



## Corporate Services Committee

**Date:** WEDNESDAY, 19 APRIL 2023  
**Time:** 11.00 am  
**Venue:** COMMITTEE ROOM - 2ND FLOOR WEST WING, GUILDHALL

**Members:**

Deputy Alastair Moss (Chair)	Gregory Lawrence
Florence Keelson-Anfu (Deputy Chairman)	Deputy Edward Lord
Deputy Randall Anderson	Catherine McGuinness
Deputy Keith Bottomley	Timothy James McNally
Alderman Sir Charles Bowman	Ruby Sayed
Deputy Henry Colthurst	Tom Sleigh
Steve Goodman OBE	Mandeep Thandi
Deputy Christopher Hayward	James Tumbridge
Alderwoman Susan Langley	Deputy Philip Woodhouse

**Enquiries:** **Matthew Stickley, Governance and Member Services Manager**  
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**Ian Thomas**  
**Town Clerk and Chief Executive**

# AGENDA

## Part 1 - Public Agenda

1. **APOLOGIES**

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

3. **MINUTES**

To agree the public minutes and summary of the meeting held on 1 March 2023.

**For Decision**  
(To Follow)

4. **MINUTES OF EQUALITY, DIVERSITY AND INCLUSION SUB-COMMITTEE**

**For Information**  
(To Follow)

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

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

7. **CORPORATE SERVICES COMMITTEE FORWARD PLAN**

Joint Report of the Town Clerk and Chief Executive and the Chief People Officer.

**For Information**  
(Pages 5 - 6)

8. **REPORT OF ACTION TAKEN**

**For Information**  
(To Follow)

9. **CITY OF LONDON INDEPENDENT SCHOOLS PAY AWARD FOR TEACHERS**

Report of the Chief People Officer.

**For Information**  
(Pages 7 - 10)

10. **USE OF CONSULTANTS**

Report of the Chief People Officer.

**For Decision**  
(Pages 11 - 18)

11. **EQUALITIES OBJECTIVES CONSULTATION**

Report of the Chief Operating Officer.

**For Decision**  
(Pages 19 - 38)

12. **EXCLUSION OF THE PUBLIC**

MOTION - That under Section 100A(4) of the Local Government Act 1972, the public be excluded from the meeting for the following items of business on the grounds that they involve the likely disclosure of exempt information as defined in Part I of Schedule 12A of the Local Government Act.

**For Decision**

**Part 2 - Non-Public Agenda**

13. **NON-PUBLIC MINUTES**

To agree the non-public minutes of the meeting held on 1 March 2023.

**For Decision**  
(To Follow)

14. **NON-PUBLIC MINUTES OF THE EQUALITY, DIVERSITY AND INCLUSION SUB-COMMITTEE**

**For Information**  
(To Follow)

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

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

17. **REWARD REFRESH UPDATE**

Report of the Chief Operating Officer.

