Public Document Pack

Corporate Services Committee
FOR INFORMATION AGENDA

Date: **WEDNESDAY, 1 JULY 2026**

Time: 1.45 pm

Venue: **COMMITTEE ROOM - 2ND FLOOR WEST WING, GUILDHALL**

Members:

Florence Keelson-Anfu (Chair)
Anthony David Fitzpatrick (Deputy Chair)
Simon Burrows
Deputy Timothy Butcher
Deputy Henry Colthurst
Steve Goodman OBE
Deputy Christopher Hayward
Stephen Hodgson
Sandra Jenner
Gregory Lawrence
Alderman Professor Michael Mainelli
Alderman Christopher Makin
Deputy Andrien Meyers
Deputy Alastair Moss
David Sales
Mandeep Thandi
James Tumbridge
Philip Woodhouse

Enquiries: **Chris Rumbles**
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https://www.youtube.com/@CityofLondonCorporation/streams

A recording of the public meeting will be available via the above link following the end of the public meeting for up to one civic 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.

Whilst we endeavour to livestream all of our public meetings, this is not always possible due to technical difficulties. In these instances, if possible, a recording will be uploaded following the end of the meeting.

Ian Thomas CBE
Town Clerk and Chief Executive

AGENDA

4. ***FORWARD PLAN**

Joint report of the Town Clerk and Chief People Officer and Executive Director of HR.

For Information
(Pages 3 - 4)

5. *** ACTION TRACKER**

Report of the Town Clerk.

For Information
(Pages 5 - 8)

8. *** GENDER, ETHNICITY AND DISABILITY PAY GAPS (MARCH 2025 SNAPSHOT)**

Report of the Chief People Officer.

For Information
(Pages 9 - 46)

9. *** PROGRAMME SAPPHIRE**

Report of the Chamberlain

For Information
(Pages 47 - 50)

10. *** REVENUE OUTTURN 2025-26**

Joint report of the Deputy Town Clerk, Chief People Officer, Chamberlain and Comptroller and City Solicitor.

For Information
(Pages 51 - 56)

11. *** DECISIONS TAKEN UNDER DELEGATED AUTHORITY OR URGENCY PROCEDURES**

Report of the Town Clerk.

For Information
(Pages 57 - 58)

CORPORATE SERVICES COMMITTEE FORWARD PLAN

	1 July 2026	9 September 2026	28 October 2026	9 December 2026
Standing Annual Item	• CPO Confidential Updates • TC Confidential Updates	• Health & Safety • CPO Confidential Updates Confidential • TC Confidential Updates	• CPO Confidential Updates • TC Confidential Updates	• Health & Safety • CPO Confidential Updates • TC Confidential Updates
People & HR Department Reports	• Organisational Design Policy Update • Pay Gap	• Apprenticeship & Graduates – Update • Business Plan Update • HR Risks		• Organisational Dashboard
Comptroller & City Solicitor Reports		• Business Plan Update		
Deputy Town Clerk's Reports	• Senior Remuneration Sub-Committee	• Deputy Town Clerk - Business Plan • Staff Summer Reception		
Other Departments Reports e.g. Restructures	• SAP Update • Major Works Team (DCCS) • Corporate Services Out turn report (CHB)	• SAP Update	• SAP Update	• SAP Update

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AGREED ACTIONS – CORPORATE SERVICES COMMITTEE

TITLE OF REPORT/SUBJECT	Date Added	Initial request and pending Actions	Responsible Officer	LATEST POSITION
Item 5 Departmental Budget Estimates 2026-27	21.01.26	The Committee requested a clear forward-looking plan setting out indicative milestones for the reduction in temporary staffing.	Cliff Morton / Jacqui Cover	**ONGOING** – Forward looking plan to follow once a permanent Chief People Officer is in post.
Item 9 – The **Employments Right Act Briefing Session**	04.03.26	Agreed that a more detailed briefing and explanatory session would be provided to Members to ensure clarity on the implications of the Employment Rights Act on the City Corporation.	Frank Marchione / Tom Kennedy	**ONOING –** Request passed to the Comptroller and City Solicitor. Date to be agreed.
Item 5 Draft High-Level Business Plan **AI Transformation Briefing Session**	04.03.26	Agreed to hold a dedicated Member session for officers to walk Members through the AI Transformation programme architecture, expected organisational impacts. The Chair has proposed that this session be held in conjunction with Digital Services Committee	Chris Rumbles	**ONGOING –** Corporate Services Committee request passed to Director of Commercial Change & Portfolio Delivery. Date to be agreed.
Performance Management Framework	04.03.26	Agreed that that an informal workshop will be convened to provide Members with an	Rachel Mackay	**ONGOING –** date to be agreed.

AGREED ACTIONS – CORPORATE SERVICES COMMITTEE

Briefing session		opportunity to help shape the next stage of the framework.		
Item 8 Health and Safety **Training Session**	20.05.26	Agreed that refresher training would be provided to Members to help support their understanding of the health and safety reporting framework	Health and Safety Director	**COMPLETE** **Training scheduled for Corporate Services Committee meeting being held on 09.09.26.**
Item 10 Action Tracker **HR Dashboard**	20.05.26	HR Dashboard presented in draft form in April that was still under development to be added to the Action Tracker until a final version is available and the reporting frequency established.	Chief People Officer	**ONGOING**
Item 10 Action Tracker **Baseline Data of HR.**	20.05.26	Agreed to capture data on the numbers of additional HR people working in the City Corporation who were based in institutions and departments.	Chief People	**ONGOING**
Item 12 Internal Audit Insight Report: Employee Relations Case Management. **Employee Relations Action Plan**	20.05.26	Agreed that the action plan that was in place to resolve the remaining issues would be circulated to Members following the meeting.	Chief People Officer	**ONGOING**

AGREED ACTIONS – CORPORATE SERVICES COMMITTEE

Item 14 Register of Interest for SMG **Register of Interest Grade I and above**	20.05.26	Agreed that further consideration would be given to an appropriate level of disclosure and thresholds for reporting register of interest to the Committee. Returning with a report.	Chief People Officer	**Chief People Officer to provide an update at Corporate Services Committee on 1/07.26**

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Committee(s)	**Dated:**
Equality, Diversity & Inclusion Sub-Committee Corporate Services Committee	17 June 2026 01 July 2026
Subject: Gender, Ethnicity and Disability Pay Gaps (March 2025 Snapshot)	**Public**
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	• **Providing Excellent Services** • **Diverse Engaged Community**
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: Cliff Morton, Interim Chief People Officer	**For information**
Report authors: Chris Fagan, Head of Reward & Benefits Sukhjit Phull, HR Information Consultant (Rewards)	

Summary

1. Overview

1.1. The City of London Corporation is committed to promoting equity, equality, diversity and inclusion (EEDI) across all areas of our operations, and we believe that pay should be based on the skills, experience, and responsibilities of our employees.

1.2. The report (appendix 1) provides the City Corporation's Gender, Ethnicity and Disability Pay Gaps as of March 2025.

1.3. The City Corporation has little to no gender pay gap across its workforce and the long-term direction of travel in other measures remains broadly positive.

1.4. Overall, the pay gap figures reported remain broadly consistent with those from previous years, with some small shifts compared to March 2024. Although the median binary ethnicity pay gap has reduced to 2.2% (from 9.7%).

1.5. Overall, these shifts seem to be indicative of a continued longer-term positive trend in all pay gap figures generally. However, due to the nature of the calculation method there will always be a natural mathematical variation in the workforce numbers included within the snapshot and therefore some deviation due to these measures used that are unrelated to pay practice.

1.6. The levels of non-disclosure observed highlights the continued need to actively work with the workforce to improve our data, especially the levels of disclosure on protected characteristics across employees and casual workforce. Better data, will make reporting more robust and allow us to report on other pay gaps, including social mobility. We will continue to monitor our progress and report on our results annually.

Recommendation(s)

Members are asked to note the report for information.

Main Report

2. Background & Context

2.1. Through the Corporate Plan 2024-29 and the People Strategy 2024-29, a clear vision, strategy and action plan has been established to ensure we continuously improve our culture, ethos and approaches to support our current and prospective workforce to feel that they belong and fit, and are actively engaged with the City Corporation, its ambitions and priorities.

2.2. In addition, our Equality Objectives 2024-29 are a dynamic framework advancing our commitment to equity, equality, diversity and inclusion as a leader, employer and service provider. These are owned across all departments and institutions. There are already a range of projects and measures underway to ensure we deliver that commitment. Including:

- A fundamental review of our pay and reward approach through the Ambition 25 project. Through this process we will ensure that we provide flexible, sustainable, fair, equitable and transparent reward and recognition opportunities for our people.
- A holistic review of our employee benefits offer to help us better attract and retain a diverse array of excellent people to work for the City Corporation.
- Promoting equity, equality, diversity and inclusion in career development through the implementation of job families that inform a variety of career pathways to ensure career progression opportunities are available to all eligible employees, regardless of job type.
- Work to develop leadership capacity and capability across all aspects of EEDI. For example, by widening the range of access and participation in working groups and meetings, actively listening to understand lived experience, and considering who is in the room and who has a voice.
- Creating a comprehensive EEDI training offering with a focus on awareness-raising, skills-building and the development of an inclusive culture, including coaching and embedding EEDI in general training.
- Through our approach to ‘Brilliant Basics’ we will be undertaking a programmatic approach to policy development, reviewing HR policies as required due to legislative, regulatory, and internal and external changes, embedding EEDI principles throughout.
- Continue to improve data and insights, including improving data gathering through extensive and sustained communications in partnership with EEDI and communications teams.
- Development of dashboards provision and reporting on all protected characteristics, along with social mobility. Breakdown by identity data will also be undertaken where possible.

2.3. In accordance with the Gender Pay Gap Regulations City Corporation has been required to publish and report its Gender Pay Gap (GPG) by 30 March annually since 2017. This is published on both the City Corporation and UK Government websites. Alongside the GPG, the City Corporation has also voluntarily elected to calculate both the Ethnicity Pay Gap (EPG) and Disability Pay Gap (DPG) annually.

2.4. This pay gap analysis is calculated in line with the government's standard methodology and reporting requirements for Gender Pay Gaps, which compares the median and mean hourly pay rates and bonusses of employee groups. It also examines the proportion of these groups within each quartile of our pay distribution. It is difficult to compare to our grades consistently as the quartile boundaries will often fall within a grade range, and regular additional payments might raise some groups of staff above others in the grade, as a 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

2.5. Pay relates to the 'snapshot date' of 31 March 2025, and includes all workers paid on that date across the City Corporation and its Institutions, this includes employees and Casual Workers, and all professions except Police Officers. This means the data reported here may vary from other reports, due to the nature of the snapshot. The mean and median pay gap calculation is based on the total pay: this includes basic pay and additional payments, for example responsibility allowance in schools, unsocial hours payments and Market Forces Supplements (MFS) used for specific recruitment and retention purposes.

2.6. The 'bonus gap' relates to the 12-month period which ends on the snapshot date. Bonus payments include Recognition Awards for employees at the top of Grades A-C and honoraria payments. Contribution Payments, discretionary bonuses paid to employees at the top of Grades D-J and SMG were paid in this 12-month period of this report for the first time in several years. This was done at a default level of 1.5% to all eligible staff, to the numbers of bonus payments are very higher proportionally than previous years.

2.7. For the purposes of the analysis:

a. Reference made in respect of employees in the report includes employees and casual workers (who are not employees) unless otherwise stated.

b. Pay gap data reports the difference in the average pay between groups across a whole organisation. This is entirely different to equal pay, which 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. A large pay gap does not indicate the existence of equal pay issues.

c. Demographic information is drawn from payroll and HR information system data. Additional sensitive information is added on a voluntary basis by employees through the employee self-service facility on the HR information system. This information is collected in line with the nine protected characteristics identified in the Equality Act 2010.

d. The government gender pay gap regulations compare the pay of female and male employees, and do not address how employers should make their gender pay gap calculation if they have employees who do not identify as either male or female (e.g. non-binary). As per the City Corporation's approach to data collection outlined above, data is collected on the sex of employees, in line with the protected

characteristics of the Equality Act 2010. This data is held on 100% of the workforce and has been used in the calculation of the gender pay gap.

e. On ethnic origin, employees are asked to provide data using the standard classifications on the HR Information System. The level of non-disclosure for ethnic origin is 22.5% (compared to 18.3% the previous snapshot date). A large majority of this non-disclosure is again amongst the lower quartile of roles and is likely to be due to a large number of casual workers included in the snapshot.
f. Employees are asked to indicate whether they have a disability on the HR information system. Therefore, this indicator does not accurately measure whether an employee meets the definition of "disability" under the Equality Act 2010.
g. In accordance with the General Data Protection Regulations and the Data Protection Act 2018, all employees are provided with a privacy notice, signposted in the contract of employment, and contained within the Employee Handbook. The privacy notice describes how the City Corporation as a data controller collects and uses personal information during and after employment with the City Corporation. The privacy notice outlines that employees are not required to provide all personal and sensitive information. As such, not all the categories include 100% data capture. This includes cases where the employee has specifically recorded 'not stated' or 'declined to specify' on employee self-service.

2.8 Low disclosure rates on socio-economic background remain a key constraint in developing a comprehensive picture of social mobility pay gaps within the City of London Corporation's 2025 pay gap analysis. In the absence of robust data on indicators, it is difficult to assess how socio-economic background intersects with gender and other protected characteristics. Increasing disclosure will require continued action to build trust and improve understanding, including clearer communication on why the information is collected, how it will be used, and how insights will inform tangible improvements.

