the City Corporation's Independent Schools; the Strategic Director of Security, City Pride Chair (Staff Networks); City Corporation, Lead Officer, Diversity and Business Engagement; and has the approval of the Health Safety and Wellbeing Committee and People Policy Security Board. All Chief Officers were directly consulted on the draft policy before proceeding to Summit Group where it was endorsed.

Conclusion

17. There is significant good practice associated with the planning and management of overseas working and travel. However, there is currently no corporate policy for overseas travel in respect of health, safety and security.

18. To ensure the City Corporation consistently meets its duty of care and mitigates the risk of conduct being found to be unreasonable, a corporate policy for overseas travel specifically in respect of health and safety is appropriate. The proposed (draft) policy is designed to meet this need, whilst also supporting our corporate aims and wider objectives.

Appendices

- Appendix 1 - Overseas working – health and safety case law
- Appendix 2 –Draft Overseas Travel Policy (Health and Safety)

Background

HSG 60 – [Health and Safety Guidance for Overseas Travel](#)

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Appendix 1 - Overseas working – health and safety case law

The case of ***Palfrey v Ark Offshore Ltd (2001)*** relates to a UK company (Ark Offshore), which was sending staff to West Africa. Although aware of the malarial risks that existed and telling Palfrey that he needed to ensure he sought medical advice and guidance before travelling, they failed to do so. While in the country he contracted malaria and died from it.

His family successfully sued as **the judgement ruled that an employer must be proactive in ensuring the safety and well-being of staff that are sent overseas.**

Dusek v StormHarbour Securities LLP (2015)

On 19 January 2015 the High Court in London ruled in favour of the family of Tomas Dusek who was killed in the course of his employment with StormHarbour Securities LLP in a helicopter crash in the Andes Mountains in Peru on 6 June 2012. The London based financial firm, StormHarbour Securities LLP, was held to be responsible for the death of Tomas Dusek.

The court heard that StormHarbour should never have permitted Tomas to be on the helicopter, which was unsuitable, flying a route that was inherently dangerous, in bad weather, and which was operated by a company reported to be in financial difficulties of a kind that jeopardised passenger safety.

Having heard all the evidence during the course of a two-week trial, Mr Justice Hamblen found that “***StormHarbour owed a duty to take reasonable care to safeguard [their employees] from the danger involved. In the factual circumstances of this case ...that required StormHarbour to make at least some form of inquiry into the safety of the trip and carry out some form of risk assessment***”. Had StormHarbour done so, it would not have permitted their employee to go on the trip.

R v Bodycote (2010). Precedent for internationally operating organisations in terms of an incident that had previously occurred at a site in another country was an aggravating factor when the same system failure took place in the UK leading to two deaths.

The basic facts of the case are that Bodycote had an incident at its California site which led to the deaths of two of its employees. Three years later, a similar incident happened at the UK Bodycote site which resulted in the death of two employees. When sentencing Bodycote in the UK for the second incident, it was found to be a “***serious aggravating feature***” that very similar scenarios had led to both tragedies.

The sentencing judge stated that the UK had not adequately heeded the warnings from the failures in California. As a result of an early guilty plea, the fine was reduced by one third to £533,000, a sum that was upheld by the Court of Appeal.

The case of ***Dennis v Norwegian Refugee Council (2015)*** that was heard in Oslo. Steve Dennis was a seasonal aid worker who was working for the Norwegian Refugee Council (NRC) in the Dadaab camp close to the Kenyan/Somalia border. The convoy he was travelling in was ambushed by Somali gunmen and he, along with three other colleagues, was kidnapped and taken on foot into Somalia. After three days they were rescued by pro-Government militia.

Injured and suffering from post-traumatic stress Dennis successfully sued NRC for gross negligence and was awarded \$500,000 when it was ruled that NRC failed to correctly assess the extent and nature of the risks that existed in the Dadaab camp, which their staff were subjected to. It also found that the security investigative process was flawed.

This case demonstrates that even organisations sending staff to more volatile locations have an obligation to maintain a duty of care that ensures their staff can operate in a safe and secure environment.



DRAFT 1.4

HSP XXX - Corporate Overseas Travel Policy

(Health Safety and Wellbeing)

VERSION number	01-00
DATE	December 2019
REVIEW DATE	
AUTHOR	Justin Tyas
Approved by	Establishment Committee

This Policy can only be considered valid when viewed via the CoL Intranet website. If this document is printed in hard copy or saved to another location, you must check that the version number on your copy matches that of the one on-line.

HSP XXX - Corporate Overseas Travel Policy

(Health Safety and Wellbeing)

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3. Purpose of the policy
4. Scope
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6. Interactions with other policies and guidance
7. Responsibilities
8. Monitoring & Review

1. Introduction

Globalisation and the search for new business opportunities are encouraging organisations to send more and more workers abroad on business. This policy articulates the City of London Corporation's organisational arrangements when sending employees (and others) on short business trips or when posting them overseas for longer periods.

The City Corporation proactively encourages overseas travel which supports the Square Mile, and a diverse and sustainable London within a globally successful United Kingdom (UK).

Employees and other workers (and students) may travel and/or work overseas. Most of the tasks undertaken are no riskier than the equivalent activity in the UK, however at times the work may take place in countries or parts of countries where the Foreign and Commonwealth Office (FCO) advises against travel. At present, terrorism is a global concern which can occur at any time and British nationals/ex-pats have been the target for such attacks.

No one will be expected to travel to a country where there are legitimate concerns about personal health or safety as advised by the FCO.

This policy with subordinate guidance outlines the steps needed for safe management of overseas activities. It applies to work carried out by employees and others (working alone or with colleagues), by students and staff (as part of a course of study), and includes activities undertaken by and on behalf of the Lord Mayor. It should be noted that the City Corporation extends the organisation's legal duty of care standards as applied in the UK to those travelling abroad and will provide suitable information, training, support and equipment to minimise the risks as far as is reasonably practicable.

1. Policy statement

To consistently meet its duty of care and mitigate the risk of its conduct being found to be unreasonable, the City of London Corporation has developed this policy for overseas travel (health and safety).

There is a strong case for those who have employees and others regularly travelling and working overseas to maintain a working overseas policy that addresses the risks to health, safety, welfare and security, and defines a level of care. This is the policy of the City Corporation.

2. Purpose of the policy

This policy provides a framework within which the City Corporation will encourage and support safe and secure overseas working and travel consistent with our vision and corporate objectives.

3. Scope

This policy applies to all employees and others who are working overseas on our behalf. It also applies to anyone directly involved, with or affected, by overseas travel working under our direct control. This includes overseas travel undertaken by, and on behalf of the Lord Mayor, as well as educational visits overseas involving students, and other non-employees such as appointed parent helpers.

This policy does not apply to situations where non-work activities are undertaken in a private capacity overseas. For example, where a staff member arranges and engages in 'hazardous' activities such as skiing or diving in their own time.

5. Definitions, terminologies and legal responsibilities

5.1 The Law

The City Corporation has a statutory duty under the Health and Safety at Work (HSWA) etc. Act (1974) to ensure the health, safety and welfare of all its employees. The Act also places a general duty on the employee to co-operate with his/her employer to enable that duty to be complied with. The City Corporation will support and promote policies and practices which uphold this statutory duty and any statutory requirements made under the Act including the duty to undertaker risk assessments.

5.2 The Law Overseas

The HSWA 1974 does not apply overseas; such work is subject to the health and safety legislation of the country concerned. However, there are good reasons to ensure employees and others do not work to a lower standard of health and safety just because they happen to be working abroad. The obvious benefits of this include, inter alia, avoiding harm to employees and other workers, preventing financial losses and absence from work.

A number of civil cases in relation to the employer's duty of care for employees while overseas have highlighted the need to take all reasonable best practice precautions to ensure the safety and security of employees on overseas assignments. An employee working overseas who suffers an injury or ill health as a consequence of the way their visit has been organised could potentially claim for compensation. Similarly, claims could also be made under civil law for any injuries to the non-employees such as children on a school trip due to negligence.

5.3 Laws and Culture

Every country has different cultures and laws. Actions that would be innocent in the UK may have serious consequences in other countries, e.g. drinking alcohol or even dropping litter. The consequence of violations of local standards can range from quiet disapproval to criminal charges and punishment. Employees and students should be briefed on how local laws and standards compare with those in the UK, together with religious differences and customs, so that they can avoid inadvertently causing offence.

5.4 Equalities – Equality Act 2010

The City Corporation is committed to equality and continues to strive to increase the diversity of our workforce. This Overseas Travel Policy (health and safety) is designed to help ensure that the City Corporation proactively fulfils our duty to eliminate unlawful discrimination, advance equality of opportunity and foster good relations between people (both employees and others) who share a protected characteristic and those who do not.

All employees have a right to speak out and expect support should they have any concerns on the grounds of any protected characteristic as per the Equality Act 2010 (such as sexual orientation, race, sex and gender reassignment). Specifically:

- Employees will not suffer a career detriment if they decline travelling abroad following a risk assessment because of concerns in relation to a host country's customs and laws.
- That LGBT employees and those sharing any other protected characteristic can receive support from their manager with visa/immigration considerations and cultural differences.

6. Interactions with other policies and guidance

This Policy supports and is aligned with other City Corporation policies and guidance which offer further guidance to staff in relation to health and wellbeing, including but not limited to:

- Health Safety and Wellbeing Policy
- Security Policy (People)
- HSG 60 - Health and Safety Guidance for Overseas Travel
- Equal Opportunity Policy
- Business Travel Policy (City Corporation)
- Sickness Absence Policy
- Stress Risk Assessment (Guidance)
- Employee Assistance Programme
- Union Recognition
- Working Time Regulations (Guidance)
- Managing Shift Work (Guidance)
- Staff Emergency Number (Resilience team 24/7 contact 02073323388)

This Overseas Travel Policy (Health and Safety) should be read in conjunction with other key City Corporation documents including the above. Where necessary reference should be made to:

- BS 8848:2014 *Specification for the Provision of Visits, Fieldwork, Expeditions and Adventurous Activities Outside the United Kingdom*
- PAS 3001:2016 *Travelling for Work — Responsibilities of an Organisation for Health, Safety and Security — Code of Practice*

Attention is drawn to:

- Foreign & Commonwealth Office
<https://www.gov.uk/government/organisations/foreign-commonwealth-office>
The Foreign & Commonwealth Office website provides up-to-date information for people travelling overseas.
- International SOS Foundation
<https://www.internationalsosfoundation.org>
The International SOS Foundation seeks to improve the welfare of people working abroad through the study, understanding and mitigation of potential risks. It publishes various guidance documents on overseas travel.
- Stonewall Workplace Briefings for advice (LGBT Employees) -
<https://www.stonewall.org.uk/global-workplace-briefings>

7. Responsibilities

7.1 Responsibility of the City Corporation

The City Corporation is responsible for:

- Ensuring that robust overseas travel policy and organisational arrangements are applied in respect of health and safety, security and wellbeing so that reasonable best practice precautions are applied
- Ensuring that consistent health and safety standards for overseas travel are articulated and enforced to ensure that an appropriate duty of care is met, and to mitigate the risk of conduct being found to be unreasonable

7.2 Responsibility of Chief Officers, Head Teachers, Directors and other Senior Officers

The Chief Officers and other Senior Officers are responsible for ensuring that robust management arrangements and procedures are in place for overseas travel in respect of health and safety as well as security and wellbeing. In the day-to-day management of health and safety matters within the various, departments and institutions, the responsibility lies with the senior operational manager. For example, in our independent schools the Governing Body will authorise educational visits, but the Head Teacher will delegate operational responsibility to the Educational Visits Coordinator (EVC). Tasks can be delegated; responsibility cannot.

Where more than one department send staff overseas on the same visit, a lead department will take responsibility for the overall planning, coordination and travel management.

7.3 Overseas travel in respect of the Lord Mayor

The Executive Director for Mansion House and Central Criminal Court is ultimately responsible for overseas travel undertaken by the Lord Mayor. However, operational responsibility may be delegated to the Senior Programmes Manager, where necessary in collaboration with the department of Innovation and Growth (IG).

7.4 Overseas travel by the department of Innovation and Growth (IG), Town Clerks

The Director of IG is ultimately responsible for overseas travel of its staff. However, operational responsibility may be delegated to the Deputy Director and/or the Trade and Investment Director.

IG are also responsible for travel undertaken by the Chair of Policy and Resources, where necessary in collaboration with the Mansion House (Programmes).

7.5 Overseas travel by other institutions including the Barbican and Guildhall School

The Director of the Barbican and Principle are ultimately responsible for overseas travel in their respective institutions. However, operational responsibility may be delegated to appropriate Senior Officers with power, authority, and budgetary control.

7.6 The responsibility of managers for overseas travel

Managers are responsible for:

- preliminary (initial scoping) risk assessments of overseas working / travel;

Note: If a significant risk* associated with the overseas work is believed to exist, one of the following actions should be taken:

- Stop the proposed overseas visit.
- Modify the visit so the high-risk aspects can be avoided.
- Conduct a full risk assessment of the high-risk tasks; this may involve visiting the site to assess the risk

***Significant risks:** those that are not trivial in nature and are capable of creating a real risk to health and safety which any reasonable person would appreciate and would take steps to guard against

- ensuring a risk assessment is done, mitigation in place prior to authorising the travel;
- defining clear roles for employees and ensuring that the employees and others are competent to undertake their roles;
- fulfilling any required training needs and arrangements for induction to the host countries;
- detailed planning to ensure that all issues that may need to be considered in detail, both as part of the full risk assessment and in planning are considered before departure;
- health and safety arrangements for working abroad are in place. This may well include induction to host countries, travel arrangements, pre-departure measures such as inoculations, work equipment, personal safety and security arrangements etc.;

- Management arrangements for all non-employees including students and designated adult assistants;
- Arrangements for monitoring and review including debriefing and learning lessons;
- Agreed system of communication and robust emergency arrangements

7.7 Responsibilities of all employees and other workers

All employees have a responsibility to take care of their own health and safety and that of others who may be affected by their actions. This includes:

- taking responsibility for their own health safety and wellbeing including following the agreed systems and procedures;
- raising concerns with their manager line manager whenever necessary, and reporting all accidents, incidents and ill-health incidents;
- being sensitive to the local laws and customs of host countries;
- participating in appraisals and responding to training and development needs;

7.8 Responsibility of Human Resources

Human Resources is responsible for:

- providing appropriate advice and guidance to managers and employees in respect of Human Resource issues arising from or in connection with overseas working

7.9 Responsibility of the Health Safety and Wellbeing Team

The Health Safety and Wellbeing Manager is responsible for:

- providing guidance on risk assessments;
- conducting audits on the management of overseas travel through the audit programme;
- providing health safety and wellbeing advice in relation to overseas working / travel

7.10 Responsibility of Occupational Health

The Occupational Health Service is responsible for:

- Providing advice at recruitment regarding fitness to work and reasonable adjustments;
- Advice in relation to return to work following ill health or injury;
- Facilitating referral to in house rehabilitation and external support networks;
- Offering timely appointments for work related health issues on management referral and providing reports on functionality and reasonable adjustments;
- Conducting statutory health surveillance and advising on statutory requirements in relation to risk assessment and the prevention of work-related ill health;

7.11 Strategic Director (Security), Town Clerks

The SDS can provide and/or secure specialist security advice upon request. In their absence the Head of Security from City Surveyors department can assist.

7.12 The Insurance Team, Chamberlains

The Insurance Team will provide specialist advice and guidance in relation to all matters relating to insurance requirements for overseas working / travel undertaken on or behalf of the City Corporation.

8. Monitoring & Review

The Health Safety and Wellbeing Team has lead responsibility for reviewing this policy and reporting to the Corporate Health Safety and Wellbeing and other committees as required including the People Security Policy Board.

This Policy will be reviewed on a regular basis.

Revisions

Version	Page/ Para No	Description of change	Date Approved

DRAFT

Meeting	Date
Public Relations and Economic Development Sub Committee (for information)	5 November 2019
Community and Children’s Services Committee (for information)	7 November 2019
Education Board (for information)	14 November 2019
Policy and Resources Committee (for decision)	21 November 2019
Establishment Committee (for information)	10 December 2019
Subject Social Mobility Strategy, 2018-28 – Annual Report	
Report of The Director of City Bridge Trust and Chief Grants Officer	
Report Author Sufina Ahmad – Corporate Strategy Manager	For information/For decision

Summary

This paper presents the first annual report at **Appendix One** for the City of London Corporation’s Social Mobility Strategy for 2018-28, which was approved by Policy and Resources Committee in September 2018. The report outlines the progress the City Corporation has made in the last 12 months in relation to our vision that *‘People enjoy a society where individuals from all socio-economic backgrounds can flourish and reach their full potential’*. The report is primarily aimed at officers and elected Members, but detail in the report can be used for external-facing communications.

The report offers detail on 16 key highlights from the last year, including: the London Careers Festival attended by 5,000 young people with 175 organisations participating; the use of £100,000 to deliver summer enrichment pilots in 2019 in Islington engaging over 100 young people; the City Corporation’s Living Wage Campaign which reached over five million people; and the City Corporation’s ranking of 56 out of a published Top 75 in the 2019 Social Mobility Employer Index.

Recommendations

PRED Sub Committee, Community and Children’s Services, Education Board and Establishment Committee are asked to:

- i. Endorse the Social Mobility Strategy Annual Report and provide guidance on how it should be shared with all Members.
- ii. Continue to prioritise the Social Mobility Strategy going forward.

Policy and Resources Committee is asked to:

- iii. Approve the Social Mobility Strategy Annual Report and provide guidance on how it should be shared with all Members.
- iv. Continue to prioritise the Social Mobility Strategy going forward.

Main Report

Background

1. The Social Mobility Strategy 2018-28 was approved in September 2018 by Policy and Resources Committee. The strategy focusses on a vision to *'People enjoy a society where individuals from all socio-economic backgrounds can flourish and reach their full potential'*. This is split into four strategic outcomes:
 - a) Everyone can develop the skills and talent they need to thrive.
 - b) Opportunity is accessed more evenly and equally across society.
 - c) Businesses and organisations are representative and trusted.
 - d) We role model and enable social mobility in the way we operate as an organisation and employer.

The first three outcome areas primarily relate to the external-facing work the City Corporation does with its key stakeholders in the Square Mile, the City, London and the UK, across the public, private, charitable and community sectors. The fourth outcome focuses on the City Corporation as an organisation and employer.

2. The delivery of the strategy has been overseen by the Social Mobility Implementation Group, which is chaired by the Director of City Bridge Trust and Chief Grants Officer, as the Senior Responsible Officer for the strategy. The Group meets quarterly and is made up of officers from: Corporate Strategy and Performance Team (CSPT), Corporate Philanthropy and Volunteering, City Bridge Trust (CBT), Department of Community and Children's Services (DCCS), Strategic Education, Skills and Culture Unit, Human Resources (HR) and the Town Clerk and Chief Executive's Office. The implementation of the strategy is facilitated through the CSPT who provide organisational oversight to maximise the City Corporation's collective impacts on social mobility; programme management; and ensure there is a clear corporate narrative on social mobility.

Current Position

3. The strategy has been supported by a comprehensive 12-month action plan, which started in January 2019. A total of 81 activities were identified across the aforementioned four strategic outcomes. Of these, 10% are complete, 84% are on-track/ongoing, 2% are delayed and 4% are not on track – mitigations are in place for activities that are delayed or not on track. Going forward, there are plans in place to develop the next annual action plan from January 2020.
4. The annual report is primarily aimed at officers and elected Members and highlights in more detail 16 activities, including the following four case studies:
 - a) **London Careers Festival:** The City Corporation ran in partnership with 175 organisations, including businesses, institutional employers, Livery Companies and other educational partners, the inaugural London Careers Festival benefitting over 5,000 children and young people from over 130 schools, sixth-form colleges and youth groups.

- b) **Summer Enrichment Pilots:** £100,000 of funding was aimed at children and young people in Islington from lower socio-economic backgrounds, including at the City of London Academy Highbury Grove, to tackle summer learning loss, summer hunger and summer enrichment during the 2019 summer holidays. Over 100 young people were engaged with the four programmes that were run by three different providers.
- c) **Living Wage Campaign:** The City Corporation won a Living Wage Industry Award for its advertising campaign promoting the Living Wage, reaching five million people and resulting in 14 enquiries from non-accredited employers about becoming Living Wage accredited.
- d) **Social Mobility Employer Index:** The City Corporation will receive confirmation of its ranking on 3 October, but have provisionally been informed that the organisation is ranked 56-60, and were particularly commended for the organisation's work with young people, its encouragement of its supply chain to consider social mobility and the way in which we offer higher level apprenticeships.

Options

5. Social mobility continues to be of high importance both at the City Corporation and amongst the key external stakeholders that the organisation engages with regularly across central and local government, the private and business sectors, the education sector and parts of the charitable and community sector. Despite this the UK continues to be ranked as one of the lowest performing countries for relative income and social mobility by the Organisation for Economic Cooperation and Development (OECD). There remains much to do in order to not only level the playing field, but to make it fairer too, thus ensuring everyone can participate, compete and succeed. It is recommended that the City Corporation continues to demonstrate its commitment to this strategy over the next 12-months by:
 - a) Fully implementing the strategy's performance framework
 - b) Testing the feasibility of a multi-generational and longitudinal study
 - c) Embedding a corporate approach to our external communications, influencing and thought leadership activities on social mobility
 - d) Developing an advocacy offer that ensures social mobility remains a priority across local, regional and central Government.
 - e) Identifying and developing new activities that we can deliver in this space mindful of our distinctive position alongside ensuring the continuation of ongoing activities in so far as they continue to be relevant and have impact

Proposals

6. To deliver on the ambitions mentioned in paragraph five, the actions related to the delivery of this strategy must be included within the 2020/21 business plans for CBT, Town Clerk's Communications, Town Clerk's Human Resources, Town Clerk's Culture, Town Clerk's Corporate & Member Services, Innovation and Growth and DCCS.