**For Decision**  
(Pages 39 - 74)

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# CORPORATE SERVICES COMMITTEE – WORK PROGRAMME 2023/24

	19 <sup>th</sup> April - 23	31 <sup>st</sup> May - 23	12 <sup>th</sup> July - 23	6 <sup>th</sup> September - 23	18 <sup>th</sup> October - 23	29 <sup>th</sup> November -23	10 <sup>th</sup> January -24	21 <sup>st</sup> February -24
<b>Standing Annual Items</b>	CSC Forward Agenda	Order of the Court Appointment of the Chair and Deputy Chair Appointment of the Sub-Committees CSC Forward Agenda HR Annual Workforce Report Gender, Ethnicity and Disability Pay Gaps 2022	Revenue Outturn 2022 - 2023 CSC Forward Agenda	Staff Christmas Lunches funding Departmental Budget – mid Year Monitoring CSC Forward Agenda	Employment Cases and Settlements (C&CS) CSC Forward Agenda	CSC Forward Agenda	Annual Review of the Committee's Terms of Reference Departmental Budget Estimates CSC Forward Agenda Pay Policy Statement	CSC Forward Agenda
<b>HR Dept Papers</b>	Use of interims (consultants) Reward Refresh update Pay Negotiations Update Equality Objectives consultation	HR Transformation Programme 2023/2024 Briefing Special Severance Payments Policy Special Severance Payments Policy	6- month Review of Workplace Posture Final wrap up and outcomes of the Target Operating Model programme People Strategy Quarterly COO Business Plan update Chief Officer and Senior Recruitment (vetting as an appendix?) Mandatory Training (could move to July)		Reward Refresh? Quarterly COO Business Plan update	HR ERP Delivery Update HR Corporate Projects Portfolio/Performance Update HR Transformation Plan 2023/2024 Performance	COO's Business Plan 2024/25 (inc HR, Health & Safety and ED&I) Quarterly COO Business Plan update	
<b>Other Dept's Papers – e.g., MFSs, restructures etc</b>	Teachers' & Heads' pay awards						DTC's Business Plan C&CS Business Plan	
<b>Other Committee Business</b>	Update summary/minutes from March ED&I Sub Committee		Update summary/minutes from June JCC Update summary/minutes from June ED&I Sub Committee	Update summary/minutes from September JCC		Update summary/minutes from November JCC		



<b>Committee:</b> Corporate Services Committee	<b>Dated:</b> 19 <sup>th</sup> April 2023
<b>Subject: 2023 Pay Award – Teachers and Headteachers – City of London Independent Schools</b>	Public
<b>Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?</b>	8 - We have access to the skills and talent we need.
<b>Does this proposal require extra revenue and/or capital spending?</b>	<b>Yes - in accordance with budgetary provision made for 2023/24.</b>
<b>If so, how much?</b>	<b>Varies by school as out in individual school budget setting reports</b>
<b>What is the source of Funding?</b>	<b>School Fees</b>
<b>Has this Funding Source been agreed with the Chamberlain’s Department?</b>	<b>Yes</b>
<b>Report of:</b> Dr Marcelle Moncrieffe – Chief People Officer	<b>For Information</b>
<b>Report author:</b> Mark Williams – Interim Assistant Director: Reward and HR Projects	

## Summary

This report confirms the Pay Award for Teachers’ and Headteachers approved by the Boards of Governors of the City of London Independent Schools with effect from 1<sup>st</sup> September 2023.

## Recommendations

Members are asked to note the Pay Award of 5.5% which will be made to Teachers’ and Headteachers at the City of London Independent Schools with effect from 1<sup>st</sup> September 2023.

## Main Report

### Background and context

1. Teaching Staff representatives at the City of London Independent Schools submit a pay claim which is considered by the Teachers’ Pay Panel. The Panel consists of the Chairs of the Governing Body of each School. It should be noted that the arrangements for making pay awards are not governed by a collective agreement. The 2023 claim was considered at a meeting of the Panel held on 3<sup>rd</sup> March 2023 where staff representatives also made verbal submissions. Individual Governing Bodies then considered the claim and the Panel reconvened on the 27<sup>th</sup> March 2023 to decide the pay award.

2. It should be noted that the current constitutional arrangements for the Teachers' Pay Panel do not include the Junior School but this will be amended for the 2024 pay round. There will also be a wider review of the terms of reference for the Panel undertaken at the start of the academic year 2023/24.

### **2023/24 Pay Award**

3. After careful consideration, the Panel decided that all teachers' and headteachers should receive a pay award of 5.5% on all salary points with effect from 1<sup>st</sup> September 2023. The reasons and basis for the increase are set out in a letter from the Panel to staff representatives provided at Appendix A.

### **Corporate & Strategic Implications**

4. Strategic implications – It is essential that the Corporation is able to recruit and retain talent to deliver its Corporate objectives and clearly a significant part of this is having suitable pay arrangements that facilitate effective recruitment and retention.
5. Financial implications – The pay award is affordable and does not exceed the overall financial envelope for pay for the City of London Independent Schools for the financial year 2023/24.
6. Resource implications – The implementation of the pay award will be managed within existing resources
7. Legal implications - None arising from the report.
8. Risk implications – There is a risk of Industrial Action in relation to the pay award. However, this has been mitigated through the consultation that has taken place and the rationale for the pay award which is set out in Appendix A.
9. Equalities implications – An EQIA has not been completed as this report is for information purposes only.
10. Climate implications – None
11. Security implications – None

### **Conclusion**

12. This report advises Members of the Pay Award in accordance with the constitutional requirement to inform the Corporate Services Committee.