Socio Mobility: Completion & Disclosure Rates (by Department)	Completion Rates	Disclosure Rates
BARBICAN CENTRE [205]	**21.66%**	**20.37%**
Central London Forward [77EF]	**41.18%**	**33.82%**
CHAMBERLAIN'S [111]	**34.52%**	**32.47%**
CITY BRIDGE FOUNDATION [275]	**29.87%**	**27.11%**
CITY JUNIOR SCHOOL [264]	**6.06%**	**6.06%**
CITY OF LONDON POLICE (CIVILIANS) [255]	**2.26%**	**2.18%**
CITY OF LONDON SCHOOL [261]	**15.38%**	**15.17%**
CITY OF LONDON SCHOOL FOR GIRLS [263]	**10.59%**	**10.59%**
CITY SCHOOLS SHARED SERVICE [262]	**16.19%**	**14.77%**
CITY SURVEYOR'S [173]	**26.97%**	**24.86%**
COMMUNICATIONS & EXTERNAL AFFAIRS [180]	**47.50%**	**47.50%**
COMMUNITY & CHILDREN'S SERVICES DEPT [325]	**27.79%**	**26.48%**
COMPTROLLER & CITY SOLICITOR'S [115]	**41.38%**	**37.07%**
CORPORATE STRATEGY & PERFORMANCE [120]	**77.78%**	**77.78%**
ENVIRONMENT [343]	**30.29%**	**29.02%**
FREEMEN'S SCHOOL [265]	**9.15%**	**8.77%**
GUILDHALL SCHOOL OF MUSIC & DRAMA [219]	**4.84%**	**4.58%**
Heart of the City [77EG]	**42.86%**	**42.86%**
INNOVATION & GROWTH [377]	**50.28%**	**49.17%**
PEOPLE & HR [190]	**40.80%**	**38.44%**
REMEMBRANCER'S [159]	**25.96%**	**25.96%**
TOWN CLERK'S [177]	**37.93%**	**36.30%**

3. Analysis

3.1. The City Corporation's gender, ethnicity and disability pay gaps as at the snapshot date of 31 March 2025 are presented in full at Appendix 1 of this report, which also includes further analysis and benchmarking.

3.2. The total headcount used for the mean and median pay gaps was 5,632 (this excludes police officers), noting that there has been an increase from 5,212 in the previous year because of organisational change and the numbers of casuals engaged at the time of the snapshot.

3.3. The key Pay Gap headlines are:
(Note: Bracketed figures represent the 2024, 2023, 2022 and 2021 reported figures)

3.4. Gender Pay Gap

- **Median Pay Gap is 0.0%** (0.0%; 0.0%; 2.7%; 2.2%); and
- **Mean Pay Gap is 3.5%** (5.1%; 4.5%; 4.5%; 7.1%).

3.5. Ethnicity Pay Gap – Binary:

- **Median Pay Gap 2.2%** (9.7%; 13.2%; 14.7%; 15.7%); and
- **Mean Pay Gap 5.6%** (15.2%;16.7%; 17.4%; 16.8%).

- **Level of non-disclosure 22.5%** (18.3%).

3.6. Ethnicity Pay Gap – Aggregated Category:

- **Median Pay Gap -4.5% to 17.5%**

Ethnic Category	Black	Asian	Mixed	OEG
White	17.5%	4.4%	6.5%	12.9%
Black		-13.1%	-10.9%	-4.5%
Asian			2.2%	8.6%
Mixed				6.4%

- **Mean Pay Gap -1.4% to 24.7%**

Ethnic Category	Black	Asian	Mixed	OEG
White	16.5%	12.2%	10.9%	24.7%
Black		-4.3%	-5.6%	8.3%
Asian			-1.4%	12.5%
Mixed				13.9%

OEG = Other Ethnic Groups, not contained within the aggregated categories.

Note: Analysis at the aggregated level results in 10 ethnicity pay gap figures. Positive figures in the table reflect that the pay gap is in the favour of the ethnic category on the left of the table. Negative figures indicate a pay gap in favour of the ethnic category at the top of the table.

3.7. Disability Pay Gap

- **Median Pay Gap is 0.0%** (0.0%; 7.1%; 2.4%; 7.1%); and
- **Mean Pay Gap is 5.9%** (6.8%; 6.9%; 8.8%; 8.9%).
- **Level of non-disclosure 31.55%** (28.09%).

4. Corporate and Strategic Implications

4.1. **Strategic Implications:** Ensuring that our employment practices and procedures are fair and free from bias will support the City Corporation to recruit, retain and most importantly engage a high calibre and diverse workforce, capable of high performance and delivering the organisations strategic ambitions. This work ties in with Corporate Equalities Objectives 2024-29 and activity to improve our data so better insights into the workforce can be provided to achieve EEDI ambitions.

4.2. **Financial Implications:** No direct financial implications.

4.3. **Resource Implications:** None related explicitly to this report.

4.4. **Legal Implications:** None

4.5. **Risk Implications:** None

4.6. **Equalities Implications:** This report forms part of our package of work to continuously review our performance on specific metrics to help inform the wider EEDI activity.

4.7. **Climate Implications:** None

4.8. **Security Implications:** None

5. Conclusions and Next Steps

5.1. Overall, the pay gap figures reported remain broadly consistent with those from previous years, with some small positive shifts compared to March 2024. The only exception being the median binary ethnicity pay gap, which has reduced to 2.2% (from 9.7%).

5.2. Overall, these shifts seem to be indicative of a continued longer-term positive trend in all pay gap figures generally. However, due to the nature of the calculation method there will be a natural mathematical variation in the workforce numbers included within the snapshot and therefore some deviation due to these measures used that are unrelated to pay practice.

5.3. The levels of non-disclosure observed highlights the continued need to actively work with the workforce to improve our data, especially the levels of disclosure on protected characteristics across employees and casual workforce. This will enable stronger analysis and greater insight.

5.4. As part of the work to support promoting and delivering our Equalities Objectives and People Strategy, we are addressing data quality and improving levels of disclosure with a campaign to increase disclosures undertaken.

5.5. City Corporation is committed to equal opportunities and equal treatment for all employees. Although many of the pay gap measurements are either already relatively small, or larger but moving in a positive direction, there will always be more that we can do to improve our culture, policy, process and practices to ensure a truly bias free work environment for all employees. Our aim is to create an environment, in which people irrespective of their background can expect to develop, progress, flourish and perform and be remunerated fairly for the work that they do.

5.6. To support our EEDI commitments, we will look to reduce any perceived barriers to engagement and progression and work towards greater pay equity. This will include:

- Guaranteeing the robustness of our job evaluation scheme and policy. This forms a key element of the Ambition 25 programme.
- Reviewing our pay structure and reward practices to ensure that these support fair and equal remuneration, and that any additional payments are minimised and where they remain necessary, actively monitored and moderated.
- Ensuring our work and engagement practices do not preclude or discourage capable individuals, from applying to, being appointed and progressing within the organisation (e.g. recruitment activities; where we advertise; the benefits we offer; our support for flexible working).

Appendices

1. City of London Corporation Pay Gap Report: Snapshot Date: 31 March 2025

Background Papers

None

Report authors

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City of London Corporation

Pay Gap Report 2026

Snapshot Date: 31 March 2025

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1. Introduction

In accordance with the Gender Pay Gap Regulations the City of London Corporation ("City Corporation") has been required to publish and report its Gender Pay Gap (GPG) by 30 March annually since 2017. This is published on both the City Corporation and UK Government websites, and covers the following:

- Mean and median gender pay gap in hourly pay.
- Mean and median bonus gender pay gap.
- Proportion of men and women receiving a bonus payment.
- Proportion of men and women in each pay quartile.

Alongside the GPG, the City Corporation has also voluntarily elected to publish both the Ethnicity Pay Gap (EPG) and Disability Pay Gap (DPG) annually to the same requirements.

The analysis of pay gaps is not the measurement of equal pay. Pay gaps measure the differences between the average pay of male and female employees, irrespective of job role or seniority, whereas equal pay concerns pay differences between employees performing the same or similar work, or work of equal value.

The City of London Corporation is committed to promoting equity, equality, diversity, and inclusion (EEDI) across all areas of our operations, and we believe that pay should be based on the skills, experience, and responsibilities of our employees.

The City Corporation's Equality Objectives 2024-2029 are a dynamic framework advancing this commitment to equity, equality, diversity, and inclusion (EEDI) as a leader, employer and service provider. The Objectives are owned across all departments and institutions.

Our Equality Objectives are:

- Inclusive and Trustworthy Leadership
- Inclusive and Diverse Community
- Accessible and Excellent Services
- Socio-Economic Diversity
- Cross-cutting activity: Evidence and Data

Our Equality Objectives are integral to the effective delivery of our Corporate Plan 2024-29, People Strategy 2024-29 and other elements that shape and drive the organisation over the five years and beyond. They have been developed through internal and external consultation, providing a direction of travel, not a destination, with progress regularly reviewed.

One of the five key themes of the People Strategy 2024-29 is centred on 'My Contribution, My Reward – Ambition 25'. Our measure of success is that we will provide flexible, sustainable, fair, equitable and transparent reward and recognition opportunities for our people. These will help us attract a diverse array of excellent people. With this in mind, we are committed to continuing to reduce pay gaps wherever they exist.

2. Scope & Methodology

This report is based on payroll data at the snapshot date of 31 March 2025. Its scope, which may differ from other City Corporation or institutional publications, includes:

- All full-time and part-time employees and casual workers.
- All departments of the City Corporation and its Institutions[1].
- All professions except for police officers employed by the City of London Police.

The total headcount used across this report is 5,632 (and 5657 for bonus calculations) employees, an increase from 5,212, at the previous snapshot. The rise reflects organisational change and the numbers of casuals workers engaged at the time of the snapshot.

The difference between the headcounts for the hourly rate analysis and bonus calculations analysis is due to the treatment of certain arrangements as required by the statutory guidance. Employees on reduced pay during the snapshot period (e.g. due to sickness, maternity etc.) are not included in the hourly rate analysis. Where these employees have received a bonus at any time in the period, these are included for bonus calculations analysis.

Pay gap calculations follow the UK Government's standard Gender Pay Gap methodology and reporting requirements, which compares the median and mean hourly pay and bonus payments of employee groups. Where possible, the same methodology has been applied to the Ethnicity and Disability Pay Gap analysis.

Definitions

- **Mean Hourly Pay Gap:** Percentage difference between the mean average hourly rate of two comparison groups.
- **Median Hourly Pay Gap**: Percentage difference between the median average hourly rate in each group.
- **Mean Bonus Pay Gap**: Percentage difference between the mean average bonus payments made in the 12 months prior to the snapshot date.
- **Median Bonus Pay Gap**: Percentage difference between the median average bonus payments made over the same period.

The Mean and Median pay gap calculation is based on the total pay: this includes basic pay and additional payments such as responsibility allowances in schools, unsocial hours pay and Market Forces Supplements (MFS) used for specific recruitment and retention purposes.

Pay Quartiles

This report also examines the proportion of these groups within each quartile of our pay distribution. It is difficult to compare to our grades consistently as the quartile boundaries will often fall within a grade range, and regular additional payments might raise some groups of staff above others in the grade, as a 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

[1] The Institutions of the City of London Corporation refers to the Barbican Centre, the City Bridge Foundation, the City of London Police, the Guildhall School of Music & Drama, and the independent schools that the City Corporation supports - City of London Freemen's School, City of London School, City of London School for Girls, and the City Junior School.

Data Sources and Disclosure

Demographic information used in the pay gap calculations is drawn from the City Corporation's payroll and HR information system data. Whilst some fields are mandatory, additional sensitive information is added on a voluntary basis by employees through the employee self-service facility on the HR information system. This information is collected in line with the nine protected characteristics identified in the Equality Act 2010.

In accordance with the General Data Protection Regulations and the Data Protection Act 2018, all employees have been sent a privacy notice explaining how the City Corporation as a data controller collects and uses personal information during and after employment with the City Corporation. This privacy notice outlines that employees are not required to provide all personal and sensitive information. As such, not all the categories include 100% data capture. This includes cases where the employee has specifically recorded 'not stated' or 'declined to specify' on employee self-service.

Contextual Data

Where relevant, contextual data about the UK population and workforce has been provided. Unless otherwise specified, the sources for these contextual datasets are:

- 2021 Census of England and Wales: Census - Office for National Statistics (ons.gov.uk)
- Gov.uk Gender Pay Gap Data Service: Find and compare gender pay gap data - GOV.UK (www.gov.uk)
- Office for National Statistics UK Labour Survey: A08: Labour market status of disabled people - Office for National Statistics (ons.gov.uk)

These contextual datasets support meaningful comparison of City Corporation workforce representation and pay structures against wider population and labour market trends.

3. Executive Summary

The City of London Corporation continues its commitment to equity, equality, diversity and inclusion (EEDI) across its workforce, voluntarily reporting on Ethnicity and Disability Pay Gaps alongside the statutory Gender Pay Gap requirements. This year's analysis reflects payroll data at the 31 March 2025 snapshot date and includes all full-time and part-time employees and casual workers across all departments and institutions.

Overall Position

Across all three pay gap measures—Gender, Ethnicity and Disability—the City Corporation reports **broadly stable outcomes** relative to previous years, with notable improvements in several areas. These outcomes reflect long-term organisational work to strengthen fair reward practices, develop inclusive career pathways, and increase transparency in workforce structures.

However, **incomplete demographic disclosure**, particularly for ethnicity and disability, continues to limit the interpretability of some findings. Low reporting levels on Social Mobility have additionally meant that it has not been possible to investigate any social mobility pay gaps. Increasing confidence and participation in voluntary self-reporting remains a strategic priority. The launch of the new SAP system is expected to support higher rates of completion.

Gender Pay Gap

- The **median Gender Pay Gap remains at 0.0%**, consistent with previous years. This indicates that, women and men in our organisation are paid similarly based on median hourly pay rates.
- The **mean Gender Pay Gap has decreased to 3.5%**, indicating that, women on average earn 3.5% less per hour than men based on mean average pay rates across the whole workforce. This continues a steady long-term improvement and compares favourably with the **UK-wide average of 6.9%**.
- Representation across all pay quartiles remains close to an even gender split, with only minimal year-on-year variation.
- **Bonus outcomes** show further movement towards parity, with both mean and median bonus gaps **favouring women** in 2025.

Ethnicity Pay Gap

- The **binary Ethnicity Pay Gap** has continued to narrow, with the **median gap falling to 2.2%** and the **mean to 5.6%**, marking improvement compared with previous years.
- These improvements are driven by shifting representation across quartiles, though gaps remain influenced by the **lower representation of Black, Asian, Mixed and Other Ethnic Groups** paid in the upper quartile. In the upper quartile 10% of the workforce identify as being from one of these categories compared to 18% across the whole workforce.
- Aggregated analysis shows continued variation between ethnic groups, with the largest differentials between White and Other Ethnic Groups categories.
- Bonus outcomes show parity at the median and a mean bonus gap favouring other ethnic groups.
- With 22.5% of those included within the snapshot having not disclosed their ethnicity accurate analysis is hampered.

Disability Pay Gap

- The **median Disability Pay Gap remains at 0.0%,** consistent with 2024.
- The **mean gap has decreased to 5.9%,** continuing its downward trend since 2021.
- Interpretation remains limited by **high non-disclosure rates (31.55%)**, reinforcing the importance of sustained engagement to improve completion of sensitive data fields.
- Bonus results show **median parity** and a **mean bonus gap of -21.2%,** indicating higher average bonus payments among employees identifying as disabled**.**

Key Themes Influencing City of London Pay Gaps

- Workforce composition and representation across quartiles
- Bonus policy structure, including the operation of the 1.5% Contribution Pay scheme
- High levels of non-disclosure, particularly for ethnicity and disability
- High levels of non-disclosure amongst the casual workforce
- On-going organisational change and patterns in casual workforce engagement

These factors highlight the relationship between workforce representation and reward structures.

Next Steps

The City Corporation will continue to focus on transparent and inclusive workforce practices, with priorities including:

- **Modernising pay structures and reward governance**
- **Improving progression pathways** to support stronger representation in higher paid grades
- **Enhancing data disclosure**, supported by clear communication and ongoing engagement
- **Reviewing and refining bonus structures** to ensure fairness and prevent unintended disparities
- **Preparing for upcoming equality reporting legislation**, including future requirements for ethnicity and disability pay gap reporting
- **Reviewing how we monitor and analyse workforce practices** on a more regular basis through the lens of EEDI

These actions demonstrate a long-term commitment to transparency, evidence-based decision-making, and an inclusive employee experience.

Main Report

4. Gender Pay Gap

Definition

The UK Government Gender Pay Gap regulations compare the pay of female and male employees, and do not address how employers should make their Gender Pay Gap calculation if they have employees who do not identify as either male or female (e.g. non-binary).

In accordance with this, and the City Corporation's approach to demographic data collection outlined above, all calculations have been made utilising data on the sex of employees as either "female" or "male", as defined as a protected characteristic of the Equality Act 2010. This data is held on 100% of the workforce and has been used in the calculation of the GPG.

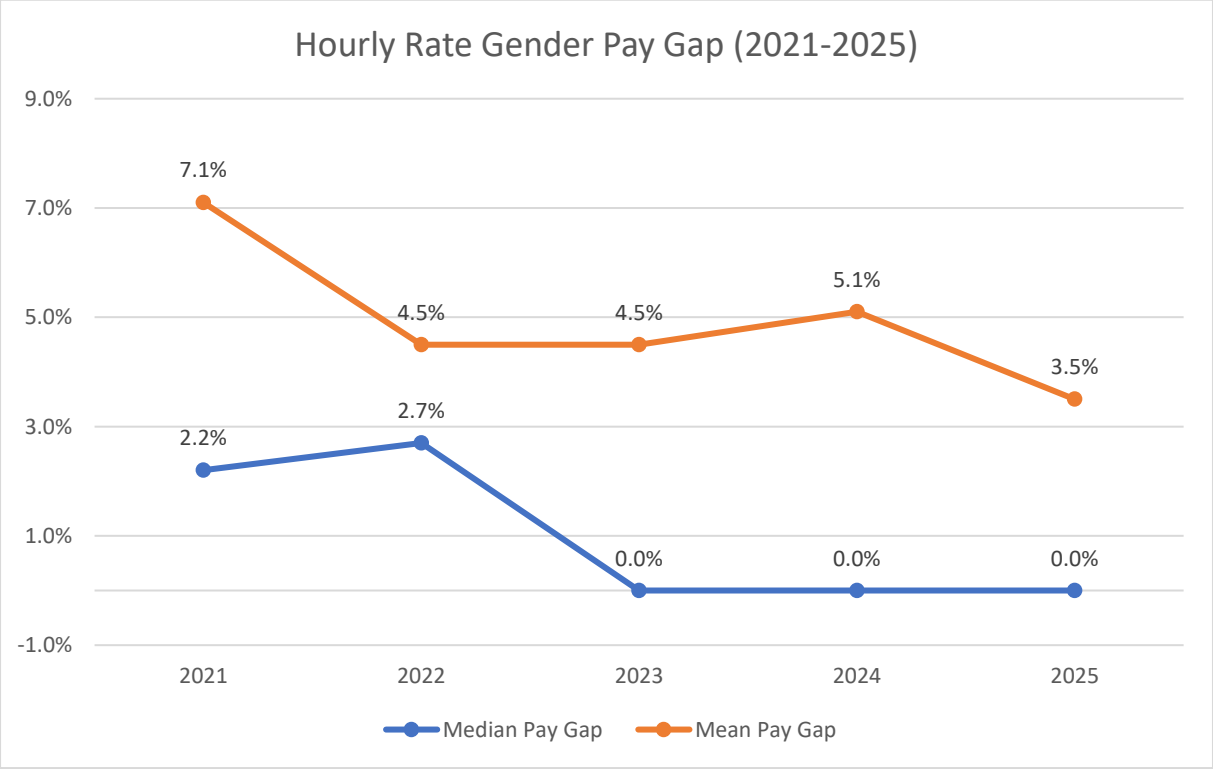
Hourly Rate

The City of London Corporation's hourly rate Gender Pay Gap at the snapshot date of 31 March 2025 is as follows:

Table 1: City of London Corporation Gender Pay Gap 2025

	2021	2022	2023	2024	2025
Median Pay Gap	2.2%	2.7%	0.0%	0.0%	**0.0%**
Mean Pay Gap	7.1%	4.5%	4.5%	5.1%	**3.5%**

Figure 1: City of London Corporation Gender Pay Gap Trend 2021-2025



The median hourly rate GPG stood at 0.0% on 31 March 2025. This is consistent with previous years showing that the City Corporation has a minimal median hourly rate GPG[2]. This indicates that, on average, women and men in our organisation are paid similarly based on median hourly pay rates.

The GPG for mean hourly pay rates was 3.5% on 31 March 2025. This is a considerable reduction from the previous year and is the lowest recorded gap in, recent years. This can be attributed to initiatives such as improved career development opportunities and a focus on equitable recruitment.

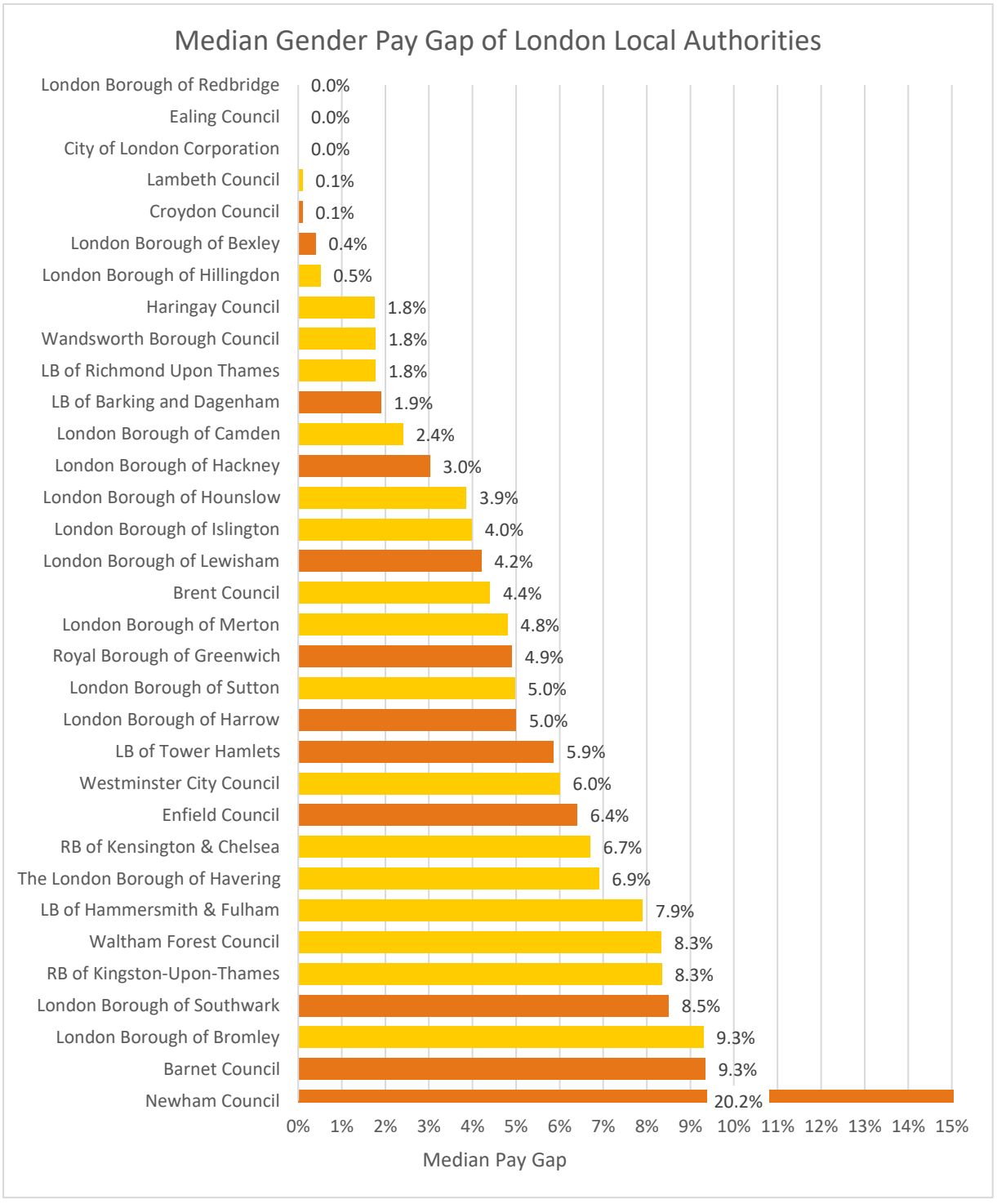
Benchmarking

The City of London Corporation has a smaller GPG than national benchmarks; the median hourly rate GPG for reporting companies for the UK's 2025/26 reporting year (based on April 2025 data), was 6.9% (down from 8.6% in 2024). These statistics are from the Office for National Statistics (ONS) and cover the period leading up to April 2025, setting the baseline for the 2025/26 reporting cycle.

We also compare favourably to the local government London Boroughs; the City Corporation was one of three London local authorities reporting no median GPG for the snapshot date of 31 March 2024 (5 in 2023), at the time of writing responses for 2026 are not yet available. The majority of London Boroughs report a pay gap figure of less than 5% towards men or women (20 out of 33), with 7 reporting a figure larger than the UK average (6.9%).

[2] 3.0% is equivalent to an increment on the City Corporation's pay scale. Fluctuations in the median hourly rate of this order are therefore not indicative of any wider trend. Mathematically speaking, small changes in workforce composition can move the median by a single increment, creating the increase/decrease in calculated pay gaps.

Figure 2: Comparison of Median Gender Pay Gap to London Local Authorities (Current)



Pay gap in favour of male employees.
Pay gap in favour of female employees.

Pay gap analysis by industrial sector shows substantial variation. In 2025, Finance and Construction recorded gaps of more than 20% (21% in 2024). By contrast, Facilities & Security, Hospitality and Local Government sectors reported gaps below 2% in both years. Not for Profit was below 2% in 2024 but has increased to 5.1% in the latest data.

Table 2: Comparison of Median Gender Pay Gap by Industrial Sector (Current)

Industry	Median gender pay gap 2024	Median gender pay gap 2025
Agriculture and forestry	2.7%	3.0%
Central government	7.4%	6.7%
Chemicals, pharmaceuticals and oil	6.1%	5.3%
Construction	22.7%	20.7%
Electricity, gas and water	10.5%	9.2%
Engineering and metals	10.3%	9.9%
Facilities, security and support services	0.3%	1.1%
Finance	21.0%	20.0%
Food, drink and tobacco	3.8%	3.7%
General manufacturing	8.0%	8.0%
Hotels, catering and leisure	0.9%	0.6%
Information and communication	14.9%	14.1%
Local government	1.5%	0.7%
Not for profit	1.8%	5.1%
Paper and printing	10.7%	9.3%
Professional and business services	10.8%	7.7%
Public education	19.9%	23.9%
Public health	5.8%	7.4%
Public safety	11.3%	11.2%
Retail and wholesale	5.0%	5.0%
Transport and storage	6.3%	5.0%

Source: Brightmine – Gender Pay Gap: Findings from Current reporting

Bonus Payments

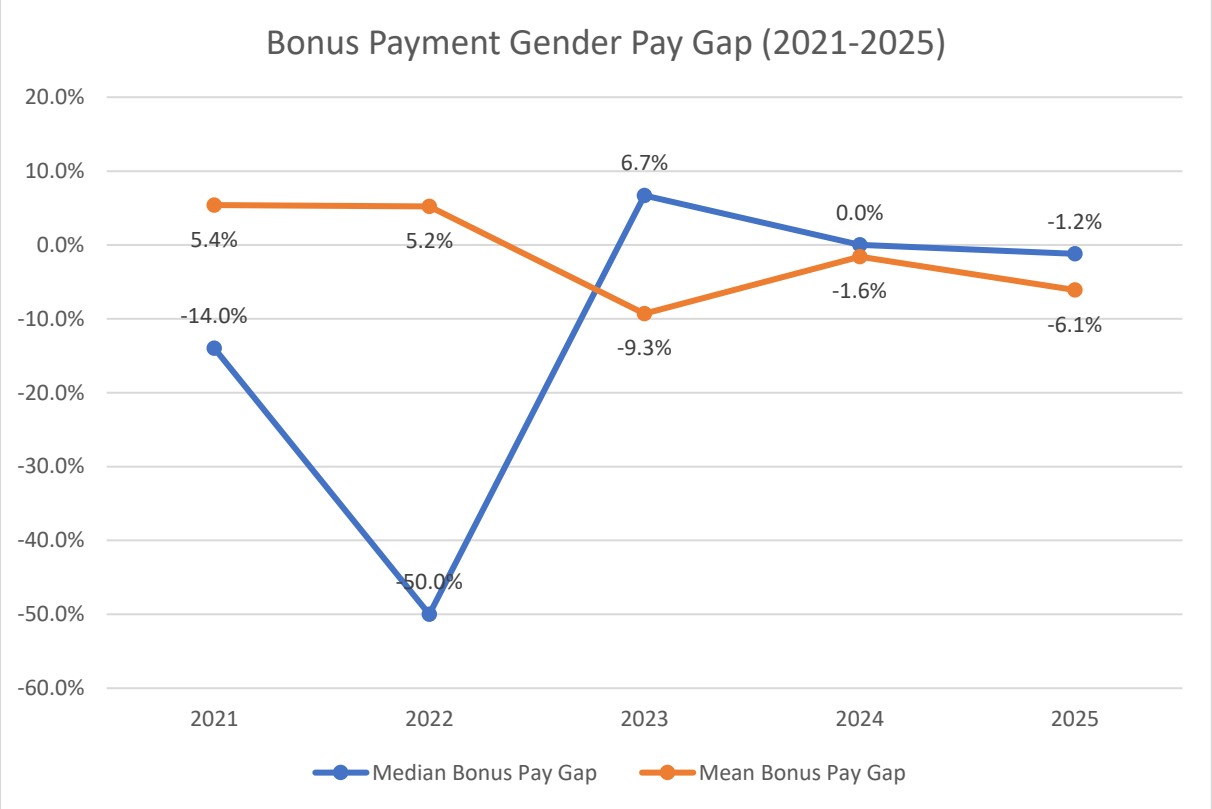
The City of London Corporation's bonus payment Gender Pay Gap for the twelve months from 1 April 2024 to 31 March 2025 is as follows:

Table 3: City of London Corporation Gender Bonus Pay Gap 2025

	2021	2022	2023	2024	2025
Median Bonus Pay Gap	-14.0%	-50.0%	6.7%	0.0%	-1.2%
Mean Bonus Pay Gap	5.4%	5.2%	-9.3%	-1.6%	-6.1%

Pay Gap Bonus Headcount paid 2025: Male 957 / Female 810
Pay Gap Bonus Headcount paid 2024: Male 121 / Female 152

Figure 3: City of London Corporation Gender Bonus Pay Gap Trend 2021-2025



	% Male	Value	% Female	Value
Median Bonus Pay Gap	35.09%	£582.90	27.65%	£590.10
Mean Bonus Pay Gap		£944.14		£1,002.10

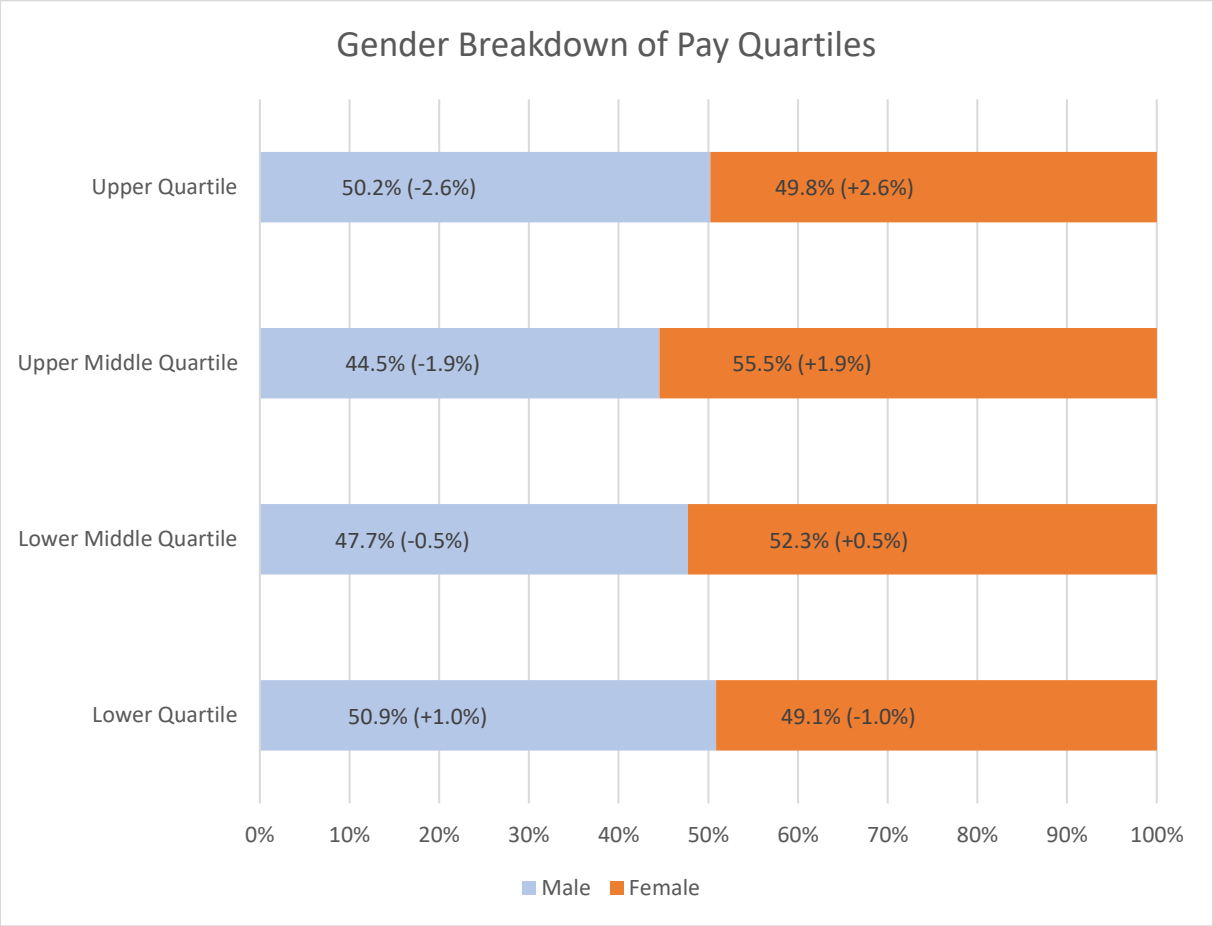
The Mean and Median Bonus gap has increased from 0.0% and -1.6% in March 2024 to -1.2% and -6.1% respectively. This means that every £1.00 a male earned as a bonus, a female received £1.06 for the snapshot date of March 2025. Bonuses were received by 27.65% (5.8%; 5.4%; 9.0%; 26.0%) of women and 35.09% (4.7%; 5.4%; 11.1%; 34.5%) of men. Key factors that will have influenced this change is the 1.5% Contribution Pay awards made in October 2024 to all staff on top of grades A–J.

The bonus pay gap varies annually due to workforce demographics, policy changes, performance outcomes, and economic conditions.

Pay Quartiles

The distribution of female and male employees across pay quartiles in the City of London Corporation is presented in the below chart (snapshot date 31 March 2025, with change on the previous year):

Figure 4: City of London Corporation Gender Breakdown of Pay Quartiles (2025)



The year-on-year shifts across the gender pay quartiles are relatively small. Two quartiles have moved marginally closer to a balanced 50:50 distribution, while two have shifted slightly further away. The most notable change is in the upper quartile, which has moved approximately 2% toward parity, whereas the lower quartile shows a small movement of approximately 1% away from 50:50.

Despite these small variations, the workforce overall continues to reflect an approximately equal gender split, and representation across the quartiles remains broadly aligned with this balance. The biggest pay gap is in the upper middle group, then the lower middle group. This shows the way jobs are spread across the business is still affecting pay.

These modest shifts suggest a continued positive trajectory toward a more balanced pay structure. However, the scale of movement also underscores the sensitivity of quartile analysis to minor changes in workforce composition and the likelihood of natural year-on-year variation.

5. Ethnicity Pay Gap

Definition

In April 2023, the UK Government published guidance for those employers who want to report their Ethnicity Pay Gap (EPG) voluntarily. The aim is to develop a consistent, methodological approach to EPG reporting. A key suggestion is not to aggregate ethnicity categories where possible. Since the 2023 snapshot, we have chosen to breakdown to aggregated categories in line with this guidance (see below), to expand our pay gap analysis.

At present, there is no standard format on how to present this information, and consultation is currently underway to determine if such reporting should be statutory. We will continue to review our approach and look at examples elsewhere on how we can meaningfully present a more detailed analysis. We also continue to undertake “binary analysis” between the largest group and others, as per our previous methodology, to allow historic comparison until we have a fully refined approach on aggregated categories. Two different forms of EPG analysis are presented:

1. A binary analysis, comparing the gap between our largest category of employees, those identifying as White, to all Other Groups, as a proportion of White employees pay.

2. An aggregated category analysis, comparing the gap between each aggregated category. The six aggregated categories used are as follows:

   Asian: Asian – Bangladeshi; Asian – British; Asian – Indian; Asian – Pakistani; Asian – Any other Asian background; Chinese.

   Black: Black – African; Black – British; Black – Caribbean; Black – Any other Black background.

   Mixed: Mixed – Asian & White; Mixed – White & Black African; Mixed – White & Black Caribbean; Mixed – Any other Mixed background.

   Other Ethnic Groups: Arab; Any other ethnic group.

   White: White – British; White – EU; White – Other European; White – Any other White background; Irish; Gypsy; Irish Traveller.

   Not Known: Not Known; No information provided.

Employees are invited to provide data on their ethnicity via the HR information system, using the standard UK government classifications outlined above. There is no requirement for disclosure, with 22.5% having not disclosed. This is up slightly from 18.3% for the 31 March 2024 snapshot. Accurate analysis is hampered by the level of non-disclosure. More complete disclosure would enable more accurate calculations and allow stronger conclusions to be made.

Binary EPG Analysis

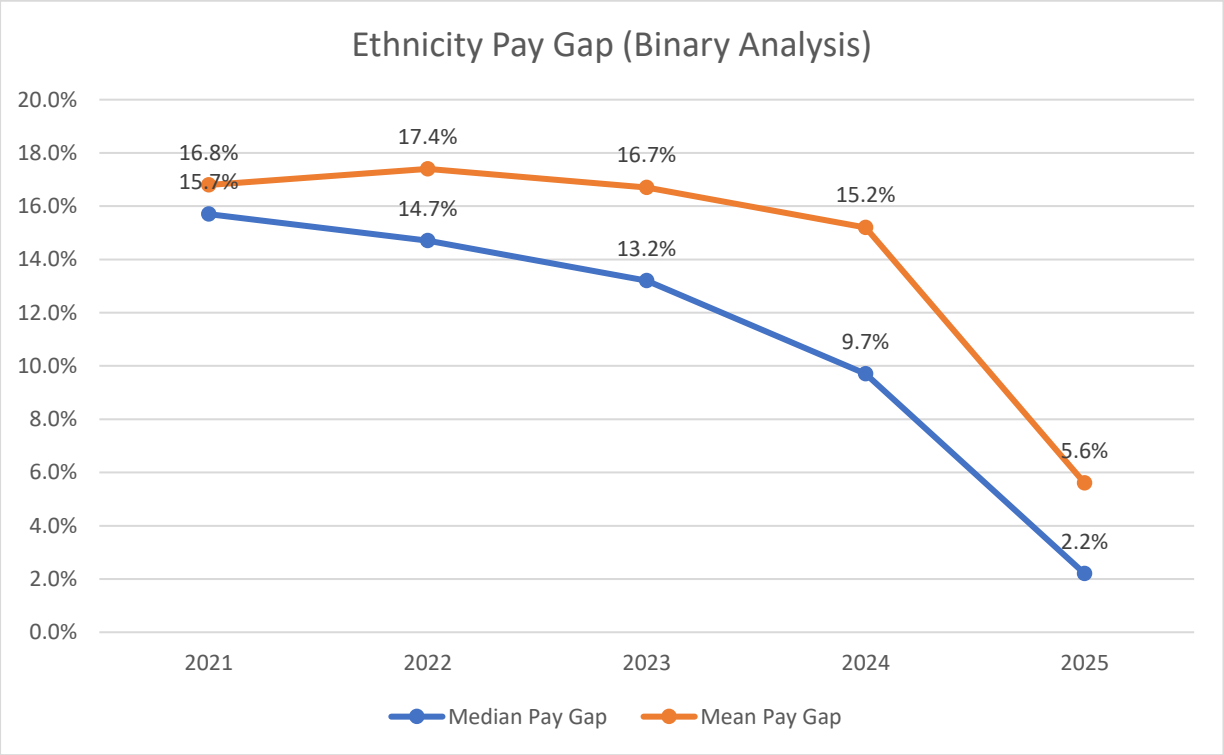
Hourly Rate

The City of London Corporation's hourly rate Ethnicity Pay Gap at the snapshot date of 31 March 2025, using binary analysis, is as follows:

Table 4: City of London Corporation Ethnicity Pay Gap 2025

	2021	2022	2023	2024	2025
Median Pay Gap	15.7%	14.7%	13.2%	9.7%	**2.2%**
Mean Pay Gap	16.8%	17.4%	16.7%	15.2%	**5.6%**

Figure 5: City of London Corporation Ethnicity Pay Gap Trend 2021-2025



The EPG for median hourly rate was 2.2% and the mean hourly pay rates 5.6% on 31 March 2025. Both measures are a reduction on the previous year and continue the improving trend of recent years, with the median and mean EPG narrowing by 13.5% and 11.2% respectively since 2021.

This means that, on average, employees identifying as Black, Asian, Mixed, or other Ethnic Groups (OEG) in the City Corporation earn slightly less than employees identifying as White based on median and mean hourly pay rates. This translates to £0.58 less an hour for the median rate and £1.73 less an hour for the mean rate, across the whole workforce.

The gap is not related to pay for the same job, rather, the data shows that this is reflection of the differing distribution of the two ethnicity categories across the four quartiles of the workforce. There is a substantial drop in the proportion of 'white' in the lower quartile (43% compared to c.60-68%% in the other three quartiles) and similarly a large reduction in the proportion of 'OEG' in the upper quartile (10% compared to c.19-24% in the other three quartiles). At the same time, it is noted that both the upper and lower quartiles currently have the highest levels of undeclared ethnicity and that this may affect the accuracy of these figures (in either direction).

Table 5: City of London Corporation Ethnicity Pay Gap – Breakdown by Quartiles

Quartile	White	OEG	Not Known	Median White Hourly Rate	Median OEG Hourly Rate	EPG Median Hourly Rate%	Mean White Hourly Rate	Mean OEG Hourly Rate	EPG Mean Hourly Rate%
Upper	67.2%	10.4%	22.4%	£45.19	£44.00	2.6%	£47.75	£47.14	1.3%
Upper Middle	67.5%	19.1%	13.4%	£29.19	£29.19	0.0%	£29.53	£29.48	0.2%
Lower Middle	59.7%	24.4%	15.8%	£22.73	£22.56	0.7%	£23.01	£22.91	0.4%
Lower	43.3%	18.5%	38.2%	£17.35	£17.04	1.8%	£16.96	£16.56	2.3%
Totals	**59.4%**	**18.1%**	**22.5%**	**£26.65**	**£26.07**	**2.2%**	**£30.75**	**£29.02**	**5.6%**

OEG = employees identifying as Black, Asian, Mixed, or other Ethnic Groups.

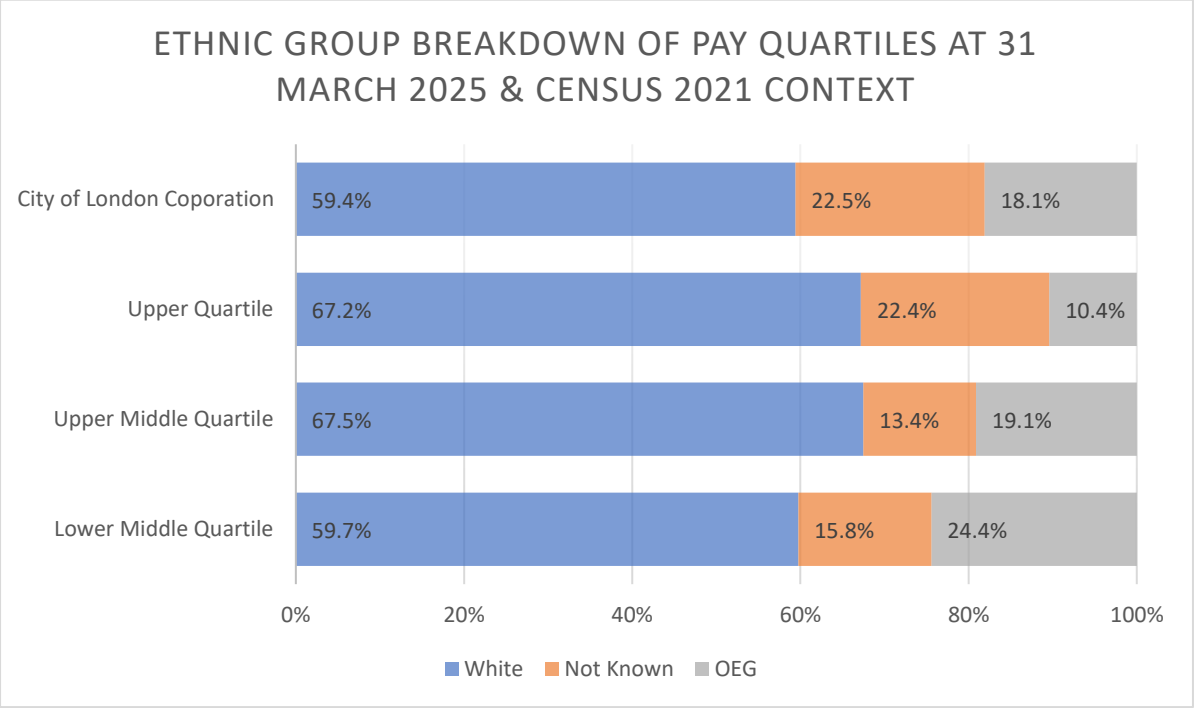
The levels of non-disclosure and the differences in proportions seen both warrant further analysis and investigation. This will help us to understand if there are actions that we should be taking to support our EEDI principles across our workforce and employee lifecycle.

The levels of non-disclosure are impacted by the large number of casual workers amongst the snapshot who fall into the lower quartile. More than half of casual workers have not disclosed ethnicity data. We will need to investigate how we can improve levels of disclosure for our casual workers who will not necessarily have the same level of access to our systems.

Pay Quartiles

The distribution of employees by ethnic group across pay quartiles in the City of London Corporation is presented in the below chart (snapshot date 31 March 2025, alongside contextual data taken from the 2021 Census).

Figure 6: City of London Corporation Ethnicity Breakdown of Pay Quartiles (2025)



The data shows that while proportions of Black, Asian, Mixed, or other Ethnic Group employees at the overall Corporation level (18.1%) and in three of the pay quartiles (18.5%-24.4%) are comparable to or exceed the England and Wales census (18.3%), they are all substantially below proportions reported in the Census 2021 for both 'London' (46.2%) and 'City of London' (30.6%). The lower level seen in the upper quartile is clearly below all three Census 2021 benchmarks. As already identified the level of non-disclosure inhibits comparison.

The proportion of White employees is below the England and Wales census 2021 benchmark (81.7%) overall and at all quartiles, but slightly above that of the London Census 2021 benchmark (53.8%; except for the Lower Quartile 43.3%). The proportion overall, and at three of the four quartiles are relatively close to the City of London Census benchmark (69.4%), varying by 10% from the benchmark. However, the same is not true at the lower quartile, being 26.1% below the City of London Census 2021 benchmark.

Accurate analysis is hampered by the lack of disclosure across all quartiles. Improving disclosure rates could significantly shift the conclusions drawn in this report. This is particularly the case for the Lower Quartile, where 38.2% of employees in this bracket do not disclose their ethnicity. As part of our Equality Objectives, we are committed to improving the robustness of equalities data to inform an evidenced based approach to advancing equality, equality, diversity and inclusion. This includes improving our current declaration rates.

Benchmarking

As Ethnicity Pay Gap reporting continues to be voluntary for employers, there is no statutory instrument, or national database for benchmarking. This reflects the complexity of analysing a multi-faceted category such as ethnicity, and/or the issue of representing these fairly using a binary measure.

As a measure of comparison, it is possible to look to Camden Council, which has publicly reported their binary EPG since 2015/16. For the current snapshot date Camden reported a median hourly EPG of 12% (12.6%) and a mean hourly EPG of 11.5% (12%)[3].

Based on other recent findings and Pay Gap published data reports, London borough ethnicity pay gaps show White employees are generally paid more than Black, Asian, and OEG staff. Key findings have included:

- Tower Hamlets Council: Black, Asian and Multi-Ethnic employees (their terminology) earn 7.26% less (mean) and 6.95% less (median) than White employees.
- London Borough of Hammersmith & Fulham: Mean ethnicity pay gap is 9.8% (down from 11.7% the previous year); median gap is 10.5%.

These comparisons suggest that the City of London Corporation's 2025 ethnicity pay gap compares favourably with the London boroughs cited above. With a mean pay gap of 5.6% and a median pay gap of 2.2%, the Corporation reports materially lower gaps than the published figures for Camden, Tower Hamlets and Hammersmith & Fulham, indicating stronger ethnicity pay equity outcomes.

Changing legislation will mandate ethnicity and disability pay gap reporting under the Equality (Race and Disability) Bill. In the future this will provide much stronger basis for benchmarking and comparison. While the government has confirmed the commitment, the exact timeline for implementation is not set, though measures are expected to be introduced from 2027, with the first reporting deadline potentially in 2028.

[3] London Borough of Camden pay gap report | Open Data Portal

Bonus Payments

The City of London Corporation's bonus payment Ethnicity Pay Gap for the twelve months from 1 April 2024 to 31 March 2025, using binary analysis, is as follows:

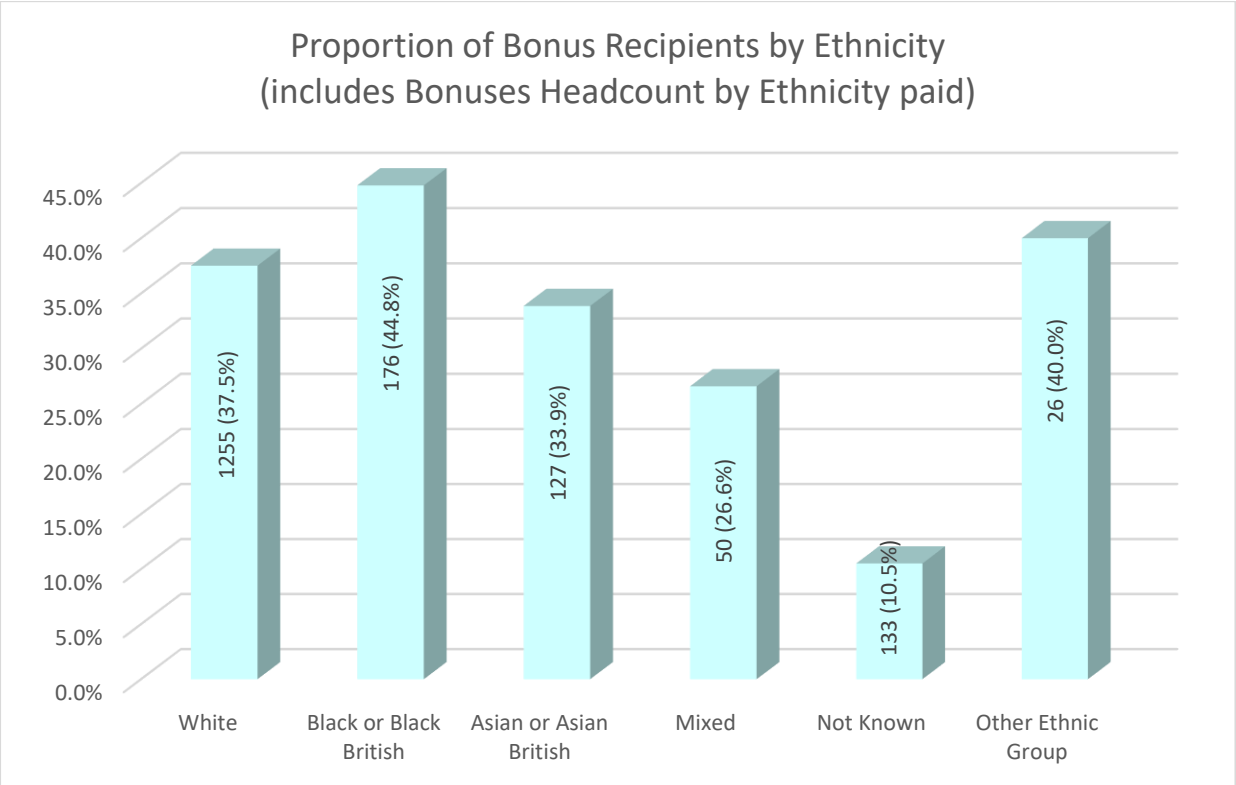
Table 6: City of London Corporation Ethnicity Bonus Pay Gap (2025)

	2021	2022	2023	2024	2025
Median Bonus Gap	49.9%	40.0%	-60.0%	14.5%	**0.0%**
Mean Bonus Gap	22.2%	24.4%	-0.7%	6.2%	**-3.0%**

The City Corporation's median ethnicity bonus pay gap shifted from 14.5% more for White employees in 2024 to 0.0% in 2025, indicating parity between the two groups. Similarly, the mean bonus gap moved from 6.2% in 2024 to -3.0% in 2025, reflecting a reduction in the overall reported gap and a reversal from the previous year. This means that employees from ethnic minority backgrounds, on average, received more bonus payments than White counterparts.

The reintroduction of Contribution Pay scheme for grades A–J during the reporting period, resulted in a substantial increase in total number of bonus payments awarded. A 1.5% Contribution Pay award for employees at the top of the grade was allocated across all workforce groups.

Figure 7: City of London Corporation Breakdown of Bonus Pay received by Ethnicity (2025)



Aggregated Category EPG Analysis

Hourly Rate

The City of London Corporation's hourly rate of pay at the snapshot date of 31 March 2025, broken down into aggregated ethnicity categories, is as follows:

Table 7: City of London Corporation Ethnicity Aggregated Analysis: Median Pay Gap (2025)

Ethnic Category	Black	Asian	Mixed	OEG
White	17.5%	4.4%	6.5%	12.9%
Black		-13.1%	-10.9%	-4.5%
Asian			2.2%	8.6%
Mixed				6.4%

OEG = Other Ethnic Groups, not contained within the aggregated categories.

Table 8: City of London Corporation Ethnicity Aggregated Analysis: Mean Pay Gap (2025)

Ethnic Category	Black	Asian	Mixed	OEG
White	16.5%	12.2%	10.9%	24.7%
Black		-4.3%	-5.6%	8.3%
Asian			-1.4%	12.5%
Mixed				13.9%

OEG = Other Ethnic Groups, not contained within the aggregated categories.

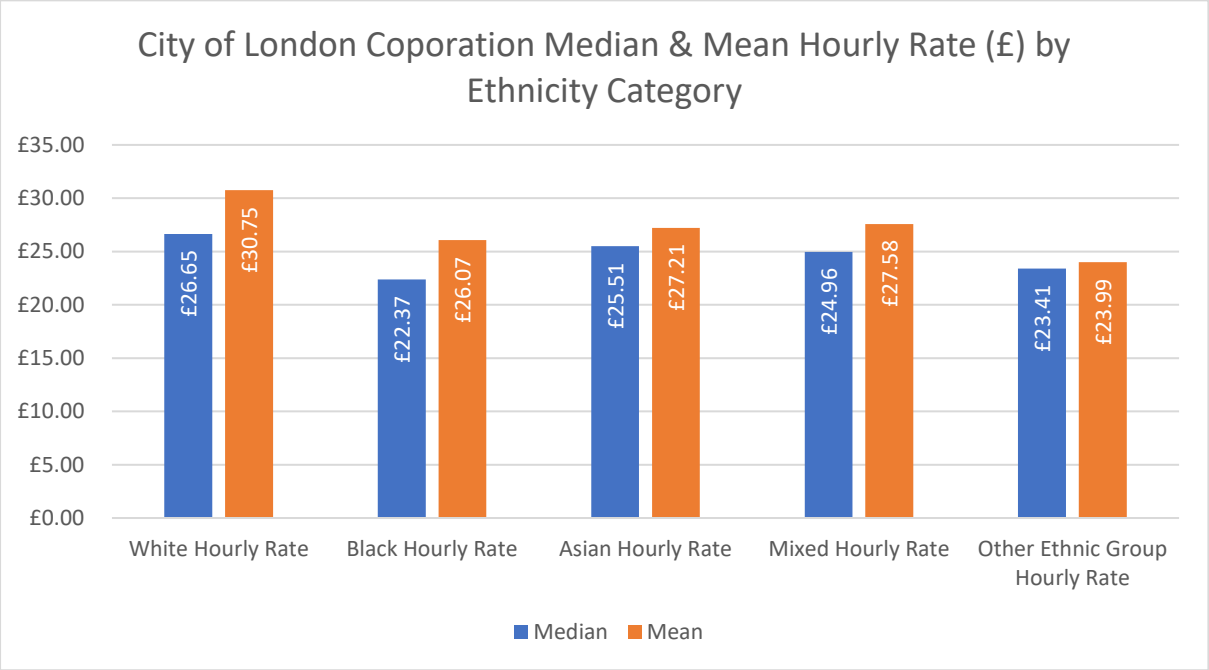
Analysis at the aggregated level requires comparison of the 5 ethnic categories against each other which results in 10 ethnicity pay gap figures to report on for each of the median and mean analysis. This provides some greater insight into the aggregated ethnic categories, although at the same time providing a more complex data set to interpret. Positive figures in the table reflect that the pay gap is in the favour of the ethnic category on the left of the table. For example, at the corporate level, employees identifying as White receive 17.5% (median pay gap) more than employees identifying as Black, which is an increase of 1.4% from March 2024 16.1% figure. However, negative figures indicate a pay gap in favour of the ethnic category at the top of the table. So, employees identifying as Asian receive 4.3 (4.2% March 2024), mean pay gap, more than employees identifying as Black.

Overall, there is a large range in the ethnicity pay gaps observed. The largest being 24.7% (Mean Pay Gap: White category compared to Other Ethnic Groups category), however, this has slightly decreased from March 2024 Mean Pay Gap of 25.8%. There are some clear patterns at the overall corporate level, with the White category receiving a higher rate of pay compared to all other groupings. In the Median Pay Gap analysis the Black category is receiving lower rate of pay in comparison to other groups. In the Mean Pay Gap analysis the Other Ethnic Groups category is receiving a lower rate of pay compared to the other groups.

Table 9: Ethnicity Aggregated Analysis - Median and Mean Hourly Rates

	White Hourly Rate	Black Hourly Rate	Asian Hourly Rate	Mixed Hourly Rate	Other Ethnic Group Hourly Rate
Median	£26.65	£22.37	£25.51	£24.96	£23.41
Mean	£30.75	£26.07	£27.21	£27.58	£23.99

Figure 8: City of London Corporation Median and Mean Hourly Rate by Ethnicity (2025)



Employees identifying as White have the highest median and mean hourly rates of pay. Employees from all other ethnicity categories are paid less. For median pay, this ranges from £1.14 less for employees identifying as from an Asian background (63p less than March 2024 of £1.77), to £4.28 less for employees identifying as black, and £3.24 for other ethnic background (48p more and 56p less respectively from the March 2024 figure of £3.80 for both groups). For mean pay, the differences are larger, with the lowest being £4.68 less for employees identifying as from ~~a~~ black background, (£1.63 increase in the pay gap of March 2024 which was £3.05), to £6.76 less for employees from an Other Ethnic group category, no change from the March 2024 figure.

Pay Quartiles

The distribution of employees by ethnic group across pay quartiles in the City of London Corporation is presented in the below chart and table (snapshot date 31 March 2025, alongside contextual data taken from the 2021 Census)

Table 10: Ethnicity Aggregated Analysis – Pay Quartile Distribution and Benchmarking

	White	Black	Asian	Mixed	OEG	Not Known
Upper Quartile	67.19%	3.69%	3.76%	2.63%	0.36%	22.37%
Upper Middle Quartile	67.47%	6.39%	8.45%	3.20%	1.07%	13.42%
Lower Middle Quartile	59.73%	9.38%	9.16%	4.12%	1.78%	15.84%
Lower Quartile	43.25%	8.45%	5.26%	3.41%	1.42%	38.21%
City of London Corporation Total	**63.45%**	**6.77%**	**6.72%**	**3.51%**	**1.25%**	**18.30%**
England and Wales (Census 2021)	81.70%	4.00%	9.30%	2.90%	2.10%	0.00%
London (Census 2021)	53.80%	13.50%	20.70%	5.70%	6.30%	0.00%
City of London (Census 2021)	69.40%	2.70%	16.80%	5.50%	5.60%	0.00%

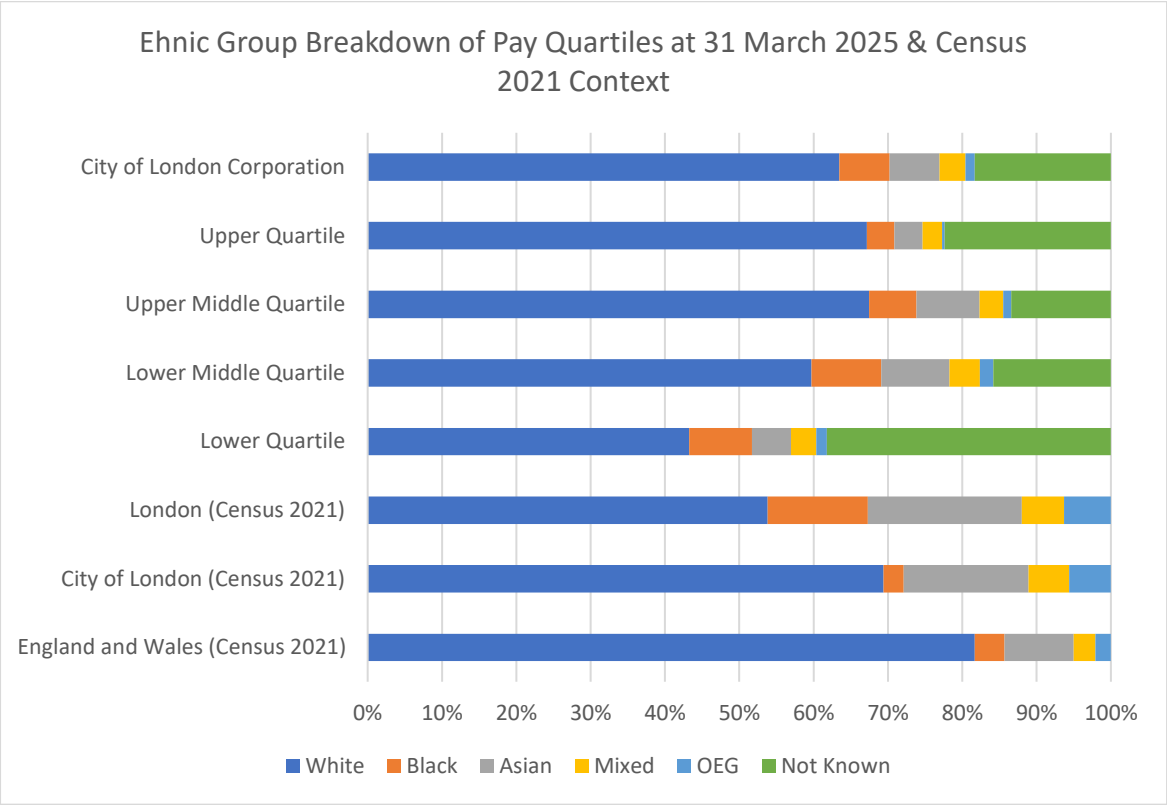
Key: *Pink is lower representation; Orange is higher representation compared to the City of London Corporation total*

There has been a minimal change of the proportion of staff at each quartile from March 2024. Looking at the split of the different Ethnic Groups across the quartiles helps to highlight the potential source of the pay gaps identified. Across all categories, except for White, there is a much smaller proportion of employee numbers in the upper quartile than in the other three quartiles and compared to total proportion. However, the representation of Black and Asian staff in the upper quartile, has increased by 1% from last year, (2.6% and 2.9% respectively), and Mixed has fallen to 2.63% (3.0% 2024). Black, Asian, Mixed and Other ethnicity staff make up just 10% of the overall workforce in the upper quartile.

There is no consistent pattern across the aggregated categories: the proportion of employees identifying as Black continue to be heavily weighted towards the two lowest quartiles; whereas employees identifying as Asian maintain higher proportions in the two middle quartiles; the proportions of employees identifying as mixed remain relatively consistent across all quartiles; while Other Ethnic Groups proportions are small overall, there is a small increase in proportion moving from upper top lower quartiles. Figures for White and Not Known were presented in the binary analysis.

As previously outlined, accurate analysis of both the representative nature of the City Corporation is hampered by the lack of disclosure across all quartiles, particularly the Lower and Upper Quartiles. A more comprehensive data set may result in a shift in overall proportions.

Figure 9: City of London Corporation Ethnicity Breakdown of Pay Quartiles (2025)



Disability Pay Gap

Definition

There are currently no UK Government requirements or detailed statutory guidance for calculating the Disability Pay Gap, and there is no national benchmark comparable to statutory Gender Pay Gap reporting. The City of London Corporation therefore reports its Disability Pay Gap on a voluntary basis, drawing on disability information that employees choose to share through the organisation's HR systems. In line with the approach used by a number of organisations that report voluntarily, the analysis in this report compares employees who identify as disabled with employees who identify as non-disabled. As with other pay gap measures, this is distinct from equal pay: it does not compare employees doing the same or similar work, or work of equal value. Consistent with the language and framing reflected in Business Disability Forum research and wider organisational practice, these figures should be understood as one indicator of workplace equality rather than a complete measure of inclusion. They can help identify patterns in pay and representation, but they do not in themselves explain why those patterns exist, measure the day-to-day experience of disabled employees, or determine whether an individual meets the definition of disability under the Equality Act 2010.

Analysis of pay data by disability is constrained by a relatively high number of unknowns and includes staff who 'prefer not to say'. For the snapshot date of 31 March 2025, the level of non-disclosure for disability data for all City Corporation employees has unfortunately increased to 31.55% (28.1% in 2024).[4] As with all aspects it is important that we continue to improve declaration rates and exploit new systems and technology to facilitate this.

Hourly Rate

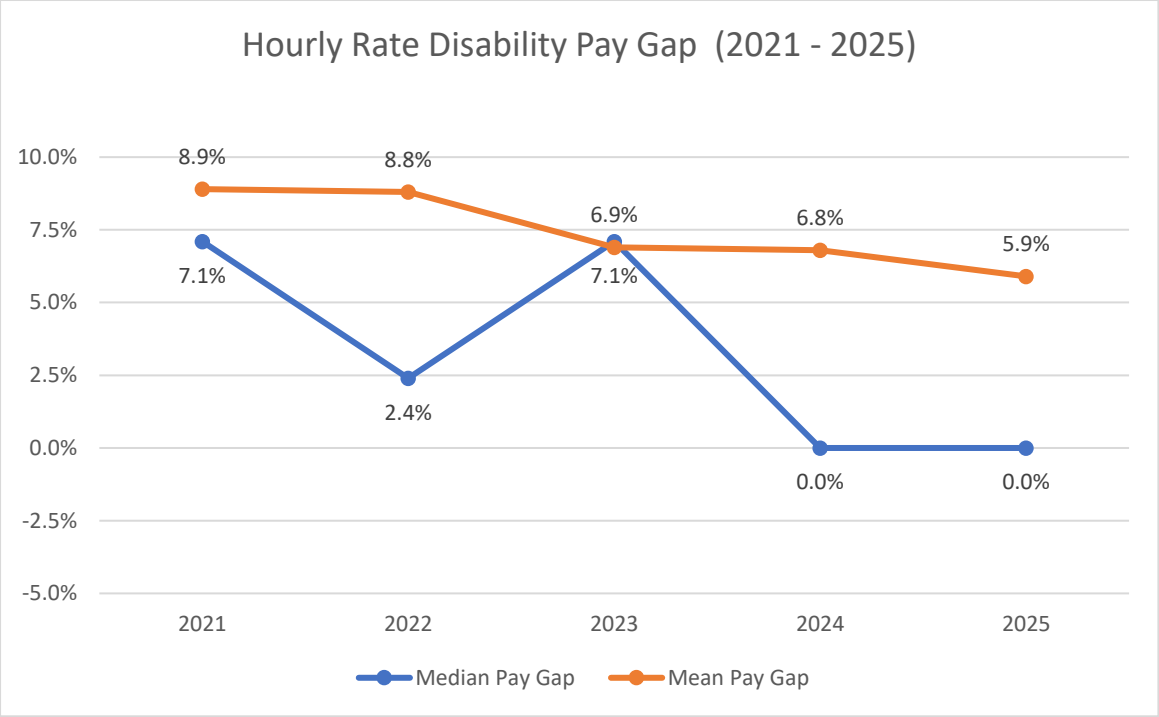
The City of London Corporation's hourly rate Disability Pay Gap at the snapshot date of 31 March 2025 is as follows:

Table 11: City of London Corporation Disability Pay Gap 2025

	2021	2022	2023	2024	2025
Median Pay Gap	7.1%	2.4%	7.1%	0.0%	**0.0%**
Mean Pay Gap	8.9%	8.8%	6.9%	6.8%	**5.9%**

[4] This is an aggregate of employees providing data under the category "Declined to specify" and those who leave the field blank.

Figure 10: City of London Corporation Disability Pay Gap Trend 2021-2025



The median hourly rate DPG remains at 0.0% on 31 March 2025 and no differential has been reported between those identifying as Disabled and Not Disabled on this measure.

The DPG for mean hourly pay rates stood at 5.9% on 31 March 2025. This is a 1% decrease on the previous year (6.8%), and continues the downward trend of recent years, with the mean DPG narrowing by 3.0% since 2021. However, the mean pay data does still indicate that employees who identify as disabled are on average paid less than employees who identify as not disabled.

Table 12: City of London Corporation Disability Pay Gap - Breakdown by Quartiles 2025

Quartile	Not Disabled	Disabled	Not Known	Median Not Disabled Hourly Rate	Median Disabled Hourly Rate	DPG Median Hourly Rate%	Mean Not Disabled Hourly Rate	Mean Disabled Hourly Rate	DPG Mean Hourly Rate%
Upper	67.54%	5.61%	26.85%	£45.05	£43.93	2.5%	£48.11	£45.89	4.6%
Upper Middle	66.26%	7.24%	26.49%	£29.19	£29.19	0.0%	£29.57	£29.43	0.5%
Lower Middle	62.71%	6.96%	30.33%	£22.37	£23.41	-4.6%	£22.88	£23.23	-1.5%
Lower	51.78%	5.68%	42.54%	£17.35	£17.14	1.2%	£17.00	£16.64	2.1%
Totals	**62.07%**	**6.37%**	**31.55%**	**£26.07**	**£26.07**	**0.0%**	**£30.31**	**£28.51**	**5.9%**

Looking at the proportion of employees across the quartiles, the numbers are broadly consistent, with a marginal change from March 2024 figures. However, the high rates of non-disclosure at all quartiles hampers any useful analysis.

Bonus Payments Disability Pay Gap

The City of London Corporation's bonus payment Disability Pay Gap for the twelve months from 1 April 2024 to 31 March 2025 is as follows:

Table 13: City of London Corporation Disability Bonus Pay Gap 2025

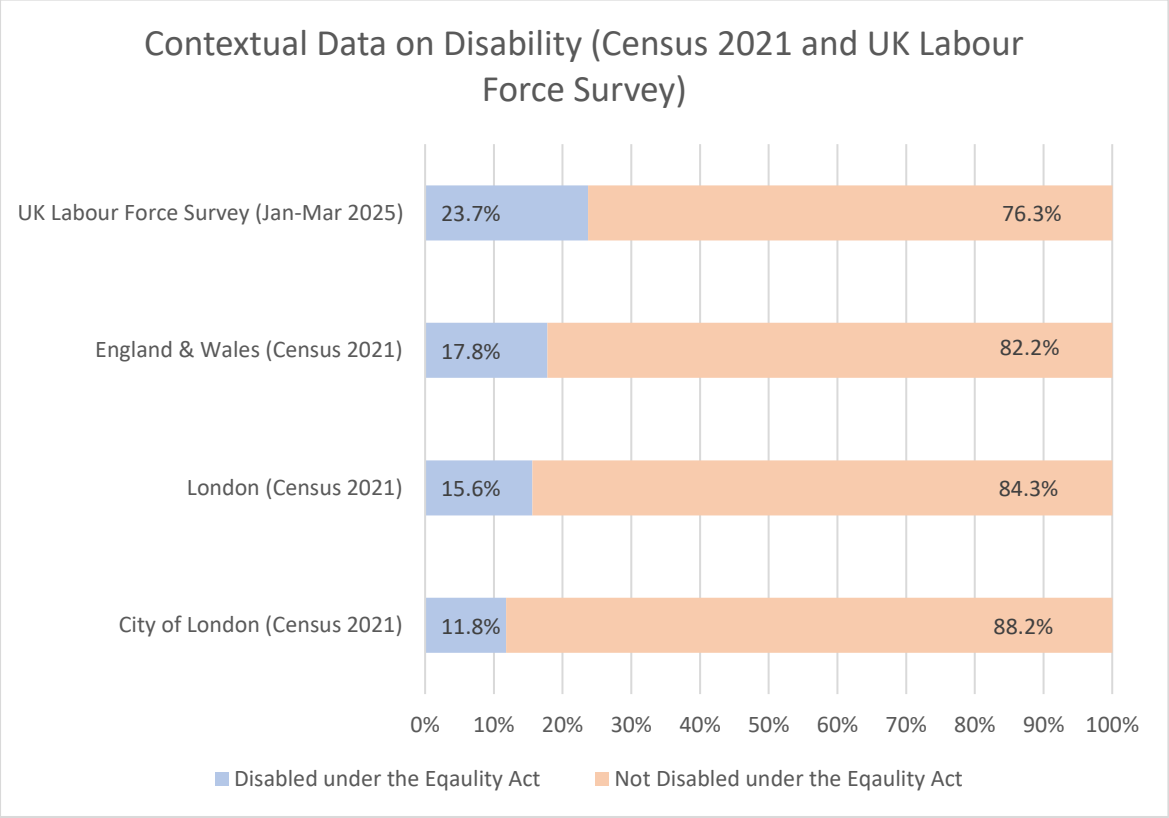
	2021	2022	2023	2024	2025
Median Bonus Gap	16.8%	-35.3%	-4.0%	0.0%	**0.0%**
Mean Bonus Gap	-4.3%	-31.4%	32.6%	-40.1%	**-21.2%**

Disability Pay Gap Bonus Headcount: Not-Disabled 1328 / Disabled 139 / Not Known 300

The median bonus DPG is unchanged at 0.0% from March 2024.. The mean bonus payment DPG has, except for 2023, generally been in favour of those identifying as disabled. The mean disability bonus gap figure for 2025 is -21.2%, a decrease of 18.9% from 2024 (-40.1%), which was the largest disparity in recent years. While the data indicates that disabled employees, on average, receive higher bonus payments as reflected by a negative pay gap, there remains ongoing challenges in ensuring consistent reporting and in fully understanding the impact of intersectional factors.

The City of London implemented a 1.5% discretionary bonus (contribution payment) for all staff on top of grades A–J in October 2024; during the reporting period, 38.72% of employees who identified as disabled received some type of bonus, slightly higher than the 37.99% of non-disabled employees and notably above the 16.88% of those with undisclosed status.

Figure 11: Contextual Data Representation



6. Conclusion and Next Steps/Action Plans

Overall, the pay gap figures reported remain broadly consistent with those from previous years, with some small shifts compared to March 2024. The only exception being the Bonus pay gaps, which have primarily been driven by the number of people receiving bonuses due to the operation of the Contribution Pay Scheme during the snapshot reporting period.

Generally, these shifts seem to be indicative of a longer-term positive trend in all pay gap figures. However, because the calculations are based on a yearly snapshot, the group of employees included will vary each year. As a result, some year-on-year differences may be due to normal changes in the snapshot data, rather than changes in pay practice. Common reasons include:

- **Joiners and leavers:** people start, resign, retire, or are made redundant between snapshot dates.
- **Role and hours changes:** promotions, transfers, or moving part-time/full-time can change who is counted in which group (and sometimes how they're weighted).
- **Absences and status rules:** depending on the method, people on parental leave, long-term sick leave, or secondment may be included/excluded or treated differently.
- **Data timing/clean-up:** late HR updates, backdated contract changes, or corrections can mean the dataset looks slightly different year to year.
- **Different "who counts" definitions:** small rule choices (e.g., employees vs casuals, professors,) can shift headcount.

The levels of non-disclosure observed highlights the continued need to actively work with the workforce to improve our data, especially the levels of disclosure on protected characteristics across employees and our casual workforce. This will enable stronger analysis and greater insight.

The City of London Corporation is committed to equal opportunities and fair treatment for all employees. Although many of the pay gap measurements are either already relatively small, or larger but moving in a positive direction, there will always be more that we can do to improve our culture, policy, process, and practices to ensure a truly bias free work environment for all employees. Our aim is to create an environment, in which people irrespective of their background can expect to develop, progress, flourish and perform and be remunerated fairly for the work that they do.

To advance our EEDI commitments and strengthen equitable progression across the organisation, we will take a strategic, evidence-based approach to reducing barriers and improving pay equity. Our priorities include:

- **Modernising pay structures and reward governance**

Review and refine our pay and reward architecture to promote clarity, fairness, and proportionality. We will limit reliance on additional payments and strengthen governance where such payments are required, ensuring alignment with strategic workforce and reward objectives. We will also ensure our benefits offer remains competitive and attractive.

- **Strengthening equitable access to roles and progression pathways**

Ensure that our recruitment, engagement, and progression practices actively enables participation from the widest talent pool. This includes widening outreach, modernising candidate attraction channels, enhancing flexible working support, and

creating a recruitment experience that enables fair access and sustained progression across the organisation.

- **Enhancing Data Collection and Disclosure**

Encourage employees to update disability status and other protected characteristics through secure, confidential self-service platforms to support more accurate analysis. Although gender pay reporting is mandatory, ethnicity reporting is not, reducing comparability and statistical robustness. Improving disclosure rates is essential. Further consideration may also be needed on whether separating data for casual workers - who are concentrated in lower quartiles - would improve clarity.

Recommendations Aligned to the People Strategy

1. Fair and Transparent Reward

1.1 Strengthen Data Quality and Disclosure

- Strengthen workforce data quality and completeness by monitoring disclosure rates, identifying gaps, and taking targeted action to improve reporting confidence across the organisation. Building trust in how data is collected, protected, and used will be critical to increasing confidence and participation.
- Encourage employees to update disability, ethnicity, and other protected characteristic information through secure self-service systems, supported by clear communication on how information is used, protected, and applied.
- Promote robust self-service data governance so employees maintain up-to-date personal and sensitive information.
- Use intersectional analysis to strengthen understanding of how reward, role clarity, and progression are experienced across different groups and to inform future action.

1.2 Ensure Consistency in Pay and Bonus Structures

- Review how changes in bonus design, including fixed-sum and percentage-based approaches, may affect gender, ethnicity, and disability pay gap outcomes
- Strengthen governance around payment classification so that one-off payments, allowances, and recognition awards are applied consistently, to ensure no distortion of bonus reporting and ultimately pay gap analysis.
- Keep all bonus arrangements under review to ensure that revised or new schemes do not introduce unintended bias, including disproportionate effects on part-time employees or lower-paid groups.
- Undertake equality impact assessment as part of the design and review of reward arrangements to support fair and proportionate outcomes.
- Communicate reward schemes clearly so that employees understand their purpose, structure, and relationship to performance and contribution.

2. Clear Career Paths & Opportunity (Ambition 25 Pillar: Career Development & Progression)

2.1 Support Inclusive Progression and Representation Across Pay Quartiles

- Review the impact of the casual workforce within the lower quartile and consider whether separate analysis would provide clearer insight into underlying workforce patterns.
- Strengthen representation of underrepresented groups in higher-paid quartiles by supporting transparent, accessible, and equitable progression pathways.
- Identify disparities in representation across quartiles, particularly in relation to ethnicity and disability, and use this evidence to address structural barriers to progression.

2.2 Strengthen intersectional Workforce Insights

- Analyse combined characteristics, for example ethnicity, disability, and gender, to improve understanding of intersectional barriers to progression.
- Use these insights to inform targeted development activity and improve access to progression opportunities.

3. Inclusive Culture (Ambition 25 Pillar: Positive Working Culture & Employee Experience)

3.1 Build Trust in Data Disclosure

- Communicate clearly how sensitive data is used, protected, and applied to support inclusion, trust, and evidence-based decision-making.
- Address concerns relating to privacy and stigma proactively to strengthen confidence in self-reporting.

3.2 Improve Communication and Engagement

- Use accessible and supportive communications to explain the purpose of collecting disability and ethnicity data and the value of disclosure.
- Deliver targeted engagement activity to improve disclosure rates among underrepresented groups and strengthen wider participation in EEDI activity.

4. Evidence-Based Workforce Decisions (Ambition 25 Pillar: Data-Driven Insight & Governance)

4.1 Strengthen Systems & Reporting Infrastructure

- Improve reporting consistency and data integrity so that workforce analysis can better inform reward, progression, and organisational decision-making.

4.2 Monitor, Report and Act

- Oversee an organisation-wide plan to improve disclosure and strengthen the completeness and consistency of protected characteristic data.

- Strengthen monitoring of disclosure rates, including for disability and ethnicity, to support higher-quality EEDI data and reinforce transparency in reward practices.
- Use improved data quality to deliver deeper analysis and inform evidence-based decisions across recruitment, reward, progression, and workforce planning.

4.3 Prepare for Legislative Change

- Prepare for the introduction of mandatory ethnicity, race and disability pay gap reporting under the Equality (Race and Disability) Bill.
- Begin developing the action planning and reporting arrangements needed to respond effectively to future equality reporting requirements coming into force from January 2027 under the Employment Rights Act 2025.
- Strengthen reporting processes so they can support greater transparency, intersectional analysis, and compliance.
- Ensure that internal systems, governance arrangements, and data management processes are sufficiently robust to support high-quality equality reporting.
- Continue to prioritise improvements in disclosure rates and the completeness, accuracy, and consistency of equality data.

5. Strengthen Organisational Communication (Cross-cutting Ambition 25 Theme)

5.1 Reinforce EEDI Commitments

- Communicate regularly on EEDI priorities, activity, and progress, including through the publication of workforce equalities reporting.

City of London Corporation Committee Report

Committee(s): Corporate Services Committee – For Information	**Dated:** 01 July 2026
Subject: Programme Sapphire	**Public report:** For information
This proposal: • **delivers Corporate Plan 2024-29 outcomes** • **provides statutory duties** • **provides business enabling functions**	**Providing Excellent Services**
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:	The Chamberlain
Report author:	Samantha Kay – DITS Business Manager

Summary

This paper summarises the current position of the Payroll delivery workstream:

- The planned completion of Payroll Parallel Run 1 and User Acceptance Testing
- The plan for Payroll Parallel Run 2

Recommendation

Members are asked to note the report.

Main Report

Background

1. Programme Sapphire is the implementation of the SAP solution across the Corporation
    i. SuccessFactors (including Performance & Goals, Recruitment, Employee Central, Employee Central Service Centre and Learning Management System) was deployed between April 2025 and January 2026

ii. S/4HANA (Finance) is scheduled for November 2026
iii. SuccessFactors Employee Central Payroll (ECP) is scheduled to be complete by April 2027 (updates in this paper)

2. Programme Sapphire reports to Digital Services Committee for decisions

Current Position

3. The work to test the SAP payroll commenced in April 2026. Delays have been experienced due to:
    i. Initial readiness of the solution built by the system integrator
    ii. Resource constraints to support the operational activities, payroll testing and user acceptance test alongside wider business change at the same time

4. The current status of Payroll Parallel Run 1 which was a full reconciliation of the December payroll against the City People payroll `

5. The result of Payroll Parallel Run 1 are being completed at the time of writing the paper so a verbal update will be provided at the committee meeting – it is expected to close on the 19th June.

6. There has been a movement (delay) in the planned go live for the first payroll (monthly). The reasons for this were:
    i. availability of resource to perform the Payroll UAT
    ii. slow progress of the initial Payroll Parallel Run 1 (which was also impacted by UAT)

7. The original plan was to "roll-over" the payroll to the next month which would not require a further data migration. However, as it was also planned to do a "dress rehearsal" prior to go live, the plan was altered to upload the latest payroll data which would identify any data discrepancies between the current payroll solution and SuccessFactors HR solution (as the Corporation is dual running HR at present)

8. The data migration for Payroll Parallel Run 2 is underway and on track - the timeline is aggressive and a further update will be provided to Committee in the meeting

9. The processing of the live payroll commences one month in advance of the pay day. A decision will be taken on whether August or September will be the first payroll based on the progress on Payroll Parallel Run 2 and successful achievement of the go-live criteria. September is the likely month as August is a month impacted by leave. Additional support will be provided to Schools as this is a key period (start of the new academic year).

Corporate & Strategic Implications

Strategic implications – The delivery of the single ERP platform is a key programme for the Corporation

Financial implications –Risk as flagged against planned delivery and being tracked by DSC
Resource implications – No change in position at this update with current resourcing in place
Legal implications – No impact
Risk implications – Risk of delay for both Finance and Payrol flagged for budget impact and impact on connected programmes (Ambition 25)
Equalities implications – consideration for impacts to any protected groups. No impact (Equality Impact Assessment in place and actively managed)
Climate implications –No impact
Security implications –No impact

Conclusion

10. The delivery of payroll is a critical milestone for the Corporation and progress is being closely monitored and will continue to be reported.

Appendices

N/A

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Committee:	**Date:**
Corporate Services Committee	1st July 2026
Subject: Revenue Outturn 2025-26	**Public**
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	**N/A**
Does this proposal require extra revenue and/or capital spending?	**No**
Report of: The Deputy Town Clerk, The Chief People Officer, The Chamberlain, The Comptroller and City Solicitor	**For Information**
Report Authors: Mark Jarvis, Head of Finance, Chamberlain's Department Declan Greaves, Finance Business Partner, Chamberlain's Department	

Summary

This report compares the revenue outturn for the services overseen by your Committee in 2025-26 with the final budget for the year. It also details the approved carry forward.

The outturn presented in this report are for the services, which are summarised below:

i) **Deputy Town Clerk** – Town Clerk's Department, Corporate Services and Health and Safety.
ii) **Comptroller and City Solicitor** – Comptroller and City Solicitor's Office
iii) **Chief People Officer** – Corporate HR.

Overall total net expenditure during the year was £14.318m whereas the budget was £15.563m representing an underspend of £1.244m as summarised below.

Chief Officer	**Final Agreed Budget 25/26 £000's**	**Revenue Outturn 25/26 £000's**	**Variance Worse/(Better) against Final Budget**
Comptroller and City Solicitors	1.698	1.698	0.000
Deputy Town Clerk	5.280	4.623	(0.657)
Executive Director of HR & Chief People Officer	8.585	7.998	(0.587)
Net Expenditure	**15.563**	**14.318**	**(1.244)**

Income and favourable variances are presented in brackets.

The overall outturn underspend of £1.244m comprises variations across several services which are detailed later in this report. The main variations are:

- **Deputy Town Clerk's - decreased net expenditure of £0.657m –** This underspend relates to £0.361m within Health & Safety partly due to a £0.043m carry-forward request related to work on the Core Safety Management Training Programme. Additionally, there are underspends of £0.029m and £0.149m related to two Transformation Funded projects spanning multiple years which will also be carried-forward. Furthermore, Corporate Services had an underspend of £0.231m relating to Computer Licences and contingencies . The Town Clerk's office had an underspend of £0.065m due to staff vacancies. Note overall the Deputy Town Clerk underspend reported in this Committee is largely offset by overspends included in other Committee Reports.

- **Chief People Officer- decrease net expenditure of £0.587m –** Underspend relates to central risk budgets associated with Staff Training of £0.710m which will be rolled forward as the programme runs across 2025.26 and 2026.27 respectively.

The Deputy Town Clerk has carry-forward amounts of £0.043m and the Chief People Officer of £0.677m and these are detailed on page 4.

Recommendations

Members are asked to note the:

- Revenue outturn for 2025/26 showing an overall favourable variance to final budget of £1.244m; and
- Agreed carry forward requests on Central and Local Risk of £0.754m to 2026/27.

In Report

Budget Position for 2025-26

1. The 2025-26 original budget for the services overseen by your Committee was £9.936m as endorsed by the Court of Common Council in March 2025. This has subsequently been increased to a final budget of £15.563m. An analysis of the increase of £4.122m is provided in Appendix 1.

Revenue Outturn for 2025-26

As indicated in the table in the summary, actual net expenditure for your Committee's services during 2025-26 totalled £14.318m compared to a budget of £15.563m, resulting in an underspend of £1.244m. A comparison of the final

budget with the revenue outturn by Chief Officer is shown in the Summary and is analysed by risk in the table below.

Summary of Outturn by Chief Officer and Risk	Final Agreed Budget 25/26 £000's	Revenue Outturn 25/26 £000's	Variance Worse/(Better) against Final Budget
Local Risk			
Comptroller and City Solicitors	1.588	1.588	0
Deputy Town Clerk	4.438	4.200	(0.238)
Executive Director of HR & Chief People Officer	6.786	6.722	(0.064)
Total Local Risk	**12.812**	**12.510**	**(0.302)**
Central Risk			
Comptroller and City Solicitors	0.110	0.110	0
Deputy Town Clerk	0.842	0.423	(0.419)
Executive Director of HR & Chief People Officer	1.799	1.276	(0.523)
Total Central Risk	**2.751**	**1.809**	**(0.942)**
Committee Total	**15.563**	**14.318**	**(1.244)**

Income and favourable variances are presented in brackets.

2. The main reasons for the variation to the **local risk budgets** are:

    i. **The Deputy Town Clerk - £0.238m underspend** – This relates to underspends due to staff vacancies and (£0.043m) carry-forward request related to the Health and Safety, Corporate Services (£0.134m) related to underspends in Grants, Printing and Administrative Expenses and Town Clerks Office of (£0.065m) due to staff attrition.

    ii. **The Chief People Officer - £0.064m underspend –** The underspend is principally due to (£0.020m) in Human Resources due to staff vacancies and (£0.042m) in Staff Training related to Grants and Subscriptions.

    iii. **The Comptroller and City Solicitor -** nil variance

3. The main reasons for the variation to the **central risk budgets** are:

    i. **The Deputy Town Clerk - £0.419m underspend** – The drivers of this underspend are: Health and Safety (£0.324m) of which £0.318m relates to Transformation Funding being rolled forward, Corporate Services (£0.097m) related to underspends on Computer Licences and payments to Other Bodies & Town Clerk's Office (0.002m) underspend in relation to staffing.

    ii. **The Chief People Officer - £0.523m underspend** – This underspend will be carried forward as it relates to a 2-year staff training programme .

iii. **The Comptroller and City Solicitor –** nil variance

Carry Forwards to 2026-27

4. There is a total carry-forward of £0.566m. This is made up of £0.043m in local risk budget related to Health and Safety and £0.677m within central risk related to Staff Training (note pension strain cost of £0.124m has been dis-allowed for carry forward purposes) .

Appendices

- Appendix 1 – Analysis of movements from 2025-26 Original Budget to 2025-26 Final Budget

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APPENDIX 1

Analysis of movements 2025/26 Original Budget to Final Budget	**£000's**
Original Local Risk Budget (Deputy Town Clerks)	**4,373**
2025-26 NI & Pay Award	62
Support Service Adjustment	-64
Carry-forwards	70
Savings Clawback	-3
Final Local Risk Budget (Deputy Town Clerks)	**4,438**
Original Local Risk Budget (Chief People Officer)	**5,041**
2024-25 NI Contingencies	12

Savings Clawback	-3
Structural Department Support	1,800
HR to Communications Transfer	-64
Final Local Risk Budget (Chief People Officer)	**6,786**
Original Local Risk Budget (Comptrollers)	**1,508**
2025-26 NI & Pay Award	81
Savings Clawback	-1
Final Local Risk Budget (Comptrollers)	**1,588**
Total Local Risk	**12,812**
Original Central Risk Budget (Deputy Town Clerks)	**227**
2024-25 Carry Forwards	598
24.25 Contingency Drawdown	16
2025-26 NI & Pay Award	1
Final Central Risk Budget (Deputy Town Clerks)	**842**
Original Central Risk Budget (Chief People Officer)	**182**
Contingency Drawdown	895
Staff Training Transformation Fund	810
Commercial Budget Transfer	-88
Final Central Risk Budget (Chief People Officer)	**1,799**
Original Central Risk Budget (Comptrollers)	**110**
Final Central Risk Budget (Comptrollers)	**110**
Total Central Risk	**2,751**
Original Support Services and Capital Charges Budget	**9,936**
Net movements	5,627
Final Support Services and Capital Charges Budget	**15,563**

Total Original Budget	**11,441**
Total increase	4,122
Total Final Budget	**15,563**

City of London Corporation Committee Report

Committee(s) Corporate Services Committee – For Information	**Dated:** 1 July 2026
Subject: Decisions taken under delegated authority or urgency procedures	**Public**
This proposal: • **delivers Corporate Plan 2024-29 outcomes** • **provides statutory duties** • **provides business enabling functions**	
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: The Town Clerk	For Information
Report author: Chris Rumbles, Governance and Member Services Manager	

Summary

This report advises Members of action taken by the Town Clerk outside of the Committee's meeting schedule, in consultation with the Chair and Deputy Chairman, in accordance with Standing Order Nos. 40(a) and (b).

Recommendation(s)

That Members note the report.

Main Report

Delegated Decision Under Standing Order 40(b)

Draft People & HR Business Plan, 2026-29

BACKGROUND:
At the Corporate Services Committee meeting on 15 April 2026, Members considered a report of the Chief People Officer resubmitting a draft People & HR Business Plan 2026-29 for approval in response to feedback provided at the previous meeting.

During discussion of the item, Members raised a number of additional points where it was suggested that the business plan would benefit from further revision. Members asked for clearer articulation of:

- Value for money.
- HR's role as a customer-service enabling function; and
- The "HR AI transformation" elements, relating specifically to:

a. clarify scope beyond chatbots (for example, hiring modules and other people-facing systems);
b. explain how ethical and strategic adoption will be assured; and
c. make compliance expectations explicit.

An updated Business Plan was subsequently circulated to all Members of Corporate Services Committee, as agreed. Three Members responded with additional comments.

Additional amendments were incorporated into an updated Business Plan in response to the further comments received, particularly strengthening:

- Prioritisation and acceleration of key interventions over the first 12–24 months;
- the emphasis on culture, behaviours and leadership accountability; and
- the strategic narrative around transformation and organisational impact.

An area that remained slightly challenging was the request for a smaller number of headline organisation-wide outcome measures such as productivity improvement, leadership effectiveness and cost to service reduction. While these can be referenced at a high level, they are inherently difficult for HR to measure directly in isolation given the number of organisational variables involved.

It had been proposed positioning these as broader organisational outcomes supported by proxy indicators and workforce measures, for example:

- Staff Survey responses such as:
  - "I have what I need to do my job well"
  - engagement and motivation indicators
  - leadership and change-related measures
- Turnover data, particularly early attrition
- Exit interview themes (e.g. workload, leadership, progression opportunities)
- Agency spend, vacancy rates and time to hire
- Performance management and development uptake

This would demonstrate organisational impact without overstating HR's ability to directly evidence measures such as productivity or organisational effectiveness in isolation.

The People & HR 2026/29 Business Plan had been updated to reflect additional comments received and was presented for final approval accordingly.

Accordingly, the Town Clerk, in consultation with the Chair and Deputy Chairman of Corporate Services Committee:

- Approved the People & HR 2026/29 Business Plan.

Copies of background papers concerning this decision are available on request.

Contact:
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