Corporate and Strategic Implications

7. The strategy supports the City Corporation's Corporate Plan for 2018-28, in terms of its vision for a *'vibrant and thriving City, supporting a diverse and sustainable London within a globally successful UK'* and our strategic aims to *contribute to a flourishing society and support a thriving economy*. It specifically relates to the following outcomes in the Plan:
 - **Outcome 3:** People have equal opportunities to enrich their lives and reach their full potential.
 - **Outcome 5:** Businesses are trusted and socially and environmentally responsible.
 - **Outcome 8:** We have access to the skills and talent we need.
8. This strategy also links to the City Corporation's strategies on: Responsible Business, Housing, Education, Employability, Health and Wellbeing, Bridging Divides, Equality, Diversity and Inclusion, Skills, Philanthropy, Volunteering, Culture, Culture and Creative Learning, Culture Mile and Culture Mile Learning.

Health Implications

9. This strategy does consider the impact of poor social mobility on an individual's health and wellbeing.

Public Sector Equality Duty Implications

10. In July 2019, it was agreed that social mobility would be added as a consideration to the City Corporation's Equality Impact Assessment.

Resource Implications

11. Most activities identified in the strategy are delivered as part of departmental budgets.

Conclusion

12. The annual report at Appendix One summarises in detail the work that has been completed in the last year to deliver the City Corporation's Social Mobility Strategy for 2018-28 and recommends that it remains a strategic priority going forward. This Committee is asked to either support, or approve, the strategy's annual report and the priorities that have been set out going forward.

Appendices

Appendix One – Social Mobility Strategy, 2018-28 – Annual Report

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Corporate Strategy Manager

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Social Mobility Strategy, 2018-28

Potential today, success tomorrow

2019 Annual Report



Introduction



Since agreeing the City of London Corporation's Social Mobility Strategy in September 2018, we are pleased to share an update on the actions taken in the last 12-months against the outcomes and activities set out in the strategy towards the achievement of our vision:

People enjoy a society where individuals from all socio-economic backgrounds can flourish and reach their full potential.

The strategy, which is summarised in one page at **Appendix One**, was designed to outline the positive and cumulative impact we hope to have as a valued advocate and thought leader on social mobility. This is articulated through our aim to bridge and reduce the social and economic divides that people experience, by delivering the following four strategic outcomes:

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1. Everyone can develop the skills and talent they need to thrive.
2. Opportunity is accessed more evenly and equally across society.
3. Businesses and organisations are representative and trusted.
4. We role model and enable social mobility in the way we operate as an organisation and employer.

The strategy builds on our values, and unique commitments to the Square Mile, the City, London and the UK, across the public, private, charitable and community sectors. It also supports other strategic priority areas for the organisation, including our commitment to responsible business practices that create positive impact and reduce negative impact across all our activities and decisions. One year on, we remain clear that this strategy will only be delivered by supporting and partnering with organisations and institutions to understand and deliver collectively the social and economic benefits of social mobility.

There continues to be extensive coverage in the media on the importance of social mobility within central and local government, the private and business sectors, the education sector and parts of the charitable and community sector. The relaunch of the Social Mobility Commission in December 2018, chaired by Dame Martina Milburn, reaffirmed the Government's commitment to monitoring progress towards improving social mobility in the UK and promoting it within England. This was demonstrated through the new Commission's [State of the Nation Report](#) for 2018-19, launched in April 2019. Likewise, the Social Mobility Foundation continues to benchmark and rank UK employers for their work on ensuring access and progression for talent from all backgrounds through the [Social Mobility Employer Index](#). Since its launch in 2017, 136 employers across 18 different sectors, representing 1.4 million employees in the UK have participated in the Index, and it is heartening to see their commitment to social mobility.

At the City Corporation, social mobility continues to be a central theme of discussions undertaken with key external stakeholders throughout the UK and beyond by the Rt. Hon. Lord Mayor Peter Estlin, our Chair of Policy and Resources Catherine McGuinness and other officers.

Nevertheless, the UK continues to be ranked as one of the lowest performing countries for relative income and social mobility by the Organisation for Economic Cooperation and Development (OECD). There remains much to do in order to not only level the playing field, but to make it fairer too, thus ensuring everyone can participate, compete and succeed.

This is the first in a series of reports that will be published over the course of this strategy, to demonstrate our continued commitment to social mobility.

What we have achieved since September 2018

Oversight and responsibility for the strategy

David Farnsworth, the Director of City Bridge Trust and the City of London Corporation's Chief Grants Officer, is the senior responsible officer for this strategy. David is supported to ensure that the strategy is delivered successfully by the Social Mobility Implementation Group (SMIG), which meets quarterly and is made up of officers from the following teams:

- Corporate Strategy and Performance
- Corporate Philanthropy and Volunteering
- City Bridge Trust
- Community and Children's Services
- Strategic Education, Skills and Culture Unit
- Innovation and Growth
- Human Resources
- Town Clerk and Chief Executive's Office.

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The SMIG is facilitated by the Corporate Strategy and Performance Team, and they hold day-to-day responsibility and oversight for:

1. Ensuring and maintaining organisational oversight on social mobility to maximise our collective impacts.
2. Developing and overseeing all processes relating to programme management of the strategy, including reporting and business planning responsibilities.
3. Developing a corporate approach to our networking, influencing and thought leadership activities on social mobility.
4. Creating and embedding a culture of social mobility throughout the organisation – building a coherent narrative and delivering effective communications internally and externally.



What we have achieved since September 2018

Our annual action plan

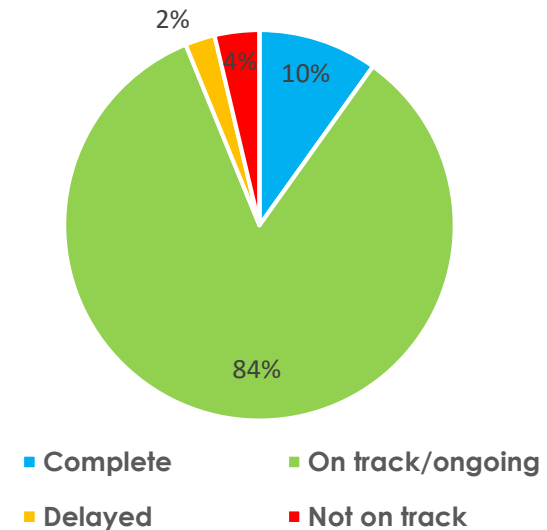
In order to develop the action plan, an internal mapping exercise was undertaken, which identified activities that were already happening or planned in relation to the strategy. This, along with information on all new activities relating to the strategy, have been included in the action plan, which took effect from January 2019 and is available in full at **Appendix Two**.

Analysis of our progress against all the activities are highlighted in the pie charts on pages 3 and 4 – at both a full action plan level and a specific outcome level. Of the **81 activities** linked to this strategy, **84% are on track/ongoing, 10% are complete, 4% are not on-track and 2% are delayed**. Mitigations are in place for those that are not on-track or delayed. For further details of progress against specific activities, please see **Appendix Two**.

Most activities in the action plan are being delivered using the budgets and resources agreed for the 2018/19 and 2019/20 financial years. We also secured **£100,000 of new funding** to run a pilot summer enrichment programme and **£15,000 of internal match funding** for a London Living Wage promotion campaign in 2019, which are both covered in more detail as case studies later in this report.

Over the next few pages, we have shared the progress, key highlights, case studies and the teams involved in each outcome area.

Analysis of full action plan
(Total 81 activities)



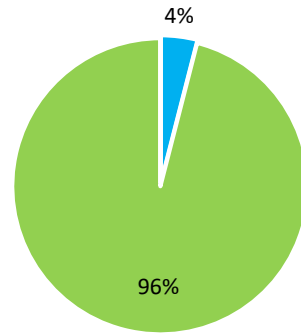
So far, of the 81 activities in the action plan, we have completed 10% of them, 84% of activities are on track/ongoing, 2% are delayed, and only 4% of actions are not on track.

What we have achieved since September 2018



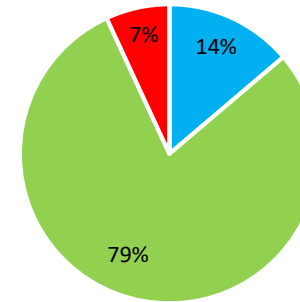
Progress analysis by outcome area

Outcome 1
(Total 25 Activities)



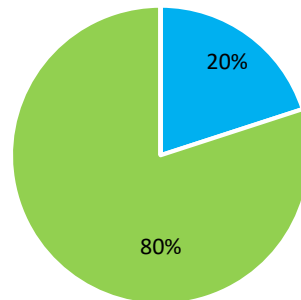
■ Complete ■ On track/ongoing ■ Delayed ■ Not on track

Outcome 2
(Total 29 Activities)



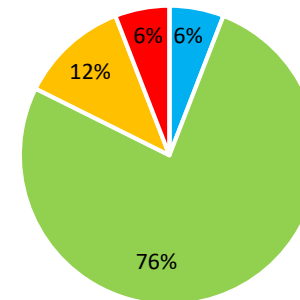
■ Complete ■ On track/ongoing ■ Delayed ■ Not on track

Outcome 3
(Total 10 Activities)



■ Complete ■ On track/ongoing ■ Delayed ■ Not on track

Outcome 4
(Total 17 Activities)



■ Complete ■ On track/ongoing ■ Delayed ■ Not on track

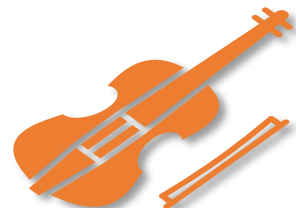
What we have achieved since September 2018

Outcome 1 – Everyone can develop the skills and talent they need to thrive

Our highlights

- Libraries** – Across the Barbican and Community Libraries we have provided free and inclusive access to space and materials and delivered reading programmes, classes and courses that encourage skills development and lifelong learning. It is widely researched and agreed that the ability to read, and access to informal learning opportunities and free spaces for personal development are essential in an individual's education and employment readiness, especially for those from lower socio-economic backgrounds who may lack . In 2018/19 there were 434,877 visitors to the libraries, and there were 64 adult reading sessions attended by 159 people and 58 children reading sessions attended by 356 people. There were also specific reading campaigns, including Read to Succeed and the Summer Reading Challenge – supporting 2182 and 245 people respectively. We also delivered a range of classes and workshops at the libraries including, including ESOL with computing, Let's Talk English Conversation Classes, CV Workshops and support with visa applications.
- Encouraging a Fusion Skills curriculum across the City family of schools** – In order to better prepare young people for the future of work, it is important that they develop 'transferable skills'– those skills which are common to and cut across many occupations, such as problem solving, critical thinking and communication. To boost social mobility, a list of 12 fusion skills are viewed to be crucial. These are: Oral communication / presentation skills; Collaboration and teamwork; Initiative; Problem solving; Organisational skills (planning, time management, deadlines, prioritisation, multi-tasking); Adaptability / flexibility; Written communication; Independent working / autonomy; Critical thinking; Resilience; Creativity; and Analysis and evaluation skills.

In 2018/19 we ran a successful fusion skills curriculum pilot at the City of London Academy Islington, with further pilots planned at our other schools in the coming years. This was alongside nine fusions skills enrichment events for pupils at our schools, including: Schools Concerts, Chess Tournament, Debating Competitions and an Art Exhibition. Furthermore, to enhance our collective understanding of what fusions skills are, we hosted a high-profile and international Fusion Skills events, which focused on a national and international standard for fusion skills, including a fusion skills assessment tool and the launch of our joint research with Nesta on what the future skills requirements are in the world of work.



Teams working on this outcome:

Adult Skills and Education Services

Barbican and Community Libraries

Strategic Education, Skills and Culture Unit

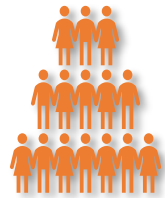
What we have achieved since September 2018

Our highlights for outcome 1 continued ...

- **Culture Mile Learning** – We delivered three 'bundle' days designed to offer school groups inclusive access to high quality cultural and creative learning experiences, which provide pupils and learners with fusion skills and widened and inclusive access to cultural capital. This included visits to two or more Culture Mile Learning partner venues. In addition, we organised 'Young City Poets', during which 877 pupils from 32 schools – of which 29% were receiving free school meals – worked with professional poets to inspire their creative writing. Culture Mile Learning also run the School Visits Fund and in 2018/19 the Fund received 275 applications from schools and not-for-profit educational organisations, benefitting 12,976 pupils. On average 49% of these pupils were on Pupil Premium, which is above the London average of 35%.

Detailed case study – London Careers Festival, 17-21 June 2019

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5,000 young people attended events



175 organisations participated



Funding secured to deliver again in 2020

In partnership with businesses, institutional employers, Livery Companies and a wide array of educational establishments and partners, we delivered the London Careers Festival for the first time from 17-21 June 2019. The Festival hosted a free programme of events focusing on skills, work experience and employability. The event was designed to connect children and young people from all socio-economic backgrounds with the diverse array of opportunities offered by businesses within the City of London and across the rest of London, as well as fuelling their imaginations and helping to inform and shape their futures.

Over **5,000 children and young people** from **over 130 schools, sixth-form colleges and youth groups** booked tickets to attend across the week. A total of **175 organisations** took part in the London Careers Festival, including **40 Livery companies** that participated in the Livery Schools Links Annual Careers Showcase and a further **60 companies** that hosted stalls as part of the Apprentice 19 event, aimed at encouraging young people to consider apprenticeships as a career route.

Further funding has now been secured to deliver the London Careers Festival in the summer of 2020.

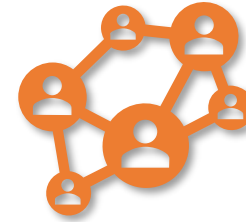
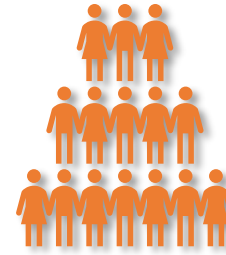
This case study links to **outcome one** of the strategy - 'Everyone can develop the skills and talent they need to thrive', by raising educational and employment aspiration and attainment for all.

What we have achieved since September 2018

Outcome 2 – Opportunity is accessed more evenly and equally across society

Our highlights

- **10-year partnership with the Prince's Trust** – We are in the fifth year of this partnership, and as of April 2019, just under 7000 young Londoners, particularly those experiencing disadvantage and those that are furthest from the education and labour markets, have been supported as a direct result, with 75% of all those supported moving into education, employment, training or volunteering. Oftentimes these young people will be working with multiple agencies and the ongoing and long-term nature of our funding ensures that they are given sufficient time and support to achieve their goals.
- **Business Healthy** – We are committed to bringing businesses in the City together to ignite a positive change in the health and wellbeing of their workforce, as this is a vital way in which we can ensure people remain in work. Since January 2019, the number of individual member organisations within Business Healthy has increased by 4% and the number of individual members has increased by 55%. 46% of member organisations are located within the City and 61% of those are SMEs. In May 2019, in partnership with the GLA, tying in with the Mayor of London's "Good Work Standard" programme, Business Healthy delivered a seminar on supporting the health and wellbeing on London's "hidden" workforce (i.e. cleaners, hospitality and retail staff, security etc.) in partnership with the GLA, tying in with the Mayor of London's "Good Work Standard" programme.
- **Being a corporate parent** – We have a statutory duty to act as a corporate parent to those that are placed in our care. In the last year, we have been a corporate parent to 29 children and young people, providing them with access to a dedicated Social Worker and Virtual Head who acts as an educational advocate for them within the educational institutions they attend. Most of our children and young people are unaccompanied asylum-seeking refugees, and as a result of their experiences and the fact that they may not speak English as a first or second language, they are at serious disadvantage within the education system. We work hard to ensure that our students thrive, with 90% of our students making expected progress in their learning with two people successfully completing their first year of University. We have also provided ESOL-classes at the Golden Lane Community Centre and connected them with the work of our own schools too. In 2019, pupils from the City of London School volunteered to participate in a learning programme with our 29 children and young people, completing activities such as sport, paired reading and enrichment sessions.



Teams working on this outcome:

City Bridge Trust,
Culture Mile and Culture Mile Learning,
Cultural Services,
Central Grants Unit,
Public Health,
Community Engagement,
Virtual Head Services,
Strategic Education, Skills and Culture Unit,
Corporate Strategy and Performance.

What we have achieved since September 2018

Detailed case study – Summer Enrichment Pilot, Summer Holidays 2019

 **100k** in funding secured

 **100+** young people engaged

 Over **1,000** nutritious meals served

£100,000 of funding was contributed to a Summer Enrichment Pilot in 2019, aimed at children and young people from lower socio-economic backgrounds in the London Borough of Islington to tackle summer learning loss, summer hunger and summer enrichment during the 2019 summer holidays.

We ran **four pilots**: two were based at the City of London Academy Highbury Grove (CoLAHG), with each running for one week – the first was aimed at **30 children** that will be starting in Year Seven in September 2019, and the second was aimed at **30 existing CoLAHG pupils** in Years Eight and Nine. The other two pilots were based in the community, and the [Cripplegate Foundation](#) organised these on our behalf. One was a four-week programme, run by All Change, for four hours a day for four days aimed at **40 young women**. The second was a four-week programme, run by Global Generation, for four hours a day for four days aimed at **30 young people**.

Whilst each project is different, they share in common a commitment to providing healthy food options, a nurturing learning environment and time to do activities that are fun, inspiring and creative. Children and young people are actively encouraged to expand their horizons, form positive habits and routines and develop their skills and confidence.

The evaluation of this programme will be delivered in partnership with the [Mayor's Fund for London](#) and [Northumbria University](#), with the full evaluation available in **January 2020**. The evaluation is extensive, and involves collecting data around the children's characteristics (i.e. age, gender, eligibility for free school meals), their attendance and the activities they participated in. The evaluation also includes where applicable a physical activity study; a young people's perspectives study; a learning loss study; a fusion skills evaluation survey; observational visits and senior stakeholder interviews.

This case study links to **outcome two** of the strategy - 'Opportunity is accessed more evenly and equally across society', by removing barriers, overcoming gaps and improving access and participation in order to improve attainment for our pupils and learners experiencing disadvantage or poverty.

What we have achieved since September 2018

Outcome 3 – Businesses and organisations are representative and trusted

Our highlights

- **Financial Services Skills Taskforce** – We seconded a member of our Innovation and Growth Team to the Chancellor's Financial Services Skills Taskforce, chaired by Mark Hoban and convened by TheCityUK, with support from the City of London Corporation and EY. The interim report was released in June 2019 and showcased the major skills challenges facing the financial services sector, including its low spend on training, its lack of diversity at all levels, its perceived values and culture and the fact that its skills needs are evolving faster than roles can be filled. This taskforce is essential in supporting this sector to address these technological and social challenges – particularly in relation to the evidenced lack of diversity of any form, including socio-economic diversity, within financial services which the report calling for greater efforts to be made to level the playing field by offering training and opportunities more equitably to under-represented groups
- **Partnering with Tomorrow's Company** – Low pay and in work poverty are major barriers to social mobility, with 4m. people in the UK in work and in poverty. In the last year, we have developed a close working partnership with Tomorrow's Company, to support their work as the convenor and leader of the UK-wide and cross-sectoral Financial Inclusion Alliance. As a result of this partnership, we will be hosting the Alliance's first In-work Poverty Summit in January 2020, aimed at redesigning the way our economy and workplaces operate to help people break free of poverty.
- **Delivering our Digital Skills Strategy** – We have been, as part of the Rt. Hon. Lord Mayor Peter Estlin's work on Shaping Tomorrow's City Today, working with businesses to take responsibility for filling the digital skills gaps and shortages they identify and predict for the future within their workforce. This is particularly important for a workforce's social mobility, as those without the necessary digital skills, who are therefore digitally excluded, are more likely to find themselves without a job, or with fewer job prospects, in the longer-term. It is therefore vital that businesses commit to the learning and development of their workforce and ensure that they have a sustainable hiring pipeline. Our work in this area has resulted in the development of a UK-wide and cross-sectoral coalition, 'future.now', dedicated to motivating people and businesses to boost their digital skills.



Teams working on this outcome:

Innovation and Growth,

Human Resources,

Strategic Education, Skills and Culture Unit,

Corporate Strategy and Performance.

What we have achieved since September 2018

Detailed case study – Living Wage Campaign, February 2019



Campaign reached over **5 million** people



Won the '**Industry Champion Award**' for the campaign



33% increase in enquiries to Living Wage Foundation

In partnership with the Living Wage Foundation, we launched a two-week campaign in February 2019 that involved **social media, newspaper advertising, 17 posters in 10 of London's busiest tube stations** including Liverpool Street, Euston, Victoria and Paddington, and **direct discussions with City businesses**, all focussing on encouraging more City financial and professional services firms to pay the London Living Wage of £10.55 per hour. The initiative was launched at the Museum of London where City businesses, MPs and councillors joined ambassadors from City firms already paying the London Living Wage.

The high impact, high quality campaign was one of our widest reaching campaigns to-date, reaching **over five million people** across the capital – **1.3 million people** were reached via the underground posters and a **further 3.8 million people** reached via our social media campaign.

In the first month after the campaign there were:

14 enquiries from non-accredited employers about LLW accreditation as a direct result of the two-week campaign. This represents a **33% increase** in enquiries from the Square Mile compared to the previous fortnight before the campaign.

One new City employer, Cielo Talent Management, progressed to full accreditation

The Living Wage Foundation awarded us the Industry Champion Award in their annual Living Wage Champion Awards in June 2019, stating that the campaign was innovative, bold and demonstrative of our continued commitment to the Living Wage. We are proud to be an advocate for the Living Wage, as we recognise that unless people are paid properly for their work, they cannot achieve social mobility.

This case study links to **outcome three** of the Strategy – '*Businesses and organisations are representative and trusted*', by supporting businesses to take an inclusive and cross-organisational approach to identify and address barriers to employment and progression.

What we have achieved since September 2018

Outcome 4 – We role model and enable social mobility in the way we operate as an organisation and employer

Our highlights

- **Supporting the Living Wage Foundation** – We continue to be a living wage employer and charitable funder, as well as investing for a second year in hosting the 2019 Living Wage Annual Awards. Low pay is a barrier to individuals being able to progress in their careers, and by committing to the Living Wage, we are able to ensure that our employees at every level of the organisation have the financial security and resilience they need to succeed.
- **Staff Networks** – We employed a Diversity and Engagement Lead for the first-time to ensure the organisation is implementing best practice in organisational equality, diversity and inclusion and to provide support to our volunteer-led Staff Inclusion Networks. In the past year the networks have been re-branded from 'Diversity' to 'Inclusion Networks'. We also re-launched Carers and Parents Network and we joined the Stonewall Diversity Champions Programme. Our networks are a vital way in which we ensure that our organisation is inclusive for all – especially those experiencing disadvantage or from lower socio-economic backgrounds. They are also an essential vehicle through which we can offer our staff mentoring opportunities.
- **Recruitment and Selection Practices** – In 2018/19, 4.1% of our workforce were apprentices, exceeding the Government's public sector target of 2.3%, providing even more ways for people with or without formal qualifications to come and work for us. We have also developed a new recruitment website, video and branding approach, which is aimed at encouraging people from more diverse backgrounds to work for us, with a particular focus on strengthening our employer brand and improving the accessibility of our recruitment literature, in order to encourage a wider range of people to come and work for us.

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Teams working on this outcome:

Procurement,
Central Grants Unit,
Human Resources,
Equalities and Inclusion Board,
Corporate Philanthropy and Volunteering.

What we have achieved since September 2018

Detailed case study – Social Mobility Employer Index Ranking and Feedback, September 2019



Ranked **56** in the
2019 index



*Improvement of 10
places, compared to
our ranking in 2018*



*Commended for our
organisation-wide
commitment to
social mobility*

In 2019, 125 cross-sectoral employers from across the UK entered the Social Mobility Employer Index, which is in its third year and is run by the Social Mobility Foundation. We were pleased to have been ranked 56, and therefore featured as part of their published Top 75 of employers. Our inclusion in the Index is a positive external confirmation of our commitment to taking action to ensure that we are open to accessing and progressing talent from all backgrounds. The Index result recognised that by launching a 10-year corporate strategy on social mobility, we have demonstrated that social mobility is a key long-term strategic priority for the organisation that has been endorsed by senior officers and elected Members.

Our feedback has provided us with several key areas that we must either sustain or develop further, including:

- Ensuring that the outreach work that we do through our educational and cultural institutions continues to target schools with above average levels of Free School Meals, low levels of attainment or without existing relationships with a wide range of employers. We must now turn our attention to linking our outreach work with our own recruitment pipeline.
- Continuing to offer a range of apprenticeships, including higher apprenticeships, which are a genuine route into the organisations and allow for ongoing career progression.
- Encouraging our supply chains to take action on social mobility through our commitment to procuring services responsibly and sustainably, thus helping to create a positive chain-reaction by asking suppliers about their approach to social mobility as part of our contracting processes, including committing to working with the to build joint initiatives to tackle the problem.
- Collecting data to really evidence the impact of the work that we are doing remains an area of weakness, which we must commit to addressing in the coming year.

This case study links to **outcome four** of the strategy – ‘We role model and enable social mobility in the way we operate as an organisation and employer’, by reviewing and improving our organisational working practices, at an employee, volunteer and elected Member level, to ensure that these do not act as barriers to social mobility and that they attract and nurture signs of people’s ability to succeed in our workforce.

Our performance framework



In April 2019, we agreed a performance framework for the strategy, shown at **Appendix Three**. It commits us to measuring the effectiveness and impact of our work against 37 key performance indicators (KPIs), which are aligned to our four outcome areas, and high-level activities. The performance framework also enables us to clearly demonstrate our impact against our Corporate Plan for 2018-23, which is outlined in **Appendix Four**.

The performance framework is an exciting development in the implementation of the strategy and sets us on a journey to collecting baseline and benchmarking data, meaning that in time we will be able to set targets and report on the impact we are having. **In future reports, we will provide baseline and benchmark data for all 37 KPIs, and our targets – these are all still being developed, although we are able to provide some information on the KPIs below.**

Through this performance framework, we will be able to monitor our impact against the following over-arching measures of success that are written in the strategy:

1. Our employees, as well as the learners, residents and work population we work with achieve positive social mobility, by nurturing their skills and talents to increase their access to opportunity within a society that understands the need for an importance of social mobility.
We demonstrate through collaboration, partnership work, innovation and longitudinal evaluation the ways to ensure equality of opportunity for all and the removal of structural inequalities and barriers within our own organisation and beyond.
3. The City of London Corporation is considered a valued advocate and thought leader for social mobility in the Square Mile, the City, London, the UK and beyond.

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90% of our family of schools are rated as 'good' or 'outstanding'

68% of our adults, children and young people who were referred to safeguarding expressed their outcomes were fully met

100% of our housing stock meets and/or exceeds 'decent homes' standards

100% of City families take up the two-year-old free early learning offer

200 organisations and **70,598 Londoners** benefitted from City Bridge Trust funding

97 FPS firms in the Square Mile have adopted the London Living Wage

4% increase in number of Business Healthy member organisations and **55% increase** in number of individual members since 2019

Ranked 56 in the Social Mobility Employer Index in 2019

742 employees are signed up to our staff inclusion networks, with 170 actively attending events.

Our gender pay gap is **6.4%** (2018)

4.1% of our workforce are apprentices

Planning for the coming year

We are pleased to demonstrate our continued commitment to social mobility in pursuit of our vision for a society where people from all socio-economic backgrounds can flourish and reach their full potential. We are proud of what we have achieved in the last year and to share our progress through this report. This strategy has ensured that we have a shared understanding of what social mobility means to us and what our role is in improving social mobility for employees, residents, learners, pupils, workers, organisations and employers. It is still early days for this ten-year strategy, and so in the coming year, we will work hard to consolidate and embed our successes by continuing to work collaboratively to deliver innovative and impactful activities.

Whilst many of the activities in our action plan will continue and develop, we will also spend the next year focusing on:

- Page 43
- Fully implementing the strategy's performance framework
 - Testing the feasibility of a multi-generational and longitudinal study
 - Embedding a corporate approach to our external communications, influencing and thought leadership activities on social mobility.
 - Identifying and developing new activities that we can deliver in this space.

We are continually enhancing our understanding and knowledge of social mobility in the context of the people, outcomes, activities and enablers that we have prioritised. By committing to learning from what we are doing, we will improve and develop further our work to bridge and reduce the socio-economic divides that the people we work with are experiencing or tackling.

By delivering this strategy **we hope to not only level the playing field, but to make it fairer too, thus ensuring everyone can participate, compete and succeed.**



Appendix 1 – One page summary

Our definition of social mobility

The ability and opportunity for individuals, families or groups to progress within a society to reach their full potential – in terms of income, education, employment, perceived social status, housing and place/postcode.

Why us

The City of London Corporation is committed to championing social mobility throughout our work internally and with our unique combination of stakeholders spanning the private, public, charitable and community sectors across the Square Mile, the City, London, the UK and beyond. Social mobility is a key organisational priority outlined in our Corporate Plan (CP) for 2018-23, which will help to deliver our aims to contribute to a flourishing society and support a thriving economy.

Who we will work with

Our resident and worker population, businesses in the City, the charities and good causes we support through our charitable giving, our learners across our family of schools and cultural institutions, government and policy makers.

Our Vision

People enjoy a society where individuals from all socio-economic backgrounds can flourish and reach their full potential.

Our Aim

To bridge and reduce the social and economic divides that may be experienced by people during their lifetime, by maximising and promoting social mobility within businesses, organisations, central and local government and educational and cultural institutions.

Our Outcomes

Everyone can develop the skills and talent they need to thrive.

Links to CP Outcome 3

Opportunity is accessed more evenly and equally across society.

Links to CP Outcome 3

Businesses and organisations are representative and trusted.

Links to CP Outcome 8

We role model and enable social mobility in the way we operate as an organisation and employer.

Links to CP Outcome 5

Our Activities

- Prepare our learners for the jobs of the future.
- Raise educational and employment aspiration and attainment.

- Remove barriers, overcome gaps and improve access and participation in order to improve attainment.
- Support and deliver social action, social integration, networking and understand the impact of conscious and unconscious biases.

- Promote and encourage the need for and benefits of social mobility across business and government.
- Support organisations, government and policy makers to improve their own practices and leadership to facilitate social mobility.

- Identify and address barriers to employment and progression inclusively.
- Review our organisational working practices to ensure that these do not act as barriers to social mobility.
- Champion equality, diversity and inclusion.

Our Success Measures

Over the next 10 years, we will be a valued advocate and thought leader for social mobility, committing to collaboration, partnership work, innovation and longitudinal evaluation, to ensure equality of opportunity for all and the removal of structural inequalities and barriers within our own organisation and beyond. We won't just work to level the playing field, we will make it fairer too. p.15

Appendix 2 – Detailed action plan



The full detailed action plan is available to download at request. If you would like a copy of the action plan, please email Sufina Ahmad, Corporate Strategy Manager, at sufina.ahmad@cityoflondon.gov.uk.

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Social Mobility Strategy, 2018-28: Potential today, success tomorrow										
Our vision: People enjoy a society where individuals from all socio-economic backgrounds can flourish and reach their full potential.										
Outcome 4: We role model and enable social mobility in the way we operate as an organisation and employer.										
Beacon Projects - highlighted in green, on table below										
Action	Lead Department/s	Resourcing confirmed?	Stakeholder Group	High Level Activity	Associated Enabler (for HLA)	Associated KPI (Basket of indicators)	CP Outcome / HLA	Primary link to other corporate strategy/plan	Geography covered by activity	RAG
Re-brand and deliver the Employee Volunteering Programme - creating meaningful volunteering opportunities that support staff development and progression,	CBT	Yes	Our volunteers	Take an inclusive and cross-organisational approach to identify and address barriers to employment and progression.	Improved organisational practices to champion and enabler socio-economic diversity	Number of staff taking part in the EVP in the last 12 months	5d. Advocate and facilitate greater levels of giving time, skills, knowledge, advice and money.	Corporate Volunteering	Organisation	On track/ongoing
Continue to be a London Living Wage Charitable Funder	CBT	Yes	Organisations	Take an inclusive and cross-organisational approach to identify and address barriers to employment and progression.	Improved organisational practices to champion and enabler socio-economic diversity			Bridging Divides	London	On track/ongoing
Role model high impact philanthropy with a focus on increasing social mobility.	CBT	Yes	Organisations	Remove barriers, overcome gaps and improve access and participation in order to improve attainment for our residents, worker population and learners, e.g. increased routes and fairer access to employment, high-quality housing, culture, lifelong learning, health and wellbeing services.	The development of personal attributes and 'soft' skills, such as networking, communication etc	Monetary amount of philanthropic activity delivered by the City Corporation	5d. Advocate and facilitate greater levels of giving time, skills, knowledge, advice and money.	Philanthropy	London	Delayed
Continue to be London Living Wage Employer, including for apprenticeships, internships and traineeships, and supply chain.	Chamberlain's	Yes	Our employees	Review and improve our organisational working practices, at an employee, volunteer and elected Member level, to ensure that these do not act as barriers to social mobility and that they attract and nurture the signs of people's ability to succeed in our workforce.	Improved organisational practices to champion and enabler socio-economic diversity			Responsible Business	London	On track/ongoing
Deliver the Equalities and Inclusion Board Action Plan (overarching plan)	DCCS	Yes	Our employees	Champion equality, diversity and inclusion, particularly in terms of equality of opportunity and provision.	Improved organisational practices to champion and enabler socio-economic diversity	% improvement in diversity in organisational and institutional activities	3a. Promote and champion diversity, inclusion and the removal of insitutional barriers and structural inequalities.	Equality and Inclusion Action Plan	Organisation	On track/ongoing

RAG Ratings	
Complete	Complete
On track/ongoing	On track/ongoing
Delayed	Delayed
Not on track	Not on track

Appendix 3 – Performance Framework



1. Everyone can develop the skills and talent they need to thrive.

HLA: Prepare our learners for the jobs of the future.

- # people volunteering or involved in community activities
- # learners gaining a national accreditation
- # learners enrolled in training and courses
- # apprenticeships
- # work experience placements

HLA: Raise educational and employment aspiration and attainment.

- % NEET
- School 'Progress 8' and 'Attainment 8' score
- % of City family of schools rated as 'good' or 'outstanding'
- % uptake of fusion skills curriculum across our educational and cultural institutions
- % reduction of City firms experiencing skills gaps
- # visitors to community facilities and open spaces
- % adults, children and young people referred to safeguarding whose expressed outcomes are met
- # participating in creative/cultural learning programmes

3. Businesses and organisations are representative and trusted.

HLA: Promote and encourage the need for and benefits of social mobility across business and government.

- % increase in FPS firms adopting the London Living Wage
- Increase in ranking and numbers of FPS firms in the Social Mobility Index

HLA: Support organisations, government and policy makers to improve their own practices and leadership to facilitate social mobility.

- Increase membership and participation in 'Business Healthy'
- # FPS firms including trustworthiness in their board agendas
- # FPS firms offering apprenticeship schemes
- # work experience placements
- % reduction of City firms experiencing skills gaps

2. Opportunity is accessed more evenly and equally across society.

HLA: Remove barriers, overcome gaps and improve access and participation in order to improve attainment.

- % of our housing stock meeting and/or exceeding 'decent homes' standards.
- % City families taking up the two year old free early learning offering
- # new social homes completed
- Intended # beneficiaries benefiting from CBT funding
- Reduction in the prevalence of mental health across communities in the Sq. M
- % of CoL collections available digitally

HLA: Support and deliver social action, social integration, networking and understand the impact of conscious and unconscious biases.

- % diversity of residents, learners, workers and visitors at City sites/institutions
- # people volunteering or involved in community activities
- % people who report increased quality of life after relevant interventions

4. We role model and enable social mobility in the way we operate as an organisation and employer.

HLA: Identify and address barriers to employment and progression inclusively.

- % workforce from excluded or protected groups who progress within 5 years
- % apprentices/ work experience/ volunteers securing employment upon completion
- % workforce that are apprentices
- # work experience placements (for org)
- % improvement in diversity in organisational and institutional activities
- Number of staff taking part in the EVP in the last 12 months

attending showcasing events/recruitment drives

HLA: Review our organisational working practices to ensure that these do not act as barriers to social mobility.

- Ranking in the SMEI
- Gender pay gap (internal)

HLA: Champion equality, diversity and inclusion.

- Monetary amount of philanthropic activity delivered by the City Corporation.
- # of (active) employees in staff diversity networks

Appendix 4 – Alignment to our Corporate Plan

Corporate Plan links

The KPIs we have identified align, primarily, to the achievement of the following Corporate Plan outcomes and high-level activities:

- **Outcome 3 – People have equal opportunities to enrich their lives and reach their full potential**
 - Promote and champion diversity, inclusion and the removal of institutional barriers and structural inequalities.
 - Provide access to world-class heritage, culture and learning to people of all ages, abilities and backgrounds.
 - Promote effective progression through fulfilling education and employment.
 - Cultivate excellence in academia, sport and creative and performing arts.
- **Outcome 5 – Businesses are trusted and socially and environmentally responsible**
 - Support, celebrate and advocate responsible practices and investments.
 - Advocate and facilitate greater levels of giving of time, skills, knowledge, advice and money.
- **Outcome 8 – We have access to skills and talent o Promote the City, London and the UK as attractive and accessible places to live, learn, work and visit.**
 - Champion access to global talent.
 - Identify future skills needs, shortages and saturations.
 - Champion investment in relevant skills and diverse talent pools.

Additionally, there are several KPIs within our performance framework that also support the achievement of the following CP outcomes:

- **Outcome 1 – People are safe and feel safe**
- **Outcome 2 – People enjoy good health and wellbeing**
- **Outcome 4 – Communities are cohesive and have the facilities they need**
- **Outcome 7 – We are a global hub for innovation in financial and professional services, commerce and culture**
- **Outcome 10 – We inspire enterprise, excellence, creativity and collaboration**

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Committee: Establishment Committee	Date: 10/12/2019
Subject: Social Mobility Employer Index 2019 – City of London Corporation Results	Public
Report of: David Farnsworth – Chief Grants Officer and Director, City Bridge Trust	For information
Report author: Sufina Ahmad – Corporate Strategy Manager	

Summary

In 2019, the City of London Corporation was ranked 56 of 75 in the Social Mobility Employer Index (SMEI). The City Corporation ranked in the top 20% and 30% for its work with young people; advocacy; and progression, culture and experienced hires – with strong encouragement to continue its cultural and educational outreach work, its Staff Inclusive Networks, its work on apprenticeships, including higher apprenticeships, and its work encouraging supply chains to act on social mobility. The City Corporation featured in the bottom 10% or 20% for recruitment and selection and data collection. The consistent recommendation throughout the feedback relates to the City Corporation prioritising collecting social mobility related data on its apprentices, applicants, new entrants, current employees and leavers.

Recommendation

Members are asked to:

- Note the report and consider ways in which the feedback should be taken forward.

Main Report

Background

1. In 2019, 125 cross-sectoral employers from across the UK entered the Social Mobility Employer Index (SMEI), which is in its third year and is run by the Social Mobility Foundation. In 2017 and 2018 the City Corporation providing seed funding and sponsorship to the SMEI and achieved a ranking of 50 and 66 respectively in these years.

Current Position

2. In 2019, the City Corporation achieved a ranking of 56 – rising 10 places compared to last year's ranking. However, please note that the information submitted in previous applications is not used to determine an organisation's new ranking. The City Corporation's ranking was determined based on responses in the areas highlighted in the table below, with a decile system for each section outlining where the organisation ranks compared to others:

Area Assessed	City Corporation Decile Ranking
Organisational information and type	Not applicable
Work with young people	3 (Top 30%)
Routes into the employer	5 (Top 50%)
Attraction	8 (Bottom 20%)
Recruitment and Selection	10 (Bottom 10%)
Data Collection	8 (Bottom 20%)
Progression, culture and experienced hires	2 (Top 20%)
Advocacy	2 (Top 20%)

Options

3. As part of the assessment process, the Social Mobility Foundation provides organisations with feedback on how they can improve or sustain their results in each area of assessment, which is summarised in the table below:

Area Assessed	Summary of feedback received
Organisational information and type	Not applicable
Work with young people (Top 30%)	<ul style="list-style-type: none"> • Commended for school outreach, mentoring and work experience opportunities carried out through our family of schools, and the support provided to young people through City Bridge Trust funding. • Recommended that work targeted at the City Corporation family of schools should be linked with the City Corporation recruitment pipeline.
Routes into the employer (Top 50%)	<ul style="list-style-type: none"> • Commended for offering higher level apprenticeships. • Recommended that data is collected on the profile of our apprentices, in terms of the % eligible for free school meals (FSM), the % that attended a non-selective state school and the % that are the first generation of their family to attend University. The SMEI was clear that this data should not be published, but rather be used to determine if apprenticeships are resulting in improved socio-economic diversity in the organisation.
Attraction (Bottom 20%)	<ul style="list-style-type: none"> • The submission was made before the launch of the City Corporation's new recruitment website, but this was referenced in the submission. • Recommended that the City Corporation consider developing recruitment initiatives and partnerships with other organisations aimed at recruiting individuals from lower socio-economic backgrounds, as it is through targeted interventions that positive results are seen.
Recruitment and Selection (Bottom 10%)	<ul style="list-style-type: none"> • Commended for having lower entry requirements than most SMEI organisations and for using standardised questions.

	<ul style="list-style-type: none"> • Recommended that work experience at the City Corporation is not scored as part of the assessment process. • Recommended that data is collected in the recruitment process to determine if individuals from lower socio-economic backgrounds fall down at specific points, in which case these can then be addressed.
Data Collection (Bottom 20%)	<ul style="list-style-type: none"> • Supportive of the fact that attempts have been made to collect some data through the staff survey. • Recommended that data is collected for applicants, new entrants, current employees and leavers relating to equal opportunities and social mobility metrics of type of school attended, eligibility for FSM and being the first in the family to attend University.
Progression, culture and experienced hires (Top 20%)	<ul style="list-style-type: none"> • Commended the Diversity Networks as a way to encourage staff to seek mentoring or support but recommended this is formalised so that staff that most need it, and might not consider joining a Network, receive support. • Commended data collected through staff survey in 2018, such as whether staff feel the organisation is open to all class backgrounds but said the result of 67% is fairly low. • Recommended that data collection is prioritised, as set out in their recommendation under data collection.
Advocacy (Top 20%)	<ul style="list-style-type: none"> • Commended the senior Member and officer leadership given to the Social Mobility Strategy; the fact that it is being encouraged through the City Corporation procurement supply chains; and that social mobility KPIs are being designed. • Recommended that once the data is collected, then targets should be set.

Proposals

4. Based on the recommendations received, the main area for development is the collection of social mobility related data on applicants, apprentices, new entrants, current employees and leavers. This will enable the organisation to develop baselines, benchmarks and targets from which performance against the City Corporation's Social Mobility Strategy for 2018-28 can be assessed.

Corporate & Strategic Implications

5. The strategy supports the City Corporation's Corporate Plan for 2018-23, in terms of its vision for a *'vibrant and thriving City, supporting a diverse and sustainable London within a globally successful UK'* and the strategic aims to *contribute to a flourishing society and support a thriving economy*. It specifically relates to outcomes 3, 5 and 8. Furthermore, this work directly relates to the City Corporation's Social Mobility Strategy for 2018-28, which was endorsed by this Committee in September 2018.

Public Sector Equality Duty Implications

6. In July 2019, it was agreed that social mobility would be added as a consideration to the City Corporation's Equality Impact Assessment. Furthermore, the data collected on social mobility will likely take place alongside requesting equal opportunities related data from applicants, apprentices, new entrants, current employees and leavers.

Resource Implications

7. Collection of data will require an investment of resources into the Human Resources systems used by applicants, apprentices, new entrants, current employees and leavers.

Conclusion

8. The City Corporation's inclusion in the 2019 SMEI is a positive external confirmation of our commitment to taking action to ensure that the City Corporation is open to accessing and progressing talent from all backgrounds. Our feedback has provided us with several key areas that the City Corporation must either sustain or develop further, including:
 - Ensuring that the City Corporation's outreach through its educational and cultural institutions continues to target schools with above average levels of FSM, low levels of attainment or without existing relationships with a wide range of employers, whilst also linking it to the City Corporation's own recruitment pipeline.
 - Continuing to offer a range of apprenticeships, including higher apprenticeships.
 - Continuing to encourage our supply chains to take action on social mobility.
 - Collecting data that better evidence the impact of the City Corporation's work, as well as highlighting areas that need improving, which will require the investment of time and resource through Human Resources, with support from other departments, such as Procurement.

Appendices

None

Background Papers

The City of London Corporation's Social Mobility Strategy for 2018-28, 20/09/2018
Social Mobility Strategy, 2018-28 – Annual Report, 10/12/2019

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Committee(s): Establishment Committee – For information	Date:
Subject: HR Helpdesk Software	Public
Report of: Chamberlain's	For Information
Report author: Sam Collins	

Summary

This report provides a brief summary of proposals to implement a suitable solution for managing HR service enquiries and cases. This paper proposes the use of the existing Firmstep software, which provides a digital toolkit for the creation of structured forms, workflow and automation and case management. The work will be completed using internal HR staff resource, with project management and technical resources from the IT Division.

Recommendation(s)

Members are asked to:

- Note the report.

Main Report

Background

1. The HR Service aims to deliver a timely and consistent service to its customers. Historically, this has been difficult given the demands placed upon the service, and the perceived limitations of its working practices and underpinning software. The service continues to receive many telephone calls and e-mails and holds information in many different locations, which has made it very difficult to perform to the levels expected by its customers.

Current Position

2. Requests into the HR service can be made by e-mail, over the phone or in person. These are managed using a series of inboxes, and there are instances where requests can be put into the wrong folder and there is no audit trail. Similarly, for more complex requests (cases) staff are reliant upon spread sheets to track team and individual caseloads. There is no single method for tracking requests, or team performance against Service Level Agreements (SLAs).
3. A detailed piece of work was conducted between the HR service and the IT Division in 2017, which sought to evaluate options for Helpdesk software. A

potential Sharepoint solution was identified, however the cost was considered prohibitive and this was not progressed.

Recommendation

4. The IT Division's recommendation is to utilise the existing Corporate Firmstep platform to configure a series of structured online forms, to raise, manage and resolve enquiries and cases.

Proposal

6. Firmstep can be made available at no extra cost to the HR Service but will require resource to be made available to define the HR processes, create the online forms and associated workflow. The IT Division has funded training for 4 members of staff within HR service, to allow them to build the forms and processes themselves, with project management and technical support from the IT Division.
7. The next step for this work is to clearly define the scope of the work, document the HR processes and develop a project plan with agreed timescales and resourcing commitments.

Corporate & Strategic Implications

8. The use of the existing Firmstep product, is aligned to a key principle of the IT Strategy, which is to use fewer systems, more effectively.

Implications

9. This piece of work is dependent upon the use of internal staff resource, the greatest risk is therefore the availability of staff time to commit to the delivery of this work.

Conclusion

10. The HR Service will progress with the implementation of the HR Helpdesk software, using the Firmstep platform. The IT Division will continue to work with the HR service to scope the project, define the project plan and support the delivery of this key piece of work.

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Committee	Dated:
Establishment Committee	10/12/19
Subject: Equalities and Inclusion Update	Public
Report of: Director of Human Resources	For Information
Report author: Tracey Jansen, Towns Clerk's - Human Resources Amanda Lee-Ajala, Town Clerk's – Human Resources Carol Simpson, Town Clerk's – Human Resources	

Summary

The report provides the City of London Corporation's Gender, Ethnicity and Disability Pay Gaps for the snapshot date of 31 March 2019 and an update from the Diversity and Business Engagement Lead Officer.

Recommendation

Members are asked to:

- Note the report.

Main Report

Background

1. In accordance with the Gender Pay Gap Regulations the City Corporation is required to report its Gender Pay Gap (GPG) annually. The City Corporation has also decided to undertake Ethnicity Pay Gap (EPG) and Disability Pay Gap (DPG) reporting in line with a number of local authorities. This report provides the pay gap figures at the snapshot date of 31 March 2019 in relation to gender, ethnicity and disability. The report also provides an update on the work of the Diversity and Business Engagement Lead Officer.
2. Members are reminded that the pay gap calculation is based on the total pay bill. Mean and median pay includes basic pay and other payments such as market forces supplements (MFS). The bonus pay gap includes bonus incentive schemes, honoraria payments, recognition rewards and contribution pay.

Current Position

3. The Corporation's gender, ethnicity and disability pay gaps as at the snapshot date of 31 March 2019 are shown in full at appendices 1, 2 and 3 of this report. Whilst we have 100% data capture in relation to the gender pay gap, for ethnicity and disability these figures relate to those staff who have self-declared their data through CityPeople self-service. We have comparatively high levels of data capture across these protected characteristics. This is due to the length of time that we have now been collecting data and through the awareness campaigns that are run annually. In addition, reminders are posted on self-service for staff to see when for example staff go in to view their payslips. The poorest data capture is amongst the highest earners and perhaps understandably, the casual workforce. Chief Officers and senior managers are asked to lead by example in providing their own data and to encourage their own staff to check they have entered their data through self-service. This is particularly important as the better the data capture for ethnicity and disability the more accurate the pay gaps will be. In summary, the mean hourly and mean bonus rates are as follows:

Summary Table: Gender, Ethnicity and Disability Pay Gaps 2019

Note: Bracketed figures represent the 31 March 2018 pay gap.

Protected characteristic	Mean hourly rate	Mean bonus rate
Gender Pay Gap (based on 100% of the workforce) The difference between women's pay and men's pay as a percentage of men's pay	5.5% Lower (6.4% Lower)	17.2% Lower (13.2% Lower)
Ethnicity Pay Gap (based on 87.86% of the workforce) BAME employees pay and white employees pay as a percentage of white employees pay	19.7% Lower (20% Lower)	18.2% Lower (6.2% Lower)
Disability Pay Gap (based on 85.91% of the workforce) Pay of employees who have declared a disability and the pay of employees who have declared they do not have a disability as a % of the pay of employees who have declared they do not have a disability	7.9% Lower (8.7% Lower)	-11.9% Higher (26.8% Lower)

4. As the pay gaps are based on the total pay, so for example include responsibility allowance in schools, unsocial hours payments and MFSs, it is difficult to compare to our grades consistently, but as a very rough guide:

Upper quartile: Grade G and above
 Upper middle quartile: Grade E to F
 Lower middle quartile: Grade C to D
 Lower quartile: Grade A to B

5. The formula is applied across employers and provides us with useful insight as to how to address any imbalances where this is possible. We have previously looked more closely at the GPG mean hourly rate and bonus rate. It concluded that whilst there were some differences in pay elements and MSF payments, the

main reason for the gap is in relation to the relatively fewer women in the upper quartile. This has helped to inform our Equalities and Inclusion Action Plan activities in relation to increasing the number of women in senior positions.

6. The total headcount used for the mean and median pay gaps was 5,000. The total pay on the snapshot day was £13,514,182 and of this 13.7% or £1,851,995 was for market forces supplement payments. MFS broken down by gender ethnicity and disability are attached as appendix 4.
7. MFSs are considered on a case by case basis. They are agreed by the MFS Board with higher awards being referred to the Establishment Committee for approval. The business case for Chief Officers to apply or renew an MFS includes independent benchmarking and also information about others posts that are or could be impacted including equality considerations. However, if the market benchmarking data is in itself weighted towards traditionally male professions, then this can unintentionally continue to underpin to a degree the gender pay gap.
8. The vast majority of bonus payments relate to contribution pay, recognition awards and to a lesser extent, honoraria payments. The breakdown by gender ethnicity and disability are included in appendix 5. This year Chief Officers were asked to take into consideration the equality impact of the proposed payments and to be mindful of the spread of contribution pay across the grades in scope (grades D – J). Members will be aware that we are currently consulting staff through focus groups and an anonymised survey about contribution pay.

Race at Work Charter

9. People from BAME backgrounds are underrepresented in the City Corporation. In June 2019 the Equality and Inclusion (E&I) Board gave approval to become signatories of the Business in the Community (BITC) Race at Work Charter by December 2019. This has been completed and requires the 5 calls to action to be implemented and future developments to be established. This will continue throughout 2020.
10. With only 17% of people from BAME backgrounds being employed at the City Corporation this is an area that needs to be addressed. It is imperative that we make significant progress in this moving forward. The Race at Work Charter is just the beginning of the interventions that need to be implemented, but it will enable the City Corporation to demonstrate its commitment to acting responsibly and investing in building a better society.
11. The City Corporation has a duty of care to ensure that all employees are adequately supported and not disadvantaged through various stages in their personal and professional lives.
12. The Race at Work Charter has five distinct calls to action:

- **Appoint an executive sponsor for race**
Executive sponsors for Race provide visible leadership on race and ethnicity in their organisation and can drive actions such as setting targets for ethnic minority representation, briefing recruitment agencies and supporting mentoring and sponsorship.
- **Capture ethnicity data and publicise progress**
Capturing ethnicity data is important for establishing a baseline and measuring progress. It is a crucial step towards an organisation reporting on ethnicity pay differentials.
- **Commit at board level to zero tolerance of harassment and bullying**
The Race at Work Survey revealed that 25% of ethnic minority workers reported that they had witnessed or experienced racial harassment or bullying from managers. Commitment from the top is needed to achieve change.
- **Make clear that supporting equality in the workplace is the responsibility of all leaders and managers**
Actions can include ensuring that performance objectives for leaders and managers cover their responsibilities to support fairness for all staff.
- **Take action that supports ethnic minority career progression**
Actions can include embedding mentoring, reverse mentoring and sponsorship in their organisations.

13. This is a target contained in the E&I Action Plan that aims to utilise innovative programmes to become leaders. At the next E&I Board details contained in this charter will be discussed for future progress and appropriate actions taken where work has not already commenced.

14. Discussions have taken place with BITC to gain membership which will enable the City Corporation to work and learn with a formidable community of over 750 businesses and thousands of leaders committed to E&I.

15. A selection of members already working with BITC include Amazon, Google, UPS, British Airways, LinkedIn, BP, Legal & General and BUPA. Local Authorities who are working in partnership BITC include Westminster City Council, Kensington and Chelsea Council, Lambeth London Borough Council, London Borough of Barking and Fulham and Brent Council.

16. The City Corporation will appear on the signatory list from the 1 December 2019.

Corporate & Strategic Implications

17. This report supports and complements the Corporate Plan aim to contribute to a flourishing society and the HR Business Plan - attracting talent project and delivering the E&I Action Plan.

Conclusion

19. As noted in the report, the GPG calculation is based on the total monetary pay bill. Our Job Evaluation scheme ensures that we have equal pay for work of equal value. Our additional payments are moderated, and we will continue to monitor and report to Summit Group and Establishment Committee on them. To reduce our pay and bonus gaps significantly, we can only achieve this by increasing the number of women, ethnic minority staff and employees with disabilities particularly at the higher grades. Our wider E&I initiatives are aimed at addressing this. Departments are tasked with concentrating efforts to address these pay gaps through recruitment practice and other initiatives as outlined in their E&I action plans, but this is not an issue that can be delivered in a short timeframe.
20. As suggested, the Race at Work Charter is just the beginning of the interventions that need to be implemented. The suggested BITC membership will enable the City Corporation to access expert advice, research, toolkits and training alongside BITC's market leading Responsible Business Map and Tracker. This will shape thinking, influence the debate and lead action on key areas critical to meaningful change on not only Race but Age and Gender.
21. The financial implications associated with the annual membership contribution will be £5-9k per annum. The £5k membership and preferred package includes access to the network, invitations to their calendar of events and networking and exclusive online content. This will be covered within the Diversity and Business Engagement budget.
22. The £9k package includes all the above but also includes a Responsible Business Tracker and diagnostic, a dedicated Relationship Manager, a core package aligned to our needs, representation on BITCs regional advisory boards and use of the BITC brand.

Appendices

1. The City Corporation's Gender Pay Gap ("snapshot" date of 31 March 2019)
2. The City Corporation's Ethnicity Pay Gap ("snapshot" date of 31 March 2019)
3. The City Corporation's Disability Pay Gap ("snapshot" date of 31 March 2019)

Background Papers

Gender Pay Gap Report to Establishment Committee, 26 February 2018

Equality and Inclusion Updates to Establishment Committee, 30 April & 10 July 2019

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Appendix 1: The City Corporation's Gender Pay Gap ("snapshot" date of 31 March 2019).
 *Bracketed figures represent the 31 March 2018 pay gap.

Pay rates	Gender pay gap - the difference between women's pay and men's pay as a percentage of men's pay		
Mean hourly rate	5.5% Lower (6.4% Lower)		
Median hourly rate	-0.9% Higher (1.4% Lower)		
Pay quartiles	Women	Men	Total
Proportion of women and men in the upper quartile (paid above the 75th percentile point)	43.8% (42.5%)	56.2% (57.8%)	100%
Proportion of women and men in the upper middle quartile (paid above the median and at or below the 75th percentile point)	53% (50.3%)	47% (49.7%)	100%
Proportion of women and men in the lower middle quartile (paid above the 25th percentile point and at or below the median)	50.6% (51%)	49.4% (49%)	100%
Proportion of women and men in the lower quartile (paid below the 25th percentile point)	45.6% (44.7%)	54.4% (55.3%)	100%
Bonus pay	Bonus Gender Pay Gap - the difference women's bonus and men's bonus as a % of men's bonus		
Mean bonus	17.2% Lower (13.2% Lower)		
Median bonus	21.1% Lower (5.9% Lower)		
Bonuses paid	Women	Men	
Who received bonus pay	12.3% (12%)	12.7% (12%)	

Appendix 2: The City Corporation's Ethnicity Pay Gap ("snapshot" date of 31 March 2019).

*Bracketed figures represent the 31 March 2018 pay gap.

Pay rates	BAME pay gap - the difference between BAME employees' pay and white employees pay as a percentage of white employees' pay			BAME pay gap - BAME employees' pay as a percentage of white employees' pay	Hourly rate of pay for BAME employees	Hourly rate of pay for white employees	Difference £
Mean hourly rate	19.7% Lower (20% Lower)			80.3% (80%)	£19.78 (£19.10)	£24.64 (£23.87)	£4.86 (£4.77)
Median hourly rate	17.4% Lower (17.8% Lower)			82.6% (82.2%)	£17.51 (£17.01)	£21.21 (£20.70)	£3.70 (£3.69)
Pay Quartile Information				Workforce composition			
Pay quartiles	BAME	White	Total	BAME headcount	White headcount	Non-disclosed headcount	Total headcount
Proportion of BAME and white employees in the upper quartile (paid above the 75th percentile point)	7.2% (7%)	73.8% (77%)	81% (84%)	90 (88)	923 (947)	237 (201)	1250 (1236)
Proportion of BAME and white employees in the upper middle quartile (paid above the median and at or below the 75th percentile point)	13.6% (13%)	74.4% (74%)	88% (87%)	170 (164)	930 (920)	150 (152)	1250 (1236)
Proportion of BAME and white employees in the lower middle quartile (paid above the 25th percentile point and at or below the median)	20.4% (20%)	63.4% (64%)	83.8% (84%)	255 (244)	793 (794)	202 (197)	1250 (1235)
Proportion of BAME and white employees in the lower quartile (paid below the 25th percentile point)	19% (18%)	54.2% (53%)	73.2% (71%)	238 (228)	677 (653)	335 (355)	1250 (1236)
Bonus pay	Bonus BAME Pay Gap - the difference BAME employees' bonus and white employees' bonus as a % of white employees' bonus			Bonus BAME Pay Gap - BAME employees' bonus as a % of white employees' bonus	Bonus pay of BAME employees	Bonus pay of white employees	Difference £
Mean bonus	18.2% Lower (6.2% Lower)			81.8% (93.8%)	£1,351.18 (£1,523.31)	£1,652.23 (£1,624.59)	£301.05 (£101.28)
Median bonus	18.4% Lower (1.4% Lower)			81.6% (98.6%)	£1,104.01 (£1,095.60)	£1,353.05 (£1,110.96)	£249.04 (£15.36)
Bonuses paid							
BAME paid bonus as % of all BAME	8% (8%)						
White paid bonus as % of all White staff	16% (15%)						
Black, Asian and Minority Ethnic (BAME) includes employees recorded in the following categories (categories taken from the 2001 Census): Asian/Asian British (inc Chinese), Black/Black British, Mixed/Multiple Heritage and Other Ethnic Group (i.e.: all other categories than that of White British and White Other). For the calculations exclude any employees whose ethnicity is not known.							

Note: A significant proportion of employees in the lower quartile are casual employees and are therefore less likely to enter their ethnicity information on City People.

Appendix 3: The City Corporation's Disability Pay Gap ("snapshot" date of 31 March 2019).
***Bracketed figures represent the 31 March 2018 pay gap.**

Pay rates	Disability pay gap - the difference between the pay of employees who have declared a disability and the pay of employees who have declared they do not have a disability as a % of the pay of employees who have declared they do not have a disability			Disability pay gap - the pay of employees who have declared a disability as a percentage of the pay of employees who have declared they do not have a disability	Hourly rate of employees who have declared they have a disability	Hourly rate of employees who have declared they do not have a disability	Difference £
Mean hourly rate	7.9% Lower (8.7% Lower)			92.1% (91.4%)	£21.95 (£21.10)	£23.82 (£23.10)	£1.87 (£2.00)
Median hourly rate	7.3% Lower (8.1% Lower)			92.7% (92%)	£19.17 (£18.56)	£20.69 (£20.19)	£1.52 (£1.63)
Pay Quartile Information				Workforce composition			
Pay quartiles	Disabled	Not disabled	Total	Disabled headcount	Not disabled headcount	Non-disclosed headcount	Total headcount
Proportion of disabled and not disabled employees in the upper quartile (paid above the 75th percentile point)	2.1% (2%)	76% (80%)	78.1% (82%)	26 (25)	950 (984)	274 (227)	1250 (1236)
Proportion of disabled and not disabled employees in the upper middle quartile (paid above the median and at or below the 75th percentile point)	3% (3%)	79.2% (79%)	82.2% (82%)	38 (38)	990 (982)	222 (216)	1250 (1236)
Proportion of disabled and not disabled employees in the lower middle quartile (paid above the 25th percentile point and at or below the median)	4% (3%)	76% (77%)	80% (80%)	50 (41)	950 (955)	250 (239)	1250 (1235)
Proportion of disabled and not disabled employees in the lower quartile (paid below the 25th percentile point)	3.2% (3%)	68.2% (67%)	71.4% (70%)	40 (38)	853 (824)	357 (374)	1250 (1236)
Bonus pay	Bonus Disability Pay Gap - the difference between the bonus paid to employees who have declared a disability and employees who have not declared a disability as a % of employees who have declared a disability.			Bonus Disability Pay Gap - Pay of employees who have declared a disability as a % of pay of employees who have declared they do not have a disability	Bonus pay of employees who have declared they have a disability	Bonus pay of employees who have declared they do not have a disability	Difference £
Mean bonus	-11.9% Higher (26.8% Lower)			111.9% (73.2%)	£1,828.24 (£1,186.67)	£1,633.92 (£1,620.34)	-£194.32 (£433.67)
Median bonus	19.7% Lower (0%)			80.3% (100%)	£1,036.79 (£1,095.60)	£1,291.08 (£1,095.60)	£254.29 (£0)
Bonuses paid							
Disabled paid bonus as % of all Disabled	10.4% (10.6%)						
Non-disabled paid bonus as % of all Non-disabled staff	14.9% (14.1%)						
For the calculations exclude any employees for whom disabled/not disabled is not known.							

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Analysis of Market Forces Supplements by Gender, Ethnicity and Disability – 31 March 2019

Gender

Total MFS £		Headcount		Headcount %		Average MFS £	
Female	Male	Female	Male	Female	Male	Female	Male
£569,672	£1,282,323	88	166	34.65%	65.35%	£6,973	£7,725

Ethnicity

Total MFS £			Headcount			Headcount %			Average MFS £		
BAME	Not stated / known	White	BAME	Not stated / known	White	BAME	Not stated / known	White	BAME	Not stated / known	White
£327,900	£145,768	£1378327	48	27	179	18.9%	10.63%	70.47%	£6,831	£5,399	£7,700

Disability

Total MFS £			Headcount			Headcount %			Average MFS £		
Disabled	Not stated / known	Not disabled	Yes	Not stated / known	No	Yes	Not stated / known	No	Yes	Not stated / known	No
£57,911	£214,951	£157,9133	9	39	206	3.54%	15.35%	81.1%	£6,434	£5,511	£7,666

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Analysis of Bonus Payments by Gender, Ethnicity and Disability – 31 March 2019

Gender

Total Bonus £		Headcount		Headcount %		Average Bonus £	
Female	Male	Female	Male	Female	Male	Female	Male
£498,735	£709,571	327	383	46.06%	53.94%	£1525	£1853

Ethnicity

Total Bonus Payments £			Headcount			Headcount %			Average Bonus Payments £		
BAME	Not stated / known	White	BAME	Not stated / known	White	BAME	Not stated / known	White	BAME	Not stated / known	White
£107,969	£99,993	£1,000,344	72	39	599	10.14%	5.49%	84.37%	£1,500	£2,564	£1,670

Disability

Total Bonus Payments £			Headcount			Headcount %			Average Bonus Payments £		
Disabled	Not stated / known	Not disabled	Yes	Not stated / known	No	Yes	Not stated / known	No	Yes	Not stated / known	No
£45,110	£128,580	£1,034,616	20	64	626	2.82%	9.01%	88.17%	£2,256	£2,009	£1,653

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