### **Appendices**

Appendix A – Teachers' Pay Award

Mark Williams, Interim Assistant Director: Reward and HR Projects

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**Town Clerk's Office**

Ian Thomas CBE  
Town Clerk & Chief Executive



Andrew Bracken  
Tim Bateup  
Tom Marsden

Date 31 March 2023

Dear Andrew, Tim and Tom

**City of London Independent Schools: Teachers' Pay Panel**

Thank you for attending the Teachers' Pay Panel on 3<sup>rd</sup> March 2023 on behalf of the teaching staff in our schools. Before setting out our decision in relation to the Teachers Pay Award from 1 September 2023, we would like to express our thanks and appreciation to you and all your colleagues for the valuable and important contribution you make to our schools. Through your work, our Schools remain very successful and deliver an outstanding education to the pupils in our care.

We were grateful for your thoughtful written submission the Panel. We also appreciated the verbal submissions you made which are summarised below: -

*Andrew Bracken presented his submission on behalf of CLS, referencing the previously submitted claim. He highlighted in particular the impact of inflation. Commuting, food and energy costs had all risen, with the possibility of further increases. Interest rates had risen, with an impact upon mortgage payments. The nature of these increases meant that they were difficult to mitigate as non-discretionary spending.*

*On behalf of CLSG, Tim Bateup highlighted that teacher in the state sector had already rejected a pay offer of 5% and the information within the claim relating to pay awards made by comparator schools. This list was not exhaustive, as information was not openly available, but suggested that the City Schools were falling behind competitors' rates of teachers' pay. The pay of middle leaders, in particular, not competitive when compared to pay in other schools. The biggest factor driving a claim for an award of 9% was the increased cost of living since the last pay award, which could not be mitigated.*

*Tim Bateup provided anecdotal information about the impact of rising costs on individual staff situations. He signposted information within the claim which showed that the cost to the City of London Corporation of a teacher was slightly lower than 5 years ago. In representing staff, he emphasised the importance of support so that they could perform to their best ability.*

*Tom Marsden shared a further document with the meeting entitled, “Concerns for younger teachers and those at the lower end of the scale”. This provided a breakdown of staff members’ typical expenditure once tax, national insurance and essential living costs were deducted. A graph demonstrated typical disposable income after these costs. Staff at the lowest end of the salary scale would have disposable income of only £1500 - £2000 per annum. TM shared a further graph showing how the value of pay was lower when compared to previous years due to high inflation. He highlighted the need to address this, stating that the teachers’ pay claim was lower than that of teachers in many other schools.*

We are grateful for you representing the views of all teachers so sensibly. In particular, we recognise the effect of cost-of-living pressures facing teachers, as it does everyone. As you know, we are not immune from financial pressures caused by inflation. This has affected the cost of supplies and services and in particular our energy costs. We also have to consider the fact families in our schools are facing similar challenges when setting fees. Governors have had to balance the pressures on our families with our sincere desire to give teaching staff a meaningful and substantive cost-of-living award.

We believe that our overall reward package for teachers (including pensions) remains very competitive with other schools in our sector. Recent benchmarking data also confirms this. With all these points in mind we have decided to make a pay award of 5.5% on all salary points for teachers with effect from 1 September 2023.

We consider that the pay increase of 5.5% strikes the right balance on the part of the Boards and the Corporation and acknowledges the cost-of-living pressures facing teachers. It is also important to highlight that those colleagues who are not at the top of the pay scale will receive pay progression within their pay scale in September. These teachers will receive increases in pay which are much higher than 5.5%. This means the overall increase in the cost of teachers’ pay on school budgets will be comfortably in excess of 5.5%.

Finally, we wish to thank you again for attending the Teachers’ Pay Panel and the representations made on behalf of the teaching staff.

Yours sincerely

*Philip Woodhouse*  
Chairman, Board of Governors  
City of London Freemen’s  
School and Chairman of the  
Teacher’s Pay Panel

*Tim Levene*  
Chair, Board of Governors  
City of London School

*Ann Holmes*  
Chair, Board of Governors  
City of London School for Girls

*Robert Howard*  
Deputy Chair, Board of  
Governors  
City of London School for Girls

<b>Committee:</b> Finance Committee Corporate Services Committee	<b>Dated:</b> 18 <sup>th</sup> April 2023 19 <sup>th</sup> April 2023
<b>Subject: Use of Interims (Consultants)</b>	<b>Public</b>
<b>Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?</b> We have access to the skills and talent we need.	8
<b>Does this proposal require extra revenue and/or capital spending?</b>	<b>No</b>
<b>If so, how much?</b>	<b>Not applicable</b>
<b>What is the source of Funding?</b>	<b>Not applicable</b>
<b>Has this Funding Source been agreed with the Chamberlain's Department?</b>	<b>Not applicable</b>
<b>Report of:</b> Dr Marcelle Moncrieffe, Chief People Officer	<b>For Information</b>
<b>Report author:</b> Mark Williams, Interim Assistant Director: Reward and HR Projects	

## Summary

This report provides an update to the Committee on the work being undertaken to review the spend and utilisation of interims and introduces new controls that are being put in place. A key objective of the reward refresh will be to reduce reliance on contingent labour (agency workers and interims) in hard to recruit areas. Spend on contingent labour was 4.02% of the pay bill in the financial year 2021/22.

## Recommendations

Members are asked to note the report and note the controls that are being put in place regarding Interim Manager appointments from 1<sup>st</sup> May 2023.

## Main Report

### Background

1. Finance Committee in December 2022 requested that officers supply a report in relation to the use of consultants across the organisation. Specifically:-

*“Members were keen to review a Report which outlined the current data around the number and usage of consultants, analysis of performance and value-for-money and the criteria used when appointments are made.”*

2. This paper responds to the issues raised by the Finance Committee and sets out strengthened controls on managing the use of Consultants.

## **Scope**

3. For the purposes of addressing the request of Members, consultant means:-
  - An individual who is not employed by Corporation who is hired via a Third Party / Agency; and
  - who is paid on a **daily rate** rather than on a Corporation pay grade.
4. The term “Interim” is used throughout the Corporation to describe the work of a consultant. This is also the term used in the recruitment industry. Hereafter the term interim is used throughout this report.
5. Typically, interims are hired in the following circumstances:-
  - To cover a budgeted vacancy. This occurs in the following scenarios:
    - I. Whilst a job is being advertised and permanent recruitment is taking place.
    - II. Where there is a review taking place of organisational arrangements which may lead to changes in the management structure.
    - III. Where the job cannot be filled on a permanent basis because it is in a hard to recruit area and it has not been possible to attract suitably qualified candidates.
  - To provide additional capacity and expertise in the following circumstances:-
    - I. To provide assistance for a key project or activity which is time limited e.g., an investigation or drafting a business case where there is no in house capacity
    - II. Where the required skills and expertise are not available internally

The following activities and roles are outside the scope of Interim work:

- Consultancy services – services commissioned from an organisation (rather than specific individuals) as a result of a tendering process.
- Office holders – a person appointed to an organisation who does not have a contract of employment. Within the Corporation this applies to roles such as the Judicial appointments, Elected Members and Trustees

## **Benefits to the Corporation of using Interims**

6. The Corporation's workforce consists of employees and contingent workers. Interims are part of the contingent workforce. There are a number of benefits:-
  - They can be hired quickly.
  - They bring subject matter experts with significant experience which support organisational improvement.
  - The Corporation does not accrue any employment liabilities.
  - Assignment can be terminated rapidly should the need arise.

## **Disadvantages of using interims**

7. There are also disadvantages to the Corporation if usage is not carefully managed:-
  - The costs can be high especially if placement is lengthy and not managed well.
  - Use of interims can hinder progression for internal talent by blocking internal opportunities to step up and be developed.
  - Long term usage does not provide stability for the organisation.

## **Sourcing interims – current arrangements**

8. Where a manager highlights the need for an Interim, Hays should be used to source the worker directly or through their preferred supplier list (PSL). If a suitable candidate cannot be sourced via Hays or their PSL, then an Interim can be hired via another agency provided it is a procurement compliant route that has been approved by Commercial Services and HR. In the current financial year to date 25% of current temporary worker spend is outside of the Hays contract. It should be noted that Hays have taken action in partnership with us since January 2023 to extend their PSL to reduce off contract spend. A number of agencies have joined their PSL were previously commissioned directly.

## **Current spend on contingent workers – agency workers and Interims**

9. Spend is categorised as part temporary labour spend for financial reporting purposes. It is important to see this spend in the context of overall workforce costs. The pay bill for the Corporation (including Institutions and the City of London Police) was £308M in the financial year 2021/22. Spend on contingent labour was £12.4M. This equated to 4.02% of the pay bill. In the current financial year, workforce spend to 31 January 2023 was £299M of which contingent labour spend was £12.1M (4.04%). Overall spend for 2022/23 is forecast to be in the region of £14.5M which amounts to a 14% increase in spend compared to 2021/22. It should be noted that spend on temporary

labour is sometimes charged as consultancy spend so the spend may understated. However, this is not significant.

10. We have worked with Hays to compare our spend on contingent workers. The Head of UK Public Sector advises that the average workforce spend is 8-10% in the public sector and rising upwards of 15-20% for the private sector. It is also well documented that spend on contingent workers in some NHS organisations is in the region of 15-20%.
11. Appendix A provides information on the current number of Interims working at Executive level within the Corporation.

### **Value for Money Considerations and Controls**

12. There will always be requirements to hire interims to meet business needs. The benefits are outlined above. Value for Money considerations are important, and existing controls need to be strengthened. To achieve this, the following arrangements will be put in place with effect from 1<sup>st</sup> May 2023:-

#### **I. Approval process for usage**

Requests to hire to an Interim will set out the reasons for the request e.g. to fill a vacancy or bring in subject matter experience and leadership. There will also be a requirement to specify how the Interim assignment will support succession planning and develop knowledge and capability within the permanent team,

Approval to source an Interim Manager appointment will require the approval of a Chief Officer, Principal or Headteacher.

The use of an Interim to cover any vacant post in the Senior Management Group will be approved by the Town Clerk and Chief Executive in consultation with the relevant service Committee Chair/s .

#### **II. Placement lengths and who can approve them.**

Initial placements should be no longer than six months. Extensions beyond 6 months will require approval by a Tier 1 Chief Officer or the Town Clerk and Chief Executive.

#### **III. Sourcing an Interim through a procurement compliant route.**

All requests to hire an Interim Manager must be made through the Chief Officers / departments assigned HR Business Partner who will commission the Recruitment Service or Institution HR team to source candidates through a compliant route. Commercial Services will

provide advice where the use of the temporary worker contract including preferred supplier list is not appropriate.

#### **IV. Monitoring and oversight of Interim Manager usage**

Improving workforce reporting which includes spend on temporary labour is a key improvement priority as it is essential that Leaders have clear visibility of all workforce spend. This will be introduced as part of the new ERP solution for the Corporation. In the interim, departmental management teams will be required to monitor and review utilisation regularly. Utilisation will also be reported to Executive Leadership Board on a quarterly basis.

### **Corporate & Strategic Implications**

13. Strategic implications – There will always be a need to be able to hire interims to meet urgent business requirements, provide specialist skills and increase capacity. There is likely to be an increased need to utilise interims in hard to recruit areas given current labour shortages especially in professional services areas such as legal, property and finance.
14. Financial implications – