Establishment Committee

Date:	**WEDNESDAY, 27 JANUARY 2021**
Time:	**1.45 pm**
Venue:	**VIRTUAL PUBLIC MEETING (ACCESSIBLE REMOTELY)**

Members:

Deputy Edward Lord (Chair)
Tracey Graham (Deputy Chair)
Randall Anderson
Deputy Keith Bottomley
Alderman Sir Charles Bowman
Henry Colthurst
Karina Dostalova
Deputy Kevin Everett
The Revd Stephen Haines

Sheriff Christopher Hayward
Deputy Jamie Ingham Clark
Jeremy Mayhew
Sylvia Moys
Deputy Richard Regan
Deputy Elizabeth Rogula
Ruby Sayed
Deputy Philip Woodhouse

Enquiries: **John Cater**
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Accessing the virtual public meeting

Members of the public can observe this virtual public meeting at the below link:
https://youtu.be/DEGmNzVmneE

This meeting will be a virtual meeting and therefore will not take place in a physical location following regulations made under Section 78 of the Coronavirus Act 2020. A recording of the public meeting will be available via the above link following the end of the public meeting for up to one municipal year. Please note: Online meeting recordings do not constitute the formal minutes of the meeting; minutes are written and are available on the City of London Corporation's website. Recordings may be edited, at the discretion of the proper officer, to remove any inappropriate material.

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 9th December 2020.

                                                                        For Decision
                                                                        (Pages 1 - 4)

Strategic Business

4.   **FINDINGS AND RECOMMENDATIONS OF THE TACKLING RACISM TASKFORCE**
     Report of the Tackling Racism Taskforce.

                                                                        For Decision
                                                                        (Pages 5 - 72)

5.   **EQUALITY AND INCLUSION UPDATE INCLUDING GENDER, ETHNICITY AND DISABILITY PAY GAPS**
     Report of the Director of Human Resources.

                                                                        For Discussion
                                                                        (Pages 73 - 112)

6.   **BREXIT UPDATE**
     The Director of Human Resources to be heard.

                                                                        For Information

For Consideration

7.   **DRAFT BUSINESS PLANS**
                                                                        For Decision

     a)   Draft Town Clerk's Corporate & Members Services Business Plan for 2021/22
          (Pages 113 - 122)

          Report of the Town Clerk.

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b)   Draft Comptroller & City Solicitors Departments Business Plan for 2021/22 (Pages 123 - 126)

Report of the Comptroller & City Solicitor.

c)   Draft Department of Human Resources Business Plan for 2021/22

Report of the Director of Human Resources.

To Follow.

8.   **DEPARTMENTAL BUDGET ESTIMATES 2021-22**
Joint Report of the Town Clerk, Comptroller & City Solicitor, and the Chamberlain.

For Decision
(Pages 127 - 146)

For Formal Decision

9.   **NOTICE PERIOD FOR NON-TEACHING STAFF IN THE THREE CITY CORPORATION SCHOOLS**
Joint Report of the Director of Human Resources and the Bursars at the three City of London Schools.

For Decision
(Pages 147 - 150)

10.   **CITY OF LONDON CORPORATION MARATHON TEAM GRANT**
Report of the City of London Corporation Marathon Team.

For Decision
(Pages 151 - 156)

For Information

11.   **JOINT ANNUAL REPORT FOR SOCIAL MOBILITY AND DIGITAL SKILLS STRATEGIES, SOCIAL MOBILITY EMPLOYER INDEX RATING AND STRATEGIC FOCUS FOR 2020-21**
Joint Report of the Chief Grants Officer & Director of City Bridge Trust, the Director of Innovation and Growth, and the Director of Community & Children's Services

For Information
(Pages 157 - 182)

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

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

14. **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

15. **NON-PUBLIC MINUTES**
To agree the non-public minutes of the meeting held on 9th December 2020.

For Decision
(Pages 183 - 184)

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 9th December 2020.

For Decision

For Consideration

19. **INNOVATION AND GROWTH DIRECTORATE**
Report of the Innovation Director, Innovation and Growth Directorate

For Decision

20. **SUPPORT STAFF STRUCTURE CHANGES AT CITY OF LONDON SCHOOL**
Report of the Bursar of the City of London School.

For Decision

21. **FURLOUGH - POST APRIL**
Report of the Director of Human Resources.

To Follow.

For Discussion

22. **TARGET OPERATING MODEL UPDATE**
The Chair and Director of Human Resources to be heard.

For Discussion

23. **TOWN CLERK'S UPDATE**
   The Town Clerk to be heard.

For Information

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ESTABLISHMENT COMMITTEE
Wednesday, 9 December 2020

Minutes of the meeting of the Establishment Committee held virtually on
Wednesday, 9 December 2020 at 1.45 pm

Present

Members:
Deputy Edward Lord (Chair)
Tracey Graham (Deputy Chairman)
Randall Anderson
Deputy Keith Bottomley
Alderman Sir Charles Bowman
Karina Dostalova
Sheriff Christopher Hayward
Deputy Jamie Ingham Clark
Jeremy Mayhew
Deputy Elizabeth Rogula

Officers:
John Barradell	-	Town Clerk and Chief Executive
Angela Roach	-	Assistant Town Clerk
Peter Kane	-	Chamberlain
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
Vincent Dignam	-	Department for the Built Environment
Tim Fletcher	-	Communications
Chris Oldham	-	Town Clerk's Department
Caroline Reeve	-	Corporate HR
Kate Smith	-	Town Clerk's Department
Justin Tyas	-	Town Clerk's Department
Grace Rawnsley	-	Chamberlain's Department
John Cater	-	Town Clerk's Department

1. **APOLOGIES**
   Apologies for absence were received from Henry Colthurst, Stephen Haines, Sylvia Moys, 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. **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.

11. **NON-PUBLIC MINUTES**
    The non-public minutes of the meeting held on 29th October were approved.

12. **REDUNDANCY AND REDEPLOYMENT POLICIES**
    The Committee considered a Report of the Town Clerk concerning Redundancy and Redeployment Policies.

13. **NON-PUBLIC QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
    There was one question.

14. **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.

    At this point in the meeting, the public broadcast was recommenced (via YouTube) and the public items on the agenda were taken.

15. **MINUTES**
    RESOLVED – That the public minutes of the meeting held on 29th October be approved as an accurate record.

16. **BREXIT UPDATE**
    The Director of Human Resources informed Members that she had no further update to make at this time.

17. **CORPORATE TRANSPORT POLICY (RE-DRAFT)**
    The Committee considered a joint Report of the Director of Human Resources and the Director of the Built Environment.

    RESOLVED – That the Committee approved the revised Corporate Transport Policy (Health and Safety)

18. **FIXED TERMS FOR INDEPENDENT PERSONS**
    The Committee considered a Report of the Comptroller & City Solicitor concerning Independent Persons.

    RESOLVED – That the Committee approved the following:

    To endorse a fixed term of office of two years, renewable twice, for the City Corporation's Independent Persons, and the necessary transitional arrangements as set out in this report, so that a recommendation can be made from the Standards Committee to the Court of Common Council on that basis.

19. **GENDER, ETHNICITY AND DISABILITY PAY GAPS**
This Report was withdrawn and will be resubmitted to the next Establishment Committee meeting in January 2021.

20. **SOCIAL MOBILITY EMPLOYER INDEX**
The Committee received an oral update of the Town Clerk concerning the Social Mobility Employer Index.

In response to a query, the Town Clerk confirmed that since last year the Corporation had moved from 56th to 50th on the Social Mobility Index.

A full Report will be submitted to the next meeting of the Establishment Committee in January 2021.

RESOLVED – That the Committed noted the update.

21. **OPERATION OF THE SCHEME OF DELEGATIONS - APRIL 2020 – SEPTEMBER 2020**
The Committee received a Report of the Director of Human Resources concerning the operation of the Scheme of Delegations from April 2020 – September 2020.

RESOLVED – That the Committee noted the Report.

22. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
There were no questions.

23. **ANY OTHER BUSINESS THAT THE CHAIR CONSIDERS URGENT**
There were no urgent items.

The meeting ended at 3.23 pm

Chairman

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Committee: Establishment Committee - for decision	Dated: 27 January 2021
Subject: Findings and recommendations of the Tackling Racism Taskforce - Cover Report	**Public**
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	1, 2, 3, 4, 5, 8
Does this proposal require extra revenue and/or capital spending?	Not at this stage.
If so, how much?	N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain's Department?	N
Report of: The Town Clerk	**For Decision**
Report author: Emma Cunnington, Town Clerks	

Summary

The attached report sets out recommendations of the Tackling Racism Taskforce (TRT), which was set up in June 2020 and tasked to consider what the City of London Corporation currently does to tackle racism in all its forms and to assess whether any further action could be undertaken to promote economic, educational, and social inclusion through our activities, including any historical issues with a view as to how we might respond to them.

In particular, the Establishment Committee will note the staffing recommendations under the following workstreams:
- Staffing *(please note that the Establishment Committee approved all of these recommendations at its meeting on 17 September 2020)*
- Police

NB - The full recommendations across all six workstreams can be found in the accompanying report.

On 17 September 2020 Members of the Establishment Committee received a report outlining outcomes of the staffing workstream meeting and subsequent recommendations of the Taskforce. Actions of the Taskforce were noted and recommendations approved. Further to this, under the police workstream the Taskforce have since recommended that staffing recommendations adopted by the City of London Corporation be shared with the City of London Police.

The other recommendations in the report will have already been considered by the Policy & Resources Committee on 21 January 2021, and an oral update on their deliberations will be made at the Establishment Committee meeting.

Recommendation

Members of the Establishment Committee are asked to:
- Consider the list of recommendations of the Tackling Racism Taskforce under the relevant workstreams, outlined in **Appendix 1** of the attached report, and

particularly noting the recommendations relating to staffing in the "Staffing" and "Police" workstreams.

Appendices

- Appendix 1 – Report of the Tackling Racism Taskforce – *"Findings and recommendations of the Tackling Racism Taskforce"*

Emma Cunnington
Head of Chairmen's Support Services, Town Clerks
E: emma.cunnington@cityoflondon.gov.uk

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Committee(s)	Dated:
Policy & Resources Committee – for decision Establishment Committee – for decision	21 January 2021 27 January 2021
Subject: Findings and recommendations of the Tackling Racism Taskforce	**Public**
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	1, 2, 3, 4, 5, 8
Does this proposal require extra revenue and/or capital spending?	Not at this stage.
If so, how much?	**£** N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain's Department?	N
Report of: The Tackling Racism Taskforce	**For Decision**
Report author: Emma Cunnington, Town Clerks	

Summary

The Tackling Racism Taskforce (TRT) was set up in June 2020 and tasked to consider what the City of London Corporation currently does to tackle racism in all its forms and to assess whether any further action could be undertaken to promote economic, educational, and social inclusion through our activities, including any historical issues with a view as to how we might respond to them.

This report sets out the findings and recommendations of the Tackling Racism Taskforce and covers a summary of actions that the Taskforce have discussed should be taken forward by the City Corporation to tackle racism, across the following work streams:
- Staffing
- Governance
- Police
- Education
- Business
- Culture

NB: Health and wellbeing tended to be a consistent theme that linked across all six of the above workstreams.

In **Appendix 1**, a full list of recommendations across the workstreams can be found. The Taskforce would urge Members of the Policy and Resources and Establishment Committees on the importance of this work and for it to be carried out at speed. Therefore, it is strongly recommended that the timeline for delivery of all these recommendations need to be completed as soon as possible or at least within 24 months to show real appetite for change and to keep up the momentum of this important work.

To support this timeline, the Tackling Racism Taskforce would like to continue to meet quarterly to review the progress of these recommendations and flag any issues into the Policy & Resources Committee.

Recommendation(s)

Members of the Policy and Resources Committee and the Establishment Committee are asked to:

- Consider the full list of recommendations of the Tackling Racism Taskforce outlined in **Appendix 1** and agree for work to be carried out to implement these recommendations, subject to any further reports to relevant committees.

<u>Main Report</u>

<u>Background</u>

1. The City of London Corporation has been looking at improving diversity within its spheres of influence for some time. However, the death of George Floyd and the Black Lives Matter protests that followed in the US and the UK have highlighted again the issue of racism that sadly still exists in society.

2. At the Policy and Resources Committee on 11 June 2020, Members discussed the establishment of a joint Working Party to consider what the City of London Corporation currently does to tackle racism in all its forms and to assess whether any further action could be undertaken to promote economic, educational, and social inclusion through our activities, including any historical issues with a view as to how we might respond to them. It was agreed that this Working Party would report its findings to the Policy and Resources Committee and the Establishment Committee.

3. At its first meeting, the Working Party changed its name to the Tackling Racism Taskforce to show its commitment to act quickly, radically and with determination, and elected Caroline Addy and Andrien Meyers to serve as its Co-Chairs. The terms of reference and composition of the Tackling Racism Taskforce can be found in **Appendix 2**.

4. At its first meeting, the Tackling Racism Taskforce agreed to structure its workstreams around the following themes:-
   a. Staffing
   b. Culture
   c. Governance
   d. Education
   e. Police
   f. Business

5. Health and wellbeing tended to be a consistent theme that linked across all six of the above workstreams.

6. It was crucial that the Tackling Racism Taskforce was not just formed for elected members but officers of the City Corporation as well – all of whom have had voting rights.

7. Throughout the last six months, the Taskforce have been explicit that the findings of this report should create action from the City Corporation. Therefore, the Taskforce would like to continue meeting quarterly in 2021 to review the status of the recommendations (if agreed) in this report.

8. It is clear that the events of the last six months have begun a catalyst, around the world, for proactive understanding of the issues of racism, and for action towards tackling racism. For the City Corporation, the Tackling Racism Taskforce believe that the recommendations and initiatives for action in this report are just the start to creating a more inclusive, diverse and anti-racist organisation. It is vital that the City Corporation continues to monitor its progress in this area, and – if agreed – follow up all the recommendations at pace.

Communications – internal and external

9. Overall, the media impact of the Taskforce's work has been significant. Of the almost 50 pieces of coverage across print, broadcast and digital the majority have been positive or neutral in tone and all have shown the City Corporation to be active in thinking about and trying to tackle racism.

10. The work of the Taskforce, including the consultative exercise on statues and other landmarks with links to slavery and historic racism, has also been successfully promoted to staff and Members through internal communications channels.

External and internal engagement

11. The Taskforce have engaged with a vast amount of external and internal stakeholders to help shape and inform the recommendations in this report.

12. A full list of those engaged are in **Appendix 5**, but notably the Co-Chairs have had over 100 meetings since June 2020 and met with Nickie Aiken MP, Wendy Garcia, Trevor Phillips, Lord Lisvane, Leslie Thomas QC amongst others. The Co-Chairs are also an integral part of the Mayor of London's Mayoral Commission into diversity in the Public Realm.

13. Internally, the Co-Chairs met with fellow Members and attended the BAME Staff Network and the whole Taskforce heard some very sobering experiences from staff within the City Corporation.

14. Further, the Tackling Racism Taskforce had several meetings with the City's schools/academies, the City of London Police, cultural bodies, the Liveries and several businesses.

Definitions

15. Before moving onto the detailed recommendations of the six workstreams, the Taskforce wanted to be clear about the definition of racism and the scope of the work that they would focus on.

16. For the avoidance of doubt and to ensure focus and clarity during discussions, the Taskforce agreed to adopt the Equalities and Human Rights Commission's definition of racism as *"when you are treated differently because of your race in one of the situations covered by the Equality Act. The treatment could be a one-off action or as a result of a rule or policy based on race. It doesn't have to be intentional to be unlawful."*

17. As the weeks went on, it became clear that using the terminology "BAME" (Black, Asian and Minority Ethnic) with some of these issues could be problematic. For example, the financial services sector have broader representation of Asian ethnicity across the board whereas Black people are under-represented. Workers of Indian origin make up 5.4% of employment in finance and insurance, almost double the figure for all industries (2.8%). In 2019, there were 36,600 workers of Black/African/Caribbean/Black origin, making up 2.9% of the industry workforce, slightly below the all industry figure of 3.1% In these examples, it would not be true to say there is a high or low representation of "BAME" in the financial services sector, as there are clearly under representation with some ethnicities compared with others within the "BAME" grouping.

18. Following a useful conversation on this in the Taskforce, it was agreed that the term "BAME" should be used sparingly and wherever possible specific ethnicity should be referenced relevant to the recommendation or issue. That is not to say that the term "BAME" should never be used – it is recognised nationwide. However, this report, wherever possible, seeks to be specific and reference the impact and experience of individual ethnicities, rather than assuming the same experience for all ethnic minorities.

Talking about racism and diversity

19. It is recognised that talking about racism and diversity can be really difficult. It can sometimes make people feel uncomfortable. The Taskforce acknowledge that there can be discomfort when talking about this issue, but as one Taskforce member put it, "you've got to be comfortable with being uncomfortable". These conversations are critical if society, individuals and the City Corporation are to make any progress in tackling racism and inequality.

20. Following feedback, the Taskforce have put together guidance for Chairs, as well as Members and Officers, to help with conversations about equality and diversity in relation to race, particularly in the context of Committee meetings. This guidance complements the Equally Yours unconscious bias training which all Members and Officers are asked to complete and can be found in **Appendix 3**.

Current Position

21. This report will now summarise the information, discussion and recommendations of each of the six workstreams (as listed at paragraph 4), and a comprehensive set of recommendations is listed at **Appendix 1.**

Staffing

22. The death of George Floyd and the protests which followed have resonated amongst staff resulting in some seeking the support of the BAME Staff Network – originally set up in 2015. The Network has proved to be an invaluable mechanism for all employees to express their views and share personal experiences. It continues to provide a platform of support and a means through which to drive change.

23. Throughout the discussions around the staffing workstream, it was clear that the issues facing our staff from Black, Asian and Minority Ethnic backgrounds had a real toll on mental health and wellbeing. It has been found that a number of our colleagues from BAME backgrounds are tired and drained from explaining their hurt and defending their pain and trauma to colleagues who did not appear to understand their experience of racism. The Co-Chairs of the BAME Staff Network (who also sit on the Tackling Racism Taskforce) were key to conveying to the Taskforce the issues that staff faced. To allow for staff who sat on the Taskforce to feel able to speak freely and openly about their experiences, the Co-Chairs directed that breakout rooms be used for sections of the Taskforce's meetings to encourage discussion from all members of the Taskforce. This was seen as broadly successful by Members and officers.

24. **The key recommendations that have already been approved by the Establishment Committee and the Policy & Resources Committee following the interim report are as follows:-**

   a. **Anonymised recruitment across all grades (not just at senior levels) be introduced**
   b. **Mentoring and reverse mentoring schemes be developed**
   c. **All local training budgets are amalgamated to HR, and professional and technical training, which supports service delivery, is funded from local risk**
   d. **A scheme be developed that provides and defines a "safe space" for staff and provides clarity on the terms of reference(s) for meetings convened to discuss tackling racism with staff**
   e. **Training be given to key individuals across the organisation who will provide support and guidance for staff on an individual and confidential basis**
   f. **Current and possible schemes that support work experience programmes with schools and young adults be explored.**
   g. **For a HR policy on bullying and harassment to be developed.**
   h. **Consideration be given as to how the City Corporation could better utilise the collected, published data and information on diversity of its workforce at all levels (including the introduction of a peer review)**

25. Further reports will be taken forward to implement these recommendations in due course. Once these have been implemented, the Taskforce feel that the next step will be to roll out shadowing and sponsorship opportunities to help continue to ensure that all staff have the chance to progress in their career at the City Corporation. The Taskforce would encourage the Establishment Committee to continue to consider this in their usual order of business across the year.

26. In addition, the Taskforce were pleased to see that the new Target Operating Model includes a position for a senior diversity officer for the City Corporation. It is hoped that this post will help to keep up the momentum of improving diversity outcomes for staff within the organisation.

Anonymised recruitment

27. Anonymising applications using City People was established for grade I and above in 2018. Previously, the personal details of all applicants for these roles were withheld at the shortlisting stage. The change to anonymise all recruitment across the board (i.e. below grade I) was recommended as a key component for a more transparent approach to achieving a diverse workforce at all levels based on talent.

28. This process in the past had been a manual task but a recent upgrade to the system has now allowed the City Corporation to select which stages of the recruitment process it wishes to anonymise.

Mentoring and reverse mentoring

29. Having both a mentoring and reverse mentoring programme recognised that there are skills gaps on both sides, and that each person can address their weaknesses with the help of the other's strengths.

30. The Learning and Organisational Development Team have been piloting a mentoring/reverse mentoring programme in the Department of Built Environment (DBE) with apprentices. To date, this pilot - although in its embryonic stage - is proving very successful. It was recommended that this programme be rolled out across the City Corporation in the first instance to staff from the most underrepresented groups.

Training budgets

31. All staff have personal development plans which are linked to their appraisals, currently the Learning and Organisational Development team based in HR hold the budget for all corporate training (mandatory and personal development). However, the recommendation approved allows for departments hold their own training budgets which can be allocated at their discretion.

32. This allocation will be brought together and centrally allocated by the Learning and Organisational Development Team, career programmes, with tailored training programmes which could be developed linked to mentoring and

shadowing activities to create a culture of effective succession planning and a clearer pipeline for people who are underrepresented at more senior grades.

33. A more detailed report will be forthcoming, with a bid for more resources for this budget, to the Establishment and Policy and Resources Committees.

<u>Creating a safe space</u>

34. There was a clear consensus during the Taskforce meeting that, whilst the BAME Staff Network allowed for a space for support, it was not a safe space for staff to share their experiences where individuals could be identified. It was therefore recommended that a Confidential Adviser scheme be introduced providing a first point of contact for employees concerned about bullying and harassment or any other concerns relating to a protected characteristic and workplace issues.

35. The Confidential Advisers will be a group of employee volunteers trained to provide advice and support to staff who feel they are being subjected to bullying or harassment or have themselves been accused of harassment or bullying or have other concerns about their treatment in the work place. Their role will be to listen and assist individuals to explore the available options to resolve the issues, no matter how sensitive.

36. A training provider has been established for the Confidential Advisers and cost has been resourced through HR's local risk budget. although a further bid for resources will be forthcoming for future training.

<u>Work experience</u>

37. The Taskforce were keen for current and possible schemes that support work experience programmes with schools and young adults to be explored and enhanced.

38. Officers are currently exploring an enhanced six-week work experience programme for Years 12 and 13 in schools with students of low socio-economic backgrounds, with the aim to remunerate these students after a two-week placement to encourage take-up of the scheme. A more detailed report is due to appear on the Establishment Committee agenda in January, with a bid for a work experience budget.

<u>Bullying and Harassment Procedure</u>

39. The City Corporation's Bullying and Harassment Procedure has been re-established in consultation with the Comptroller and City Solicitor. It outlines the City Corporation's approach to providing bullying and harassment support to staff and managers. It draws attention to the different types of harassment and the possible behaviours that can constitute harassment whilst also highlighting the fact that there is no legal definition of bullying.

<u>Diversity Data</u>

40. The City Corporation actively collects and publishes data and information on the diversity of its workforce at all levels. However, it was felt that there needs

to be a mechanism in place to interrogate the cultural and transformational change necessary to alter the current system for driving improvements in BAME representation at all levels particularly at senior levels. This will assist with building a sustainable talent pipeline across the organisation in the future.

Governance

41. The Taskforce identified early on that the lack of diversity in the City Corporation's governance structures was problematic. It recognised that the Members Diversity Working Party (MDWP), previously commissioned by the Policy & Resources Committee, had recommended 20 areas for improvement. The Taskforce, which included the Chair of the MDWP in its membership, fully endorses the recommendations already approved by the Policy & Resources Committee and urges that they all be adopted. Further information about the work of the MDWP and its recommendations can be found in **Appendix 4**.

42. The Taskforce noted that some of the recommendations are still outstanding and encourage the Policy & Resources Committee to progress these quickly to improve the diversity of the Court of Common Council and remove barriers for those from under-represented backgrounds.

43. **Recommendations that are still in progress, and which the Taskforce feel should be moved forward quickly, are as follows:-**
    a. **A series of promotional activities in the lead up to the 2022 Common Council Elections should take place to encourage a diverse range of candidates to consider standing for election.**
    b. **More needs to be done to review diversity of events (this is also covered in the business workstream)**
    c. **A dedicated senior Officer responsible for Member diversity and inclusion needs to be appointed.**

44. In addition, the Taskforce have put together guidance for Chairs, as well as Members and Officers, to help with conversations about equality and diversity in relation to race, particularly in the context of Committee meetings. This guidance complements the Equally Yours unconscious bias training which all Members and Officers are asked to complete and can be found in **Appendix 3**. The Taskforce also found that the unconscious bias training for Members on recruitment panels for the senior Target Operating Model was a helpful step.

Livery

45. The Co-Chairs have met with several stakeholders in the Livery throughout the last six months – this includes several meetings with the Lord Mayor. These stakeholders have made it clear that they are supportive of the Tackling Racism Taskforce and have conveyed that they wished to demonstrate the change that is being made within the Livery to increase the level of diversity.

46. The Taskforce encourage and endorse the Livery Committee and the Magistracy and Livery Sub Committee's work to improve diversity and recognise that the Taskforce have no remit or governance over Livery

Companies. It is also pleasing to see that the Lord Mayor has been making calls to the Livery directly on this matter too.

47. **Recommendations that the Taskforce would like to make concerning the Livery include:-**
   a. **The Taskforce want to underline the importance of the Diversity Charter and the Best Practice Guide (see Appendix 7) and would encourage Liveries to sign up to it.**
   b. **The Taskforce would also encourage a strong diversity and inclusion process for new guilds and liveries when they are being set up.**
   c. **Where possible, and in other areas of the Taskforce's work, there has been importance placed on collecting and reporting data on ethnicity to improve monitoring and auditing on diversity. This might be something that individual Livery Companies might like to consider**.

Police

48. The Co-Chairs had several meetings with the City of London Police before the two formal Taskforce sessions on the work of the City of London Police and their initiatives to tackle racism and increase diversity.

49. The City of London Police is governed by the Police Authority Board and the Tackling Racism Taskforce has engaged fully with the Chairman of that Board throughout the process. Of course, the City of London Police also receive directives from the Home Office and will have operational decisions to consider. The Tackling Racism Taskforce is not commenting on operational matters but is only making recommendations for those elements under the City Corporation's purview.

50. The Taskforce received presentations from the Assistant Commissioner of the City of London Police and the Commander at its meetings. The Chair of the Police Authority Board was also in attendance at both meetings on the police workstream.

51. There is clearly some good work taking place in this area, such as:
   - An invitation for all BAME employees to express their experiences of racial injustice with the Assistant Commissioner directly.
   - Diversity considerations had been included in annual appraisals
   - Development of HR systems to allow for diversity characteristics to be inputted and staff being actively encouraged to provide data
   - The introduction of an Ally Scheme
   - Members of the Independent Advisory Scrutiny Group had been invited to sit in on interview boards to address perception of unfairness in interviewing process
   - A workshop had been facilitated to review the exit process including exit interviews and later contact with former officers
   - Creation of Champion Leads for areas that were not previously addressed and consultation with colleagues to find appropriate individuals for such positions
   - Introduction of mandatory unconscious bias training

- Consideration of role modelling in senior positions
- Offer of further support to staff networks, including meetings with himself and the Assistant Commissioner to identify valuable ways to support
- Engagement with wider forces including the British Transport Police and Metropolitan Police and consideration of creating a cross-force advisory committee.

52. However, it was also acknowledged, even by the Assistant Commissioner, that further work was required to improve the City of London Police's work in engaging with the communities they serve. In particular, one of the most powerful points of the sessions on police was made about the need for more police officers from the communities they serve, in order to build trust to tackle crimes within those communities and keep communities safe through better engagement.

53. Questions were also raised of the Police about the ethnicity breakdown of its officers and the targets it set around recruitment, but crucially, retention.

54. **The key recommendations for the Police workstream are as follows:-**

a. **The Tackling Racism Taskforce endorse the good work that the City of London Police are already doing in the area of improving diversity of the Force but note there are some areas where there could be improvement;**

b. **The Tackling Racism Taskforce suggest that the Police Authority Board take a particular focus on diversity and inclusion as one of its strategic objectives (this was supported by the Police Authority Board Chair);**

c. **The Tackling Racism Taskforce encourage better engagement between the City of London Police and Black communities, as well as schools and businesses. For example, consideration could be given as to whether the City of London Police should take part in a pilot of independent body worn video reviewers.**

d. **The Tackling Racism Taskforce would encourage the City of London Police to sign up to the 40% recruitment target that the Metropolitan Police had recently announced.**

e. **The Tackling Racism Taskforce would also recommend the City of London Police set a retention target of Black, Asian and Minority Ethnic officers.**

f. **It was noted that the City of London Police do some good work in this area, but the public do not tend to know about this. The Tackling Racism Taskforce would therefore recommend improving communications on the diversity work they do.**

g. **It was recommended that the staffing initiatives already approved and listed in paragraphs 24.a-h be adopted by the City of London Police.**

Education

55. The Taskforce had three detailed sessions on the education workstream. These sessions detailed recommendations around the City Corporation's state schools, the independent schools, adult skills and cultural & creative learning.

56. For the relevant sessions on education, the Taskforce were joined by the Chair and Deputy Chair of the Education Board, the Chair of the City of London Academies Trust, the Chairs of the Board of Governors of the three independent schools (City of London School, City of London School for Girls, City of London Freemen's School), as well as the Strategic Education & Skills Director and the CEO of the City of London Academies Trust.

57. The Taskforce found that, again, some really important work was being undertaken in the education sphere. The Education Strategy commits to safe, inclusive, supportive and empowering education for all, regardless of age, background or circumstance. The Skills Strategy commits to ensuring all partners continue to work towards the achievement of a diverse workforce which mirrors the diversity of our community. The Cultural and Creative Learning Strategy aims to provide accessible opportunities for those at risk of not having access to the full range of cultural experiences. These strategic goals are actively applied to tackling racism in the City of London's Family of Schools, Adult Skills and Education Services (ASES) and cultural institutions offering learning programmes.

58. The City of London Family of Schools have a strong record of achievement and impact in relation to equalities issues as is evidenced in national data, destinations and in extensive media coverage. The focus is on removing barriers faced by pupils and staff who have any of the protected characteristics listed in the Equalities Act, and ensuring inclusivity, promotion of diversity and equal access.

59. The Taskforce note the work of the Tomlinson Review and the work that is being undertaken to ensure there is fair distribution of funding to all the schools, especially to the City of London Academies. The Taskforce endorse the work of this Review and look forward to seeing this progress.

60. With their similar locations, histories, commitment to inclusion and diverse pupil demographics, City of London School (CLS) and City of London School for Girls (CLSG) have commissioned a Race Equality Review, which will report to their Boards of Governors by the end of 2020. The scope of that review is attached to this document in **Appendix 8.**

61. **The key recommendations for this workstream are as follows:-**

   a. **The Schools needed to ensure recruitment and retention of a diverse range of staff and governors, as well as career progression. Consideration should be given to the introduction of teacher apprenticeships.**
   b. **It was felt important that the curriculum did not portray black and minority ethnic people as 'victims' but tell a positive story. As part of this, the Tackling Racism Taskforce would encourage the schools to**

build on its strong Continual Professional Development (CPD) offer for teachers on ways to use cultural resources in learning and to reinvigorate curriculum with culturally diverse content.

c. **The Taskforce would encourage more joined up partnership working, e.g. between the City of London Police and the family of schools.**

d. **Bursaries at the independent schools could be advertised to academies and change the conversation, so it was less about 'class' or 'race' and more about education itself.**

e. **It was also felt important to ensure that equality and inclusion training, as well as difficult conversations training, was rolled out to all staff.**

f. **There should be a focus on work experience placements and consider not always giving the most 'capable' student a placement, but those where there would be most impact. In particular, one of the Co-Chairs, Andrien Meyers had personally worked on a programme called the "Catalyst After School Programme" (CASP) which looks to make the investment and savings profession more diverse and inclusive. This has been supported by the Lord Mayor, and whilst the City Corporation do not sponsor the programme, the Taskforce is keen for the City Corporation to continue to show support.**

g. **Focus on culture and creative learning, and adult skills/life-long learning:**
   o **The Co-Chair concluded the discussion to underline how the Taskforce will build on a fantastic foundation of work in this area. In particular, the Taskforce could look at what support could be offered to children at risk of exclusion and to offer and promote mentoring by Members and officers to young people. The Taskforce also highlighted the important work of the Culture Mile Learning team to help children access and be exposed to cultural institutions**

h. **It is recommended that the City Corporation should support the Academies by creating and promoting an alumni network, of which members could be encouraged to stand as a governor to contribute towards a more representative governing body for each of the Schools.**

Business

62. The Taskforce heard from the Innovation & Growth department as well as a representative from the Financial Services Skills Commission on the work the City Corporation are doing to support businesses in tackling racism and increasing diversity.

63. In response to Black Lives Matter many FTSE350 & Russell1000 constituents affirmed or re-affirmed their commitment to racial equality and diversity in the weeks and months following June 2020.

64. Like the City of London Corporation, many historical institutions such as the Bank Of England, NatWest Group, Lloyds Banking Group, Barclays, Lloyds of London, and Aviva, have also all apologised for their historical links to slavery,

either through direct activities, or historic mergers and acquisitions of former companies.

65. Major UK businesses have made pledges focussed on: Increasing diversity in senior leadership and board level; Voluntarily reporting, and closing the ethnicity pay gap; Ensuring senior executive shortlists include a Black, Asian and Minority Ethnic candidate; and, Strengthening and support staff networks to advise and inform and hold senior executives accountable.

66. The City of London has been commissioned by Government (HM Treasury and the Department for Business, Energy and Industrial Strategy) to run a taskforce - to boost socio-economic diversity at senior levels in UK Financial and Professional Services (FPS), across 2021-22.

67. The taskforce has been designed in response to independent research (published 24th November 2020); developed by the Bridge Group and in partnership with seven financial services organisations. FCA, Bank of England, Santander, First Sentier Investors, Blackrock, Legal & General Investment Management (and one anonymous).

68. This research found that employees from lower socio-economic backgrounds took 25% longer to progress through grades, despite no statistical evidence to link this with job performance. This rises to 32% for those that are also Black.

69. Research shows that in elite professions like finance, there are significant pay gaps for certain ethnic groups i.e. Pakistani and Black British people, and women. Characteristics add layers of disadvantage – for example, Black British individuals from lower socio-economic backgrounds earn less than their Black peers from higher socio-economic backgrounds.

70. Separately, the financial services skills taskforce report, published in January this year, identified a lack of diversity, including ethnic diversity, as one of the reasons for a skills shortage in FS. Nine out of ten FS workers are white, whilst this is broadly in line with the UK population it does not reflect the populations of the urban centres where many FS companies are based.

71. Furthermore, Mercer's industry benchmarking showed that only 1% of British investment managers are black compared with 3% for the UK population and 13% of the London population, the centre of the investment industry in the UK.

72. A lack of ethnic diversity is not just a social issue but a skills issue. The FS industry is facing a serious skills challenge and without a specific focus on improving diversity and inclusion, talented individuals which the industry needs are not being reached.

73. **The City of London Corporation has a particular role to support businesses and would recommend the Policy and Resources Committee:-**

a. **to support and promote the work of the Socio-Economic Diversity Taskforce**
b. **To formally support the Change the Race Ratio campaign and the Race Fairness Commitment (but not to become full signatories to these)**
c. **To consider offering invitations to interested groups to host 2021 Awards and Events in our venues (such as The Investing in Ethnicity Awards, the Black British Business Awards and the Empower Gala Dinner). These connections could be maintained to invite relevant and senior diverse business leaders to future City Corporation events and dinners.**
d. **To actively discourage all-white panels by creating a policy for our own events to always have a diverse mix (of all protected characteristics) on panels and, when City Corporation representatives are invited to speak on panels organised by external stakeholders, to encourage others to consider adopting a similar policy.**
e. **To consider targets for diverse attendees of City Corporation conferences and events**
f. **To support the #10000BlackInterns initiative by identifying at least one area of activity that could develop and host an intern programme, committing to offer at least one paid internship**
g. **To encourage Black SMEs/ microbusinesses to take part in the pop-up market in the Guildhall Yard. (The current market provider, Street Food Markets, is itself a majority Black-owned, all-BAME Director led SME)**
h. **To write to individual firms, promoting the ambitions of the Financial Services Skills Commission in encouraging more data collection, disclosure and reporting.**
i. **To change our own criteria for investments to include a specific target on diversity (as we have done on climate action)**
j. **To write to asset managers asking them how they manage diversity within their organisation**
k. **To explore with the asset managers how diversity is captured within their investment process and how this can be reported.**
l. **To endorse City Procurement's approach to targeted advertising of contracts where there is a recognised under-representation of BAME organisations in that industry and to recommend such industries to prioritise for future work.**
m. **To endorse the new strand of work being initiated by City Procurement to assess whether targeted action (new policies and procedures) for contracts under £100,000 can be effective in increasing the proportion of under-represented minority owned SMEs, especially micros and small companies in our supply chain.**
n. **To note the approach that Chamberlain's are intending to take to improve the functionality of CBIS and the granularity of data held on our suppliers, in order to establish appropriate baselines and the ability to measure the City Corporation's performance.**

Culture

74. As part of the Culture workstream, the Taskforce looked at the important work that the Cultural Services Team had been undertaken during Black History Month including the City Corporation's contribution to Google Arts & Culture's [Black British History](#) pages which tell the story of the City's involvement in the transatlantic slave trade alongside contributions from other London and UK organisations, as well as the launch of the research report *Black and Asian Women in the City of London: 1600-1860* by Chihyin Hsiao. A report outlining the range of activity is available on request.

75. The Taskforce also felt that the Barbican's work on creating an anti-racist environment was particularly important and endorsed its approach to diversity on its Board.

76. A large part of the Culture workstream, though, focused on contested heritage. The debate over contested heritage, within and outside the City of London, has proven to be politically divisive. Following global protests after the death of George Floyd, there was a re-examination of the suitability of certain contested pieces of heritage, namely public statues that displayed subject matters associated with slavery and other forms of racism. The protests and forced removal of the Colston Statue in Bristol was a catalyst for businesses, educational facilities and civil society organisations to re-assess their own cultural artefacts on public display.

77. The City of London Corporation responded by establishing a dedicated workstream, within the Tackling Racism Taskforce, to identify what action if any, should be taken regarding these items. Following approval from the Policy and Resources Committee, the Tackling Racism Taskforce launched a consultative exercise in September 2020 to assist in determining what items existed within the City of London and the future suitability of these items on display.

78. As the Tackling Racism Taskforce was established, the John Cass Foundation also re-considered the symbolism associated with his name and made changes in response to this, such as the removal of the statue of Sir John Cass from their offices in Jewry Street.

79. Other government bodies have addressed the issue of contested heritage in the process of our own deliberations. The Mayor of London has established a Mayoral Commission into diversity in the public realm, to be chaired by Deputy Mayor's Justine Simons and Debbie Weekes-Bernard. This commission will look to ensure guidelines are in place to determine the future commissioning of cultural items across the capital. The City Corporation have remained in dialogue with this commission and have agreed to sit on a working party with other London Borough stakeholders as part of its wider work.

80. Other London Boroughs have also consulted on the issue of contested heritage, notable examples include LB Hackney, which ran a hyper local consultation on contested heritage and LB Lambeth, which has audited items of historical note. The City of London chose to run a more expansive exercise owing to the unique reach of our organisation and the historic links between the City of London and transatlantic slavery.

81. The Government has also proactively engaged with various stakeholders on this issue. The Secretary of State for Digital, Culture, Media and Sport wrote to arm's length cultural bodies on 22nd September 2020, establishing that the Government does not support the removal of statues or other similar objects from public view. This position does not directly impact the City of London's cultural remit.

82. This consultative exercise formally opened to public submissions on 1st September 2020 and closed on 24th November 2020. The exercise was designed to encourage consultees to send their responses, in free form writing, to a bespoke email and postal address.

83. The Tackling Racism Taskforce received 1580 individual responses to the consultative exercise on historic items. It found that a significant majority of external consultees,1067 submissions (71%), expressed a view that items of contested heritage such as statues and street and building names associated with slavery and racism, should be retained on public display and remain in situ.

84. However, the exercise also found that a significant majority of internal consultees, 43 submissions (75%), expressed a view that items of contested heritage, such as statues and street and building names associated with slavery and racism should either be contextualised or removed from public display. Notable statues that were deemed problematic by internal consultees included those of William Beckford and Sir John Cass.

85. This was not a formal consultation but a consultative exercise aimed at the general public, a range of external stakeholders and internal stakeholders including City Corporation staff and Members. People were asked to give their views in free text, to help us to assess the suitability of certain contested heritage items. The exercise was open to all and data was not gathered on factors such as geographical location of those responding. While the views expressed were taken into account, it was always the intention that the Taskforce would make a recommendation based on the wider issues rather than being obliged to adopt any majority view expressed during the consultative exercise. It should be noted that internal City Corporation responses were in favour of the changes laid out below, and the Taskforce voted unanimously for this.

86. **Following a lengthy discussion at the penultimate meeting of the Taskforce, which considered the results of the consultative exercise, the**

Taskforce would like to recommend to the Policy & Resources Committee that:-

a. **Approval be granted for the statue of William Beckford in the Great Hall to be removed**

b. **The statue of Sir John Cass in the Guildhall be given back to the Sir John Cass Foundation**

c. **A working group, which would be led by City Arts Initiative members, and which would report to Policy & Resources Committee and Culture, Heritage & Libraries Committee, be established to manage the transferal of these items with a recommended way forward by the end of April 2021. In the interim, the two statues be covered in some way (temporarily) with an explanatory note as to why, whilst the working group consider the way forward.**

d. **After removal of the Beckford statue, consideration would be given to an appropriate and relevant artwork to replace it.**

e. **Beyond April, the aforementioned working group would scope future public realm commissions which would mark the abolition of slavery and recognise the contribution of slavery toward the growth and expansion of the City of London.**

f. **Following this work, the working group consider a process to audit and consider future commissions of street names and other cultural items that are associated with historic acts of racism such as the Transatlantic Slave Trade.**

g. **Research be commissioned by the working group to understand and learn of notable historic Black, Asian or Minority Ethnic individuals who could be celebrated as making a positive contribution to the City.**

87. In addition, Members should note that the Great Hall, Guildhall, is a Grade I Listed Building. Therefore, any fixtures inside and out are protected. To remove a statue would require Listed Building Consent, which normally takes 3 months and has to have a sound reason for making such an alteration to what is a heavily protected historic interior. There is also the cost of making good the stonework behind the statue. Listing Status recognises the importance and significance of buildings and offers statutory protection against unsympathetic alteration or demolition. Approximately 1% of listed buildings are Grade I and 4% Grade II*. The inclusion of The Great Hall, Guildhall, in the Grade I list gives national recognition to a most important and unique building.

88. Despite this, the Taskforce felt that every effort should be made to explore removal of the Beckford statue, an individual whose vast wealth came from plantations in Jamaica and the large numbers of enslaved Africans working for him.

Timeline

89. In **Appendix 1**, a full list of recommendations across the workstreams can be found. The Taskforce would recommend that the timeline for delivery of all these recommendations need to be completed within 24 months to show real appetite for change and to keep up the momentum of this important work.

90. To support this timeline, the Tackling Racism Taskforce would like to continue to meet quarterly to review the progress of these recommendations and flag any issues into the Policy & Resources Committee.

Corporate & Strategic Implications

o <u>Strategic implications</u> – The recommendations outlined in this report align fully with the following outcomes of the Corporate Plan:
  o 1. People are safe and feel safe
  o 2. People enjoy good health and wellbeing
  o 3. People have equal opportunities to enrich their lives and reach their full potential.
  o 4. Communities are cohesive and have the facilities they need.
  o 5. Businesses are trusted and socially and environmentally responsible.
  o 8. We have access to the skills and talent we need.

o <u>Financial implications</u> – If the principle of these recommendations are approved, further work will be undertaken to ascertain the full scale of the financial implications. In particular, it is envisaged that the recommendations under the Culture workstream could be costly (i.e. removal of statues and commissioning of replacement artwork), particularly as the Guildhall is a Grade I listed building. At this stage, the report is asking for political endorsement on the direction of travel of this work. Any initiatives that need to be funded will need to be reported back to the relevant Committee in the usual way.

o <u>Resource implications</u> – The work of the Tackling Racism Taskforce to date has been absorbed within existing resource in the Committee & Members Services team with support from Remembrancers', HR, Communications, Community & Children's Services, City of London Police, Innovation & Growth & Cultural Services.

o <u>Legal implications</u> - None

o <u>Risk implications</u> – There may be some reputational risks for the City Corporation for not approving the recommendations set out in Appendix 1.

o <u>Equalities implications</u> – The Tackling Racism Taskforce believe this report complies with our Public Sector Equality Duty 2010. The proposals in this report have a positive impact on staff and the communities that it serves who are Black, Asian or Minority Ethnic, to improve equality and inclusion for all.

o <u>Climate implications</u> – None.

o <u>Security implications</u> – None.

Conclusion

91. This report summarises the work and discussions of the Tackling Racism Taskforce across six workstreams (staffing, governance, police, education, business and culture) and makes several recommendations to the Policy &

Resources Committee and the Establishment Committee (listed in Appendix 1). The Tackling Racism Taskforce would underline the importance to the City Corporation to show its commitment by acting quickly, radically and with determination to tackle racism in all its forms.

Appendices
- Appendix 1 – Table of Recommendations
- Appendix 2 – Terms of Reference of Tackling Racism Taskforce
- Appendix 3 – Guidance for Chairs, Members & Officers
- Appendix 4 – Information from the Members Diversity Working Party
- Appendix 5 - External Experts
- Appendix 6 - Public Summaries
- Appendix 7 - Governance - Livery Diversity Charter & Best Practice Guide
- Appendix 8 - Education – Independent Schools Race Equality Review

Background Papers
- *'Interim Report of the Tackling Racism Taskforce'* – Report of the Tackling Racism Taskforce to the Establishment Committee (17 September 2020) and to the Policy & Resources Committee (24 September 2020).

Emma Cunnington
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Staffing Workstream
Key Recommendations

	Objective	Recommendation
1	Recruitment	• Anonymised recruitment across all grades (not just at senior levels) be introduced at the City Corporation. **(Already approved at Establishment Committee in September 2020)**
2	Mentoring	• Mentoring and reverse mentoring schemes be developed at the City Corporation. **(Already approved at Establishment Committee in September 2020)**
3	Training	• All local training budgets at the City Corporation are amalgamated to HR, and professional and technical training, which supports service delivery, is funded from local risk. **(Already approved at Policy & Resources Committee in September 2020.)**
4	Staff Support	• A scheme be developed at the City Corporation that provides and defines a "safe space" for staff and provides clarity on the terms of reference(s) for meetings convened to discuss tackling racism with staff. **(Already approved at Establishment Committee in September 2020)** • Training be given to key individuals across the organisation who will provide support and guidance for staff on an individual and confidential basis. **(Already approved at Establishment Committee in September 2020)**
5	Work Experience	• Current and possible schemes that support work experience programmes with schools and young adults in the City of London be explored. **(Already approved at Establishment Committee in September 2020)**
6	Bullying and Harassment	• A revised HR policy on bullying and harassment be developed at the City Corporation. **(Already approved at Establishment Committee in September 2020)**
7	Data	• Consideration be given as to how the City Corporation could better utilise the collected, published data and information on diversity of its workforce at all levels (including the introduction of a peer review).

Governance Workstream
Key Recommendations

	Objective	Recommendation
1	Member Diversity	- Remuneration of Members should be reviewed and resolved, mindful of improving diversity and inclusion. - A series of promotional activities in the lead up to the 2022 Common Council Elections should take place to encourage a diverse range of candidates to consider standing for election. - A dedicated senior Officer responsible for Member diversity and inclusion needs to be appointed.
2	Events	More needs to be done to review diversity of events (this is also covered in the business workstream).
3	Livery	- The Tackling Racism Taskforce want to underline the importance of the Diversity Charter and would encourage Liveries to sign up to it. - The Tackling Racism Taskforce would also encourage a strong diversity and inclusion process for new guilds and liveries when they are being set up. - Where possible, and in other areas of the Taskforce's work, there has been importance placed on collecting and reporting data on ethnicity to improve monitoring and auditing on diversity. The Tackling Racism Taskforce advise that this might be something that individual Livery Companies might like to consider.
4	Talking about racism & diversity	Approve the guidance note for Chairs, Members and Officers when talking about equality and diversity in relation to race, outlined in Appendix 3. **(Already approved by Policy & Resources Committee in September 2020).**

Police Workstream
Key Recommendations

	Objective	Recommendation
1	Police Force	• The Tackling Racism Taskforce endorse the good work that the City of London Police are already doing in the area of improving diversity of the Force but note there are some areas where there could be improvement. • The Tackling Racism Taskforce would encourage the City of London Police to sign up to the 40% recruitment target that the Metropolitan Police had recently announced. • The Tackling Racism Taskforce would also recommend the City of London Police set a retention target of Black, Asian and Minority Ethnic officers. • It was recommended that the staffing initiatives already approved and listed in this report be adopted by the City of London Police.
2	Governance	• The Police Authority Board should take a particular focus on diversity and inclusion as one of its objectives.
3	Engagement	• The Tackling Racism Taskforce encourage better engagement between the City of London Police and Black communities, as well as schools and businesses. For example, consideration could be given as to whether the City of London Police should take part in a pilot of independent body worn video reviewers • It was noted that the City of London Police do some good work in this area, but the public do not tend to know about this. The Tackling Racism Taskforce would therefore recommend improving communications on the diversity work they do.

Education Workstream
Key Recommendations

	Objective	Recommendation
1	Staff	• The Schools ensure recruitment and retention of a diverse range of staff and governors, as well as career progression. Consideration should be given to the introduction of teacher apprenticeships. • Equality and inclusion training, as well as difficult conversations training, should be rolled out to all staff.
2	Curriculum	• The curriculum should not portray black and minority ethnic people as 'victims' but tell a positive story. As part of this, the Tackling Racism Taskforce would encourage the schools to build on its strong Continual Professional Development (CPD) offer for teachers on ways to use cultural resources in learning and to reinvigorate curriculum with culturally diverse content.
3	Partnership Working	• There should be more joined up partnership working, e.g. between the City of London Police and the family of schools.
4	Bursaries	• Bursaries at the independent schools could be advertised to academies and change the conversation, so it was less about 'class' or 'race' and more about education itself.
5	Work Experience	• There should be a focus on work experience placements and consider not always giving the most 'capable' student a placement, but those where there would be most impact.
6	Adult Skills / Lifelong Learning	• Consideration should be given as to what support could be offered to children at risk of exclusion and to offer and promote mentoring by Members and officers to young people. • The important work of the Culture Mile Learning team to help children access and be exposed to cultural institutions should be recognised
7	Governance	• It is recommended that the City Corporation should support the Academies by creating and promoting an alumni network, of which members could be encouraged to stand as a governor to contribute towards a more representative governing body for each of the Schools.

Business Workstream
Key Recommendations

	Objective	Recommendation
1	Socio-economic diversity taskforce	• The Tackling Racism Taskforce support and promote the work of the Socio-Economic Diversity Taskforce
2	Charter	• The City Corporation should formally support the Change the Race Ratio campaign and the Race Fairness Commitment (but not to become full signatories to these)
3	Events	• The City Corporation consider offering invitations to interested groups to host 2021 Awards and Events in our venues (such as The Investing in Ethnicity Awards, the Black British Business Awards and the Empower Gala Dinner) • These connections could be maintained to invite relevant and senior diverse business leaders to future City Corporation events and dinners.
4	Conferences and events	• To actively discourage all-white panels by creating a policy for our own events to always have a diverse mix (of all protected characteristics) on panels and, when City Corporation representatives are invited to speak on panels organised by external stakeholders, to encourage others to consider adopting a similar policy. • Consideration should be given to targets for diverse attendees of City Corporation conferences and events
5	#10000BlackInterns	• The City Corporation should support the #10000BlackInterns initiative by identifying at least one area of activity that could develop and host an intern programme, committing to offer at least one paid internship

6	Black SMEs/ microbusinesses	• The City Corporation should encourage Black SMEs/ microbusinesses to take part in the pop-up market in the Guildhall Yard. (The current market provider, Street Food Markets, is itself a majority Black-owned, all-BAME Director led SME)
7	Data collection, disclosure and action	• The City Corporation should write to individual firms, promoting the ambitions of the Financial Services Skills Commission in encouraging more data collection, disclosure and reporting.
8	Investments	• To change our own criteria for investments to include a specific target on diversity (as we have done on climate action) • The City Corporation should write to asset managers asking them how they manage diversity within their organisation • The City Corporation should explore with the asset managers how diversity is captured within their investment process and how this can be reported.
9	Procurement	• The Tackling Racism Taskforce endorse City Procurement's approach to targeted advertising of contracts where there is a recognised under-representation of BAME organisations in that industry. • The Tackling Racism Taskforce endorse the new strand of work being initiated by City Procurement to assess whether targeted action (new policies and procedures) for contracts under £100,000 can be effective in increasing the proportion of under-represented minority owned SMEs, especially micros and small companies in our supply chain. • The Tackling Racism Taskforce note the approach that Chamberlain's are intending to take to improve the functionality of CBIS and the granularity of data held on our suppliers, in order to establish appropriate baselines and the ability to measure the Corporation's performance.

Culture Workstream
Key Recommendations

	Objective	Recommendation
1	Statues	• The Tackling Racism Taskforce recommend that the statue of William Beckford in the Great Hall be removed
2	Statues	• The Tackling Racism Taskforce recommend that the statue of Sir John Cass in the Guildhall be given back to the Sir John Cass Foundation
3	Statues	• The TRT recommend that a working group, which would include City Arts Initiative members, and which would report to Policy & Resources Committee and Culture, Heritage & Libraries Committee, be established to manage the transferal of these items with a recommended way forward by the end of April 2021. In the interim, the Beckford statue be covered in some way (temporarily) with an explanatory note as to why, whilst the working group consider the way forward.
4	Memorial	• The TRT recommend that appropriate artwork be commissioned in place of where the statue of William Beckford currently resides in Great Hall. • Beyond April, the aforementioned working group would scope future public realm commissions which would mark the abolition of slavery and recognise the contribution of slavery toward the growth and expansion of the City of London.
5	Street names	• The TRT recommend that following this work, the working group consider a process to audit and consider future commissions of street names and other cultural items that are associated with historic acts of racism such as the Transatlantic Slave Trade.
6	Research	• The TRT recommend that research be commissioned by the working group to understand and learn of notable historic Black, Asian or Minority Ethnic individuals who could be celebrated as making a positive contribution to the City.

Appendix 2

TACKLING RACISM WORKING PARTY

Terms of Reference:
- To consider what the City of London Corporation currently does to tackle racism in all its forms and to assess whether any further action could be undertaken to promote economic, educational, and social inclusion through our activities, including any historical issues with a view as to how we might respond to them;
- To report its findings to both Policy & Resources Committee and the Establishment Committee

Composition:
Chair of Policy and Resources Committee (Catherine McGuinness)
Chair of Establishment Committee (Edward Lord)
Chair of Community & Children's Services Committee (Randall Anderson)
Chair of Member Diversity Working Party (Tom Sleigh)
Chair of Culture, Heritage & Libraries Committee (Wendy Hyde)
Six Members from the wider Court:-
- Caroline Addy **(Co-Chair)**
- Alderman Emma Edhem
- Shravan Joshi
- Natasha Lloyd-Owen
- Andy Mayer
- Andrien Meyers **(Co-Chair)**

Town Clerk & Chief Executive (John Barradell)
Sponsor of the BAME Staff Network (Vic Annells)
Co-Chairs of the BAME Staff Network or their representatives (Zahur Khan and Maxine Pitt, replaced with Martin Bailey and Samantha Wright in November 2020)
Director of Community & Children's Services (Andrew Carter)
Director of Members' Services (Angela Roach)
Director of Communications (Bob Roberts)
Diversity & Engagement Lead Officer, HR (Amanda Lee-Ajala)

Appendix 3

Guidance for Chairs, Members and Officers: *Talking about racial inequality*

Aim: The aim of this document is to provide Chairs, Members and Officers guidance on how to talk about diversity and racism in a way which is respectful and sensitive, avoiding racist slurs or microaggressions, particularly during formal committee meetings at the City of London Corporation.

Background: The Tackling Racism Taskforce, set up in June 2020 following the murder of George Floyd and the subsequent Black Lives Matter protests, aims to consider whether any action could be taken to tackle racism. Whilst the importance of more conversations about diversity in relation to race is recognised, it is also acknowledged that these conversations can be highly emotive, hurtful and, sometimes, racist.

Definition of racism: The Taskforce have agreed to adopt the Equalities and Human Rights Commission's definition of racism as *"when you are treated differently because of your race in one of the situations covered by the Equality Act. The treatment could be a one-off action or as a result of a rule or policy based on race. It doesn't have to be intentional to be unlawful."*

Some tips to get you started:

1. Listen!
If you have not personally experienced prejudice and racism in the UK, and/or are not from a Black, Asian or Minority Ethnic (BAME) background, do not assume you know how it feels or what the experiences of BAME people might be. Ask questions and be curious. Take direction and learn from colleagues of BAME background.

2. Educate yourself.
If you have not personally experienced prejudice and racism in the UK, you might not realise that a number of our colleagues from BAME backgrounds are tired and drained from explaining their hurt and defending their pain and trauma. Remember that someone's ethnicity is not always obvious.

You can take responsibility for educating yourself on the issues facing BAME people. There are a number of resources, which may help you to see things from a different point of view, such as *Why I'm no longer talking to white people about race* by Reni Eddo-Lodge or *So you want to talk about race* by Ijeoma Olu, as well as many others.

3. Think, before you speak…

It is right and encouraged that people of all ethnic backgrounds contribute to the discussion of tackling racism. It is not just an issue for those who have suffered it to deal with – we all have a duty to play our part in the fight against racism. However, before you speak, think:

a) Is what I am about to say accurate and relevant to the discussion?
b) If I were of a different ethnic background, would I feel encouraged and respected by what I am about to say?
c) Am I being influenced by pre-conceived generalisations, prejudices and stereotypes in what I am about to say?
d) Is it necessary for me to quote racist terms to explain a point? Might these racist terms alone trigger traumatic memories for those listening?

4. Speak out!
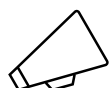
Talking about racial inequality is difficult. But don't be silent on the topic. The fear of saying the wrong thing often keeps people from wanting to engage in a discussion about race and equality in the first place. Start by acknowledging that this is a difficult conversation and setting out why you want to have it (e.g. to understand, to solve a problem).

If, during the course of a committee meeting, you feel that someone has said something which is racist, hostile or offensive, you will want to consider how you respond. If you are the Chair of that meeting, there is a particular onus on you to shut down conversations that are offensive. You could interrupt and calmly state that you disagree with that language and that the conversation now move on. Members and officers should also feel empowered to challenge offensive language or racist behaviour. However, shaming or accusing the individual is unlikely to change the behaviour but cause defensiveness. You might feel a better course of action is to privately message the Chair and explain your concerns. The Chair, if they agree, can then respond to the individual and stop any further discussion.

Some problematic phrases used when talking about racial inequality

- **"I don't see colour"** - "When you say, 'You don't see colour,' that [can be] offensive to people of colour," Dr. Lorenzo Boyd, associate professor of criminal justice and assistant provost of diversity and inclusion at the University of New Haven said. "Because you are reducing major parts of their characteristics and their culture to nothingness."

- **"All Lives Matter"** - Boyd explained, "When I say 'Black Lives Matter' and somebody else says 'Blue Lives Matter' or 'All Lives Matter,' to me that's akin to going into a cancer hospital and screaming out, 'You know there are other diseases too.' "

- **"My life was hard too"** – If you have not personally experienced prejudice and racism in the UK, that "does not mean your life is not hard. It means that your race is not one of the things that makes it hard," Dr. Amanda Taylor, senior

adjunct professorial lecturer, School of International Service at American University explained.

- **"Where are you from?"** – "Simply put, this question is alienating. You are implying that I couldn't possibly be from Britain, so you need to know where I really come from." While it is often used as a simple and courteous ice-breaker, be aware that it is also sometimes used as a coded way of implying a person does not belong.

Members Diversity Working Party (MDWP)

1. At its meeting on 13 December 2018, the Policy & Resources Committee considered the outcome of the work undertaken to help enhance the diversity of the Court and promote the merits of standing for office as a Common Councilman or an Alderman by its Members Diversity Working Party (MDWP). Of the 20 recommendations presented 17 were approved.

2. Whilst most of the recommendations have been progressed, a number are dependent on the appointment of a dedicated senior Officer responsible for Member diversity and inclusion such as the delivery of promotional activities, networking and engaging with other business groups. The recruitment and appointment of this post is currently on hold due to the Fundamental Review and the moratorium currently in place on recruitment.

3. <u>Advertising the City's commitment & Comms Diversity Policy</u>
A series of promotional activities in the lead up to the 2021 all-out Common Council Elections, which included activities specifically aimed at encouraging a diverse range of candidates to consider standing for election, was agreed by the Policy & Resources Committee earlier this year. However, the restrictions imposed by Covid-19 has meant that the activities such as the early evening reception with guests from a diverse range of backgrounds scheduled to take place during Inclusion Week (28 September – 4 October 2020) and a high-profile targeted advertising campaign has had to be put on hold.

   The Director of Communications continues to ensure that messages on diversity are included in all communications. Social media training for Members now covers diversity and inclusion and the respective policy states that:- *No photos that undermine our efforts to promote diversity should be published, including via social media except in exceptional circumstances. All group photos (meetings, panels, events etc) of more than two people should include both men and women and ideally not be all white, so that we reflect our colleagues and the communities we that work in and represent.*

4. <u>Events</u>
Whilst it was acknowledged that the Remembrancers Department had already taken the issue of diversity on board when organising events, the MDWP felt more could be done regarding diversifying events with more consistency needed across all events, particularly big and well publicised events (e.g. Lord Mayor's Banquet). The MDWP has asked the Hospitality Working Party to address the issue.

5. <u>Appointing a dedicated senior Officer responsible for Member diversity and inclusion</u>
The MDWP asked for consideration to be given to appoint a dedicated Senior Officer with overarching responsibility for promoting Member diversity and inclusion, with a budget. It was envisaged that the role would be responsible for the development of new diversity initiatives such as Citizen Ceremonies, as well as other elements of work that it was anticipated would be pursued, such as diversity network engagement; the merits of developing a Member-level

mentoring scheme, ownership of annual events such as celebrating Pride, Black History Month, International Women's day and Eid .

The recruitment moratorium imposed whilst the Fundamental Review and Governance Review are being carried out has put this on hold. Notwithstanding this, the MDWP has asked for alternative ways of delivering some of the activities it was envisaged the postholder would progress to be explored, such as use of a temporary contract or using existing resources, for example, by way of a secondment or through some of the community outreach work or business engagement activities already being undertaken by relevant City Corporation Officers. The scope of this is currently being explored and will be reported to the next meeting of the MDWP.

92. Recommendations that have already been reconsidered and fully approved by the Policy & Resources Committee are as follows:-

a. <u>Set aspirations for diversity representation on the Court of Common Council by 2021 and 2025 elections</u>
At its meeting in March 2019, the Policy & Resources Committee set aspirations for representation on the Court of Common Council by the 2021 and 2025 elections and agreed that these should be 30% female and 15% BAME by 2021, and 42% female and 22% BAME by 2025. In addition, Members requested an analysis of the outcome following the two elections.

b. <u>Voluntary Members' Diversity Charter</u>
In March 2019, the Policy & Resources Committee approved the introduction of a voluntary Diversity Charter for Members to consider signing up to as a public show of commitment and to help drive the debate internally on diversity and inclusion. This Charter was subsequently circulated to the Court of Common Council and a further reminder about the Charter was sent to Members in January. When new Members are elected to the Court, they are also invited to sign the Charter as part of their induction.

To date, 98 Members have elected to sign it. A number of Members have also updated their biographies on the City Corporation's website to state that they are signatories of the Diversity Charter.

c. <u>Nomenclature</u>
In March 2019, the Policy & Resources Committee agreed that the gender-neutral title of "Common Councillor" be used in all communications and documents in place of "Common Councilman", with the exception of documents intended to have legal effect. This change has been implemented. The Committee also supported the title "Chairman" remaining as the default but with Members having the option of being referred to as "Chair" if they so wish.

d. <u>Unconscious Bias Training</u>
Support was given to the inclusion of unconscious bias training in the Member Development Programme. A bespoke equalities and inclusion training course for Members was developed, which included unconscious bias and utilised a new interactive tool called "Equally Yours". Its purpose was to assist in providing Members with deeper understanding, competence and confidence in relation to

equality, inclusion and diversity. Whilst the first of the physical sessions took place earlier this year in March, the programme has since been adapted as a result of Covid-19 and the recent death of George Floyd. It will now take place virtually and be delivered jointly by our learning and development Officers and one of the highly skilled and accredited facilitators from the designers of Equally Yours, who has lived experiences on these matters. The two sessions planned for July are now fully booked and further sessions are planned for September/October. In addition to this:-

- Members also have access to online Equality Training through CityLearning;
- The Members' Diversity Charter also includes a commitment to undertake unconscious bias training;
- Chief Officers are required to undertake the same training and their first virtual training session took place on 6 July;
- A seminar by an external solicitor was held on 25 October 2019 for Members of the Licensing Committee regarding Public Sector Equality Duty and how biases (conscious and unconscious) could affect licensing hearing decisions.

e. Meeting timings and technology

In November 2018, the Policy & Resources Committee noted that the legislation at that time did not allow Members to participate fully in local government meetings via audio or video link. Nevertheless, it was keen to support the principle of Officers and Members participating in non-local government meetings and agreed to the use of video link at meetings of the Board of Governors of the City of London Freemen's School on a trial basis. Since then, funding has been agreed to upgrade all meeting rooms within Guildhall including the Committee rooms, with relevant technology to allow remote meetings to take place. This work is currently underway. As a result of Covid-19, the Government has also introduced temporary legislation permitting formal decision-making meetings to be undertaken virtually until May 2021. All meetings now take place in this manner.

In terms of the timing of meetings, whilst the previous desire of the majority of Members was to maintain the status quo, Committees remain free to change the times of their meetings should they wish to do so. Chairs have been reminded of this and have been asked to be mindful that altering the time could have wider resource implications.

f. Committee election system
As recommended by the MDWP, the First Past the Post voting system for committee elections was reviewed to ascertain whether it would help to improve diversity. Members noted that Court had given consideration to voting systems in early 2016 and introduced an Alternative Vote system for elections to single vacancies. The arrangements seemed to be working well and it was agreed that the status quo should be retained.

g. Ballot Paper Statistics

The Policy & Resources Committee agreed that statistics of a committee's breakdown in terms of gender and race should be added to ballot papers to help keep diversity at the forefront of Members' minds. In order to do this, a voluntary survey was carried out to understand the demographics of the current composition of the Court of Common Council in terms of sex and ethnicity. Data was collected and securely stored by the Committee and Members Services team. Although there was only a 46% response rate to the survey, breakdown statistics are now added to ballot papers for Committee vacancies.

h. Encouraging diversity in partner organisations – including Livery
The Chair of the MDWP wrote to the Town Clerk and Lord Mayor earlier this year highlighting the importance of the admission of women in Livery Companies. The Town Clerk and Lord Mayor were urged to provide targeted messaging concerning diversity and inclusion in their remarks to Livery Masters and Clerks in order to encourage greater diversity.

i. Ancillary support to Members
The MDWP was keen that, as a minimum, a support system similar to that available for staff should be available for Members. As a result of this, the Director of HR has been able to extend the Employee Assistance Programme to Members. The programme offers free and confidential support on personal (e.g. debt, alcohol, drug and gambling issues), legal, financial and other practical issues. In addition, to maximise wellbeing during the flu season, Members are now able to reclaim the cost of a private flu vaccination (up to the maximum of £15 per member).

j. Co-opted / Non-Executive / External Members
The MDWP felt that a clear process was needed by which co-opted Members are appointed. Whilst it was acknowledged that many Chairs already used appointments to external positions (co-opted Non-Executive Members) to improve diversity on committees, a centralised process with clear guidelines would ensure these potions were carefully considered rather than 'friends of Chairmen'. The Governance Review will include looking at appointments to external positions and assist with developing a clear process by which co-opted Members are appointed.

k. Appointed panels – diversity imperative
The MDWP requested that a conscious effort be made to ensure the composition of all City Corporation appointed panels/groups are diverse, i.e. not all male (or female) or all white. Officers reviewed all of its panels including interview panels, licensing hearings, standards/assessment sub hearings, staff appeals, teachers disciplinary committee panels and Independent Schools complaints panels to find out how diverse they have been in the last year. A spreadsheet based on the tracker for licensing hearings recording which Members sat on each hearing panel have since been introduced for all of our panels so diversity can be tracked going forward. Chairs are reminded by Clerks to keep diversity in mind when selecting panels; however, this is not always possible as a decision can only be based on the availability of Members.

l.   <u>Better guidance for selecting voters</u>
     The Director of Communications was asked to ensure that material sent to companies regarding voter registration encouraged them to select a diverse representation of their workforce. We now include a message to businesses urging them to reflect the diversity of their employees when nominating voters. This message is repeated in a letter from the Town Clerk reminding businesses to register to vote and it has been agreed to make these messages more prominent in future years.

Appendix 4

External expert	Date of meeting	Workstream focus
Lord Lisvane re: Governance Review	30 June 2020	Governance
Wendy Garcia, Chief Diversity Officer, New York City Comptroller	15 July 2020	Business
Dominic Burris-North, London Blue Badge Guide all staff event	12 August 2020	Culture
Justine Simons, Deputy Mayor for Culture & Creative Industries: Commissioning Diversity in the Public Realm	3 September 2020	Culture
Trevor Phillips	21 September 2020	Governance, Culture
Harry Matovu QC ref Charter for Black Talent in Finance and the Professions	28 September 2020	Business
Head of Corporate Affairs at London Stock Exchange	5 October 2020	Culture
Head of Corporate Affairs at UK Finance	23 October 2020	Business
Deborah Oliver, Co-opted Member of the Police Authority Board	23 October 2020	Police
Caroline Wright, Lord Mayor's Appeal		Governance
Leslie Thomas QC	11 December 2020	Police

In addition, the Co-Chairs have met with various Member stakeholders to help inform the work of the Taskforce, as follows:

Individual	Workstream
Chair, Police Authority Board	Police
Chair, Education Board	Education
Deputy Chair, Education Board	Education
Chair, City of London Academies Trust	Education
Chief Executive Officer, City of London Academies Trust	Education
Chair, Livery Committee	Governance
Deputy Chair, Livery Committee	Governance
Chair, Magistracy and Livery Sub-Committee (General Purposes Committee of Aldermen)	Governance
The Rt Hon the Lord Mayor	Governance
BAME Staff Network	Staffing

Appendix 5

<u>Tackling Racism Taskforce</u>

A public summary of the Tackling Racism Taskforce's meeting held on 26 June 2020.

The Tackling Racism Working Party held its first meeting on 26 June 2020, co-chaired by Caroline Addy and Andrien Meyers.

Its first decision was to rename itself as the Tackling Racism Taskforce to show its commitment to act quickly, radically and with determination.

The Tackling Racism Taskforce agreed to structure its workstreams around the following themes:-
- Staffing
- Internal governance
- Education
- Police
- Business
- Culture
- Health & Wellbeing

There was a wide-ranging discussion that centred around the 7 workstreams listed above, and it was agreed that, going forward, each meeting would focus on a particular theme. The next meeting, in a fortnight's time, will focus on the impact of racism on the City Corporation's own staff.

In the lead-up to the next meeting, the Co-Chairs will attend and listen to the thoughts and concerns of the BAME Staff Network at its next meeting. Work will also be undertaken to:-
- provide the Taskforce with information about policies and initiatives already in place at the City Corporation to support and develop our BAME staff,
- define what the Taskforce means by 'racism', and
- review the recommendations of the Members Diversity Working Party, previously considered by the Policy and Resources Committee, which sought to improve the diversity of Members of the Court of Common Council.

In addition, the Taskforce discussed the importance of including external expertise and advice to the group on tackling racism.

The Taskforce has committed to working at pace, meeting fortnightly, to develop recommendations around the 7 workstreams for consideration by the Policy & Resources and the Establishment Committees.

For any enquiries to the Tackling Racism Taskforce, please contact
emma.cunnington@cityoflondon.gov.uk

A public summary of the Tackling Racism Taskforce's meeting held on 13 July 2020.

The Tackling Racism Taskforce held its second meeting on 13 July 2020. The key focus of this meeting was on **staffing**.

At the beginning of the discussion, elected Members listened to the experiences of BAME staff working for the City of London Corporation in smaller "breakout rooms" to help provide context to the discussion. As a whole group, many ideas were discussed as to what initiatives could be put in place to improve diversity of the workforce and to enable a better sense of inclusion for BAME employees.

Some of the key recommendations that came out of the discussion were as follows:-
- To introduce anonymised recruitment across the board (not just at senior levels)
- To develop mentoring and reverse mentoring schemes
- To ensure that all departments allocate budgets for all employees to access for their personal development (this is separate from and in addition to budgets for professional and technical training)
- To provide and define a "safe space" for staff and provide clarity on the terms of reference(s) for meetings convened to discuss tackling racism with staff
- To train key individuals across the organisation who will provide support and guidance for staff on an individual and confidential basis
- To support work experience programmes with schools and young adults
- To update HR policies on harassment and bullying
- To consider how the diversity of the City Corporation's leadership (especially Members) may impact on a culture of inclusion
- To consider how the City Corporation could better collect and publish data and information on diversity of its workforce at all levels.

These recommendations will now be formalised by the Taskforce at its next meeting and, following approvals from the Establishment Committee and the Policy and Resources Committee, will be progressed by the HR department.

In addition, the Taskforce agreed to adopt the Equalities and Human Rights Commission's definition of racism as *"when you are treated differently because of your race in one of the situations covered by the Equality Act. The treatment could be a one-off action or as a result of a rule or policy based on race. It doesn't have to be intentional to be unlawful."*

The Taskforce briefly discussed some of the recommendations that were not implemented from the Members Diversity working Party, including the subject of pay to remove barriers for individuals of diverse groups, who may be considering standing for election. Whilst it was felt that Member remuneration was an important matter to discuss at an early opportunity, the majority of the Taskforce felt that a more urgent aspect of the Taskforce's workstreams should be to engage with current debates surrounding the viability of historic landmarks and street names that are associated with Britain's role in the slave trade, colonial history and historic racist acts, and consider those landmarks and street names under the jurisdiction of the City of London

Corporation. A report on this matter will be coming to the next meeting of the Taskforce for consideration.

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Tackling Racism Taskforce

A public summary of the Tackling Racism Taskforce's meeting held on 24 July 2020.

The Tackling Racism Taskforce held its third meeting on 24 July 2020. The key focus of this meeting was on **culture**, and specifically on historic landmarks within the City of London.

The Taskforce considered a report concerning historic landmarks within the City of London with a proposal for a consultative exercise to be undertaken to help inform the Taskforce's recommendation on what action should be taken to address historic landmarks that are associated with Britain's role in the slave trade, colonial history and historic racist acts.

A detailed discussion took place considering several options such as adapting current statues to include added description or visual interpretation, replacing statues with a memorial, or leaving statues but adding a memorial to victims of the slave trade, amongst other options. The Taskforce concluded that they would like to undertake a consultative exercise to capture more views to help inform their recommendation to the Policy and Resources Committee. Working closely with the Mayor's commission to review the diversity of its public realm, this consultative exercise will aim to begin in September and will run for three months. Further work will be undertaken over the Summer to develop the scope, governance and mechanism of the consultation. The Taskforce urged that the work on this matter be carried out at pace.

In addition, the Taskforce agreed to the formal recommendations relating to staffing, which will be considered by the Establishment and Policy & Resources Committee in September. These recommendations were set out in the public summary of the 13 July 2020.

There was also a suggestion that this Taskforce put together some guidance for Chairs, as well as Members and Officers, to help with conversations about diversity in Committee meetings. This would complement the Equally Yours unconscious bias training which all Members and Officers are asked to complete. The Taskforce agreed to look at some proposed guidance at its meeting focused on governance and civic issues in September.

Finally, an elected Member of the Taskforce raised a concern that the balance of discussion during these Taskforce meetings tended to be weighted on the elected Members' side. Officers were encouraged to feel free to challenge and disagree with Members, and the Clerk was asked to consider mechanisms to allow for more discussion from everyone, such as the use of breakout rooms, which had worked well for the staffing session previously.

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Tackling Racism Taskforce

A public summary of the Tackling Racism Taskforce's meeting held on 4 September 2020.

The Tackling Racism Taskforce held its fourth meeting on 4 September 2020. The key focus of this meeting was on **governance**, and specifically on the interim report that the Taskforce were submitting to the Policy and Resources and the Establishment Committees in September.

As the Taskforce considered the interim report, they received an update from the Diversity and Engagement Lead Officer on some of the HR recommendations:
- Anonymised recruitment is still in testing stage, but it has been implemented at interview stage using mixed panels.
- The Bullying and Harassment Procedure is out for consultation and is being linked to the Grievance Policy.
- Piloting for mentoring and reverse mentoring has started, and senior Members and Officers (such as the Lord Mayor, Chair of Policy and Town Clerk) have been part of this.
- Work experience schemes are being reviewed to ensure they are fit for purpose.

Following an update on the launch of the consultative exercise on historic items with links to racism and slavery, the Taskforce reviewed – in detail – the guidance for Members, Chairs and Officers when discussing racial injustice. There was some discussion relating to the term 'microaggression' and whether this had become a politicised word. The Taskforce also debated the pros and cons of listing (or recommending) particular books for individuals to educate themselves on the issue, such as *Why I'm no* longer *talking to white people about race* by Reni Eddo-Lodge or *White Fragility* by Robin DiAngelo.

The Taskforce also briefly discussed a report of the Members Diversity Working Party concerning recommendations relating to improving the diversity of the Court of Common Council. In particular, Members discussed recommendations around nomenclature (i.e. that the City Corporation had changed Standing Orders to allow for Committee Chairs to officially call themselves 'Chairs' rather than 'Chairmen', if they wished to) and ensuring that the nominated electorate from businesses were a diverse representation of their workforce.

There was also a discussion relating to whether the City Corporation should sign up to particular Charters on improving ethnic diversity. It was agreed that some Charters, such as the *Charter for Black Representation in Finance and the Professions*, could be supported by the City of London Corporation, without the organisation being signatories.

Finally, the Co-Chair suggested that the next meeting should focus on asking Members of the wider Court of Common Council to attend (or submit views in advance) to input into what the Taskforce are doing. This would be a private meeting.

Following this meeting, the Taskforce would then focus on its workstreams of police, education and business.

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Tackling Racism Taskforce

A public summary of the Tackling Racism Taskforce's meeting held on 17 September 2020.

The Tackling Racism Taskforce held its fifth meeting on 17 September 2020. It invited the wider Members of the Court of Common Council to the meeting for them to input into the work. This was a private meeting and so some comments are not included in this public summary.

Ideas from the wider Court were raised as follows:-

Education
- The City's family of schools are already doing some excellent work with programmes and initiatives using the PSHE curriculum. These are initiatives the Taskforce can use and recommend rollout more widely.
- It was recommended that the Co-Chairs meet with the Chairs of Governors.
- The Taskforce should consider the independent review on how the Corporation should balance its resources across the family of schools.
- Christ's Hospital are also doing some work which should be included in the audit of initiatives tackling racism in education.

Police
- The City of London Police is looking at initiatives around improving diversity and inclusion for its own BAME staff and it is important this is shared across with this Taskforce.
- There is an opportunity for the City of London Police to be leaders in this sphere.
- The Taskforce should look at statistics behind Stop and Search powers as well as COVID powers and any disproportionately towards BAME individuals.
- It might be useful for Members to shadow City of London Police officers on duty so they can see first-hand how they operate.

Governance
- It is important that the Taskforce are aware of all the work that is being carried out within other committees in this area and to bring it all together
- External Members are very important in the process of developing work such as this.
- We must ensure that any internal restructures do not indirectly disproportionately disadvantage particular ethnic groups.
- The Taskforce should consider recommending "mandatory" (or as close as possible) unconscious bias training for elected Members (rather than voluntary).

The next meeting of the Taskforce will consider areas connected to its workstream on police.

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Tackling Racism Taskforce

A public summary of the Tackling Racism Taskforce's meeting held on 2 October 2020.

The Tackling Racism Taskforce held its sixth meeting on 2 October 2020 with a focus on **policing**. The Assistant Commissioner of the City of London Police presented to Members initiatives in regards to diversifying the force, engaging with BAME communities, as well as statistics around Stop and Search.

The Taskforce heard how work had been undertaken in the recruitment, retention and training of police officers to ensure that the Force was attracting under-represented groups. New initiatives had also been brought in for current staff, such as reverse mentoring, job shadowing and bespoke development plans.

In addition, there was focus on statistics around complaints as well as the diversity of scrutiny and oversight bodies of the City of London Police. Members discussed how the proportion of BAME individuals in London stood at around 44% and the Assistant Commissioner explained that it would take the CoLP 10 to 15 years to match this in its own Force.

Many questions were asked around community engagement and especially the Force's relationship with young people and BAME Communities. There was also discussion around the figures on Stop and Search and particularly, the 36% who had not declared their ethnicity when surveyed. It was explained by another Taskforce Member that a large number of the non-declared 36% were perceived to be black.

The Co-Chair thanked the Assistant Commissioner for his time and asked that for the next meeting regarding policing, he produce a report that covers:-
- Statistics on diversity of scrutiny and oversight boards
- Details on initiatives around recruitment, retention and training
- Details on initiatives around community engagement, including links with BAME community
- An articulation of the outcomes the CoLP are wishing to have as a result of this work.

The Taskforce also discussed the Charter for Black Talent in Finance and the Professions and it agreed to recommend that the City Corporation publicly support the Charter. There was some discussion on the term 'BAME' and whether we should also look to make sure that all those from BAME backgrounds (not just Black) should be included when we talk about diversity in financial and professional services sector.

Finally, a presentation was given to the Taskforce on a new initiative to look at providing a digital platform on the City's links with the Transatlantic Slave Trade.

The next meeting of the Taskforce will consider areas connected to its workstream on education.

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Tackling Racism Taskforce

A public summary of the Tackling Racism Taskforce's meeting held on 16 October 2020.

The Tackling Racism Taskforce held its sixth meeting on 16 October 2020 with a focus on **education**.

The City Corporation's Strategic Education & Skills Director gave an overview of the areas for action that the Taskforce could focus on, such as:

- Lobbying for more inclusive forms of evaluation and assessment
- Continued research on wellbeing and adaptive practices for equalities groups
- Proactively diversify school governing bodies through recruitment practices
- Lobbying for inclusive curriculum design and addressing some recent national curriculum changes, which may have resulted in some negative changes.
- Providing greater access to pupil wellbeing, counselling and family support.

The Taskforce then had a detailed discussion where the following points were made:-

- Overall, the schools were doing a really good job in this area but there was no room for complacency.
- It would be useful to have the demographic statistics of pupils in the City Corporation's selective schools.
- It was important to consider the language used when advertising for school governors to attract diverse candidates with the right skills. The alumni community could be an important source of candidates for school governor roles. Age diversity for school governors was also important.
- Black writers needed to be embedded across the curriculum – this was something the City Corporation could lobby for. One Member suggested that the curriculum be devolved to reflect the diversity of London. The CEO of the City of London Academies Trust (CoLAT) explained that, despite the constraints of the National Curriculum, the academies had been teaching about the role of BAME individuals in English Literature, Science and History.
- There was a disparity in funding from the City of London Corporation to the independent schools in comparison to the academies, as highlighted in the Tomlinson Review. This should be looked at.
- Generally, across the country, there seemed to be disproportionate impact on black Caribbean boys and white, working-class boys in terms of exclusions. Following a further discussion on exclusions, it was noted that any exclusion was always a last resort and also had to be taken when considering other pupils' ability to learn without distraction.
- There should be better partnership working in this area between the independent schools and the academies.
- High stakes examinations induced anxiety for pupils and this may affect their wellbeing.
- Raising standards and aspirations was the only real way to increase outcomes.
- Whilst some Members felt it was important that schools be left to concentrate on getting through the fallout of the pandemic, others felt that it was important to keep shining a spotlight on this area to ensure that all pupils, whatever their ethnicity, recover from the pandemic, equally.

- It was important to look at what other initiatives were in place, such as the Financial Services Skills Commission, and see where the City of London Corporation could add value.
- The role of bursaries, philanthropy and endowments should not be underestimated in helping educational outcomes. The City Corporation may be able to do more to financially support the academies, such as a City Giving Day.

Members of the Taskforce requested that the most recent exclusion data report be sent to the Taskforce for information.

The Taskforce also acknowledged that there were other governing bodies, such as the Education Board and the Board of Governors for the independent schools, in this space and so the Taskforce should not overstep its boundaries.

The Taskforce concluded that it would focus on:
- Bringing together initiatives on tackling racism across the family of schools
- Drawing together some common themes, including clear outcomes and timelines, such as:
    a. Data on exclusions and diversity within schools
    b. Governor diversity and linking schools with alumni
    c. Curriculum – can the Taskforce support something specific
    d. Funding – can the City Corporation support particular initiatives financially
    e. Improve diversity and unconscious bias training for governors and staff

The Taskforce agreed to have two additional sessions on education: one to focus on independent schools and state schools, and the other to focus on cultural and creative learning and skills and adult learning.

For any enquiries to the Tackling Racism Taskforce, please contact emma.cunnington@cityoflondon.gov.uk

Tackling Racism Taskforce

A public summary of the Tackling Racism Taskforce's meeting held on 30 October 2020.

The Tackling Racism Taskforce held its eighth meeting on 30 October 2020 with a focus on **adult skills and cultural and creative learning (education)**.

Firstly, the City Corporation's Strategic Education & Skills Director directed the Taskforce with the paper's section on adult skills, which suggested that consideration be given to the following areas:

  a) Providing accessible work experience opportunities in the City and beyond
  b) Increase efforts to encourage apprenticeship applications from BAME learners and ensure these convert in proportion to appointments.
  c) Continued 'reach-out' offers for community learning, using community engagement and family learning to support children and their families.
  d) Continued development around fusion skills for all across lifelong learning.

The Taskforce heard about some of the work (both accredited and non-accredited) that the City Corporation had provided, such as food hygiene courses for Bangladeshi women. There was also some discussion on the Family Learning Festival which helped the whole family (both children and parents) with a range of learning activities.

Similarly, the City Corporation had a particular focus on apprenticeships in recent years with BAME representation in 2020/21 cohort of 41%. The Taskforce heard how the London Careers Festival, which connected individuals to a range of apprenticeship opportunities, had been very successful.

The Chief Executive Officer of the City of London Academies Trust also presented information on a new pre-Apprenticeship Academy for young people who may otherwise have been permanently excluded. He added that the Taskforce may wish to consider whether they could recommend that the City Corporation provide financial support to this initiative, as this is currently being funded by the Schools directly (and match-funded by pupil premium). On the whole, Members were enthusiastic about the scheme and, following questions, it was clear that this programme was different from a Pupil Referral Unit.

It was also suggested that the Taskforce should encourage Members and senior officers to volunteer with mentoring of these children.

Following this, the Taskforce then heard about the Cultural and Creative Learning work and watched a YouTube video giving a small idea of what initiatives were being undertaken during Black History Month, where a Black Londoner responded to one of our cultural items. It was reported that many teachers did not feel confident teaching on Black or ethnic minority curriculum and asked that the Taskforce consider what they could to do to improve professional development for teachers. Similarly, it was noted that not all children were able to visit the cultural institutions and the Culture Mile Schools Visits Fund aimed to overcome this.

Members of the Taskforce then had separate conversations into breakout rooms and fed back the following points:

- Apprenticeships are extremely important, and there is sometimes still resistance as universities hold a certain status. Working and learning, however, is important for children that have outgrown school.
- There is a need to increase mentoring for students.
- The dots need to be connected between the work that the Barbican are doing and Culture Mile learning
- Continual Professional Development (CPD) is an important aspect for teachers alongside peer mentoring groups.
- The Fusion Skills work, encouraging parents and parental engagement in education is vital.

The Co-Chair concluded the discussion to underline how the Taskforce will build on a fantastic foundation of work in this area. In particular, the Taskforce could look at what financial support could be offered to the pre-Apprenticeship Academy and to offer and promote mentoring by Members and officers to young people. The Taskforce also highlighted the important work of the Culture Mile Learning team to help children access and be exposed to cultural institutions.

Separately, the Taskforce also briefly discussed the use of the term BAME and concluded that it should be used in the final report as it is the term used and recognised nationwide. The report should, however, address that the term is not cohesive and must be broken down into the separate groups when necessary.

Finally, the Taskforce considered a report listing the external experts that the Co-Chairs and Members of the Taskforce had liaised with, and noted that due to the amount of sessions remaining, the final report would be submitted to the January 2021 meetings of the Policy and Resources Committee and Establishment Committee, rather than December 2020.

For any enquiries to the Tackling Racism Taskforce, please contact emma.cunnington@cityoflondon.gov.uk

Tackling Racism Taskforce

A public summary of the Tackling Racism Taskforce's meeting held on 6 November 2020.

The Tackling Racism Taskforce held its ninth meeting on 6 November 2020 with a focus on **independent and state schools (education)**.

The Taskforce considered a report of the Strategic Education & Skills Director and heard from representatives from the City of London School, the City of London School for Girls and the City of London Freemen's School on the work they were doing to tackle racism and where there were still issues that required the help of the Taskforce.

Members of the Taskforce then discussed how important it was for everyone to understand the mental health burden on students on tackling racism. The Co-Chairs also asked for more detail on data and particularly on what success would look like for the schools. A Member of the Taskforce also suggested that each governing body had a lead Member responsible for diversity and inclusion.

The Taskforce and external guests then discussed this topic further in breakout rooms and fed back the following points:-
- The key area that the Taskforce should focus on is recruitment and retention of a diverse range of staff and governors, as well as career progression. Consideration should be given to the introduction of teacher apprenticeships.
- It was important that the curriculum did not portray black and minority ethnic people as 'victims' but tell a positive story.
- The Taskforce could encourage more joined up partnership working, e.g. between the City of London Police and the family of schools
- One group felt that bursaries at the independent schools could be advertised to academies and change the conversation, so it was less about 'class' or 'race' and more about education itself.
- It was also felt important to ensure that equality and inclusion training, as well as difficult conversations training, was rolled out to all staff.
- There should be a focus on work experience placements and consider not always giving the most 'capable' student a placement, but those where there would be most impact.

In the final wrap up discussions, it was underlined again how important it was to recognise that coming from a BAME background did not automatically mean you would be disadvantaged in the education world, and it was important that social mobility work was not ignored as part of this work.

There was also a brief conversation about the importance of having these sorts of conversations about race, even though they can sometimes feel uncomfortable.

For any enquiries to the Tackling Racism Taskforce, please contact emma.cunnington@cityoflondon.gov.uk

Tackling Racism Taskforce

A public summary of the Tackling Racism Taskforce's meeting held on 13 November 2020.

The Tackling Racism Taskforce held its tenth meeting on 13 November 2020 with a focus on **police**.

The Tackling Racism Taskforce considered a report of the Commissioner of the City of London Police (CoLP) regarding work of the CoLP in relation to equality and diversity. This included:

- An invitation for all BAME employees to express their experiences of racial injustice with the Assistant Commissioner directly.
- Diversity considerations had been included in annual appraisals
- Development of HR systems to allow for diversity characteristics to be inputted and staff being actively encouraged to provide data
- The introduction of an Ally Scheme
- Members of the Independent Advisory Scrutiny Group had been invited to sit in on interview boards to address perception of unfairness in interviewing process
- A workshop had been facilitated to review the exit process including exit interviews and later contact with former officers
- Creation of Champion Leads for areas that were not previously addressed and consultation with colleagues to find appropriate individuals for such positions
- Introduction of mandatory unconscious bias training
- Consideration of role modelling in senior positions
- Offer of further support to staff networks, including meetings with himself and the Assistant Commissioner to identify valuable ways to support
- Engagement with wider forces including the British Transport Police and Metropolitan Police and consideration of creating a cross-force advisory committee.

Members of the Taskforce then raised several questions to the Commander. This included reference to the fact that the Metropolitan Police (Met) had recently announced that they were aiming to recruit 40% police officers from BAME backgrounds by 2022 and whether the City of London Police would be taking forward a similar initiative. The Commander committed to look closely at the Met's announcement and would look to ensure that the City of London Police targets reflected the ethnicity of the population. Members also asked for more detail on the cross partnership working between the CoLP, the Met and the British Transport Police (BTP) in this area.

The Taskforce also discussed how it would be important for the Police Authority Board to have a specific diversity and inclusion objective that could be audited in the long term. The Taskforce were keen to ensure that the Diversity and Inclusion officers at the City Corporation and the CoLP were coordinated in their work.

The Taskforce also encouraged the CoLP to continue its engagement with local communities, the family of schools and businesses in the Square Mile.
Members were given a short update on the media interventions recently undertaken around the activities of the Taskforce and were reminded of the looming deadline of the Consultative Exercise on Historic Items, which will close on 24 November 2020.

For any enquiries to the Tackling Racism Taskforce, please contact emma.cunnington@cityoflondon.gov.uk

Tackling Racism Taskforce

A public summary of the Tackling Racism Taskforce's meeting held on 27 November 2020.

The Tackling Racism Taskforce held its eleventh meeting on 27 November 2020 with a focus on **business**.

The Taskforce received a presentation from officers in Innovation & Growth, Procurement and Investment concerning recommendations around the business workstreams.

In particular, points were made as follows:-
- There was a flooded field of Charters for businesses to sign on racial diversity - it is not recommended the Corporation develops its own Charter, but offers public support for those in existence.
- The research undertaken by the City Corporation on socio-economic diversity in UK Financial and Professional Services (FPS) industry in eight firms found that employees from lower socio-economic backgrounds took 25% longer to progress through grades, despite no statistical evidence to link this with job performance. This rises to 32% for those that are also Black.
- Very few firms publish detailed data on ethnic diversity of employees and if they do, the tendency is to report the percentage of BAME employees as a whole rather than a breakdown of every ethnicity, of which some are severely under-represented.
- The City Corporation's Procurement team can provide guidance and skills training to support SMEs and social enterprises that have a diversity ethos.
- The City Corporation's Investment team can look at how asset managers manage diversity in their own firms and how diversity is captured within their investment processes and how this can be reported.

Following a question on the taskforce for socio-economic diversity in UK FPS, Members heard how businesses were fully aware and acknowledged there was a problem and wanted to do something about this.

The Taskforce then discussed in further details in breakout rooms, where the following points were made:-
- Investment is a key area where the City Corporation can make a difference and there would be a huge reputational risk for not taking action. It might be worth asking for some external advice on taking this recommendation forward.
- There may be specific industries, which may have a lower level of diversity, to focus on in the procurement recommendation.
- There is a general fear amongst firms about reporting negative information (i.e. lack of diversity) but the more that firms do this the data will become more anonymised and this will increase firms' confidence to report.
- The changes that will be brought in by the new Target Operating Model (TOM) in the City Corporation may impact the delivery of this work and we much not lose sight of the changes that this Taskforce is recommending.

- The perception of the City Corporation is an issue and is reinforced when we have all white male events – we need to be reaching a wider audience and sowing visible diversity at events and banquets.
- Whilst there is a recommendation to set targets on event guest lists on diversity, we need to be cognisant that guest lists are not always entirely in the City Corporation's control.

The Co-Chair summarised the discussion, particularly on events, by confirming that we need to look at targets with a clear timeline on when this might come into play to help improve the City Corporation's reputation in this area.

It was agreed that in the final report, the Taskforce will recommend to the Policy & Resources Committee and the Establishment Committee:-
- to support and promote the work of the Socio-Economic Diversity Taskforce
- to formally support the Change the Race Ratio campaign and the Race Fairness Commitment (but not to become full signatories to these)
- to consider offering invitations to interested groups to host 2021 Awards and Events in our venues (such as The Investing in Ethnicity Awards, the Black British Business Awards and the Empower Gala Dinner). These connections could be maintained to invite relevant and senior diverse business leaders to future City Corporation events and dinners.
- to actively discourage all-white panels (but not to establish a formal policy on this)
- to consider targets for diverse attendees of City Corporation conferences and events
- to support the #10000BlackInterns initiative by identifying at least one area of activity that could develop and host an intern programme, committing to offer at least one paid internship
- to encourage Black SMEs/ microbusinesses to take part in the pop-up market in the Guildhall Yard. (The current market provider, Street Food Markets, is itself a majority Black-owned, all-BAME Director led SME)
- to write to individual firms, promoting the ambitions of the Financial Services Skills Commission in encouraging more data collection, disclosure and reporting.
- to write to asset managers asking them how they manage diversity within their organisation
- to explore with the asset managers how diversity is captured within their investment process and how this can be reported.
- to endorse City Procurement's approach to targeted advertising of contracts where there is a recognised under-representation of BAME organisations in that industry and to recommend such industries to prioritise for future work.
- to endorse the new strand of work being initiated by City Procurement to assess whether targeted action (new policies and procedures) for contracts under £100,000 can be effective in increasing the proportion of under-represented minority owned SMEs, especially micros and small companies in our supply chain.
- to note the approach that Chamberlain's are intending to take to improve the functionality of CBIS and the granularity of data held on our suppliers, in order

to establish appropriate baselines and the ability to measure the City Corporation's performance.

The Taskforce also received a report including anonymised anecdotes that staff had shared on their experience of racism and microaggression at the City Corporation. The Taskforce were shocked by the stories and questioned whether the recommendations under the staffing workstream went far enough to avoid a repeat of any of these kinds of stories.

For any enquiries to the Tackling Racism Taskforce, please contact emma.cunnington@cityoflondon.gov.uk

Tackling Racism Taskforce

A public summary of the Tackling Racism Taskforce's meeting held on 11 December 2020.

The Tackling Racism Taskforce held its twelfth meeting on 11 December 2020 with a focus on **culture**.

The Taskforce received a report from the Director of Communications regarding the results of the consultative exercise looking at historic items within the City of London. Members heard how the City Corporation had received 1580 individual responses to the consultative exercise, which presented the Taskforce with four options of varying actions to take regarding historic landmarks.

Following extensive discussion, the Taskforce were unanimous in agreeing the following recommendations to put forward to the Policy & Resources Committee in their final report:

- It is recommended that the statue of William Beckford be removed from the Great Hall and contextualised.
- It is recommended that the statue of Sir John Cass in the Guildhall be returned to the Sir John Cass Foundation.
- It is recommended that a working group, which would be led by City Arts Initiative members, and which would report to Culture, Heritage & Libraries Committee and any decision ratified by the Policy & Resources Committee, should be established to manage the transferal of these items with a recommended way forward reported by the end of April 2021.
- A new installation be commissioned in place of where the statue of William Beckford currently resides in Great Hall. The aforementioned working group would scope options for replacing the Beckford statue and future public realm commissions which would mark the abolition of slavery and recognise the contribution of slavery toward the growth and expansion of the City of London.
- Following this work, the working group consider a process to audit and consider future commissions of street names and other cultural items that are associated with historic acts of racism such as the Transatlantic Slave Trade.
- A memorial to the Transatlantic Slave Trade be commissioned in a prominent position within the City of London.
- Research be commissioned by the working group to understand and learn of notable historic Black, Asian or Minority Ethnic individuals who could be celebrated as making a positive contribution to the City.
- The Taskforce inform external stakeholders of their decisions in the hope that it encourages others to review any problematic items they own.

The Taskforce also received a report updating Members on recent work of the Cultural and Visitor Development Team including Black History Month and Google Arts & Culture. During this discussion, it came to light that cultural programming could potentially include celebrations on Stephen Lawrence day, taking place on Thursday 22nd April 2021 with the BAME Network keen to support such initiatives. It was agreed that the Co-Chairs of the BAME Network would liaise with the Culture team to discuss this possibility.

The Taskforce will now have one more meeting to discuss the final report before it is submitted to the Policy & Resources Committee (21 January) and the Establishment Committee (27 January).

For any enquiries to the Tackling Racism Taskforce, please contact emma.cunnington@cityoflondon.gov.uk

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Livery Committee

Diversity Charter for Livery Companies/Guilds

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We believe that attracting a wider pool of talent to engage with our Livery Company/Guild will assist in building a City of London fit for the future.

To support this, We, the Court of the _____ will:

1) Whilst being conscious of capabilities, consider the gender (sex) and ethnic mix of the Court, when voting on appointments to the Court.

2) Whilst being conscious of capabilities, consider the gender (sex) and ethnic mix of committees when voting on appointments to committees.

3) Consider how the public image of the Company/Guild is perceived in photographs and on social media, when attending City or Livery Company events.

4) Seek to introduce new people, from diverse backgrounds, to the Company/Guild, for example, through invitations to functions, as speakers or guests etc.

5) Consider the diversity of candidates when proposing them for the Freedom of the Company.

6) Look out for talented people, from diverse backgrounds, who could make a contribution to the work of the Company/Guild and encourage them to consider joining.

Signed by the Master: _____

Date: _____

Guidance note - Formation of new guilds/Companies

Background to the formation of new Livery Companies

1. The ethos of the Livery Companies of the City of London is the same today as it was when the various Companies emerged from the early Guilds which were formed to foster and protect crafts and trade in the Metropolis, and to dispense charity in a wide variety of forms where it was most needed. The Livery Companies are therefore not antiquated survivals from the past but institutions

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full of vitality, whose activities have received commendation by successive Royal Commissions. The constituent liverymen, assembled in Common Hall, carry out a significant function in the election to Office of the City's most important dignitaries, including certain of its officers. The combined effect of the Livery Companies' strengthens the corporate life of the City, and it follows that a new Livery Company must be prepared to play its part without reservation.

2. Livery Companies have always been staunch supporters and sponsors of charities. On the educational side, the Livery Companies' contribution to the country's welfare is not only academic but also commercial and practical to a degree which cannot be overstated.

3. It is certainly true that Livery Companies have collectively influenced the tide of history in the City of London and beyond.

4. The coming into being of a new Livery Company must not be confused with the formation of a Club, which, in time, could cease to exist through lack of interest and the necessary support, or be wound up at the will of the members from the time being. One of the main characteristics of a Livery Company is continuity, and if a Petition for recognition as a City Company or for Grant of Livery Status is to be successful, the Court of Aldermen will require sufficient length of time to justify the purpose that it is intended to be permanent in nature, and that the members are not already represented by an existing Guild or Company of the City of London.

5. It is very important that the interest and intentions of the petitioning body should not conflict with those of an existing Livery Company. The trade, craft or profession of the persons comprising the potential Company must not already be represented among the existing Companies. It is essential that new Guilds consult with existing Companies with a potential overlap in membership prior to seeking Company status. It is normal for the petition to be accompanied by letters of support from existing Companies/Livery Companies.

6. The Constitution and Ordinances annexed to the Petition to the Court of Aldermen must conform in all respects with the Custom of London. This, among other things, requires the jurisdiction of the Court of Aldermen to be accepted in all matters affecting the Livery of the City of London. The proposed objects, constitution and ordinances when petitioning for recognition must be appropriately updated to reflect the relevant status. It is also normal for byelaws to be submitted although these should be separate to the Ordinances as any changes to the Ordinances require the approval of the Court of Aldermen (but this is not required for the bye-laws which essentially deal with the day to day running of the Company).

7. The evolution of the square mile from being a manufacturing and trading centre into a modern commercial and financial metropolis of international predominance has resulted in certain institutions, which represent the professions throughout the country, becoming increasingly involved within the City of London.

8. The professional activities of some of these bodies have had a considerable degree of participation in the affairs of the commercial City. Where this has happened an interest has been proved in the formation of a Livery Company by more than one representative professional institution.

9. The principle of seeking recognition of City Company and Livery status is a serious matter and it should not be embarked upon by any applicant except after mature consideration, and with full support from the Petitioning Body's membership.

Procedure – City Guild Status

10. There is no formal procedure for a prospective guild or representative professional institution seeking to become a recognised City Guild, and it is not until such an organisation seeks City Company status that it is required formally to petition the Court of Aldermen. However, to avoid raising false expectation, it is recommended that any such organisation wishing ultimately to be a City Livery Company should seek the views of the Magistracy and Livery Sub-Committee regarding its intention. A letter of intent is then submitted to the Court of Aldermen giving background information; details of membership, *both men and women*; aims and objectives; and finances. However, the letter of intent should only be submitted once the views of the Magistracy and Livery Sub-Committee have been sought and a Sponsoring Alderman identified.

11. Once the letter of intent is approved by the Court of Aldermen, the body becomes a formally recognised guild of the City of London and can then proceed to the next stage of becoming a company without Livery.

12. The prospective guild or representative professional institution must have adequate finances. The financial requirements at each stage are as follows:

	Charitable Fund	General Fund
Recognition by the Court as a Guild	Nil	£10,000
Company without Livery Status	£150,000	£30,000
Livery Status	£300,000	£60,000

Procedure – Moving to City Company without Livery

13. A recognised guild seeking to be recognised as a City Company without Livery should have functioned satisfactorily for at least four years and satisfy the following conditions:

(i) its trade, craft or profession must not already be represented among the Livery Companies (*previously demonstrated at Guild stage*);
(ii) it must demonstrate a commitment to the Civic City and, where relevant, wider London; as well as demonstrating its commitment or future plans in respect of charity, education and finance;
(iii) the majority of members of the Company must always be persons engaged in the trade, craft or profession of the Company. Evidence of its efforts to foster the trade, craft or profession must show beneficial results. The petition

should be accompanied by a list of members, *showing that the membership of the Company is demonstrably reflective of the composition of the trade, craft or profession of the Company by criteria such as age, gender, ethnicity and any other relevant personal characteristics*;

(iv) its meetings should be held within the City of London boundaries but it is not necessary for their office to be based in the City;

(v) it must consist of a body of persons fit and proper to be created a City Company and which normally can show that it has some City connections. The reason for the strong City connection is that they are expected eventually to be recognised as Livery Companies which still form a vital part of the civic constitution as it is their liverymen who participate in Common Hall and form the electorate for the election of the Lord Mayor and Sheriffs and other City officers;

(vi) it must have a total membership of not less than one hundred;

(vii) its annual corporate income and invested charitable and educational funds must be adequate to enable the Guild to foster its trade, craft or profession effectively (see figures below);

(viii) it must supply satisfactory evidence that its efforts to foster the trade, craft or profession (in addition to furthering technical education) have produced beneficial results; and

(ix) a comprehensive business plan must be presented when petitioning for Company status with four years' audited accounts (this should be updated when seeking full Livery status).

14. A Guild must formally petition the Court of Aldermen to be recognised as a City Company without Livery. All of the above criteria will be taken into consideration by the Court of Aldermen, as well as the views of the Sponsoring Alderman.

15. Again, the financial requirements at this stage will also be scrutinised (*paragraph 12*).

Procedure – Moving to City Company with Livery Status

16. A City Company (recognised as a City Company without Livery) may after four years of operation as a City Company seek a Grant of Livery.

17. After the interval of four years from recognition as a City Company, it may further Petition the Court of Aldermen for the grant of Livery Status. All discussions with the Corporation's officers on matters of form and procedure are invariably conducted on an unofficial basis, thus preserving the independence of the Court of Aldermen. There is no objection to the appropriate officers being consulted by either the Sponsoring Aldermen or a Petitioning Body, provided that this is done to obtain informal advice and assistance required in the course of preparations leading up to the submission of a Petition and associated documents in accordance with the Petitioning Body's own resolution to that effect.

18. Again, the financial requirements at this stage will also be scrutinised (*paragraph 12*).

Key contact List

19. Further information regarding how an organisation can seek approval to become a recognised Guild of the City of London or a fully-fledged Livery Company of the City of London can be sought from the following officers:

    The first point of contact is Murray Craig, Clerk to the Chamberlain's Court who can provide general and overall guidance on the process. Whilst the Clerk to the Chamberlain's Court will provide comprehensive guidance during his preliminary discussions with prospective guilds, the organisations are also encouraged to seek guidance from the Clerks of newly established Companies.

    Murray Craig
    Clerk of the Chamberlain's Court
    020 7332 3055 / murray.craig@cityoflondon.gov.uk

    Paul Double
    The Remembrancer
    020 7332 1207/ Paul.Double@cityoflondon.gov.uk

    Anne Pietsch
    Comptroller and City Solicitor's Department
    020 7332 1633 / anne.pietsch@cityoflondon.gov.uk
    Anne can provide specific advice relating to legal issues.

    Elizabeth Scudder
    Principal Archivist, London Metropolitan Archive
    020 7332 3822 / elizabeth.scudder@cityoflondon.gov.uk
    Elizabeth's area of expertise is in the format of the formal petitions to be submitted to the Court of Aldermen.

    Rhiannon Leary
    Executive Officer to the Court of Aldermen
    Town Clerk's Department
    020 7332 1434
    rhiannon.leary@cityoflondon.gov.uk

City of London Schools Race Equality Review

In the wake of the Black Lives Matters protests and in recognition of the ongoing challenges that students of colour face in education, City of London School and City of London School for Girls have commissioned a joint race equality review to examine all aspects of race at the schools. The review will give staff, students and alumni an opportunity to contribute their views and experiences. The review will build on work already underway by staff and make recommendations for further changes. The leadership of both schools are committed to building an anti-racist school community and believe the review will foster diversity and inclusivity for current and future generations of students and staff.

The review will explore the following areas:

(i)   Admissions and attainment
- Diversity of the current student body, including monitoring of student diversity
- Schools' admissions policies, including bursaries and widening access initiatives
- Attainment for students of colour

(ii)   Recruitment and retention
- Diversity of current school staff, including monitoring of staff diversity
- Recruitment and retention policies and practice
- Staff experience of inclusivity

(iii)   Behaviour and discipline
- Schools' behaviour policies and the potential for discriminatory impact
- How the schools tackle allegations of racism
- Connections between safeguarding and anti-racism

(iv)   Curriculum
- Teaching of Black history, literature and culture
- How the schools study and celebrate leaders, artists and scholars of colour
- How anti-racism is taught as part of the curriculum

(v)   Beyond the curriculum
- Diversity of extra-curricular activities, including drama, music, art and school clubs
- What symbols, art and monuments feature in the schools
- How the schools commemorate and celebrate their alumni
- Diversity of external speakers and topics

(vi)   School culture
- How students of colour experience school life, including experiences of racism
- How well understood, included and integrated students of colour feel in school

- Diversity of student leadership and representation of students of colour in student bodies

(vii) School communications
- Accessibility and inclusivity of the school's internal and external communications, including on its website

(viii) Challenging racism
- Adequacy of the schools' policies on reporting race discrimination
- Understanding and identification of racism in school
- How confident staff and students feel that concerns about racism will be addressed
- How the schools strike the balance between permitting freedom of expression and intellectual discovery and protecting students from harm

(ix) Community engagement
- How the school engages with the wider school community, including parents and alumni of colour
- How the schools develop relationships with other schools and organisations to increase awareness of race

The Review team

The Review team includes:

- Elizabeth Prochaska is a barrister specialising in equality and human rights law and founder of a human rights NGO. She was recently Legal Director of the Equality and Human Rights Commission where she led investigations into discrimination in the workplace and developed guidance on discrimination for schools. She has also been Deputy Counsel at the Independent Inquiry into Child Sexual Abuse, where she led the investigation into abuse in schools.

- Katie Fudakowski is a barrister and now partner of Farrers with a decade of litigation experience in employment and safeguarding law built up while a tenant of Old Square Chambers. Katie has been instructed by employers and employees in every type of employment case, in particular multi-day discrimination and whistleblowing cases in the education sector. Katie has acted in personal injury abuse claims in the county court, Teaching Regulation Authority prosecutions, the Independent Inquiry into Child Sex Abuse (IICSA) and Special Educational Needs and discrimination cases brought before the First Tier Tribunal.

- Shehnal Amin is an Associate at Farrer & Co. Shehnal acts for both employees and employers on a wide range of employment matters, both contentious and non-contentious. Shehnal advises a variety of clients, including schools, universities, charities, businesses and individuals. Shehnal is also a member of the firm's Safeguarding Unit and has experience in advising on a number of issues linked to safeguarding for a range of clients. She also advises clients involved in the Independent Inquiry into Child Sexual Abuse (IICSA), clients

facing discrimination claims in the Special Educational Needs and Disability in the First Tier Tribunal, and clients involved in the Teaching Regulatory Authority process.

Committee(s)	Dated:
Establishment Committee	27 January 2021
Subject: Equality and Inclusion Update including Gender, Ethnicity and Disability Pay Gaps	**Public**
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	**Contribute to a flourishing society, point 3**
Does this proposal require extra revenue and/or capital spending?	**No**
If so, how much?	**n/a**
What is the source of Funding?	**n/a**
Has this Funding Source been agreed with the Chamberlain's Department?	**n/a**
Report of: Chrissie Morgan, Director of Human Resources	**For Decision**
Report author: Carol Simpson, Town Clerk's – Human Resources Amanda Lee-Ajala – Town Clerk's – Human Resources Tracey Jansen, Towns 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 2020 and presents the updated Equality and Inclusion Action Plan 2019 - 2021.

Recommendation(s)

Members are asked to note the report and endorse:

- the Equality and Inclusion Action Plan 2019 – 2021 attached at Appendix 6
- the revised categories included in the Equal Opportunities Recruitment Monitoring Form at Appendix 7.

Main Report

Background

In accordance with the Gender Pay Gap Regulations the City Corporation has been required to publish and report its Gender Pay Gap (GPG) by 30 March annually since 2017. Alongside the GPG the City Corporation has also voluntarily elected to publish each year both the Ethnicity Pay Gap (EPG) and Disability Pay Gap (DPG), in line with a number of local authorities.

In March 2020 due to the Coronavirus outbreak, the Government Equalities Office (GEO) and the Equality and Human Rights Commission (EHRC) suspended enforcement of the gender pay gap deadlines for the reporting year 2019 - 2020 i.e. snapshot date of 31 March 2019. However, the City Corporation had already prepared and reported on the 2019 - 2020 data to this committee in December 2019 together with an update on equality and inclusion activities to help us address the pay gaps.

This report provides the pay gap figures at the snapshot date of 31 March 2020 in relation to gender, ethnicity and disability. Data reported is compiled by the Pay Office, Chamberlains from CityPeople.

Pay gap data shows the difference in the average pay between different groups i.e. all men and women in a workforce. Whereas equal pay deals with the pay differences between different groups i.e. men and women who carry out the same jobs, similar jobs or work of equal value.

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.

This report includes an update on the City Corporation's Equality and Inclusion Action Plan 2019 - 2021, an integral part of monitoring progress against qualitative targets on equality matters, including actions to improve our pay gap.

Current Position

Pay Gaps

1. The Corporation's gender, ethnicity and disability pay gaps as at the snapshot date of 31 March 2020 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.

2. 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. Chief Officers and senior managers are asked to encourage their own staff to check they have entered their data through self-service, especially for the casual workforce. This is particularly important as the better the data capture for ethnicity and disability the more accurate the pay gaps will be.

3. In summary, the mean hourly and mean bonus rates are tabulated below i.e. the difference between the mean hourly / bonus rates for different groups i.e. male staff and female staff expressed as a percentage of the male rate. A positive figure indicates that females are paid less than males on average; a negative figure indicates that females are paid more than males on average.

Summary Table: Gender, Ethnicity and Disability Pay Gaps 2020

Note: Bracketed figures represent the 31 March 2019 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	5.6% Lower (5.5% Lower)	15.7% Lower (17.2% Lower)
Ethnicity Pay Gap (based on 87.36% of the workforce) BAME employees pay and white employees pay as a percentage of white employees pay	19.1% Lower (19.7% Lower)	23.1% Lower (18.2% Lower)
Disability Pay Gap (based on 85.24% 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	10.3% Lower (7.9% Lower)	-14.8% Higher (-11.9% Higher)

4. These pay gap figures are representative of all employees and are not differentiated by full-time and part-time status. The total headcount used for the mean and median pay gaps was 5,030. A fuller breakdown is provided at Appendices 1, 2 and 3.

5. 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

6. The formula to produce the GPG data is applied across all employers and provides us with useful insight as to how to address any imbalances where this is possible. However, at the time of this report none of the other London Boroughs have yet published their gender pay gap return for the snapshot date of 30 March 2020, therefore instead we have looked at Office for National Statistics (ONS) data for comparison.

7. The gender pay gap is the difference between the average hourly pay of men and women. For information, in April 2020 the ONS reported provisional figures in its 'Gender Pay Gap in the UK: 2020' as calculated from the Annual Survey of Hours

and Earnings (ASHE), that the gender pay gap has fallen from 19.1% in 2016 (i.e. before the government requirement started) to 17.0% in 2020 across all employees working in organisations with 250 or more staff. ASHE data estimates are based on information gathered from a sample of 1% of employees in the UK on 22 April 2020. The City Corporation's mean hourly pay position at 5.6% lower, is much more favourable.

8. The ethnicity pay gap is defined as the difference between the average hourly pay of ethnic minorities and White British people. In 2018 - 2019, the Government consulted on options for the introduction of mandatory employer led Ethnicity Pay Reporting, the feedback from which is currently being analysed and a response has no doubt been impacted by Covid-19 and Brexit. To bring in a new ethnicity pay reporting scheme will require a new Act of Parliament.

9. From the latest ONS reports the ethnicity pay gap differs across regions and was largest in London at 23.8% in 2019, in contrast to the City Corporation's current 19.1% mean hourly rate.

10. In 2018 the ONS reported that disabled employees living in London were paid 15.3% less than non-disabled employees, in contrast to the City Corporation's current 10.3% mean hourly rate. The disability pay gap is the difference between the average hourly pay of disabled and non-disabled people, which is expressed as a percentage of non-disabled people's pay. Disabled people are all those with a health condition expected to last for at least 12 months which limits either their day-to-day activities which maybe physical, mental or other impairments. Non-disabled people are those without health conditions and those with health conditions which are neither activity-limiting nor work-limiting.

11. This year we had 16 additional staff declare themselves as disabled, when formerly they were either not disabled or not stated.

12. Our ethnicity and disability declaration level remains at around the mid to late 80% range. Whilst it is true to say that no-one is obliged to answer monitoring questions, particularly as they can be perceived to be very personal, but the quality of the monitoring is only as good as the quality of the data. It therefore continues to be important that both managers and employees understand how the equality declaration process is worthwhile and necessary to make equality policy a reality.

13. The total pay on the snapshot day was £14,022,007 and of this 15.5% or £2,179,213 was for Market Forces Supplement (MSF) payments. The MFS percentage of total pay was 13.7% for the snapshot date of 31 March 2019, therefore MFS increased as a percentage of total pay over the past year by 1.8%. Data on MFS's broken down by gender ethnicity and disability is attached at Appendix 4.

14. MFS's 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 information about others posts that are

or could be impacted including equality considerations. However, if the market benchmarking data is weighted towards traditionally male professions, then this can unintentionally continue to underpin to a degree the gender pay gap.

15. The vast majority of bonus payments relate to Contribution Pay, Recognition Awards and to a lesser extent, Honoraria payments (Appendix 5). As for the previous 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).

16. The reasons for pay gaps are complex and interrelated, including economic, cultural, societal and educational factors, for example:

- A lack of flexible working options
- Women being the main providers of unpaid caring responsibilities
- Occupational segregation
- Years of tenure in post
- Those who take extended breaks from work i.e. career breaks or time out of work
- Highest qualification obtained as a measure of skills

Equality and Inclusion Update

17. The Equality and Inclusion Action Plan 2019 - 2021 in relation to employment agreed by the Equality and Inclusion Board is attached as Appendix 6. Members will recall that the Equality, Diversity and Inclusion Manager presented an update on their work supporting the effective delivery of the City Corporation's Public Sector Equality Duty (PSED) in relation to service delivery and work with communities of residents, City workers and visitors.

18. The Committee is asked to endorse the updated plan in relation to employment and will continue to receive updates on its progress. A review of the Equality and Inclusion Board is underway in relation to its membership and the need to have more consistent and stretching Key Performance Indicators (KPIs) that relate to all aspects of the PSED. This has been identified and will be covered in the Equality Annual Performance Report. This will result in a revised format of the Equality and Inclusion Plan going forward.

19. Members will be aware that as part of the Women in Finance Charter pledge, we have committed to increasing the number of women in senior roles (G grade and above) across all areas of the organisation (not just finance), to 45% by 2023 from the current 33%. Unfortunately, due to savings requirements and our ongoing major restructuring (prior the pandemic), recruitment has been subject to a moratorium throughout 2019 - 2020, this will continue to impact on our ability to return to normal recruitment. The target has therefore been reviewed by the Equality and Inclusion Board who considers that whilst we retain the target level of 45%, we extend the timescale to March 2025 to account for the paused and reduced recruitment. We will still expect to see moderate improvement to reflect internal promotion and progression, particularly considering the various initiatives

that are included in the Action Plan to address internal development and career progression initiatives. In addition, where there is external recruitment, the initiatives that have already been put in place to address the pay gaps will continue to apply such as anonymised recruitment.

20. In relation to reducing the ethnicity and disability pay gaps, the E&I Board will discuss possible target setting at its next meeting.

21. The Tackling Racism Taskforce employment related actions that have been developed in collaboration with Human Resources have been incorporated in the Equality and Inclusion Action Plan.

Proposed changes to the demographic categories included in the Corporation's Equal Opportunities Recruitment Monitoring Form

22. The Equality and Inclusion Board has considered and agreed the expansion of the current demographic categories contained in the City Corporation's monitoring form provided with the employment application form, to include changes to the way we ask sex and trans questions and include Social Mobility. The draft revised monitoring form that applicants for vacancies are invited to complete is attached as Appendix 7. This form will continue to be stored separately from the application form, and the data used only for statistical monitoring purposes.

23. The benefits that data capture exercises can reap for both the employee and the employer are far-reaching. Monitoring exercises can send a powerful signal of alliance with all employees from different backgrounds. Capturing data on sex to include non-binary, trans and social mobility is a concept for championing equality and inclusion. It will enable the City Corporation to measure the success of many of its equality and inclusion strategies, identifying what is working well and what is not.

24. Self-identification often starts during the recruitment process or once employment begins. Answering equality questions are always optional and responses can be updated or removed at any time, but by adding these questions it will help us to become a more inclusive employer and make sure everyone feels welcome, supported, and able to access opportunities here.

Questions on Sex and Gender Identity

25. Gender identity refers to a person's deeply held sense of their own gender. For trans people, their own sense of who they are does not match the sex that they were assigned at birth. The City Corporation understands that collecting data on employees' gender identity must be done sensitively.

26. Trans employees may not feel comfortable disclosing this information because of concerns about data security or if they are not openly trans. The City Corporation also recognises that some people who have transitioned (where someone has taken steps to live as the gender which they identify as) do not consider trans to

be a part of their identity at all and would not use this word to describe themselves. For example, a person assigned female at birth and who transitions to male may identify as a man rather than as a trans man. However, it is considered that employees should be able to identify however they are most comfortable, these additional categories will go some way to enabling this to happen.

27. It is important that the questions used, have been systematically developed and that staff are comfortable with the proposed changes. The staff networks have been consulted on the extended categories included in this report.

Questions on Social Mobility

28. Socio-economic background is a set of social and economic circumstances from which a person has come from including financial, cultural, geographical and educational that may have an impact on their progression.

29. Social mobility in relation to recruitment and retention has become increasingly recognised and discussed across industries with a view to widening the talent pool and increasing applications from people from lower socio-economic backgrounds.

30. Research suggests that those from higher socio-economic groups are on the whole more comfortable with all stages of the recruitment processes. Therefore, to attract a more diverse group of applicants, along with considering the end to end recruitment practise and job requirements, by including monitoring questions that relate to social mobility we can send a positive message to applicants from all backgrounds.

Corporate & Strategic Implications

31. This report supports and complements the Corporate Plan aim to contribute to a flourishing society and the HR Business Plan – Enabling our workforce to have equal opportunities to enrich their lives and reach their full potential, as demonstrated by our Attracting Talent project and delivering the E&I Action Plan.

32. It is important to note that whilst the recording of the ethnicity and disability pay gaps currently is voluntary, the Equality and Human Rights Commission (EHRC) and the ONS have requested that the government puts in place a comprehensive classification system to facilitate monitoring and once in place make it compulsory for private, voluntary and listed public sector employers with more than 250 employees (in line with gender pay gap data reporting). Furthermore, that these employers have associated action plans with time-bound targets to focus on making substantive improvements to the workplace.

Conclusion

33. 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 equality and inclusion 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 Equality & Inclusion Action Plans, but this is not an issue that can be delivered in a short timeframe.

Appendices

1. The City Corporation's Gender Pay Gap ("snapshot" date of 31 March 2020)
2. The City Corporation's Ethnicity Pay Gap ("snapshot" date of 31 March 2020)
3. The City Corporation's Disability Pay Gap ("snapshot" date of 31 March 2020)
4. Market Forces Supplements by Gender, Ethnicity and Disability ("snapshot" date of 31 March 2020)
5. Bonus Payments by Gender, Ethnicity and Disability ("snapshot" date of 31 March 2020)
6. Equality and Inclusion Action Plan 2019 - 2021
7. Equal Opportunities Recruitment Monitoring Form

Background Papers

- Equalities and Inclusion Update to Establishment Committee, 10 December 2019
- Annual Employee Profile Report 2019 – 2020 to Establishment Committee, 17 September 2020
- Equality, Diversity and Inclusion Manager's update to Establishment Committee, 12 March 2020

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Appendix 1: The City Corporation's Gender Pay Gap ("snapshot" date of 31 March 2020). *Bracketed figures represent the 31 March 2019 pay gap.

Pay Rates

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	5.6% Lower (5.5% Lower)
Median hourly rate	0.0% (-0.9% Higher)

Pay Quartiles

Pay Quartiles	Women	Men	Total
Proportion of women and men in the **upper quartile** (paid above the 75th percentile point)	43.9% (43.8%)	56.1% (56.2%)	(100%)
Proportion of women and men in the **upper middle quartile** (paid above the median and at or below the 75th percentile point)	53.2% (53%)	46.8% (47%)	(100%)
Proportion of women and men in the **lower middle quartile** (paid above the 25th percentile point and at or below the median)	52.2% (50.6%)	47.8% (49.4%)	(100%)
Proportion of women and men in the **lower quartile** (paid below the 25th percentile point)	45.7% (45.6%)	54.3% (54.4%)	(100%)

Bonus Pay

Bonus Pay	Bonus Gender Pay Gap - the difference women's bonus and men's bonus as a % of men's bonus
Mean bonus	15.7% Lower (17.2% Lower)
Median bonus	0.5% Lower (21.1% Lower)

Bonus Pay	Women	Men
Who received bonus pay	13.1% (12.3%)	14.1% (12.7%)

Appendix 2: The City Corporation's Ethnicity Pay Gap ("snapshot" date of 31 March 2020). *Bracketed figures represent the 31 March 2019 pay gap.

Pay Rates

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	19.1% Lower (19.7% Lower)	80.9% (80.3%)	£20.62 (£19.78)	£25.49 (£24.64)	-£4.87 (£4.86)
Median hourly rate	17.1% Lower (17.4% Lower)	82.9% (82.6%)	£18.02 (£17.51)	£21.73 (£21.21)	-£3.18 (£3.70)

Pay Quartiles

Pay Quartiles	BAME	White	Total
Proportion of BAME and white employees in the **upper quartile** (paid above the 75th percentile point)	6.8% (7.2%)	74% (73.8%)	80.8% (81%)
Proportion of BAME and white employees in the **upper middle quartile** (paid above the median and at or below the 75th percentile point)	14.4% (13.6%)	72.9% (74.4%)	87.3% (88%)
Proportion of BAME and white employees in the **lower middle quartile** (paid above the 25th percentile point and at or below the median)	21.4% (20.4%)	63.3% (63.4%)	84.7% (83.8%)
Proportion of BAME and white employees in the **lower quartile** (paid below the 25th percentile point)	18.2% (19%)	55.7% (54.2%)	73.9% (73.2%)

Workforce Composition

Workforce Composition	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)	85 (90)	930 (923)	242 (237)	1257 (1250)
Proportion of BAME and white employees in the **upper middle quartile** (paid above the median and at or below the 75th percentile point)	181 (170)	917 (930)	160 (150)	1258 (1250)
Proportion of BAME and white employees in the **lower middle quartile** (paid above the 25th percentile point and at or below the median)	269 (255)	796 (793)	193 (202)	1258 (1250)
Proportion of BAME and white employees in the **lower quartile** (paid below the 25th percentile point)	229 (238)	700 (677)	328 (335)	1258 (1250)

Bonus Pay

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	23.1% Lower (18.2% Lower)	76.9% (81.8%)	£1,081.26 (£1,351.18)	£1,406.85 (£1,652.23)	£325.59 (£301.05)
Median bonus	31.9% Lower (18.4% Lower)	68.1% (81.6%)	£652.80 (£1,104.01)	£958.40 (£1,353.05)	£305.60 (£249.04)

Who received bonus pay:
- BAME paid bonus as % of all BAME: 9.9% (8%)
- White paid bonus as % of all White staff: 16.9% (16%)

Note
- Black, Asian and Minority Ethnic (BAME) includes employees recorded in the following categories (categories taken from the 2001 Census): Asian / Asian British (including 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.

- 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 2020). *Bracketed figures represent the 31 March 2019 pay gap.

Pay Rates

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	10.3% Lower (7.9% Lower)	89.7% (92.1%)	£22.06 (£21.95)	£24.59 (£23.82)	£2.53 (£1.87)
Median hourly rate	9.4% Lower (7.3% Lower)	90.6% (92.7%)	£19.68 (£19.17)	£21.73 (£20.69)	£2.05 (£1.52)

Pay Quartiles

Pay Quartiles	Disabled	Not disabled	Total
Proportion of disabled and not disabled employees in the **upper quartile** (paid above the 75th percentile point)	2% (2.1%)	73.4% (76%)	75.3% (78.1%)
Proportion of disabled and not disabled employees in the **upper middle quartile** (paid above the median and at or below the 75th percentile point)	3.5% (3%)	78.5% (79.2%)	82% (82.2%)
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% (4%)	75.7% (76%)	79.7% (80%)
Proportion of disabled and not disabled employees in the **lower quartile** (paid below the 25th percentile point)	4% (3.2%)	68.6% (68.2%)	72.6% (71.4%)

Workforce Composition

Workforce Composition	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)	22 (26)	922 (950)	310 (274)	1257 (1250)
Proportion of disabled and not disabled employees in the **upper middle quartile** (paid above the median and at or below the 75th percentile point)	44 (38)	987 (990)	227 (222)	1258 (1250)
Proportion of disabled and not disabled employees in the **lower middle quartile** (paid above the 25th percentile point and at or below the median)	50 (50)	952 (950)	256 (250)	1258 (1250)
Proportion of disabled and not disabled employees in the **lower quartile** (paid below the 25th percentile point)	50 (40)	862 (853)	345 (357)	1258 (1250)

Bonus Pay

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	-14.8% Higher (-11.9% Higher)	114.8% (111.9%)	£1611.31 (£1,828.24)	£1403.97 (£1,633.92)	-£207.34 (-£194.32)
Median bonus	3.9% Lower (19.7% Lower)	96.1% (80.3%)	£920.88 (£1,036.79)	£958.40 (£1,291.08)	£37.52 (£254.29)

Who received bonus pay:
- Disabled paid bonus as % of all Disabled: 11.8% (10.4%)
- Non-disabled paid bonus as % of all Non-disabled staff: 15.8% (14.9%)

Note
- For the calculations exclude any employees for whom disabled / not disabled is not known.

Appendix 4: Market Forces Supplements by Gender, Ethnicity and Disability ("snapshot" date of 31 March 2020). *Bracketed figures ("snapshot" date of 31 March 2019)

Gender

Total MFS £

Female	Male
£687,093 (£569,672)	£1,492,120 (£1,282,323)

Headcount

Female	Male
99 (88)	165 (166)

Headcount %

Female	Male
37.5% (34.65%)	62.5% (65.35%)

Average MFS £

Female	Male
£6,940.34 (£6,973)	£9,043.15 (£7,725)

Ethnicity

Total MFS £

BAME	Not stated / known	White
£348,745 (£327,900)	£188,290 (£145,768)	£1,642,177 (£1,378,327)

Headcount

BAME	Not stated / known	White
46 (48)	30 (27)	188 (179)

Headcount %

BAME	Not stated / known	White
17.4% (18.9%)	11.4% (10.6%)	71.2% (70.5%)

Average MFS £

BAME	Not stated / known	White
£7,581 (£6,831)	£6,276 (£5,399)	£8,734 (£7,700)

Disability

Total MFS £

Disabled	Not stated / known	Not disabled
£69,447 (£57,911)	£248,054 (£214,951)	£1,861,710 (£157,9133)

Headcount

Yes	Not stated / known	No
8 (9)	40 (39)	216 (206)

Headcount %

Yes	Not stated / known	No
3% (3.54%)	15.2% (15.35%)	81.8% (81.1%)

Average MFS £

Yes	Not stated / known	No
£8,680 (£6,434)	£6,201 (£5,511)	£8,619 (£7,666)

Appendix 5: Bonus Payments by Gender, Ethnicity and Disability ("snapshot" date of 31 March 2020). *Bracketed figures ("snapshot" date of 31 March 2019)

Gender

Total Bonus £

Female	Male
£353,083 (£498,735)	£455,291 (£709,571)

Headcount

Female	Male
292 (327)	308 (383)

Headcount %

Female	Male
48.7% (46.06%)	51.3% (53.94%)

Average Bonus £

Female	Male
£1,209 (£1,525)	£1,478 (£1,853)

Ethnicity

Total Bonus Payments £

BAME	Not stated / known	White
£63,459 (£107,969)	£87,267(£ 99,993)	£657,647 (£1,000,344)

Headcount

BAME	Not stated / known	White
57 (72)	35 (39)	508 (599)

Headcount %

BAME	Not stated / known	White
9.5% (10.14%)	5.8% (5.49%)	84.7% (84.37%)

Average Bonus Payments £

BAME	Not stated / known	White
£1,113 (£1,500)	£2,493 (£2,564)	£1,294 (£1,670)

Disability

Total Bonus Payments £

Disabled	Not stated / known	Not disabled
£31,026 (£45,110)	£99,371 (£128,580)	£677,977 (£1,034,616)

Headcount

Yes	Not stated / known	No
17 (20)	64 (64)	519 (626)

Headcount %

Yes	Not stated / known	No
2.8% (2.82%)	10.7% (9.01%)	86.5% (88.17%)

Average Bonus Payments £

Yes	Not stated / known	No
£1,825 (£2,256)	£1,552 (£2,009)	£1,306 (£1,653)

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Equality and Inclusion Action Plan 2019 - 2021

This Action Plan ensures that the Equality Act 2010, is at the centre of the City Corporation's employment and service delivery practices and is an integral part of the way in which we work. The employment and service delivery/community objectives have been designed to focus on the delivery of the top twelve strategic priorities for 2019 - 2021.

The aim is to present a plan that addresses priority areas and lays a solid foundation to produce a successor Equality, Diversity and Inclusion Action Plan for 2021 - 2023. It sets out our approach for mainstreaming equality and inclusion within employment and service delivery and addresses the key aspects of the Public Sector Equality Duty (PSED).

Equality outcomes should be based on evidence of how the relevant targets have been achieved using internal and external sources including quantitative and qualitative information. Therefore, a sign-off process will be developed this year to be carried out by departments for consideration by members of the Equality and Inclusion Board. This will ensure that there is a consistent approach that provides valuable information about how departments are performing against key objectives.

Departmental Equality, Diversity and Inclusion Groups their dedicated representatives and Diversity Networks will have key roles to play in helping to deliver on our priorities and scrutinising our performance within the Equality, Diversity and Inclusion agenda. This will help us to develop and work closer with key groups, to ensure we provide more effective policies and services and develop a more cohesive and proactive approach.

To further demonstrate how our approach to equality, goes beyond our statutory obligations, each objective now also includes reference to how it contributes to the achievement of the relevant outcomes, contained in the Corporate Plan 2018 - 2023. This providing an explicit indication of how the City Corporation is embedding equality and diversity within all areas of our work.

								Cost Implications	

Employment

No. *Relevance to Corporate Strategy 2018-23*	Objective	Actions	End date	Evidence/Update	RAG	Outcome	Cost Implications Y	N
1. *(3,8)*	To attract, select and retain a diverse workforce and create an environment that provides open and transparent career development, pay and progression.	• Chief Officers to work with their HR Business Partners and departmental equalities reps, to use the annual workforce profile, departmental HR dash boards and Gender Ethnicity and Disability Pay Gap findings, to inform business plans /workforce plans and ED&I Plans.	**Ongoing**	All departments have completed their individual business plans with Equality considerations contained. HR BP's provide departments with updated Dashboards monthly. However, evidence of progress has not been ascertained through the business planning process consistently.	🔵	• Outcomes inform interventions to remove any possible barriers that are found. • The composition and representation amongst the workforce are more diverse across departments.		✓
		• Continue to undertake Gender, Ethnicity and Disability Pay Gap data. Analyse data to identify any emerging themes and ensure a clear project plan is developed to create relevant actions.	**Ongoing**	The Gender Disability and Ethnicity Pay Gap March 2019 were reported to Establishment Committee in December 2019. The pay gaps for March 2020 will be reported to Committee in January 2021.	🟢	• There has been a slight decrease in the gender pay, and a decrease in the disability pay gap; however, the ethnicity pay gap has reduced.		✓

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						• The top quartile for women has marginally increased		
✓		• The HR Business Plan, Transformation Plan Attracting Talent Project and HR BAU policies and procedures are aimed at removing possible barriers that are preventing those with protected characteristics from progressing within the organisation.	**Ongoing**	• There has been steady progress being made, the new applications form is almost ready to be built into the system. The sensitive data fields are being revised to include up to date language particularly related to gender identity. In addition to this, fields are being moved around to accommodate anonymised applications. This has been extended to include all grades. Testing of these changes were completed in September 2020. • The Recruitment Manager is working with our TMP marketing team to help support the Corporation to	🔵	• The Recruitment and Selection Policy and simplified application form for grades A - C is revised to remove any possible barriers affecting people from different protected characteristics. • Different R&S methods are trialled for lower graded posts and those where large responses are experienced • An increase in the number of applications through to employment, from the most underrepresented groups within the workforce.		✓

				improve recruitment and selection processes.				
				• There is now new and updated wording used for agency proposals that better captures how they conduct their searches to capture a diverse pool of people particularly at the higher grades.				
✓		• Supporting activities that address the Women in Finance Charter and extend the actions as appropriate to address ethnicity and disability pay gaps; and providing a wider range of leadership development skills for aspiring women leaders.	**Ongoing to September 2023**	• Analysis of the pay gaps data shows that the main reason for the gap is in relation to there being 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. This has included new guidance for recruitment for grade G and above post. The target of achieving 45% of women in senior roles	🟢	• 45% women in senior management posts (grade G and above) by 2023		✓

	• Increase the opportunities for career grade progression.	by 2023 has been extended to 2025 No specific targets were set for disability and ethnicity when the analysis of these pays gaps were introduced for March 2019; however the actions put in place to address the women in senior positions pay gap were extended to include disability and ethnicity.	
		• Although previously explored increasing opportunities for career grade progression is being championed by the Tackling Racism Taskforce. Whilst the main focus is looking at race, the suggested interventions will also benefit women and disability if implemented fairly. The current flexible retirement scheme is one such intervention that will open opportunities	🔵

				particularly at the higher grades. Department have also been asked to consider the development of more career grade posts as posts become vacant or are created as part of restructures. This will be monitored for progress.				
✓		• Recruitment campaigns to include specific consideration of addressing the pay gaps. • Champion the business case for attracting, developing and retaining female talent and supporting new and expectant mothers in the workplace by sharing best practice. • Promote Shared Parental Leave (low take-up, government stat's, 'Share the Joy' campaign). • Government drive to promote flexible working	**March 2020 and ongoing**	Guidance for managers on senior recruitment campaigns has been developed and is supported by the HR Business Partners. The suite of family friendly policies has been reviewed with significant improvements to maternity, adoption, shared parental leave and paternity leave provisions agreed by the Establishment Committee.	● ● ● ●	• Improved capacity to reach women and parents from different backgrounds.		✓
✓		• Currently 15% of Corporation's workforce are part time. All jobs where possible are	**July 2019 and ongoing**		●	• Improved choices of roles for a diverse pool of current and		✓

			advertised as flexible or job share to encourage a diverse group of potential applicants at all levels across the Corporation				potential employees.		
			• Greater outreach and collaborative working with external organisations		• The Diversity and Business Engagement Lead continues to make links with external organisations that will help to enhance equity and inclusion within the Corporation. They continue to update the Equality and Inclusion Board quarterly with a list of activities and organisations they have been involved in or suggest the Corporation becomes involved in.	🔵	• Improved capacity to work collaboratively with external organisations to share best practice.		
2. *(3,8)*		To promote diversity, inclusion and fairness within the workforce and embed equality-based training that will inform and enhance decision making	• Seek approval to change the PSED Toolkit which will be updated to include Social Mobility considerations.	**July 2019**	• Complete.	🟢	• There is a greater understanding of Social Mobility across the City Corporation and staff at all levels.		✓
			• Develop a voluntary survey that applicants for positions are invited to complete. Action any	**June 2020**	• Complete. Feedback received from The Bridge Group in November 2020	🟢	• Give due regard to Social Mobility in the same way as for the different		

within the City of London.	recommendations arising from research.		delayed due to COVID 19 (updated objective based on findings. To include Social Mobility related questions added to application form and a tracking programme for apprentices to be implemented).		protected characteristics. Indicating a clear commitment to addressing Social Mobility. • A tracking system is in place that can record and monitor findings to inform policy changes and practices. • A greater understanding of the pool of applicant's Social Mobility profile is obtained that highlights the possible barriers in the Corporation's early recruitment processes.		
		• Encourage all staff and managers to complete mandatory e-learning programmes 'Equality and Inclusion - Our Commitment' on City Learning • Communications campaign implemented to increase knowledge about the importance of	**Ongoing** **July 2019 – September 2019**	• This continues to be reported on quarterly by HR and has increased steady. New programme now released which will need to be taken by all staff annually. • This was a very successful campaign that has increased take up and	🔵 🟢	• Training data shows that staff at all levels have completed mandatory training. • Staff at all levels understand the concepts of equality and diversity, the protected characteristics, different forms of discrimination.		✓

			understanding Equality and inclusion across the Corporation		knowledge across the corporation. It included an online and poster campaign. (Completed but should remain to monitor take up of new programme)		• Staff at all levels understand their duties under the Equality Act 2010	
	✓		• Scope out and pilot the development of targeted mentoring/reverse mentoring initiative to address known barriers to retention and progression for staff from underrepresented groups (BAME, Disability and Sex)	**March 2020**	• This scheme has been scoped out and has been piloted in Department of Built Environment among apprentices. The Learning and Organisational Development Team have enhanced this scheme to enable implementation to staff at all levels. It is currently being piloted by the current Lord Mayor and the Executive Director of Mansion House and CCC. (This has been completed but this objective will be revised in relation to the Tackling Racism Taskforce requirements and opened up to the wider workforce).	🟢	• Up to 4 employees have been mentored (including reverse mentoring) • The outcomes tracked for impact.	✓

| 3.

(3,8,9) | To increase the level of equality data held on our staff to allow greater understanding of the underrepresented groups across the City of London's workforce | • Actively encourage employees to refresh their demographic data on City People especially where data held is low or there are large percentages in the unknown sections namely, Disability, Sexual Orientation and Ethnicity.
• Communications campaigns detailing why this information is needed and how it is stored and used. | **March 2020** | • The campaign to encourage staff to add and review their data is repeated annually and increases are as follows:
• Disability: 80% to 84%,
• Gender: 100% to 100%,
• Race: 84% to 86%,
• Religion and Belief: 74% to 81% and
• Sexual Orientation: 63% to 70% (Complete; this objective should remain and become an ongoing activity that is run annually, to increase the Corporation's ability to not only understand its workforce, but also monitor for possible inequalities among different protected characteristics).
• In addition, a targeted campaign specific to the three City Schools last year. | 🟢 | • Improved capacity to increase diversity across the corporation as the level of diversity information about the workforce is held that will highlight the main areas for targeted consideration
• Increased numbers of departments employing under-represented groups | | ✓ |
| | | • Utilise the influence of the Staff Networks to | **March 2020** | • With the introduction of the Team site and | 🟢 | • Networks influence is highlighted, and | | ✓ |

			engage with their members to complete/update their information on City People		the Diversity and Business Engagement Lead implementing monthly meetings with Chairs. The networks are very much an integral part of all communications going out to staff and can influence take up. (Complete)		membership is increased.		
4. *(3,4,9)*		To develop an inclusive and transparent approach to engagement	• Involve the Staff Networks in Equality and Inclusion stakeholder discussions including policy development as appropriate.	**March 2020**	• The Networks have proved to be a fundamental asset to the Corporation's policy process and are able to challenge changes that they have collectively discussed and agreed upon. They were instrumental in the development of the Reasonable Adjustment Passport (RAP). They have also been involved in the revised application form, Redeployment Policy, revision of the Recruitment and Selection Policy and have been in discussions about the	🟢	• Network members feel included in decision making and are encouraged to engage in policy development. • Network members are able to really champion the networks and feel empowered to make real change across the Corporation		✓

				Bullying and Harassment Policy. (On-going).			
		• Staff Networks to provide an annual report to the ED&I Board detailing past achievements to date and plan for future development	**September 2019**	• All Network Chairs have completed their annual report /business plan. They report on their progress at each E&I board meeting quarterly and are regularly accompanied by their sponsor. (Complete)	🟢	• Network Leads are able to utilise their roles as a learning and development opportunity with career building activity that can enhance their substantive role.		✓
Page 106		• Create an induction booklet on equality and inclusion, including content from the Annual Report and the Staff Diversity Networks	**July 2019**	• This booklet was completed and distributed at the E&I event held at Guildhall by the Diversity and Business Engagement Lead. The content was well received and is being reformatted to become a digital booklet to form part of the new Staff Network webpages. This will enable the booklet to be updated annually or as necessary. (Complete)	🟢	• Increased Internal and External Stakeholders engagement which shares best practice and encourages greater capacity for collaborative working.	✓	
5. *(2,3,4,10)*	Utilise innovative and aspirational programmes to	• Utilise the Stonewall Diversity Champions membership and	**September 2019**	• This objective has been completed and the action plan has	🟢	• Submission completed, identified areas for	✓	

become leaders in Equality and Inclusion.	Workplace Index process to assess the Corporations progress on the LGBTQ+ issues		been developed using the feedback. A task and Finish group was established in February 2020. However, as the index has been paused until 2021/22 this objective should be re-established with clear targets for change (Complete, enhance and update to ongoing).		improvement developed into a workplan, with clearly identified future progress.	✓	
	• Build on the Disability Confident Employers process to work towards achieving future Leaders status and Champion Disability Equality across the City.	**March 2020**	• Work has begun to look at this accreditation, but little has been completed to justify movement to the next level (move to updated plan and continue as ongoing)	🟡			✓
	• 'Race at Work Charter', committing the Corporation to sign up to a set of principles and actions on encouraging the recruitment and progression of BAME employees	**December 2019**	• This objective was completed. However, given the establishment of the Tackling Racism Taskforce, this objective should be updated with the actions as detailed in the charter any relevant actions that	🟢			

				are approved by the taskforce (Complete, enhanced and updated to ongoing).				
6. *(2,3,4,8)*	Managing an ageing workforce. One in seven workers are over the age of 65 across the UK. The changing needs of older employees with state pension age continuing to rise, the lifecycle of employees is changing.	• Produce a series of awareness programmes about flexibility in working practices. Promote greater emphasis on improved health support services and wellness initiatives and more suitable benefits packages targeted at the older demographic. • Campaign to help remove the stigma surrounding conversations about the menopause, prostate cancer and mental health for example.	**March 2021**	• The flexible retirement offer has gone ahead and has been broadened to include those 55 and over as at March 2021. • Work towards this objective began. However due to COVID-19 activities such Dementia awareness, menopause and prostate cancer have been rescheduled where possible. (incomplete carry over to updated action plan and change status to ongoing).	🟡 🟡	• A series of awareness programmes about flexibility in working practices, greater emphasis on improved health support services and wellness initiatives that identifies more opportunities for greater personal fulfilment.	✓	

Key to Status

Red	🔴	**No Progress to report**	
Amber	🟡	**Action commenced**	
Blue	🔵	**Action ongoing or Business as Usual**	
Green	🟢	**Action completed**	

Twelve outcomes contained in the Corporate Plan 2018 – 2023 (greyed out outcomes are out of scope)

Contribute to a flourishing society	Support a thriving economy	Shape outstanding environments
1. People are safe and feel safe.	5. Businesses are trusted and socially and environmentally responsible.	9. We are digitally and physically well-connected and responsive.
2. People enjoy good health and wellbeing.	6. We have the world's best legal and regulatory framework and access to global markets.	10. We inspire enterprise, excellence, creativity and collaboration.
3. People have equal opportunities to enrich their lives and reach their full potential.	7. We are a global hub for innovation in finance and professional services, commerce and culture.	11. We have clean air, land and water and a thriving and sustainable natural environment.
4. Communities are cohesive and have the facilities they need.	8. We have access to the skills and talent we need.	12. Our spaces are secure, resilient and well-maintained.

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Equal Opportunities Recruitment Monitoring Form

The City of London Corporation is committed to recruiting, retaining and developing a workforce that is reflective of the diverse communities that we serve. It is vital that that we monitor and analyse diversity information so that we can ensure that our processes are fair, transparent, promote equality of opportunity for all staff.

Your cooperation in providing us with this data is voluntary. However, it will assist us, not only to meet our legal obligations under the Equality Act 2010 but enable us in designing and applying policies and processes that attract and retain a diverse, talented and motivated workforce.

This information will be treated as strictly confidential and will be used for statistical purposes only. It will not be seen by anybody directly involved in the selection process. No information will be published or used in any way which allows individuals to be identified.

How to complete this form:

Please mark your responses by clicking on the appropriate box and selecting your response.

1. I consider myself to be:

    Male   ☐   Female   ☐   Non-Binary   ☐   Prefer not to say ☐

2. Do you consider yourself to be trans?

    Yes   ☐   No   ☐   Prefer not to say   ☐

3. I consider myself to have a disability or health condition which has lasted or is expected to last for at least 12 months:

    Yes   ☐   No   ☐   Prefer not to say   ☐

4. I am a CITIZEN of   (please specify country eg UK)

5. What is your date of birth?   Prefer not to say ☐

6. Are you married or in a civil partnership? Yes   ☐   No ☐   Prefer not to say ☐

7. I consider myself to be:

    Bi   ☐   Gay/Lesbian ☐   Heterosexual/Straight   ☐
    I use another term: ☐ ……………………   Prefer not to say   ☐

8.   I am a member or follower of the following religious group:

No religion or belief ☐   Buddhist   ☐   Christian   ☐   Hindu   ☐

Jewish   ☐   Muslim   ☐   Sikh   ☐   Prefer not to say   ☐

Other (please specify):

9.   I would describe my racial or cultural origin as:

a Asian   **b Black**   **c Chinese**
                                                                                       Chinese   ☐

Asian – Bangladeshi ☐   Black – African   ☐
Asian – British   ☐   Black – British   ☐
Asian – Indian   ☐   Black – Caribbean   ☐   **d Irish**
Asian – Pakistani   ☐   Any other Black   ☐   Irish   ☐
Any other Asian   ☐   background
background   *Please specify:*
Please specify:

e Mixed   **f White**   **g Other Ethnic Group**

Asian & White   ☐   White British   Other Ethnic Group
Black & White   ☐   White European Union   *Please specify:*

Any other Mixed   Any other White
background   background
Please specify: *Please specify:*

10.   **Socio-economic background** *is a set of social and economic circumstances from which a person has come from including financial, cultural, geographical and educational that may have an impact on their progression*.

What type of school did you attend?

State   ☐   Grammar ☐   Private (fee paying) ☐   Prefer not to say ☐

Did you receive free school meals?

Yes   ☐   No   ☐   Prefer not to say   ☐

Were you the first in your immediate family to attend university?

Yes   ☐   No   ☐   Prefer not to say   ☐

I hereby give my consent to the City of London Corporation processing the information given above in accordance with the purposes stated above.

Signed: Date: Click or tap to enter a date.

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Committee:	Date:
Policy & Resources Committee Establishment Committee	21/01/2021 27/01/2021
Subject: Draft Town Clerk's Corporate & Members Services Business Plan for 2021/22	**Public**
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	All
Does this proposal require extra revenue and/or capital spending?	No
If so, how much?	N/A
What is the source of funding?	N/A
Has this funding source been agreed with the Chamberlain's Department?	Yes, within budget-estimate
Report of: The Town Clerk & Chief Executive	**For Approval**
Report authors: Peter Lisley, Assistant Town Clerk & Director of Major Projects Angela Roach, Assistant Town Clerk & Members Services Director Kate Smith, Head of Corporate Strategy & Performance Simon Latham, Head of Town Clerk & Chief Executive's Office	

Summary

This report presents for approval the Business Plan for the Town Clerk's Corporate & Members Services for 2021/22.

Recommendation

The committee is recommended to:

i)　　Approve, subject to the incorporation of any changes sought by this Committee, the departmental Business Plan for Town Clerk's Corporate & Members Services for 2021/22 (or the elements therein that fall within this committee's Terms of Reference. See paragraph 3 for details).

Main Report

Background

1. Business Plans for 2021/22 are being presented based on current departmental structures. These will be adjusted, alongside budgets, when any changes to these structures are implemented.

1

Current Position

2. Business Plans are aligned to departments, so all financial information presented within the Business Plan reflects the departmental budget rather than the Committee budget.

3. Establishment Committee funds all elements of the Business Plan presented, except for Resilience and Culture Mile, which are funded from Policy & Resources Committee's budget. Members are asked to scrutinise the elements of the plan that are relevant to the committee they are representing at the meeting.

Proposal

4. The draft high-level summary Business Plan for Town Clerk's Corporate & Members Services is presented for approval at **Appendix 1**.

Key Data

5. Key data is presented at **Appendix 1**.

Corporate & Strategic Implications

6. Strategic implications – Strategic priorities and commitments are expressed in **Appendix 1**.

7. Financial implications – The Plan at **Appendix 1** has been drawn up on the basis of a 12% reduction in the departmental budget compared to 2020/21. This is to support the achievement of an overall budget reduction of 12%.

8. Risk implications – Key risks managed by the department and their scores are included at **Appendix 1**.

9. Resource implications – Any changes to resources will be identified and delivered through the move to the Target Operating Model.

10. Equalities implications – Equalities self-assessment scores are included within the high-level summary Business Plan. This can be found on the fifth page of the Plan. The Plan presented does not represent significant changes in service provision by this department.

11. The Corporate Strategy & Performance Team took on responsibility for assurance of compliance with meeting the Public Sector Equalities Duty (PSED) with respect to the services provided by the City Corporation on 1 April 2020. The Plan therefore includes the delivery of two new statutory requirements: the publication of an annual Equality Performance Report and a refresh of the 2016-20 Corporate Equality Objectives and an associated strategy and action plan. Both of these are produced jointly with HR which has responsibility for equalities within our workforce. (N.B. These responsibilities are likely to change when the Target Operating Model is implemented.) In this way, the team has a significant role to play in promoting corporate compliance with the PSED.

12. Climate Implications – The Head of Corporate Strategy & Performance Team has joint responsibility with the Director of Innovation and Growth for delivery assurance regarding the Climate Action Strategy 2020.

13. Delivery of both carbon reduction and climate resilience measures within our major projects is included within the Climate Action Strategy 2020. An assessment of climate implications is now required within all committee papers and project documentation passing through the Programme Management Office.

14. Security implications – Within the resilience update there is reference to changes in the UK Threat level to 'Severe' and ongoing security threats. This is mitigated through the Town Clerk's Senior Security Board and the Protect thematic boards delivering the Corporation's security strategy with appropriate partners, to mitigate security matters.

Conclusion

15. This report presents the draft high-level summary Business Plan for 2021/22 for Town Clerk's Corporate & Members Services. This committee is recommended to approve it in respect of the elements relevant to its Terms of Reference (listed in paragraph 3).

Appendices

- Appendix 1 – Draft High-level summary Business Plan 2021/22 for Town Clerk's Corporate & Members Services

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Our aims and objectives are...

To optimise delivery against the Corporate Plan.

To deliver democratic and executive support services, which meet the needs of elected Members and the electorate.

To promote high, efficient, standards of governance throughout the organisation.

To deliver the outcomes of the Governance Review and supporting the Corporate Plan.

Ensure major projects are co-ordinated, managed and governed in a consistent manner.

To contribute to changing perceptions of the City to ensure that it is recognised as a global leader in culture, creativity and learning as well as commerce.

To ensure the effective delivery of our statutory functions and to support the Police Authority Board in rigorously challenging the efficiency and effectiveness of the City of London Police.

To act as the City Corporation's source of advice on project or programme management policies/procedures and manage the Project Management Academy.

Continue to ensure the City Corporation is able to respond to major emergencies defined by the Civil Contingencies Act 2004 as a Category 1 responder.

To deliver the 'Prepare' strand of HM Government's UK Counter Terrorism Strategy CONTEST on behalf of the City of London.

Our major workstreams this year will be...

In order of priority

1. Overseeing the delivery of a new Target Operating Model.
2. Implementing the outcomes of the governance review.
3. Populating the Corporate Performance Framework (CPF) with key data.
4. Delivering the Project Management Academy and supporting officers in managing projects.
5. Supporting the City of London Police, particularly its National Lead Force responsibilities, through the work of the Police Authority.
6. Continuing to transition Culture Mile to a commercial business model within which the City Corporation's investment is balanced by income from external sources. Co-creating creative projects and experiences with the diverse communities that are based in and around the Culture Mile area.
7. Delivering training and exercising for all emergency response roles, Strategic, Tactical, Operational. This includes preparing the organisation and staff in specific roles to plan and respond to the threat of terrorism.
8. Increasing voter registration and the turnout for ward and Aldermanic elections.

We aim to impact on all Corporate Plan outcomes through the work we deliver and support.

What's changed since last year...

Committee & Members Services

The Committee and Members Services team have introduced virtual and paperless committee meetings. They have introduced live streaming and visual recordings of public meetings. The Team are also taking on new workstreams (surrounding governance), working parties (Community and Children's COVID Response) and taskforces have been set up, notably a Tackling Racism Taskforce where cross-cutting work is being undertaken to see where we can improve diversity and tackle racism in education, staffing systems, governance, policing, business and culture.

COVID-19

The Assistant Town Clerk has stepped up to manage the City Corporation's response to COVID-19.

Culture Mile

COVID-19 has triggered a pivot towards creative engagement with local communities with significant early success and ongoing and growing appetite from residents in the City and adjacent central London boroughs.

Resilience

Clearly the response to a pandemic has impacted resilience and business continuity globally along with protest, terrorist activity and other pressures on key Cities across the World, including the City of London. Brexit and EU Transition will result in reviews across resilience and business continuity planning and some of these reviews for the City of London are already taking place alongside wider London and national reviews. The raising of the UK Threat level from International terrorism to 'Severe'. The attack in 2019 at Fishmongers Hall, London Bridge, convictions for planning terrorist related events at St Paul's Cathedral of key individuals. Robust Resilience planning and response cross many assets and outcomes across the City of London, our assets outside the City and beyond.

Police Authority

The Police Authority's main roles and responsibilities are to ensure that the City of London Police provides an efficient and effective service and provides value for money. Following the Lisvane review, the team are implementing further improvements to governance arrangements including enhancements to the Special Interest Area Scheme and the introduction of role profiles/Job Descriptions for Members. The Authority is also providing greater oversight and scrutiny of the Force's national lead role on economic crime and has significantly strengthened engagement with external stakeholders including the APCC and the Home Office.

Programme Management

The role of the PMO is to have central oversight of projects to support officers and Members in achieving value for money on projects. Since last year the team have launched the Project Management Academy and taken on the management role of this, which will help to secure value for money in the future as suitably trained/qualified officers will be leading on delivery of projects. We have a new performance reporting framework. The team are also dealing with the impact of COVID-19 on projects and the impact of the Fundamental Review for projects.

Corporate Strategy & Performance

The team is supporting various COVID-related secondments and has been running a Bronze Group and producing dashboards on City activity levels for the Gold Group since July. Work on the Corporate Performance Framework was paused during the first lockdown but has since restarted. In response to capacity changes, we have combined strategy annual reports and working groups and simplified the annual business planning process. We are also improving processes around production of performance reports and dashboards so that they are less resource intensive and more accurate and accessible. The team has taken on providing corporate assurance of compliance with the Public Sector Equality Duty for stakeholders (not staff), including producing the annual Equalities Performance report, and advising on and joining-up stakeholder engagement/research activity. We successfully moved the Annual City-wide Residents' Meeting online.

Our strategic commitments

Target Operating Model
- Overseeing the delivery of a new Target Operating Model as part of the TOM SteerCo.

Major Projects
Ensure that all projects are coordinated and governed appropriately.
- Police Accommodation Programme
- Salisbury Square Development
- Markets Co-Location
- Museum of London move to West Smithfield

Climate Action Strategy
- Delivery oversight, linking programme of departmental deliverables, KPIs and risks to Business Plans and the CPF.

Recovery Task Force
- Contribute to development delivery assurance of this key workstream.

Digital Skills Strategy
- Refresh and drive action plan. Identify KPIs. Link to Business Plans and CPF.
- Upskilling officers across the Corporation to be PowerBi superusers for their divisions.

Social Mobility Strategy
- Refresh and drive action plan. Identify KPIs. Link to Business Plans and CPF.

Equality & Inclusion Plan (2020-2024)
- Deliver new strategic plan and revamped annual reports, working with HR.

Sport & Physical Activity Strategy
- Finalise strategy by means of stakeholder appetite, asset condition and commercial assessments. Develop funded action plan and KPIs. Link to Business Plans and CPF.

Culture Mile Strategy 2018/28
- To contribute to changing perceptions of the City to ensure that it is recognised as a global leader in culture, creativity and learning as well as commerce.
- To develop Culture Mile as a vibrant and welcoming cultural, creative & learning destination for all.

Governance Review
- The delivery of good governance and electoral services – it remains a high-level priority for the City Corporation and it has not changed since the last Business Plan was considered.
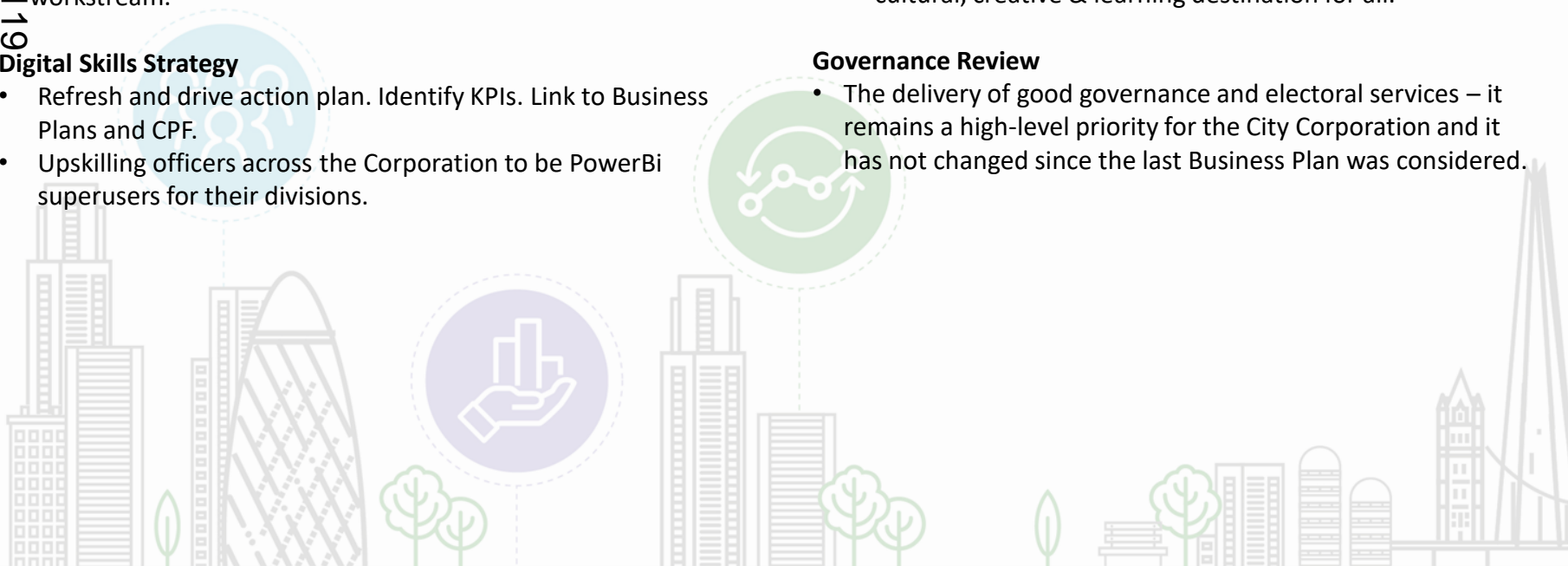
Plans under consideration

Plan	Time Scale
Data synchronisation between Oracle and Project Vision.	2021/22
Longer-term strategy for the Project Management Academy.	2021/22 to be agreed
Commercialising data	2021/24
Comprehensive review of Standing Orders following the outcome of the Governance Review.	Autumn 2021
The introduction of online voter registration for residents.	September 2021
The retention of the ability of Members and Officers to attend committee virtually (i.e. hybrid meetings).	December 2021
Introduction of financial assistance for Members in order to enhance participation and encourage greater diversity.	April 2021
Further digitisation of activities in order to go paperless, streamline other activities and encourage greater transparency (retaining live streaming and recording of meetings).	December 2021
Actions from CoL COVID-19 Debrief.	January 2021
Work on procurement of Clearview Business Continuity software application to support Business Continuity Management.	April 2021
Finalise review of corporate emergency plan.	April 2021
Support London-wide workstreams (London Resilience) e.g. structural collapse, Humanitarian assistance, Cyber resilience, Local Authority Panel Implementation Group.	On-going
Continue to drive the City of London resilience agenda via Chair of the Borough Resilience Forum including lead on review of City Risk Register.	On-going
Continue to deliver Business Continuity Management and Resilience as the CoL Target Operating Model is implemented.	Linked to the TOM implementation and beyond
Roll out of a new Target Operating Model through various work programmes.	2021/22

Key Risks

Number of risks by current RAG

	Amber	Green	Red
	4	3	1
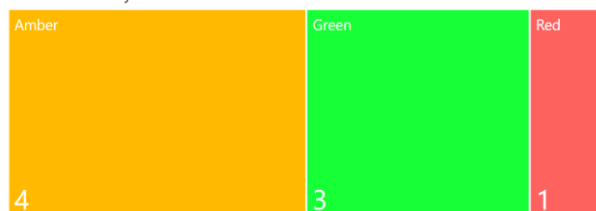
Risk Title	Score
CR30 Climate Action (CSPT)	12
TC TCO 008 (formerly CVD19 SGPS 02) Public meetings (C&MS)	6
TC TCO 009 (formerly CVD19 SGPS 03) FOI related requests (C&MS)	1
TC TCO 007 (formerly CVD19 SGPS 01) 2020 Aldermanic Appraisals (C&MS)	6
TC TCO 010 (formerly CVD19 SGPS 04) Virtual support (C&MS)	2
TC TCO 013 (formerly CVD19 SGPS 07) Annual Canvass (TC ES)	16
TC TCO 016 (formerly CVD19 SGPS 16) Democratic governance/ oversight C&MS	8

Key Performance Indicators

KPI	Current Performance	Direction of Travel/ Target
Number of staff completing the PM Academy	N/A	70 staff to be trained
Reduce cases of non-compliance number of red projects based on new reporting framework	11 red Projects	Ensure Members oversight of red projects for scrutiny/ transparency
Social Mobility Employer Index score	50 (improved 5 places)	Positive improvement
Increase the number of residents and businesses registering to vote and the turnout for elections	N/A	Increase
Production of Standing Orders which are easy to understand and fit for purpose	N/A	Positive improvement
Enhancing transparency with increased public viewing numbers at committees	N/A	Increase

Equalities, Diversity & Inclusion

Our E, D & I self assessment score (out of 4)	C&MS	PMO	CSPT
Monitoring and use of data and information	2	1	2
Completing Equality Analysis (EQIA) and tackling discrimination and barriers to inclusion	3	1	2
Target setting and mainstreaming equalities into performance systems	N/A	1	2
Using procurement and commissioning to achieve equality and cohesion targets	1	1	2
Engagement & partnership	2	1	4
Employment & Training	1	2	2

Expected Income from External Sources

Horizontal bar chart (£000):
- Contribution from local authorities: ~990
- Occupational health service charged out: ~270
- Contributions from finance committee: ~30

X-axis: 0, 200, 400, 600, 800, 1000, 1200 (£000)
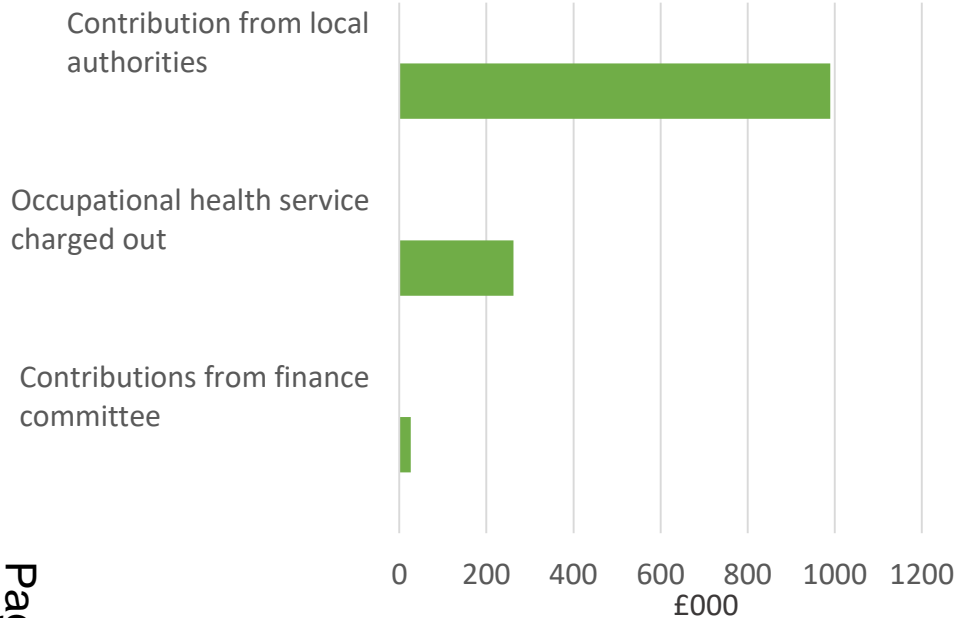
Budgeted Expenditure Breakdown

Horizontal bar chart (£000):
- Employees: ~4900
- Supplies & Services: ~3300
- Transfer to Reserves: ~50
- Premises Related Expenses: ~30
- Transport Related Expenses: ~30
- Unidentified Savings: ~-600

X-axis: -1000, 0, 1000, 2000, 3000, 4000, 5000, 6000 (£000)

Budget vs Actual

£000

Grouped bar chart — Budget vs Actual:
- 2016/17: Budget ~6950, Actual ~6500
- 2017/18: Budget ~7500, Actual ~7400
- 2018/19: Budget ~7850, Actual ~7450
- 2019/20: Budget ~7500, Actual ~5950
- 2020/21: Budget ~7200, Actual ~7200 (Forecast)
- 2021/22: Budget ~4550, Actual ~4550 (Forecast)

Y-axis: 0, 1000, 2000, 3000, 4000, 5000, 6000, 7000, 8000, 9000

Legend: Budget, Actual

Our aims and objectives are...

C&CS contribute to corporate outcomes by providing legal advice and support to facilitate the delivery of these outcomes.

C&CS priorities in relation to corporate outcomes are determined largely by client department priorities, projects and programmes.

.Deliver efficient, high quality, cost effective legal advice that meets client requirements and contributes to the achievement of the outcomes of the Corporate Plan.

.To provide governance and legal advice to support the major corporate projects and programmes .

.Provide legal and rent accounting support, advice and transactional work to assist the City Surveyor in the management and development of the City's Investment portfolio to achieve increased rental income.

.Progress the transformational departmental information management project and internal trading account.

.Manage the governance of and provide guidance and advice to departments on GDPR compliance.

CONTRIBUTION TO THE TWELVE OUTCOMES BY LEGAL HOURS DELIVERED

- Contribute to a flourishing society
- Support a thriving economy
- Shape outstanding environments

30% 30% 40%
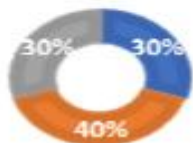
What's changed since last year...

1. The Impact of Covid19 and home working for all but essential office-based work was effectively managed and enabled by the DPS case management system resulting in a seamless transition and continued effective service delivery.

2. A rationalization of the employee establishment will deliver the 12% saving of £101k and an additional £136k unallocated savings.

3. External income generation has reduced due to fewer fee-earning transactions though demand for non income generating work remains high.

4. Increased focus and resource requirements on major corporate projects—markets re-location/Barking Power Station, Museum of London re-location, Centre for Music.

5. Increased level of instructions to assist the City Surveyor in the management and development of the City's investment portfolio.

6. Deployment DPS Spitfire case management system and the transition to paper light working and business system improvements.

Plans under consideration

Plan	Time Scale
Continued development of the DPS case management system to improve and case management processes and service delivery	March 2022
Upgrade the KMX Records Management system	March 2022
Tackling Racism & Inequality project group to deliver initiatives supported by Senior Management Team	March 2022

Our strategic commitments

To provide legal and data protection advice to Clients in support of their strategic aims and commitments.

Key Risks

Choose Latest Date

15 January 2021

				Total
1	3	0		4

Impact

Likelihood	Minor	Serious	Major	Extreme
Likely	0	0	0	0
Possible	0	3	0	0
Unlikely	0	1	0	0
Rare	0	0	0	0
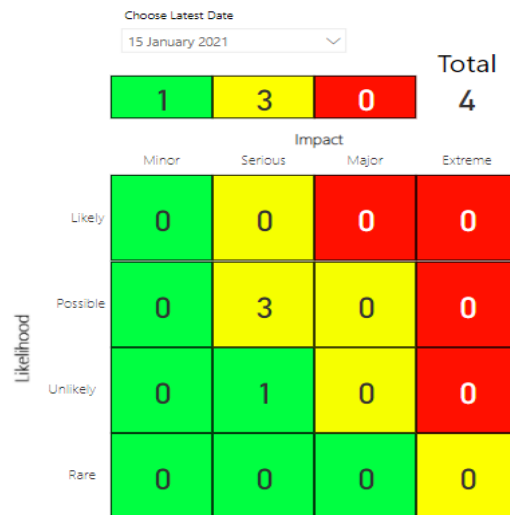
C&CS Key Performance

KPI	Current Performance	Target
% total C&CS chargeable hours achieved against 100% target.	110%	100%
LEXCEL (Law Society Quality Standard) Achieved May 2020	100% compliant	100% compliant
% of FoI requests responded to within 20 days.	97.4%	100%
Complaints against caseload under 5% pa.	0%	<5%
C&CS Customer Satisfaction respondents rating the service as high quality	87%	93%
% of invoices paid within 30 days	93%	100%
Number of data breaches	0	0
Delivery of 12% savings	On target	110k

Our E D & I self assessment score

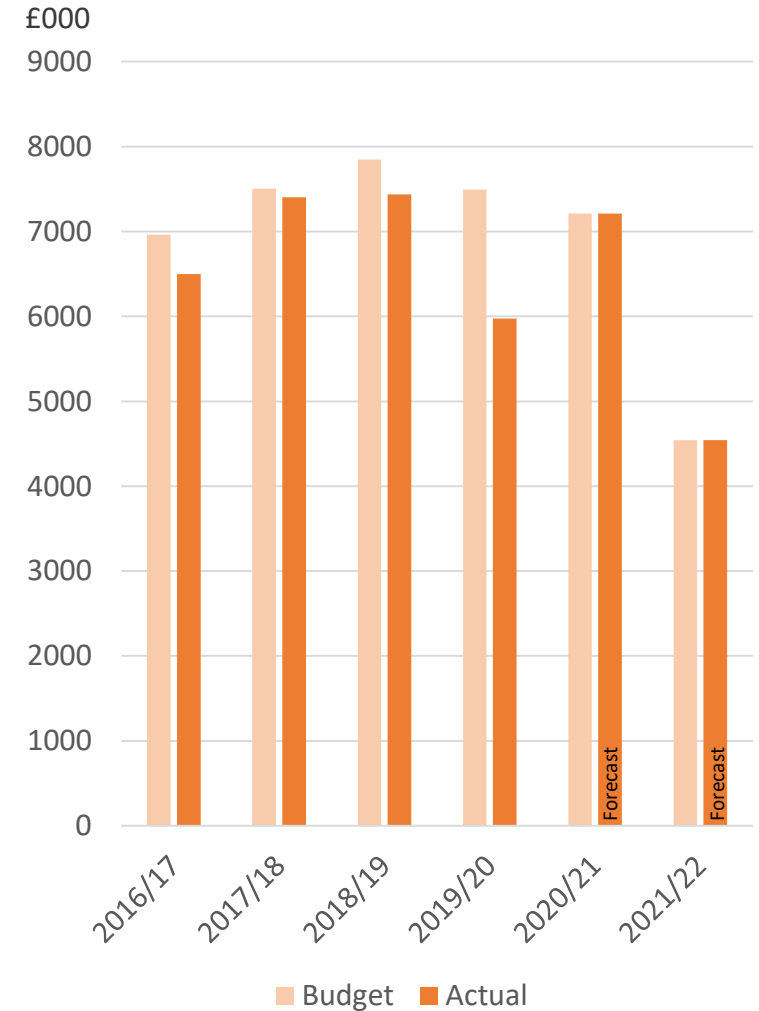|	
Monitoring and use of data and information	4
Completing Equality Analysis (EQIA) and tackling discrimination and barriers to inclusion	4
Target setting and mainstreaming equalities into performance systems	3
Using procurement and commissioning to achieve equality and cohesion targets	4
Engagement and partnership	2
Employment and training	3

	Score
Loss of information assets	6
GDPR Departmental Compliance	6
GDPR compliance data flow between CoLC & EU	6
Management of legal risk	4

Where our money comes from

Legal Fee income (£3.7m)

- Internal fee income £'000
- External fee income £'000

Where our money is spent

Employees	
Supplies & Services	

Axis: 0, 2000, 4000, 6000

Budget vs Actual

Years: 2016/17, 2017/18, 2018/19, 2019/20, 2020/21, 2021/22
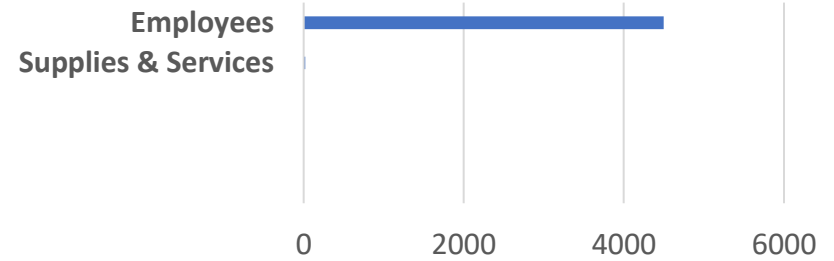
Legend: Budget, Actual
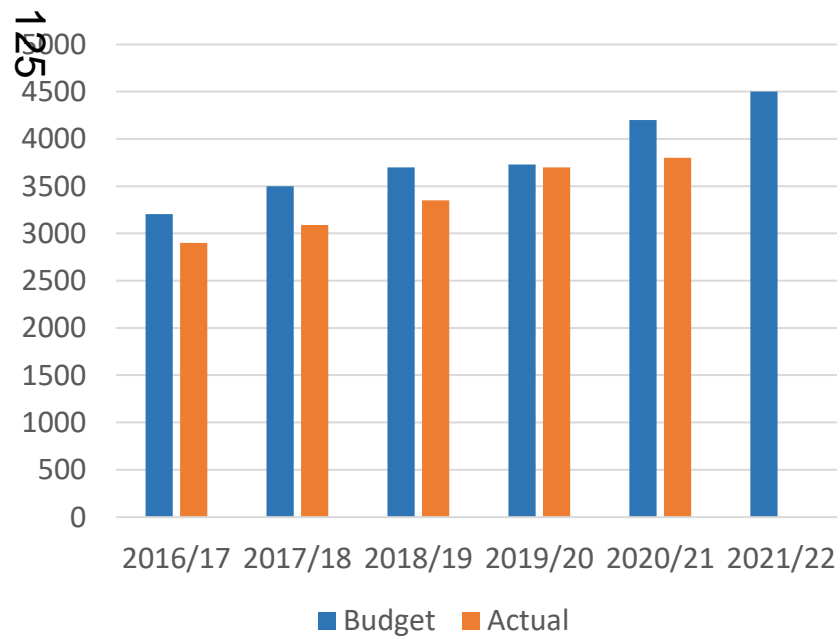
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Committee:	Date:
Establishment Committee	**27th January 2021**
Subject: Departmental Budget Estimates 2021-22 – Establishment Committee	**Public**
Does this proposal require extra revenue and/or capital spending?	**No**
Report of: Town Clerk, Comptrollers and Chamberlains	**For Approval**
Report author: Laura Tuckey - Chamberlains Sarah Scherer – Town Clerks Nick Senior - Comptroller	

Summary

This report presents for approval the Establishment Committee revised 2020-21 budget estimate and original 2021-22 budget estimate. While the budgets have been set within the allocated resource base, due to the Target Operating Model (TOM) savings required of departments, there are currently unidentified savings within these budgets. Departments will be looking at how to meet these throughout the year either through increasing income; reducing expenditure; recharging staff time to projects; and changes to service delivery in accordance with the new TOM.

Recommendation

Members are asked to:

i) review and approve the Town Clerk's, and Comptrollers and City Solicitor's Departments proposed revenue budget for 2021-22 for submission to Finance Committee,

ii) authorise the Chamberlain, in consultation with the Town Clerk and the Comptroller and City Solicitor to revise these budgets to allow for any further implications arising from Corporate Projects, Target Operating Model (TOM) savings, other reviews and changes to the Cyclical Works Programme;

iii) agree that minor amendments for 2020-21 and 2021-22 budgets arising during budget setting be delegated to the Chamberlain.

Main Report

Departmental budget estimates for 2021-22

1. This report presents, in Appendix 1, the revised budget estimates for 2020-21 and the original budget estimates for 2021-22 for the Establishment Committee. A breakdown per service is shown in the table below.

1

	Original Budget 2020-21 £000	Latest Approved Budget 2020-21 £000	Original Budget 2021-22 £000	Movement from Original 2020-21 to Original 2021-22 £000
Town Clerk				
Local Risk				
Expenditure	(7,196)	(7,289)	(6,264)	932
Income	660	668	588	(72)
Total Local Risk	**(6,536)**	**(6,621)**	**(5,676)**	**860**
Central Risk				
Expenditure	(552)	(2,372)	(464)	88
Income	26	26	26	(0)
Total Central Risk	**(526)**	**(2,346)**	**(438)**	**88**
Support Charges	**(1,454)**	**413**	**(1,524)**	**(70)**
Total Town Clerks	**(8,516)**	**(8,554)**	**(7,638)**	**878**
Comptroller and City Solicitor				
Local Risk				
Expenditure	(4,717)	(4,766)	(4,616)	101
Income	3,872	3,452	3,872	(0)
Total Local Risk	**(845)**	**(1,314)**	**(744)**	**101**
Central Risk				
Expenditure	(0)	(0)	(0)	(0)
Income	200	200	200	(0)
Total Central Risk	**200**	**200**	**200**	**(0)**
Support Charges	**(604)**	**(604)**	**(594)**	**10**
Total Comptroller and City Solicitor	**(1,249)**	**(1,718)**	**(1,138)**	**111**
Total Net Expenditure (recharged as support services across the City Corporations activities)	**(9,765)**	**(10,272)**	**(8,776)**	**989**

Revised Revenue budget for 2020-21

2. The Establishment Committee's Summary Budget, which will be published as part of the City of London Corporations Budget Book, can be found in Appendix 2.

3. Overall there is an increase of £507,000 between the Committee's original and latest budgets for 2020-21, a full breakdown of which can be found in Appendix 3. The main material reasons for this movement are explained by the variances set out below with any balances relating to changes in recharges for central services:

   a. The Comptrollers and City Solicitor's Department has a net increase of £469,000 due to a budgetary uplift of £420,000 as agreed by Finance Committee & RASC in September 2020 to alleviate budget pressures as a result of reduced external income due to. There is also an increase of £49,000 which relates to one off provisions for contribution pay.

   b. The Town Clerk's central risk budget has increased by £1.820m due to one off Transformation Fund bids to implement the cross cutting changes needed for service transformation (there is corresponding income from other funds within the support services as this expenditure is recharged to all funds, see paragraph 3d below).

   c. The Town Clerk's local risk budget have a net increase of £85,000 budget resource. This is mainly due to budget increases of £50,000 for contribution

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pay; agreed carry forwards of £32,000 funded from 2019/20 underspends; a movement of £23,000 from Community and Children's Services which is due to a transfer of staffing post to Town Clerks; and the removal of a Fundamental Review Expansion budget of £20,000 as the bid was superseded by a successful capital bid.

    d. The net support costs have decreased by £1.867m due to more income received for the Transformation Fund bids.

4. There are currently £266,000 of unidentified savings within the 2020-21 budget (Town Clerk's £128,000 and Comptroller's Department £138,000). There is currently a recruitment moratorium which with existing vacancies means that this unidentified saving should be managed within staffing underspends arising from vacancies within both the Town Clerk's and Comptroller's Department budgets.

Proposed Revenue budget for 2021-22

5. The 2021-22 proposed revenue budget totals £8.776m, a decrease of £989,000 compared with the Committee's original 2020-21 budget. A full breakdown of the changes between the original 2020-21 and original 2021-22 budgets can be found in Appendix 4. The main material reasons for the variances are set out below with any balances relating to changes in recharges for central services:

    a. The Comptrollers and City Solicitor's Department has a net decrease of £111,000 mainly due to TOM savings targets of £101,000.

    b. The Town Clerk's local risk budget has a net decrease of £860,000. This is mainly due to TOM saving targets of £787,000, £96,000 of fundamental review savings and the addition of £23,000 to the budget due to a transfer of a staffing post moved from Community and Children's Services to Town Clerks.

    c. The Town Clerk's central risk budget has decreased by £88,000 which is due to £41,000 of Transformation Funding which came to an end in 2020-21 and £47,000 of capital budgets associated with the Contact Centre which no longer sits within the Establishment Committee budgets but with Finance Committee.

    d. The net support costs have increased by £60,000 due to no income being received from central reserves in 2021-22 to fund transformation fund bids as no bids were received in 2021-22. There was also a slight increase in costs for central support services (building costs, capital costs, insurance, IT and general support services).

6. There are currently £1.862m of unidentified savings within the 2021-22 budget, Town Clerk's holding £1.505m (of which £882,000 relates to Corporate HR) and Comptroller's with £357,000. These unidentified savings are as a result of increasing salary costs for existing staff with spinal point progression and estimated pay award increases. The Town Clerk's Department will be looking at how to meet these throughout the year either through increasing income; reducing expenditure; recharging staff time to projects; and changes to service delivery in accordance with the new TOM. The Comptroller's Department will continue to explore opportunities for budget savings going forward. It must be recognised that a reduction in the Comptroller's Department establishment budget will inevitably

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result in the necessity to externalise some of the legal work currently undertaken in-house at much greater cost to client departments compared to the cost of the service delivered by the in-house team, it would in effect be cost shunting and would increase the overall cost of legal support to the Corporation.

Staffing Statement

7. A summary of the employee related costs and FTEs by department are shown in the table below.

Staffing statement	Latest Approved Budget 2020-21		Proposed Original Budget 2021-22	
	Full-time equivalent	Estimated cost £000	Full-time equivalent	Estimated cost £000
Town Clerk	136.7	7,155	126.4	7,528
Comptroller and City Solicitor	57.4	4,614	54.4	4,683
TOTAL	**194.1**	**11,769**	**180.8**	**12,211**

8. Staffing levels currently remain largely static between 2020-21 and 2021-22 budgets. This is due to holding vacancies and flexible retirement proposals within the current establishment. Increases in costs on staffing are due to assumptions made on pay awards and increment progression for staff not at the top spinal points of their grades. Committees will continue to work through proposals against the 12% savings and these will be revised once the TOM is progressed through the year(s). The 12% savings in the budget remains as unidentified savings to ensure flexibility to move people into the right roles as a result of the TOM. The decrease of FTEs in Town Clerks is due to a vacant post being surrendered for Fundamental review purposes with the additional changes in FTEs being attributable to vacancy allowances.

Corporate & Strategic Implications

9. The Town Clerk's Office lies at the centre of the City Corporation's strategic management processes, helping to shape the development of corporate policy and strategy. It provides corporate leadership and co-ordination at officer level. The Town Clerk's Office is also responsible for promoting high standards of corporate governance and providing support to Members and Committees.

Security implications

10. There are currently no Security Implications identified as a result of the budgets.

Financial implications

11. Finance Committee and the Court of Common Council proposed that a 2% savings target based on the Original 2020-21 net local risk budgets should be made by all departments in their 2021-22 local risk budgets. This amounts to £131,000 for the

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Town Clerk's Department and £17,000 for the Comptroller and City Solicitor's Department. However, this is offset by a 2% inflationary increase of the original 2020-21 net local risk budget of £131,000 for the Town Clerk's Department and £17,000 for the Comptroller and City Solicitor's Department.

12. Finance Committee and the Court of Common Council agreed that a saving of 12% needs to be made by all departments in order to deliver the TOM. These savings of 12% are based on the Original 2020-21 net local risk budgets, this amounts to £787,000 for Town Clerk's and £101,000 for Comptroller and City Solicitor's Departments. Departments will be looking at how to meet these savings throughout the year.

13. The Town Clerk's Department and Comptroller and City Solicitor's Department budgets have been prepared in accordance with guidelines agreed by the Policy & Resources and Finance Committees. The Town Clerk's budget is within the 2020-21 resource base allocated but with unidentified savings of £128,000. While the Comptroller and City Solicitor's budget is within the 2020-21 local risk resource base allocation with unidentified savings of £138,000. As a result, there is a total of £266,000 of unidentified savings within the 2020-21 budget.

14. The Town Clerk's budget is within the 2021-22 resource base allocated but with unidentified savings of £1.505m. The Comptroller and City Solicitor's budget is within the 2021-22 local risk resource base allocation with unidentified savings of £357,000. As a result, there is a total of £1.862m of unidentified savings within the 2021-22 budget.

Public sector equality duty

15. There are currently no Public Sector Equality Duty Implications identified as a result of the business plans and budgets.

Resourcing implications

16. While there are currently unidentified savings within the Establishment Committee budgets of £266,000 in 2020-21 and £1.862m in 2021-22 the budgets have been prepared within their resource bracket, these savings will be identified in the implementation of the TOM. Due to the scale of savings required departments will be looking at how to provide service delivery within the allocated budget resources throughout the year.

Conclusion

17. This report presents the budget estimates 2021-22 for the Town Clerk's and Comptrollers & City Solicitor's Departments for Members to consider and approve.

Appendices

- Appendix 1 – Budget estimates 2021-22 summary
- Appendix 2 – Committee Summary Budget – by risk, Fund and Chief Officer

- Appendix 3 – Original 2020-21 budget to Latest Approved 2020-21 budget
- Appendix 4 – Original 2020-21 budget to Original 2021-22 budget

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ESTABLISHMENT COMMITTEE SUMMARY Analysis of Service Expenditure	Actual 2019-20 £'000	Original Budget 2020-21 £'000	Latest Approved Budget 2020-21 £'000	Original Budget 2021-22 £'000	Movement from Original 2020-21 to Original 2021-22 £'000
LOCAL RISK - EXPENDITURE					
Employees	10,847	12,400	11,555	11,997	(403)
Transport Related Expenses	25	20	21	33	13
Supplies & Services (see note i)	1,249	837	739	712	(125)
Private Contractors	(1)	6	6	0	(6)
Transfer to Reserve	0	0	0	0	0
Unidentified Savings	0	(1,350)	(266)	(1,862)	(512)
TOTAL LOCAL RISK - EXPENDITURE	**12,120**	**11,913**	**12,055**	**10,880**	**(1,033)**
TOTAL LOCAL RISK - INCOME					
Charges for specific services (see note ii)	(4,840)	(4,532)	(4,120)	(4,460)	72
TOTAL LOCAL RISK - INCOME	**(4,840)**	**(4,532)**	**(4,120)**	**(4,460)**	**72**
NET LOCAL RISK	**7,280**	**7,381**	**7,935**	**6,420**	**(961)**
CENTRAL RISK - EXPENDITURE					
Employees (see note iii)	906	214	214	214	0
Premises Related Expenses	39	42	42	42	0
Supplies & Services	345	235	2,055	147	(88)
Capital Costs	0	0	0	0	0
Childcare vouchers	17	45	45	45	0
Committee Contingency	0	16	16	16	0
TOTAL CENTRAL RISK - EXPENDITURE	**1,307**	**552**	**2,372**	**464**	**(88)**
CENTRAL RISK - INCOME					
Charges for specific services (mainly commercial property fee income)	0	(200)	(200)	(200)	0
Other Contributions	(31)	(26)	(26)	(26)	0
TOTAL CENTRAL RISK - INCOME	**(31)**	**(226)**	**(226)**	**(226)**	**0**
NET CENTRAL RISK	**1,276**	**326**	**2,146**	**238**	**(88)**
TOTAL EXPENDITURE BEFORE SUPPORT SERVICES	**8,556**	**7,707**	**10,081**	**6,658**	**(1,049)**
SUPPORT SERVICES (see note iv)	2,099	2,099	2,099	2,118	19
SUPPORT SERVICES CHARGED BY THIS COMMITTEE (see note v)	(891)	(41)	(1,908)	0	41
TOTAL NET EXPENDITURE RECHARGED AS SUPPORT SERVICES	**9,764**	**9,765**	**10,272**	**8,776**	**(989)**
BY DEPARTMENT:					
Town Clerk	8,354	8,516	8,554	7,638	(878)
Comptroller and City Solicitor	1,409	1,249	1,718	1,138	(111)
	9,763	**9,765**	**10,272**	**8,776**	**(989)**

Notes - Examples of types of service expenditure:-

(i) Supplies and Services – equipment, furniture, materials, uniforms, printing, stationery, professional fees, grants & subscriptions.

(ii) Charges for specific services – printing & stationery charges, commercial property fee income, corporate recruitment, HR services to London Councils, dental charges recovered from employees.

(iii) Employees (central risk) – includes union representatives, Chief Officers recruitment advertising, long service mementoes.

(iv) Support services reflect the share of the Guildhall complex costs and IS charges.

(v) Transformation Fund expenditure reallocated across all funds

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ESTABLISHMENT COMMITTEE - GUILDHALL ADMINISTRATION

Actual 2019-20 £'000	ESTABLISHMENT COMMITTEE SUMMARY *Analysis of Service Expenditure*		Original Budget 2020-21 £'000	Latest Approved Budget 2020-21 £'000
	LOCAL RISK			
	Expenditure			
10,846	Employees		12,303	11,555
0	Premises Related Expenses		0	0
24	Transport Related Expenses		20	21
1,157	Supplies and Services		837	759
0	Third Party Payments		6	6
93	Transfer to Reserve		0	0
0	Contingencies		0	0
0	Unidentified Savings		(1,379)	(266)
12,120	**TOTAL Expenditure**		**11,787**	**12,075**
	Income			
(3,308)	Other Grants, Reimbursements and Contributions		(2,911)	(3,109)
(1,532)	Customer, Client Receipts		(1,423)	(1,011)
0	Transfers from Reserves		(72)	0
(4,840)	**TOTAL Income**		**(4,406)**	**(4,120)**
7,280	**TOTAL LOCAL RISK**	A	**7,381**	**7,955**
	CENTRAL RISK			
905	Employee Expenses		214	214
39	Premises Related Expenses		42	42
346	Supplies and Services		235	2,055
17	Third Party Payments		45	45
0	Capital Charges		0	0
0	Contingencies		16	16
1,307	**Total Expenditure**		**552**	**2,372**
(31)	Other Grants,Reimbursements and Contributions		(26)	(26)
0	Customer, Client Receipts		(200)	(200)
(31)	**Total Income**		**(226)**	**(226)**
1,276	**TOTAL CENTRAL RISK**	B	**326**	**2,146**
	RECHARGES			
2,099	Central Recharges		2,099	2,099
(37)	Recharges Within Fund		(33)	(29)
(1,004)	Recharges Across Funds		(174)	(2,041)
1,058	**TOTAL RECHARGES**	C	**1,892**	**29**
(9,614)	**RECOVERY OF CENTRAL SUPPORT COSTS**	D	**(9,599)**	**(10,130)**
0	**TOTAL NET EXPENDITURE**	A+B+C+D	**0**	**0**

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ESTABLISHMENT COMMITTEE - GUILDHALL ADMINISTRATION

Actual 2019-20 £'000	SERVICES MANAGED		Original Budget 2020-21 £'000	Latest Approved Budget 2020-21 £'000
7,218	Town Clerk's Office		7,149	7,190
1,409	Comptroller and City Solicitor		1,249	1,718
987	Corporate Services		1,201	1,222
9,614			9,599	10,130
(9,614)	Recovery of Central Support Costs		(9,599)	(10,130)
0	TOTAL		0	0

Original Budget 2021-22 £'000
11,997
0
33
712
0
0
0
(1,862)
10,880
(3,031)
(1,429)
0
(4,460)
6,420
214
42
147
45
0
16
464
(26)
(200)
(226)
238
2,118
(33)
(117)
1,968
(8,626)
0

Original Budget 2021-22 £'000
6,425
1,138
1,063
8,626
(8,626)
0

ESTABLISHMENT COMMITTEE - GUILDHALL ADMINISTRATION

Actual 2019-20 £'000	TOWN CLERK'S OFFICE *Town Clerk*	Original Budget 2020-21 £'000	Latest Approved Budget 2020-21 £'000	Original Budget 2021-22 £'000
	LOCAL RISK			
	Expenditure			
5,976	Direct Employee Expenses	6,812	6,228	6,676
40	Indirect Employee Expenses	38	27	24
6,016	**TOTAL Employees**	**6,850**	**6,255**	**6,700**
0	Repairs and Maintenance	0	0	0
0	**TOTAL Premises Related Expenses**	**0**	**0**	**0**
11	Direct Transport Costs	11	11	17
7	Contract Hire and Operational Leases	4	4	12
4	Public Transport	3	4	3
0	Car Allowances	1	1	0
22	**TOTAL Transport Related Expenses**	**19**	**20**	**32**
33	Equipment, Furniture and Materials	17	30	13
1	Books	0	0	0
5	Catering	4	0	0
2	Clothes, Uniform and Laundry	1	1	1
21	Printing, Stationery	39	16	32
57	Fees and Services	40	46	36
37	Communications and Computing	31	35	31
10	Expenses	4	3	4
53	Grants and Subscriptions	39	31	34
0	Contributions to Provisions	0	0	0
219	**TOTAL Supplies and Services**	**175**	**162**	**151**
93	Transfer to Reserve	0	0	0
93	**TOTAL Transfer to Reserve**	**0**	**0**	**0**
0	Contingencies	0	0	0
0	**TOTAL Contingencies**	**0**	**0**	**0**
0	Unidentified Savings	(826)	(128)	(1,505)
0	**TOTAL Unidentified Savings**	**(826)**	**(128)**	**(1,505)**
6,350	**TOTAL Expenditure**	**6,218**	**6,309**	**5,378**
	Income			
(171)	Other Contributions	0	(72)	0
(171)	**TOTAL Other Grants, Reimbursements and Contributions**	**0**	**(72)**	**0**
(314)	Fees and Charges for Services, Use of Facilities	(318)	(325)	(325)
(314)	**TOTAL Customer, Client Receipts**	**(318)**	**(325)**	**(325)**
0	Transfers from Reserves	(72)	0	0
0	**TOTAL Transfers from Reserves**	**(72)**	**0**	**0**
(485)	**TOTAL Income**	**(390)**	**(397)**	**(325)**
5,865	**TOTAL LOCAL RISK**	**5,828**	**5,912**	**5,053**
	CENTRAL RISK			
776	Direct Employee Expenses	110	110	110
41	Indirect Employee Expenses	21	21	21
817	**TOTAL Employee Expenses**	**131**	**131**	**131**
37	Rent	39	39	39
2	Council Tax	2	2	2

ESTABLISHMENT COMMITTEE - GUILDHALL ADMINISTRATION

Actual 2019-20	TOWN CLERK'S OFFICE Town Clerk	Original Budget 2020-21	Latest Approved Budget 2020-21	Original Budget 2021-22
0	Water	1	1	1
39	**TOTAL Premises**	**42**	**42**	**42**
97	Catering	0	0	0
214	Fees and Services - Transformation Fund	41	1,908	0
0	Communication and Computing	47	0	0
0	Grants and Subscriptions	98	98	98
311	**TOTAL Supplies and Services**	**186**	**2,006**	**98**
0	Amortisation	0	0	0
0	**Capital Charges**	**0**	**0**	**0**
1,167	**Total Expenditure**	**359**	**2,179**	**271**
(31)	Other Contributions	(26)	(26)	(26)
(31)	**Total Income**	**(26)**	**(26)**	**(26)**
1,136	**TOTAL CENTRAL RISK**	**333**	**2,153**	**245**
	RECHARGES			
	Central Recharges			
30	Liability insurance	28	28	31
539	Admin Buildings	587	587	524
17	Support Services	24	24	18
672	IS Recharge	556	556	704
1,258	**TOTAL Central Recharges**	**1,195**	**1,195**	**1,277**
	Recharges Within Fund			
(37)	Chauffeur Recharge - Finance	(33)	(29)	(33)
	Recharges Across Funds			
(113)	Electorial Registration - Finance - City's Fund	(133)	(133)	(117)
(891)	Transformation Fund	(41)	(1,908)	0
217	**TOTAL RECHARGES**	**988**	**(875)**	**1,127**
(7,218)	**RECOVERY OF CENTRAL SUPPORT COSTS**	**(7,149)**	**(7,190)**	**(6,425)**
0	**TOTAL NET EXPENDITURE**	**0**	**0**	**0**

ESTABLISHMENT COMMITTEE - GUILDHALL ADMINISTRATION

Actual 2019-20 £'000	COMPTROLLER AND CITY SOLICITOR'S OFFICE *Comptroller and City Solicitor*	Original Budget 2020-21 £'000	Latest Approved Budget 2020-21 £'000	Original Budget 2021-22 £'000
	LOCAL RISK			
	Expenditure			
4,330	Direct Employee Expenses	4,824	4,584	4,654
35	Indirect Employee Expenses	30	30	29
4,365	**TOTAL Employees**	**4,854**	**4,614**	**4,683**
1	Public Transport	1	1	1
1	**TOTAL Transport Related Expenses**	**1**	**1**	**1**
6	Equipment, Furniture and Materials	2	2	2
82	Books	40	40	40
1	Catering	1	1	1
2	Clothes, Uniform and Laundry	1	1	1
26	Printing, Stationery	15	15	15
258	Fees and Services	185	185	185
61	Communications and Computing	36	36	36
5	Expenses	1	1	1
13	Grants and Subscriptions	8	8	8
2	Contributions to Provisions	0	0	0
456	**TOTAL Supplies and Services**	**289**	**289**	**289**
0	Contingencies	0	0	0
0	**TOTAL Contingencies**	**0**	**0**	**0**
0	Unidentified Savings	(553)	(138)	(357)
0	**TOTAL Unidentified Savings**	**(553)**	**(138)**	**(357)**
4,822	**TOTAL Expenditure**	**4,591**	**4,766**	**4,616**
	Income			
(3,136)	Other Contributions	(2,905)	(3,031)	(3,031)
(3,136)	**TOTAL Other Grants, Reimbursements and Contributions**	**(2,905)**	**(3,031)**	**(3,031)**
(878)	Fees and Charges for Services, Use of Facilities	(841)	(421)	(841)
(878)	**TOTAL Customer, Client Receipts**	**(841)**	**(421)**	**(841)**
(4,014)	**TOTAL Income**	**(3,746)**	**(3,452)**	**(3,872)**
808	**TOTAL LOCAL RISK**	**845**	**1,314**	**744**
	CENTRAL RISK			
0	Fees and Services	0	0	0
0	**TOTAL Supplies and Services**	**0**	**0**	**0**
0	Fees and Charges for Services, Use of Facilities	(200)	(200)	(200)
0	**TOTAL Customer, Client Receipts**	**(200)**	**(200)**	**(200)**
0	**TOTAL CENTRAL RISK**	**(200)**	**(200)**	**(200)**
	RECHARGES			
	Central Recharges			
14	Liability insurance	15	15	14
303	Admin Buildings	331	331	295
38	Support Services	40	40	40
246	IS Recharge	218	218	245
601	**TOTAL Central Recharges**	**604**	**604**	**594**
	Recharges Across Funds			
0	Departmental Admin	0	0	0
601	**TOTAL RECHARGES**	**604**	**604**	**594**
(1,409)	**RECOVERY OF CENTRAL SUPPORT COSTS**	**(1,249)**	**(1,718)**	**(1,138)**

Actual 2019-20	COMPTROLLER AND CITY SOLICITOR'S OFFICE *Comptroller and City Solicitor*	Original Budget 2020-21	Latest Approved Budget 2020-21	Original Budget 2021-22
0	TOTAL NET EXPENDITURE	0	0	0

ESTABLISHMENT COMMITTEE - GUILDHALL ADMINISTRATION

Actual 2019-20 £'000	CORPORATE SERVICES *Town Clerk*	Original Budget 2020-21 £'000	Latest Approved Budget 2020-21 £'000	Original Budget 2021-22 £'000
	LOCAL RISK			
	Expenditure			
451	Direct Employee Expenses	586	580	527
14	Indirect Employee Expenses	13	106	87
465	**TOTAL Employees**	**599**	**686**	**614**
0	Repairs and Maintenance	0	0	0
0	**TOTAL Premises Related Expenses**	**0**	**0**	**0**
0	Direct Transport Costs	0	0	0
1	Public Transport	0	0	0
1	**TOTAL Transport Related Expenses**	**0**	**0**	**0**
27	Equipment, Furniture and Materials	27	39	28
4	Books	0	0	0
16	Catering	24	22	17
60	Printing, Stationery	41	48	41
318	Fees and Services	230	140	129
37	Communications and Computing	37	10	8
1	Expenses	1	1	1
19	Grants and Subscriptions	13	48	48
482	**TOTAL Supplies and Services**	**373**	**308**	**272**
0	Private Contractors	6	6	0
0	**TOTAL Third Party Payments**	**6**	**6**	**0**
948	**TOTAL Expenditure**	**978**	**1,000**	**886**
	Income			
(1)	Other Contributions	(6)	(6)	0
(1)	**TOTAL Other Grants, Reimbursements and Contributions**	**(6)**	**(6)**	**0**
(340)	Fees and Charges for Services, Use of Facilities	(264)	(265)	(263)
(340)	**TOTAL Customer, Client Receipts**	**(264)**	**(265)**	**(263)**
(341)	**TOTAL Income**	**(270)**	**(271)**	**(263)**
607	**TOTAL LOCAL RISK**	**708**	**729**	**623**
	CENTRAL RISK			
88	Direct Employee Expenses	83	83	83
0	Indirect Employee Expenses	0	0	0
88	**TOTAL Employee Expenses**	**83**	**83**	**83**
0	Rents	0	0	0
0	**TOTAL Premises Related Expenses**	**0**	**0**	**0**
0	Fees and Services	0	0	0
35	Communications and Computing	49	49	49
0	Expenses	0	0	0
0	Grants and Subscriptions	0	0	0
35	**TOTAL Supplies and Services**	**49**	**49**	**49**
17	Other Establishments	45	45	45
17	**TOTAL Third Party Payments**	**45**	**45**	**45**
0	Contingencies	16	16	16
0	**TOTAL Contingencies**	**16**	**16**	**16**
140	**TOTAL CENTRAL RISK**	**193**	**193**	**193**
	RECHARGES			
	Central Recharges			
3	Liability insurance	3	3	2
202	Admin Buildings	238	238	210

ESTABLISHMENT COMMITTEE - GUILDHALL ADMINISTRATION

Actual 2019-20	CORPORATE SERVICES *Town Clerk*	Original Budget 2020-21	Latest Approved Budget 2020-21	Original Budget 2021-22
1	Support Services	23	23	1
34	IS Recharge	36	36	34
240	**TOTAL Central Recharges**	**300**	**300**	**247**
240	**TOTAL RECHARGES**	**300**	**300**	**247**
(987)	**RECOVERY OF CENTRAL SUPPORT COSTS**	**(1,201)**	**(1,222)**	**(1,063)**
0	**TOTAL NET EXPENDITURE**	**0**	**0**	**0**

Analysis of movements from 2020-21 Original Budget to 2020-21 Latest Approved Budget	£000
2020-21 Original Local Risk Budget (Town Clerk)	**6,536**
Contribution Pay & Pension Increases	50
Local Risk carry forward from Town Clerk's underspend in 2019/20	32
Equalities & Inclusion post moved from Communities & Children Services	23
Fundamental Review expansion removal as superseded by capital bid	-20
2020-21 Latest Approved Local Risk Budget (Town Clerk)	**6,621**
2020-21 Original Local Risk Budget (Comptroller and City Solicitor)	**845**
Increase of budget from Budgeting exercise due to loss of income as a result of COVID19	420
Contribution Pay & Pension Increases	49
2020-21 Latest Approved Local Risk Budget (Comptroller and City Solicitor)	**1,314**
2020-21 Original Central Risk Budget (Town Clerk)	**526**
Transformation Fund carry forward from Town Clerk's underspend in 2019/20	1,867
Capital budget associated with Contact Centre being moved to Finance Committee	-47
2020-21 Latest Approved Central Risk Budget (Town Clerk)	**2,346**
2020-21 Original Central Risk Budget (Comptroller and City Solicitor)	**-200**
No change to budget	0
2020-21 Latest Approved Central Risk Budget (Comptroller and City Solicitor)	**-200**
2020-21 Original Support Services and Capital Charges Budget	**2,058**
Net movements	-1,867
2020-21 Latest Approved Support Services and Capital Charges Budget	**191**
2020-21 Total Original Budget	**9,765**
Total increase	507
Total 2020-21 Latest Approved Budget	**10,272**

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Committee(s)	Dated:
Establishment Committee	27 January 2021
Subject: Notice period for non-teaching staff in the three City Corporation schools	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	8
Does this proposal require extra revenue and/or capital spending?	No
If so, how much?	n/a
What is the source of Funding?	n/a
Has this Funding Source been agreed with the Chamberlain's Department?	n/a
Report of: Director of Human Resources and the Bursars at the three City of London Schools	For Decision
Report author: Tracey Jansen	

Summary

This joint report addresses the issue of notice periods applied to staff in non-teaching roles in the three City schools (City of London Freemen's School, City of London School and City of London School for Girls). The report outlines the operational difficulties that can be experienced by the schools when non-teaching staff resign from their position on the City's contractually standard one term's notice period and require replacement. The industry standard for teachers and also many key non-teaching roles is a term's notice. This ensures that service provision is not disrupted and/or is minimised during the course of the academic year.

Recommendation(s)

Members are requested to approve flexibility for the three City schools to apply a term's notice to non-teaching posts which provide key services during the academic terms as and when such posts become vacant. The Head Teacher may also, in specific circumstances, seek a voluntary change to notice periods for individuals currently employed in critical roles.

Main Report

Background

1. The Establishment Committee received a resolution of the Finance, General Purposes and Estates Sub Committee (Board of Governors of the City of London Freemen's School), concerning notice periods for some non-teaching staff at the school. Separately to this the City of London School reported to its Board regarding the same matter and the City of London School for Girls has experienced similar issues at their school as well. Members of the

Establishment Committee asked the respective bursars, supported by colleagues in HR, to report back with an agreed position and a range of options for Members to consider.

Current Position

2.	Notice period for employees and which apply to the non-teaching staff in schools are grade related as follows:
	Grade A – E		1 month's notice
	Grade F and above	2 months' notice

3.	This compares to the teaching staff who are required to give, prior to the first teaching day of any term, not less than one full term's notice. Teachers are familiar with this arrangement and the cycle for posts being advertised, interviewed for and appointed. This applies across the school sector and it is also industry norm for key non-teaching posts in schools to require a term's notice to avoid the issues of having vacancies and disrupted and often reduced services during the school term.

4.	All three of the City Schools have experienced difficulties in providing a continuous non-teaching staffing provision. The notice period of 1 month is applicable to most non-teaching staff in schools, but 2 months' notice applies in the more senior roles. Key vacancies can require cover for the interim period at a premium rate and results in additional training and handover for the interim worker and then the newly appointed employee.

5.	It is accepted that such pressures do not apply to all roles. The schools do not intend to change the notice period for current staff. However, for some critical roles they may enter into discussions with the individual to seek a voluntary change to the notice period. A longer notice period does not necessarily have a negative impact on staff and any employee appointed on or whose notice period is changed, and is later given notice will be entitled to a term's notice.

Proposal

6.	The issue of notice periods for non-teaching staff has been raised by all three schools. The proposed approach to review notice periods when an employee leaves does not impact on current staff. However, if the proposal is agreed, the Head Teachers may review critical roles in the schools and ask particular staff to voluntarily accept the longer notice period of one term. The option is to retain the current notice periods that apply across the City Corporation but this will not meet the needs of the schools. The option to identify all posts now and either seek voluntary agreement to increase notice periods or serve notice to change them is not considered appropriate or necessary by the Head Teachers.

Corporate & Strategic Implications

7.	Strategic implications

This matter has arisen as result of difficulties raised by the three City schools to their Boards of Governors and aligns with the Target Operating Model, recognising enhanced autonomy whilst sharing the goals of the City Corporation as a whole.

8.   Legal and risk implications

The proposal is to allow flexibility to address service deliver requirements. There is no intention to have an across the board revised notice period for all non-teaching staff, but it will be considered for particular roles. Changes will be achieved as a result of turnover or by agreement with current staff if appropriate.

9.   Equalities implications

There are no specific implications arising from this decision. The areas of concern raised by the City schools relate to service delivery issues. The three City schools are provided with their monthly dashboard as are all departments and they are aware that there is a need to take into account equality consideration in their decision making which includes those relating to staffing matters.

10.   Financial & Resource, Climate, and Security Implications – no direct implications

Conclusion

11.   This report was requested by the Committee following concerns raised by the Board of Governors of the City of London Freemen's School. The recommendation provides for the flexibility needed in the school setting. The trade unions have been consulted and understand the need for flexibility in the three City schools with regards to notice periods of staff.

Report author: Tracey Jansen
Position: Assistant Director of Human Resources
Department: Town Clerks

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Committee:	Date:
Establishment Committee	29/10/2020
Subject: City of London Corporation Marathon team grant	Public
Report of:	For Decision
Report author: Tim Harvey, Marathon Team Captain	

Summary

In March 2016, the Policy and Resources Committee agreed that all on-going funding commitments from the Finance Grants Sub-Committee would be transferred to the most appropriate Committee for on-going administration. In this instance the administration of the Marathon team grant payment was transferred to the Establishment Committee.

For all grants that had no set review date, it was requested that the funding commitment be reviewed and reported back no later than December 2016 to the Policy and Resources Committee via its managing Committee.

The annual grant payment made to the Marathon team Is currently E3,500. This report requests that Establishment Committee Members review the outcomes of the Marathon team in relation to the annual grant awarded and make a recommendation to the Policy and Resources Committee as to whether the grant payment should be continued at the same level.

The Establishment Committee recommendations will be passed to the Policy and Resources Committee for final approval of the grant

Recommendation(s)

- To continue to provide the current level of funding to the Marathon team for a further 3 years, 2021-22 to 2023-24 and for a follow up review to take place after three years.

Main Report

Background

1. In March 2016, the Policy and Resources Committee received a report on the Effectiveness of Grants review.

2. Following the principle of committees having responsibility for grants relating to areas within their remit, it was agreed that the existing Finance Grants Subcommittee (FGSC) funding commitments be reallocated (as the terms of

reference of the FGSC no longer allowed the issue or management of grant payments).

3. In the report submitted to the Policy and Resources Committee, a review process for each of the activities was built-in. The Committee agreed that all activities with no set review date must be reviewed by December 2016 by Its managing committee and the outcomes reported back to the Policy and Resources Committee no later than December 2016.

4. The administration of the City of London Corporation grant was transferred to the Establishment Committee. No changes are proposed to the Officers currently responsible for administration, management and reporting in respect of the Marathon team.

Current Position

5. The 23-Mile Running club was first established to prepare a team of City of London Corporation (CoLC) marathon runners for the first London Marathon on 29 March 1981. The running club has submitted a team to every London Marathon since this date.

6. The running club currently has 50 members, all of whom pay an annual membership fee of £40. The income generated through membership is used to affiliate the running club with English Athletics. This affiliation formally allows running club members to enter competitions such as the Virgin Money London Marathon and provides the required insurance cover for all participating members.

7. All marathon participants are responsible for their own £35 marathon registration fee and the raising of charity sponsorship money.

8. In terms of in-kind contributions, COLC Officers undertake the following activities in their own time:

   - Annual management of the affiliation with English Athletics and insurance for all members.
   - Scheduling of training runs and bi-annual team meetings.
   - Kit purchase and its distribution to running club members.
   - Team selection and formal registration with the Virgin Money London Marathon.
   - Development and management of the 'Just Giving' sponsorship website and the hardcopy sponsorship form.
   - Liaison with the Public Relations department to highlight the success of the marathon team, generate publicity and attend an annual photo call with the Lord Mayor.

- Approximately 80 volunteers are sourced annually from within the CoLC and through running club friends and family to man the Marathon water station. For many years this was outside the Dowgate Fire station that is along the route past mile marker 23. In 2019 following a reorganisation of the stations the City manned a dual station serving miles 14 and 22.

Current grant expenditure

9. The marathon team currently receives an annual payment of £3,500 from City's Cash (previously issued through Finance Grants Sub-Committee).

10. On an annual basis the following items are purchased by the running club to support their Marathon entrants:

Details	Annual cost
46 high quality hi-vis running jackets for training purposes.	£l ,600
60 running tops for the day of the marathon event.	£1,000
25 pairs of gloves.	£300
20 Running vests.	£200
25 Beanies	£300
Delivery charges.	£100
Total	£3,500

*Items branded with the City of London Corporation crest.

Note: 60 kits are purchased, and 60 runners will commence training, however, through the course of the year injury and the limited availability of marathon places will determine the final number of marathon participants.

Marathon team outcomes

11. In 2019, the CoLC Sports Development department allocated 28 marathon places to the 23-MIle Running Club; however, on occasion's additional marathon places do become available through other sources (e.g. — Under the international running places quota and the private ballot entries scheme).

12. In 2019, a total of 23 runners from the CoLC Marathon team participated and successfully completed the course. The fastest staff time was produced by Andrew Cotton in 3.12 hrs from City Surveyors Department and the fastest woman was 3.40 hrs from Emma Lloyd from Town Clerks.

13. In 2019, a total of £15,000 was raised in sponsorship for the Lord Mayor's appeal fund.

14. Places had been allocated for the 2020 Marathon which should have been held in April 2020. Unfortunately, on the day of the Team photo with the Lord Mayor it was announced that due to Covid-19 the Marathon would be postponed until October 2020. Subsequently the format of the event has been changed with no mass participation event.. However, some of the runners will be taking part in the virtual Marathon and other events. There is also a plan to hold a run in the City of London during the year if possible.

15. The next London Marathon is now due to be run in October 2021 with another held in April 2022 and the City will enter teams for both events.

16. An informal 'twinning' relationship with Port Elizabeth, South Africa, was established with the Marathon team over 20 years ago, when the then CoLC Lord Mayor received the Mayor of Port Elizabeth. Every year Marathon places are offered to runners from Port Elizabeth local authority in order to maintain the relationship. In February 2020 two runners from the Marathon Team competed in the Surfers Marathon in Port Elizabeth.

17. Should the funding for the Marathon team be reduced;

- The quality of the kit provided to the marathon team would be reduced.
- The training kits would not be branded with the CoLC crest.
- Fewer volunteers for the water station would be recruited.
- Less sponsorship money would be raised for charity.

18. Should funding for the Marathon team be withdrawn, the running club would cease to operate as currently it only exists to train its members for the Marathon.

Strategic links

19. The aims of the Marathon team align closely with the objectives of CityWell, the CoLC's employee health and wellbeing strategy. This strategy aims to establish a resilient health and wellbeing programme focusing on; Mental Health, Physical Activity and Social Wellbeing.

Background Papers

- Policy and Resources Committee, March 2016, 'Implementation of Grants Review'

Tim Harvey
Marathon Team Captain, City of London Cemetery and Crematorium

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Committee(s) Establishment Committee Education Board Policy and Resources Committee	Dated: 27 January 2021 28 January 2021 18 February 2021
Subject: Joint Annual Report for Social Mobility and Digital Skills Strategies, Social Mobility Employer Index rating and strategic focus for 2020-21	**Public**
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	**3, 5, 8, 9**
Does this proposal require extra revenue and/or capital spending?	**No**
If so, how much?	**N/A**
What is the source of Funding?	**N/A**
Has this Funding Source been agreed with the Chamberlain's Department?	**N/A**
Report of: David Farnsworth, Chief Grants Officer & Director of City Bridge Trust Damian Nussbaum, Director of Innovation and Growth Andrew Carter, Director of Community & Children's Services	**For Information**
Report authors: Kate Smith, Head of Corporate Strategy & Performance Chris Oldham, Corporate Strategy & Performance Officer	

Summary

This report presents three pieces of work in support of the Social Mobility and Digital Skills Strategies. These are:

- A combined Annual Report of the Social Mobility and Digital Skills Strategies for 2019-20;
- The City Corporation's Social Mobility Employer Index rating and accompanying comments;
- A proposal for the strategic direction for 2021/22.

These three pieces of work reflect the progress of both strategies to date and the future strategic direction which will be reflected in the 2020-21 Action Plans for the Social Mobility and Digital Skills Strategies.

Recommendations

Members are asked to:
  i)   Note the progress made in the delivery of both strategies in 2019-20;
  ii) Note the City Corporation's rating on the Social Mobility Employer Index; and
  iii) Note the proposed future direction of the strategies.

Main Report

Background

1. The Social Mobility Strategy 2018-28 and the Digital Skills Strategy 2018-23 were both approved by Policy and Resources Committee in September 2018.

Current Position

2. Last year, separate annual reports were presented for Social Mobility and Digital Skills, as is the case for all corporate strategies. However, it has been noted that this process contributes towards 'silo-working' and leads to duplication of work as many of the same issues are covered in multiple corporate strategies. It was identified that this was the case for the Social Mobility and Digital Skills Strategies so the Annual Report for 2019-20 has been combined to cover both strategies. If Members are content with this approach, further agglomeration of reports is proposed in future.

Proposals

2019-20 Annual Report for the Social Mobility and Digital Skills Strategies

3. The combined Annual Report for the Social Mobility and Digital Skills Strategies shares the key highlights, case studies, performance data and partnerships that are involved for each of the Social Mobility Strategy's four outcomes and the Digital Skills Strategy's three priorities. It recognises the achievements for the year September 2019 to September 2020, the learnings from the COVID-19 crisis and reaffirms the City Corporation's commitment to the Social Mobility Strategy 2018-28 and the Digital Skills Strategy 2018-2028. It can be found at **Appendix 1.**

Social Mobility Employer Index 2020 rating

4. The Social Mobility Employer Index is run annually by the Social Mobility Foundation. It was seed funded by the City of London Corporation in 2017. It is an important bench-marking initiative that ranks Britain's employers on the actions they are being taken to ensure that they are open to accessing and progressing talent from all backgrounds. It showcases employers' progress towards improving social mobility, a key aim of the Social Mobility and Digital Skills Strategies. The Index now includes 172 employers across 18 different sectors, collectively representing 1.5 million employees in the UK. The City Corporation has been rated in 50th place for social mobility, an improvement on its previous rating of 56th in the 2019 Index. The full report can be found at **Appendix 2.**

5. The City Corporation was praised for targeting its outreach work at schools with above average levels of Free School Meals/low levels of attainment. However, it was noted that we did not provide any data on whether or not we are tracking students from our outreach work when they go on to apply for recruitment programmes (e.g. internships) or permanent roles.

6. We are one of a small number of Index organisations to offer higher apprenticeships, rather that only level 2 and 3 apprenticeships.

7. An area for improvement is to enhance the recruitment section of our website with a clear overview of our whole recruitment process, with examples of effective applications and practice tests.

8. Although the City Corporation has minimum academic requirements for advertised roles, our requirements are lower than for many Index organisations. This is positive, as there is a lack of evidence to suggest that there is a connection between prior attainment and performance in role, and those from higher socio-economic backgrounds are more likely to have higher prior attainment. To progress, we could begin measuring the numbers of successful applicants who met but did not exceed the stated minimum grade requirements, to establish whether or not successful applicants are always exceeding them.

9. Our use of standardised interview questions was praised but it was noted that we are not currently monitoring our recruitment process to identify whether there are particular stages at which those from lower socio-economic backgrounds fall down.

10. The City Corporation currently values 'work experience within your sector' as part of our application process, and it was suggested that we may want to reconsider this as work experience is particularly difficult for students from lower socio-economic backgrounds to access, and is often predominantly available in London.

11. We do not currently publish our data on the socio-economic background of our workforce. Changing this would increase transparency and encourage a more open dialogue about social mobility.

12. The Social Mobility Foundation was happy that we are encouraging employees to share their stories of having come from a different background. They were also pleased to note that we have recruitment targets in place which are reviewed at senior level, and that we are encouraging our supply chains to take action on social mobility.

13. The Social Mobility Foundation's recommendations will be reviewed in due course at the Social Cross Corporation Working Group and the Corporate Equality and Inclusion Board, which share responsibility for implementing the Social Mobility Strategy. The Corporate Equality and Inclusion Action Plan is currently being updated to include future Social Mobility initiatives. Members will be kept updated on which recommendations will be implemented, with an aim to improve on the City Corporation's Social Mobility Employer Index rating in future years.

Proposed strategic direction for 2021

14. Building upon the lessons learned in 2020, in 2021 we will continue to raise digital inclusion as a key focus area, with regards to the continuing impacts of COVID-19 upon everyday life and the need for digital skills to access services and career options, all of which affect social inclusion and mobility.

15. We will use a joined up strategic approach to drive social mobility through all of our work, collaborating across our other strategic workstreams such as City recovery, philanthropy, health and wellbeing, and climate action. Part of this collaboration will involve building social mobility considerations into our corporate strategies, alongside Equality Impact Assessments as standard practice to support stakeholders with protected characteristics. We will strengthen links with neighbouring London boroughs to enhance our strategic impact on targeting health inequalities, particularly with the London Borough of Hackney in our work on the Joint Health and Wellbeing Strategy. This joined up approach will recognise the interconnectivity of social and digital exclusion with education, financial and cultural poverty. Through this extended collaborative approach, we will ensure we keep digital inclusion in mind when reviewing the many services and cultural offerings which have changed so drastically during 2020.

16. Within our own workforce, we will pursue the recommendations of the Social Mobility Commission and The Bridge Group, based upon their recent research into socio-economic diversity, regarding how best to highlight and remove barriers to social mobility and use the opportunity provided by the new operating model to identify and develop the digital skillset the City Corporation needs.

Options

N/A

Key Data
See Appendix 1 for KPIs.

Corporate & Strategic Implications

17. Strategic implications - These workstreams will deliver on the Social Mobility and Digital Skills Strategies, as well as elements of the Responsible Business Strategy. The proposed strategic direction will deliver on the following Corporate Plan outcomes: 3: People have equal opportunities to enrich their lives and reach their full potential; 5: Businesses are trusted and socially and environmentally responsible; 8: We have access to the skills and talent we need; 9: We are digitally and physically well-connected and responsive.

18. Financial implications – There are no financial implications relating to the proposals set out in this report.

19. Resource implications - Combining the officer level governance and reporting for the Social Mobility and Digital Skills strategies has reduced the resource requirement. This has meant that the joint report could be delivered despite reduced resources in the Corporate Strategy and Performance Team due to Covid-related secondments and savings requirements.

20. Legal implications - There are no legal implications relating to the proposals set out in this report.

21. Risk implications - There are no risk implications relating to the proposals set out in this report.

22. Equalities implications - The Social Mobility Strategy includes strategic aims to overcome barriers for people with protected characteristics and socioeconomic disadvantage, and will promote equality of opportunity.

23. Climate implications - The strategic focus on green jobs and investment reflects the commitments and aims of the Climate Action Strategy.

24. Security implications - There are no security implications relating to the proposals set out in this report.

Conclusion

25. This report presents three key pieces of work in support of the Social Mobility and Digital Skills Strategies. The Joint Annual Report and the Social Mobility Employer Index rating reflects the achievements and progress made in 2019-20 towards the delivery of the Social Mobility and Digital Skills Strategies, and the proposed future direction indicates the priorities for 2020-21.

Appendices

Appendix 1: 2019-20 Annual Report for the Social Mobility and Digital Skills Strategies

Appendix 2: Social Mobility Employer Index 2020 rating and feedback report

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Social Mobility and Digital Skills Strategies
Annual Report 2019-20

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Foreword

We are delighted to present this combined 2019-20 annual report on our Social Mobility Strategy 2018-28 and Digital Skills Strategy 2018-23.

2019 may now seem a long time ago, but it is fitting to highlight some of the outstanding work done to progress the Social Mobility and Digital Skills Strategies by our staff and partners prior to the outbreak of COVID-19, and to thank them for their continued commitment. COVID-19 has caused severe disruption to UK businesses and public services, including for our residents, students and workers in the Square Mile. Sadly, the pandemic has been a major set back for social mobility and increased the digital divide. Enabling fairer access to skills and employment has never been more urgent and critical.

The economic impacts of COVID-19 have also had a significant negative effect on the ways in which we, with our partners, work to promote social mobility and digital skills, such as closures and the shift to virtual provision at schools, the Barbican Centre, the Museum of London, and our other cultural institutions.

We have had to become more resilient and adaptable when delivering our strategic activities, making use of online tools instead of face-to-face interactions. This new approach has presented both challenges and opportunities in terms of delivering both strategies, and has raised digital inclusion as a key focus area. These challenges have been an opportunity to broaden our reach into all aspects of social and digital inclusion, taking into consideration mental and physical wellbeing and seeking to overcome inequality for people with protected characteristics. We have done this by targeting those audiences who are most at risk, such as young care leavers and older people without digital skills, and expanding our collaboration with external partners in government and industry to overcome resource constraints.

To maximise our impact, we have started combining our efforts across these two strategies and linking them more closely with our other work to contribute to a flourishing society. Digital skills can act as an enabler and present an opportunity to overcome some of the challenges of social mobility. Having the right digital skills is particularly important as those without the necessary digital skills are more likely to find themselves without a job, or with fewer job prospects. By harnessing the interaction between digital skills and social mobility we can enable a workforce that is prepared for the future market and support greater economic inclusivity. The main benefits to moving towards this new approach are that this will preserve and redirect resources to the COVID-19 recovery effort, promote more streamlined ways of working and will encourage strategic synergy with our Corporate Plan.
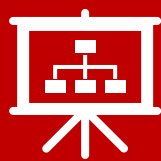
Alderman Sir Peter Estlin
Lord Mayor of London 2018-2019

Catherine McGuinness
Chair of the Policy and Resources Committee

John Barradell
Town Clerk and Chief Executive

What do we mean by Social Mobility and Digital Skills?

Social mobility is 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.

Digital skills are the set of skills, attitudes and values which will enable people to thrive and flourish in current and future digital environments.

Why this needs highlighting

Social background is not currently a protected characteristic under the definitions set out in the Equalities Act 2010. Organisations can appear to be diverse and may be able to demonstrate that they comply with the Equalities Act 2010 without giving people with similar potential but from different socio-economic backgrounds equal chances to succeed.

Household income is the key determinant of whether a person has access to the internet and the opportunity to develop the digital skills that are needed to be included and thrive in 21st century society.

As with the characteristics protected in the Equalities Act 2010, we see differences in how people progress and need to delve into personal experiences, organisational processes and data to gain insight into why and how this happens in order to work out how to change it.

What this report covers

This report shares the key highlights, case studies, performance data and partnerships that are involved for each of the City of London Corporation's (the 'City Corporation') Social Mobility Strategy's four outcomes and the Digital Skills Strategy's three priorities. It recognises our achievements for the year September 2019 to September 2020, the learnings from the COVID-19 crisis and reaffirms our commitment to the Social Mobility Strategy 2018-28 and the Digital Skills Strategy 2018-2028. This report combines the annual reporting for the Social Mobility and Digital Skills Strategies, reflecting the strong links between the strategies and using our resources more efficiently.

Given the period covered, this has been a year of two halves. Whilst digitally enabled economies and communities adapted quickly, others did not and many are suffering the effects of being disconnected.

Social Mobility Strategy – at a glance

For the first half of the year, we focused heavily on working with young people, particularly through our cultural and educational outreach work. This year, the Culture Mile School Visits Fund continued to provide access to schools with high levels of disadvantaged to cultural learning in the City and beyond. We hosted the Social Mobility Commission's Employer toolkit launch, Tomorrow's Company's first Financial Inclusion Summit and the launch of the Bridge Group's Social Mobility Research.

For the second half, our focus shifted to alleviating the negative effects of COVID-19 on social mobility. The Culture Mile School Visits Fund shifted to the provision of hardcopy Play Packs distributing through food banks for children and families to engage in cultural and creative learning at home. Our achievements also included the delivery of a Virtual London Careers Festival, a move towards blind recruitment and a strong focus on apprenticeships. Our key lesson learned is that we need to adapt our activities so that they are more resilient within the context of COVID-19 and its wide-reaching economic impacts.

Overall, we delivered 23 out of the 69 actions set out in our action plan against our four outcomes, with a further 44 actions either on track or ongoing. Collectively, we have had a strong year, despite the COVID-19 pandemic.

Digital Skills Strategy - at a glance

The COVID-19 pandemic has shone a spotlight on the value of a digital economy and a community that is adaptable and resilient. This has been a hugely challenging year, with an exponential acceleration in the digitisation of everyday life and an accompanying risk of catastrophic consequences for those not equipped to make the switch. The City Corporation has continued to look at what the Financial and Professional Services (FPS) sector can do to ensure that it has the digitally skilled workforce it needs. We have also worked hard to support young people through raising awareness of jobs in tech and connecting our young people with employers via the London Careers Festival. This was delivered virtually at short notice due to COVID-19 and, despite Officers' best efforts, did not attract the same number of students as in previous years so many students missed out on this opportunity. Through our continued funding of digital transformational projects for the charitable sector we have sought to accelerate their work to address social issues. We have learnt that the performance of our activities must be more stringently measured and ambitious targets set. Next year, we will increase the number of actions and performance measures to widen the strategy's impact.

In 2019/20 we delivered against 30 activities to improve digital skills for people and businesses. Of these 30 actions, 8 are complete and 28 are ongoing.

Social Mobility Strategy, 2018 – 28: Potential today, success tomorrow
Executive 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.	Opportunity is accessed more evenly and equally across society.	Businesses and organisations are representative and trusted.	We role model and enable social mobility in the way we operate as an organisation and employer.
Links to CP Outcome 3	*Links to CP Outcome 3*	*Links to CP Outcome 8*	*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.

EXECUTIVE SUMMARY: Digital Skills Strategy at the City of London Corporation, 2018 – 23
Shaping tomorrow's City today

About us:
The City Corporation's reach extends far beyond the boundaries of the Square Mile and the City, across the private, public, charitable and community sectors. Our digital skills strategy supports the aims set out in our Corporate Plan for 2018-23 to contribute to a flourishing society, support a thriving economy and shape outstanding environments.

Our Vision:
People and businesses, across the City, London and beyond, are equipped to take full advantage of digital technologies and innovations to help themselves and their economies thrive.

Our Outcomes:
1. The City, London and the UK have the skills, talent and digital expertise they need to drive digital productivity and competitiveness.
2. People and businesses have the digital skills they need to thrive in all aspects of their lives.

Who will we work with:
• The residents, learners and workers we work with directly.
• The businesses we support in the City, London and beyond and local, regional, central and global governments.
The communities we support through our charitable giving, distributed mainly via City Bridge Trust.

Our priorities:

Digital Competitiveness	Digital Creativity	Digital Citizenship

Our activities:

Working with businesses we will explore the ways in which we can:
• Support digital innovation and enterprise.
• Fill the digital skills gaps and shortages that businesses identify.
• Prevent and safeguard against cyber-attacks and cyber terrorism.

Links to Corporate Plan Outcomes 5, 6, 7, 8.

Working with businesses, educators and civil society, we will consider how we can:
• Raise educational aspiration and attainment in terms of digital skills.
• Prepare our learners, for the jobs of the future, in terms of the necessary digital skills, behaviours, attitudes and competencies.

Links to Corporate Plan Outcomes 3, 8, 10.

Working with individuals and communities, we will consider how we can:
• Use digital skills to address barriers and gaps to improve access and participation.
• Use digital skills to connect the capital, enable positive transitions and provide advice and support.
• Improve cyber, digital and financial inclusion and safety.

Links to Corporate Plan Outcomes 1, 2, 3, 4.

Implementing this strategy:
We will embed collaboration, thought leadership and innovation across all aspects of our digital skills work, in order to deliver the vision, priorities, outcomes and activities set out in this strategy, developing responses and interventions to the issues and opportunities that digital skills present society and the economy. We will promote and share our learning, championing the DQ™ digital intelligence framework as part of this. We will look outwards to identify where we want to intervene and track our impact.

Definition of digital skills:
Digital skills are the set of skills, attitudes and values which will enable people to thrive and flourish in current and future digital environments.

Annual action plan

In developing the strategies, we created annual action plans to ensure our visions for Social Mobility and Digital Skills are converted into concrete, attainable and measurable steps. We review progress to drive efficiency and accountability within the organisation and to share ideas, opportunities and learning. The City Corporation's actions are designed to be long-term, methodical, interventions that deliver the most impact possible.

The actions for the Social Mobility Strategy are set in the context of our daily efforts to work towards our vision of 'People enjoy a society where individuals from all socio-economic backgrounds can flourish and reach their full potential' but also our broader commitments to supporting a diverse and sustainable London within a globally-successful UK.

The actions for the Digital Skills Strategy we take are set in the context of our daily efforts to work towards our vision of 'People and businesses, across the City, London and beyond, are equipped to take advantage of digital technologies and innovations to help themselves and their economies thrive' but also our broader commitments to promoting London as a global leader with a flourishing society.

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COVID-19

Social Mobility Strategy

Our activities during this period sought to safeguard and build on our existing work, reframing our priorities to serve businesses and the community in recovering from the impacts of COVID-19. We worked hard to transition activities online where possible from our London Careers Festival, adult education, and library provision. We also worked to minimise and mitigate learning loss and have also commissioned research into the horizon for education systems and the learning opportunities arising from COVID-19.

We moved to expand provision of school forum meetings and provided regular policy briefings to schools on the latest Government announcements, resources and opportunities. We participated in a number of national and global initiatives including the Department for Education's School Recovery Group and the OECD's International Forum on Recovery Curriculum Models.

Digital Skills Strategy

The COVID-19 pandemic has acted as a catalyst in the role digital plays in our life and has clarified both the scale and legitimacy of digital in the modern world.

We sought to continue to recommend the funding of digital skills training initiatives and organisations through our role as a founding partner in future.now and the Financial Services Skills Commission.

We ran our second London Careers Festival virtually and our 14 schools and academies were quick to innovate and prevent disruption to learning, using specialised video conferencing to deliver lessons.

We also supported families and young people with the provision of digital devices, 23 preloaded dongles and hotspot devices.

The City Corporation will continue to focus on digital as a key component of COVID-19 recovery and welcomes the announcement of a new digital strategy from the Government this autumn. We also helped feed into the Digital Skills APPG's latest report on the impact of COVID-19 and lessons learned for improving digital skills.

Strategic Priorities/Outcomes

Social Mobility Strategy: Outcomes

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

- Libraries – In 2019-20 there were 442,174 visitors to the libraries. There were 68 adult reading sessions with 473 participations and 62 children reading sessions attended by 22 people. Free and inclusive access to space and materials is provided and reading programmes, classes and courses that encourage skills development and lifelong learning are delivered, including Only Connect IT training, Let's Talk English Conversation Classes, Writing workshops, CV Workshops along with 279 one-to-one IT sessions.

  Unaccompanied Asylum Seeker Classroom Project – The aim of this project was to support the development of English language and literacy skills to enable progress into further education, vocational education and employment.

- The Family of Schools Creative Response – The City of London Academy Highgate Hill (CoLAHH) have collaborated with Culture Mile Learning (CML) and the London Metropolitan Archives to develop a series of CPD webinars for English teachers to inspire creative teaching methods and schemes of work. The City of London Academy Highbury Grove (CoLAHG) have been running a photography module called 'The Hidden City' about Lockdown. At the Aldgate School (formerly Sir John Cass's Foundation Primary School), staff have used Google Classrooms to post different Art challenges each week with resources for home learning.

- CISI & Think Investments programmes – We have partnered with the Chartered Institute of Securities and Investment and The Investment Association's Investment20/20 scheme to understand whether an entry level financial services qualification, sector specific expert employability support, or a combination of both, has the greatest impact on young people accessing the sector.

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

- Culture Mile Learning – Although COVID-19 necessitated the closure of cultural venues across London, CML provided 9,355 hard copy Play Packs of creative activities and resources for primary school-aged children who were most in need.

- Business Healthy – This year, the Business Healthy network delivered masterclasses covering subjects including cancer in the workplace, COVID-19, and the health and wellbeing benefits of volunteering. This is in addition to signposting people to a range of free support services and resources, including Dragon Café in the City, Thrive LDN's "Coping Well during COVID-19" webinars, and the work of the Lord Mayor's Appeal's This Is Me campaign.

- Online Mentoring Programme – CML worked with a group of Islington-based young care leavers, to explore their career aspirations and matching them with relatable and inspirational mentors working in sectors that they aspire to. Three of the young people have already had an offer of some kind of real-world progression.

Above: The Dragon Café in the City is one of several offers from the Business Healthy Network to promote mental wellbeing.

Strategic Priorities/Outcomes

Social Mobility Strategy: Outcomes

Outcome 3 – Businesses and organisations are representative and trusted

- Financial Inclusion Summit 'Addressing in Work Poverty' – Low pay and in work poverty are major barriers to social mobility, affecting 4 million people in the UK. As a result, we delivered the first 'In Work Poverty' summit in partnership with Tomorrow's Company, which called on 200 UK employers to help the working poor.

- Bridge Group Research – The City Corporation has supported research undertaken by the Bridge Group to explore whether and how socio-economic background (SEB) affects access, performance and progression in financial services.

Above: The Bridge Group research explored whether socioeconomic background can be a barrier to careers in the financial services sector.
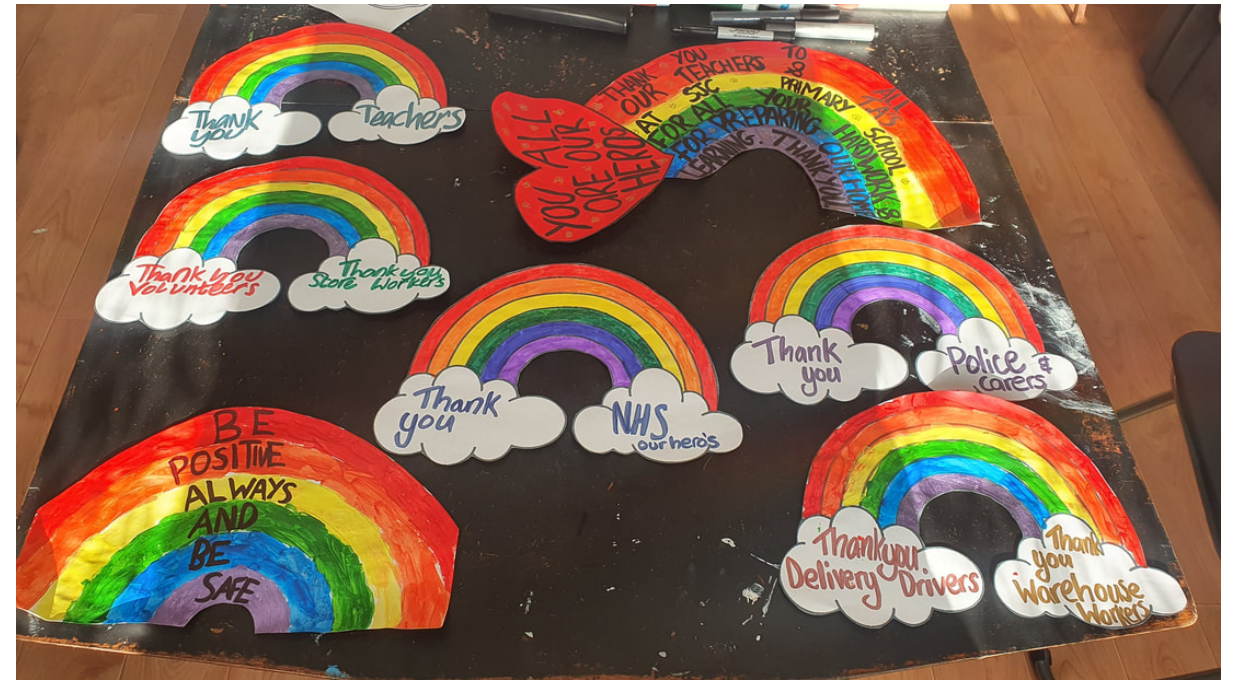
Above: Pupils at the Aldgate School have been using Google Classrooms to complete online Art challenges..

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

- Creation of the new Tackling Racism Taskforce – in response to the Black Lives Matter Movement, the City Corporation has created a new Tackling Racism Taskforce, consisting of elected Members and Officers. It is committed to acting quickly, radically and with determination to tackle racism.

- Staff Diversity Networks – Our six staff diversity networks continue to provide our employees with particular protected characteristics or from a lower socio-economic background a collective voice. In 2019, we joined the Stonewall Diversity Champions Programme, made a submission to the Workplace Equality Index and signed the Business in the Community (BITC) Race at Work Charter.

- Looking for potential – In 2019/20, 3.8% of our workforce were apprentices, exceeding the Government's public sector target of 2.3%. We have also developed further our careers site, video and branding approach to encourage people from more diverse backgrounds to apply for our roles.

Strategic Priorities/Outcomes

Digital Skills Strategy: Priorities

Priority 1 – Digital Competitiveness

The City Corporation has significant insight on the skills challenge facing the FPS sector through its involvement in the Financial Services Skills Commission and the Professional and Businesses Services Council. Our City Business Library also provides critical support to SMEs in digital transformation through a range of digital courses available, such as digital marketing.

- CAP Talent – This pilot programme offered 10-12 week internships paid at London living wage for students with tech start-ups to improve post-graduate employability. The project resulted in 45 internships for students from 17 universities, hosted by 39 start-ups (leading to 9 lasting hires).

" Students have told us how they are given real responsibility for projects that make a real difference to the business"
Eilidh Macdonald, Industry Employability Champion, Goldsmiths, University of London

- Sector Deal for Professional & Business Services (PBS) (Industrial Strategy) – A sector deal proposal was submitted to BEIS in July 2019, with strong City Corporation contribution to the developing talent (apprenticeships) workstream in the sector deal proposals. This agenda has progressed via collaboration with the new Financial Services Skills Commission.

- Cyber Griffin – The project is now engaged with over 350 companies, 10,000 people and run over 360 events since its foundation in 2017. In response to the COVID-19 pandemic the City of London Police created a number of new digital services, including a 'home working video series' which delivered key security advices.

"The overall exercise provided us with an independent review of our current control landscape and is a process I would recommend to other organisations'"
Cyber Capability assessment for Zurich

Priority 2 – Digital Creativity

- Adult Skills and Education (ASES) – A series of short digital skills 'taster sessions' were delivered at a number of our social housing estates, in addition to plans to establish a computer teaching suite at the Avondale Community Centre. ASES have continued to provide adult learning courses to residents and workers as well as accredited apprenticeship training, moving rapidly to online teaching and learning.

- School delivery – At Newham Collegiate Sixth Form Centre there has been an exceptionally high take up with their curriculum delivered via Microsoft Teams. At Rediff Primary and Galleywall Primary schools, they deployed a rapid digital development in learning delivery, with a high take-up across the schools, including children from disadvantaged communities.

Priority 3 – Digital Citizenship

- The role of libraries – our network of libraries are a vital lifeline for digital access and training, providing free public computers and librarians trained to deliver 1-1 digital skills support. Libraries restarted our 'Only Connect' project in October 2020, delivered with Age Concern and comprising of weekly drop-in sessions focused on assisting older people with digital skills, tackling social isolation.

- Tech Takeback – The City Corporation Recycling Team, in partnership with SONECS, hosted a series of pop-up tech takeback events which engaged with 156 people and received over 900 tech items, with the intention of donating the tech to charities and the local community.

- She can be – The Lord Mayor's Appeal's She Can Be… changes the perception held by 67% of young women that men have better career opportunities (Girlguiding Girls' Attitudes Survey 2018). At this year's event, over 250 young women discovered roles in over 30 City organisations and the digital skills required to excel in them.

- Superhighways – The Datawise London programme supports charities and community groups to use data to better shape their services for the benefit of Londoners. COVID-19 has meant that it has needed to adapt the programme from face-to-face to online provision and supporting frontline organisations to adapt their service provision to online medium and make better use and access of data.

Performance & Future Delivery

Performance

Social Mobility Strategy

We are committed to measuring the effectiveness and impact of our work against key performance indicators (KPIs), aligned to our four outcome areas. We will continue to build on our performance framework and our journey to collecting baseline and benchmarking data, with an ambition for future reports to provide baseline and benchmark data for all 37 KPIs and our targets.

Digital Skills Strategy

Last year we designed a performance framework that committed us to measuring the effectiveness and impact of our work against key performance indicators (KPIs) in our Corporate Performance Framework (CPF) and also the KPIs of the Financial Services Skills Commission. The performance framework also enables us to clearly demonstrate our impact against our Corporate Plan for 2018-23.

In addition, strategy-specific indicators will be identified to demonstrate the strategy's impact. The key measure of success is that our stakeholders will have the digital skills they need in order to thrive in a digital economy and society.

Future Delivery

Social Mobility Strategy

Taking a ten-year approach to the strategy is vital to ensure that the lasting impacts of the interventions planned are fully realised through a sustainable commitment. There remains much to do in order not only to level the playing field, but to make it fairer too, ensuring that everyone can participate, compete and succeed.

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

- Considering socio-economic background as a 10th protected characteristic and seeking to create a culture of inclusivity at the City Corporation

- Exploring the links between social mobility and health and wellbeing

- Promoting and championing the development of fusion skills across work, learning and cultural sectors so that everyone can flourish and thrive

- 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

- Fully implementing the strategy's performance framework so we can learn as we go and hone the interventions that have most impact.

Future Delivery continued

Digital Skills Strategy

Digital skills and inclusion is a major policy objective of local and central government and we are therefore pleased to demonstrate our continued commitment to our strategy, in pursuit of our vision where people and businesses across the City, London and beyond are equipped to take full advantage of digital technologies and innovations, to help themselves and their economies thrive.

The next stage of our work will continue to address the digital skills gap for both the economy and community but also with a focus on our roadmap of post-COVID recovery. There also remains much work needed to address financial and health inequalities, social isolation, and digital inclusion, such as addressing digital devices, data and know-how poverty.

Whilst many of the activities in our action plan will continue and progress, we will also spend year 3 focusing on:

- In partnership with KPMG, running a legal tech innovation pilot in November 2020
- Collaborating with the FCA on the pilot of a 'digital sandbox' to support innovative firms tackling challenges caused by the coronavirus (COVID-19) pandemic
- Seeking to widen access to devices and connectivity, working with partners such as the Good Things Foundation and Tomorrow's Company
- Taking part in 'Get Online Week' on 19-25 October 2020
- Developing meaningful digital and tech work experience placements.

Oversight and responsibility

Social Mobility Strategy

David Farnsworth, the Director of City Bridge Trust and the City Corporation's Chief Grants Officer, is the senior responsible officer for this strategy.

Digital Skills Strategy

Andrew Carter, Director of the Department for Community and Children's Services, and Damian Nussbaum, Director of Innovation and Growth, are the chairs for this strategy.

Social Cross-Corporation Working Group

David Farnsworth, Andrew Carter and Damian Nussbaum are supported in the delivery of both strategies by the Social Cross-Corporation Working Group (SCCWG), which meets on a six-weekly basis and also incorporates delivery of the Responsible Business Strategy.

The SCCWG was established to replace the previous separate Implementation Groups for the Social Mobility and Digital Skills Strategies, in response to the COVID-19 epidemic and also with a view to producing a single annual report for our corporate strategies.

The SCCWG is co-chaired by Divindy Grant and Chris Oldham 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.
- The Lord Mayor's Appeal
- Culture Mile Learning
- The City of London Police

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Feedback on your Social Mobility Employer Index submission

Thank you for making a submission to the Social Mobility Employer Index 2020. Below is your individual feedback report which highlights where your organisation is performing well, benchmarks you against other organisations and suggests areas for improvement. Please read this in conjunction with the main Index Key Findings report which will be published alongside the top list and will provide further context to the information given here.

Given new organisations will enter the Index each year, in the interest of fair and consistent treatment we have assessed each employer based on the information we have received in this year's submission only; generally speaking, we have not compared this submission with any data received in 2019, but have taken notice where organisations have explicitly highlighted improvements on last year or have provided data from previous years.

Please note that we will not be publishing the 2019 ranking alongside the 2020 ranking and so if your organisation is lower than it was in 2019, this will not be known unless anyone specifically looks for last year's Top 75.

In addition to using this feedback, we would also strongly advise reading the 2021 guidance notes before starting your next submission - these will be published when the next version of the Index is launched early next year. The Employer Toolkit from the Social Mobility Commission and The Bridge Group also provides helpful guidance.

If you have any queries regarding the Index or your feedback please contact employerindex@socialmobility.org.uk.

City of London Corporation	Overall ranking: 50

Congratulations on making it into the list of Top 75 employers in the 2020 Social Mobility Employer Index. The Top 75 recognises the organisations that are taking the most action to ensure they are open to accessing and progressing talent from all backgrounds. Your organisation is benefitting from accessing talent from a wide range of backgrounds, and working to ensure employees progress based on effectiveness in role, rather than by background – but as you'll know, there is still more to do. We hope that your organisation will use its position in the Top 75 to advocate for social mobility, implementing new approaches that challenge others to do more over the next 12 months.

Section 2: Work with young people   Decile: 7

It's positive that City of London Corporation is targeting its outreach work at schools with above average levels of Free School Meals/low levels of attainment and is working with a fairly high proportion of children that are eligible for Free School Meals (2019) and without existing relationships with employers.

As the Social Mobility Commission's 'State of the Nation 2018-19' report demonstrated, the biggest gap in access to opportunity is no longer the 'north/south' divide, but that between London and the rest of the country. We would therefore encourage you to continue targeting your support at the areas of the country where the need is greatest and to ensure you are reaching those young people that will benefit the most from your support.

Your organisation has a fairly strong link between the outreach work you do and your recruitment pipeline, in particular reference to the 'Think Investments' programme.

Your organisation did not provide any data on whether or not it is flagging students from its outreach work when they go on to apply for recruitment programmes (e.g. internships) or permanent roles. It is likely that the young people you encounter through your outreach are often from backgrounds which are under-represented in your workforce. If you are not already doing so, we would strongly encourage you to collect this data as part of evaluating the impact of your outreach work and to assess whether it is having the desired effect. If the number of applicants or successful applicants is low, it highlights a missed opportunity for you given the resources you devote to your outreach activity.

The student feedback on the work experience programme is positive, and suggests that the programme is improving students' confidence and understanding of the sector. It is also good that you are tracking the career outcomes of the young people on these activities. We would encourage you to use this information to support your follow-up activity.

Section 3: Routes into the employer   Decile: 5

Yours is one of a small number of Index organisations to offer higher apprenticeships and is bucking the general trend, which sees the majority of organisations offering apprenticeships at levels 2 and 3. We were pleased to see in last year's Index that an increasing number of organisations are offering apprenticeships at a higher level. This is important, as these can

provide a genuine route into the organisation that is comparable with graduate routes and allows for ongoing career progression.

Whilst very few organisations are publishing what they know about the profile of successful applicants, it is important information for you to know as it should shape your strategy and help you know whether what you communicate to candidates about applying to you is the only information they should know. There are two approaches organisations can take here:

- Be honest with applicants about the types of people you prefer in the selection process, it's in no-one's interests to encourage more applications from people who are highly likely to be unsuccessful – including the applicant's

Or

- Review your selection processes so that they are more inclusive, and in particular assess how your existing screening processes relate to job performance.

Section 4: Attraction   Decile: 3

The recruitment section of your website has some good information about applying for roles, but does not give a clear overview of the whole process, and has no examples or practice tests. An end-to-end overview, with examples where applicable, would make the process more transparent. Some good examples are provided below:
- Capgemini
- Enterprise Rent-A-Car
- Linklaters LLP

We were also particularly impressed with the mock case study guide from Capital One, which offers candidates helpful tips on case study based interviews and step-by-step examples of this type of interview.

It is good to see that you have initiatives in place to target people from low socio-economic backgrounds. Significant resources are often invested in initiatives to attract those from lower socio-economic groups and it is important that organisations know what they are supporting is effective and leads to change in the diversity of the applicant pool/hires; if it doesn't we encourage organisations to find an alternative initiative that might be more successful.

Section 5: Recruitment and selection   Decile: 2

Whilst your organisation has minimum academic requirements, it does have lower requirements than many Index organisations. This is positive, as there is a lack of evidence to suggest there is a connection between prior attainment and performance in role and those from higher socio-economic backgrounds are more likely to have higher prior attainment. Therefore, your approach could broaden the socio-economic demographic of the applicant pool, but we would recommend analysing your application data to see if that is the case.

Based on your submission, the organisation is not currently measuring how many successful applicants met, but did not exceed, the stated minimum grade requirements. We would encourage you to collect this data, in order to establish if the minimum requirements are being used as intended, or whether successful applicants are always exceeding them. If the latter is the case, we would recommend revising the published minimum requirements, in order to more accurately reflect the reality of the application process.

It's positive that the City of London Corporation has removed candidates' grades and the university attended from most stages of the recruitment process, as it could be the case that the name, academic grades or university attended of candidates have an unduly adverse impact on the success rates of certain demographics.

It is positive that your organisation uses standardised questions for its interviews. Whilst there is a degree of variation in every interview, where standardised questions are not used it allows each individual interviewer too much leeway to look for what they personally want and not what the organisation as a whole is looking for, and means that candidates are not all being judged on the same criteria. Strengths-based interviewing has also been proven to have a positive impact on diversity as opposed to competency-based. More information on this can be found in SMF's guide for students here.

Your organisation is not currently monitoring its recruitment process to identify whether there are particular stages at which those from lower socio-economic backgrounds fall down. The employers that have made the most progress with adjusting their recruitment process have all started by assessing exactly which stage candidates from particular backgrounds are being disproportionately rejected and then changing/removing the parts of the process that seem to disadvantage those candidates, in order to level the playing field. Monitoring the process in this way is something that should be done on an ongoing basis to ensure that one year's results are not an anomaly and also because different employers have different experiences e.g. some think video interviews have improved their process and others have found female candidates do disproportionately badly in them.

The organisation currently scores 'Work experience within your sector' as part of the application process, and may want to reconsider this. Work experience is particularly difficult for students from lower socio-economic backgrounds to access, and is often predominantly available in London. Across the board, many more work experience placements go to the relatives of employees and clients than do the best people from less privileged backgrounds, giving the former a natural advantage in your scoring

There can be a case for scoring extra-curricular activities depending on what the activities are, but often the activities that are being scored by organisations are those not available to many socio-economically disadvantaged young people; we would encourage the organisation to review this part of the recruitment process with those students in mind. A related point is that some young people are restricted in the extra-curricular activities they can participate in due to family, or have often experienced a bigger 'step-up' to university and therefore are not pushing to be captain of the netball team or social secretary for a society because they are focussing on their studies. Evidence of these activities being accessed disproportionately by those from higher socio-economic backgrounds can be found in the Bridge Group's report on graduate outcomes here.

There is increasing evidence – for example in The Class Ceiling (Friedman/Laurison) – that those from lower socio-economic groups can suffer a 'double disadvantage' if they are also female or BAME. Access and progression are unequal by socio-economic background (in its own right) and evidence also indicates that this characteristic is also correlated with some aspects of race (i.e. Black employees are often more likely to be from lower socio-economic background compared to other races), and that it has a compounding effect. Evidence of this can be found in research done by The Bridge Group with law firms and the Civil Service Fast Stream. Whilst not every organisation will have enough data to make definitive conclusions, looking at how candidates do if they are in more than 1 under-represented category can help you work out where you most need to focus your efforts.

Section 6: Data collection	Decile: 6

It is very positive that the City of London Corporation is collecting 4 data points for current employees. Over half of Index employers are now collecting socio-economic background data from their new employees and over 40% are collecting this for existing employees, predominantly using the metrics of type of school attended, eligibility for Free School Meals and being the first in the family to attend university. This data collection is key and provides a solid foundation on which to base your social mobility strategy. Some employers have begun to enquire about whether those who attended an independent school did so with the support

of a bursary (and then often categorising this group as lower SEB). We advise caution here, since a great proportion of those in receipt of a bursary may a) in fact be on a non means-tested scholarship or b) be in receipt of a means-tested bursary that is a relatively small proportion of the overall fee (therefore still typically requiring significant financial contributions from parents / carers.)

More generally, we found that completion rates for socio-economic background questions were mixed, with some close to 100% and some as low as 10%. High response rates are important because they help to ensure that the data collected provides accurate monitoring of the recruitment and retention of staff, and a better understanding of areas for action. Strategies for increasing completion rates include:

- Placing the questions in the context of other diversity monitoring, and underlining that people can opt not to answer them;
- Providing staff with a detailed explanation of why the data is being collected and how the organisation plans to use it;
- Senior leadership regularly emphasising the importance of collecting this data;
- Linking the collection of the data to the business case for being open to all talent, regardless of background; and
- Using case studies to illustrate how other organisations have used their data collection exercises to improve recruitment practices.

Again this year we have seen an increase in the number of organisations able to provide workforce data broken down by background, which is a positive trend. However, it is still the case that less than half of Index organisations have that data, and so it's very positive that your organisation was able to provide this.

Your organisation is not currently publishing the data it collects on the socio-economic background of the workforce. Whilst we understand that the publication of this data has some organisational risk, we would encourage all employers to collect and publish detailed data on the socio-economic make-up of their workforce to increase transparency and encourage a more open dialogue about social mobility.

Section 7: Progression, culture and experienced hires	Decile: 9

It is very positive that your organisation is collecting data on retention, progression, professional exams/qualifications, pay and appraisal grades. The increasing number of studies of pay, progression and retention in the workplace show that those from lower socio-economic backgrounds can progress at a slower rate than those from more privileged backgrounds and

the only way to know if that is true at your organisation is to record the data on what happens in your workplace. We look forward to reading these findings in next year's submission.

Section 8: Advocacy   Decile: 9

It has been welcome to see the growth of organisations encouraging employees to share their stories of having come from a different background and in particular if senior employees are involved in this. Junior colleagues can often feel their senior colleagues are all from the same background given the degree of assimilation that takes place the longer someone works somewhere. More and more organisations now run social mobility weeks and/or have social mobility networks of employees. It is good to see City of London Corporation is also doing this.

Less than half of Index organisations are encouraging their supply chains to take action on social mobility so it's positive that your organisation is taking action on this area of social mobility. Employers like yours have significant purchasing power, and can create a positive chain-reaction by asking suppliers about their approach to social mobility as part of your contracting process, or working with them to build joint initiatives to tackle the problem.
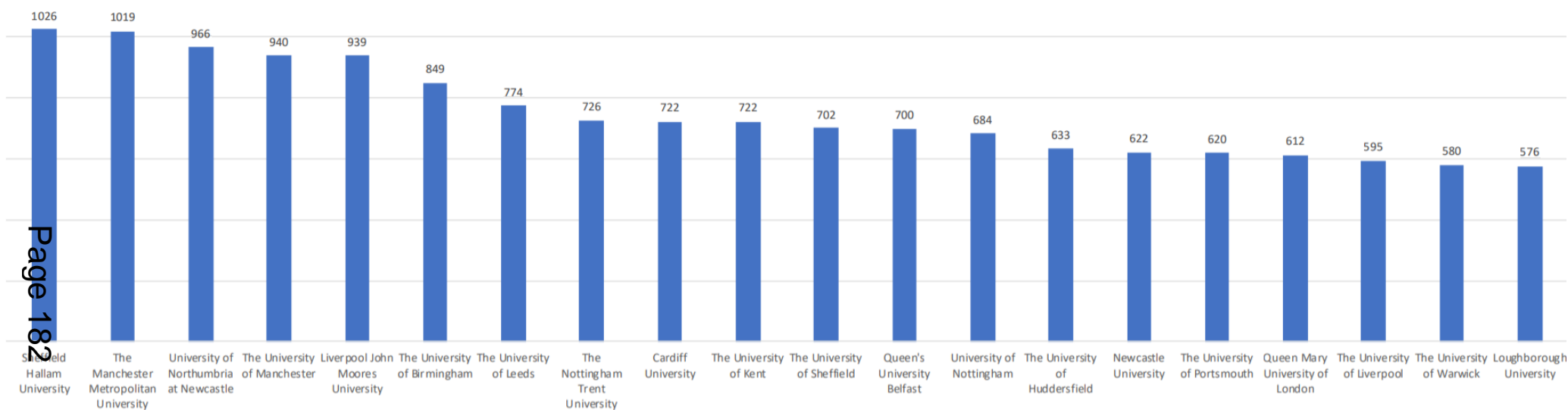
It's good to see you have targets in place, especially that these are reviewed at senior level. Based on the latest good practice, we would recommend setting targets (rather than quotas), since they are a helpful expression of success and typically the organisation's ambitions in this area. However, any such target should be well informed, so consider diversity within the talent pools you are drawing from, the way in which such a target might differ based on the occupational area within your organisation and seniority, and how the target may change over time.

Employee survey

Your organisation did not participate in the employee survey this year. An overview of the survey results will be provided in the key findings report.

Appendix A:

Lower SEB with BBB+ by institution

Institution	Value
Sheffield Hallam University	1026
The Manchester Metropolitan University	1019
University of Northumbria at Newcastle	966
The University of Manchester	940
Liverpool John Moores University	939
The University of Birmingham	849
The University of Leeds	774
The Nottingham Trent University	726
Cardiff University	722
The University of Kent	722
The University of Sheffield	702
Queen's University Belfast	700
University of Nottingham	684
The University of Huddersfield	633
Newcastle University	622
The University of Portsmouth	620
Queen Mary University of London	612
The University of Liverpool	595
The University of Warwick	580
Loughborough University	576

Top 20 institutions by the number of students from lower socio-economic backgrounds with 300+ UCAS points (graduating next summer). Please note the above data does not include courses allied to medicine or veterinary studies and only includes UK/HOME students.

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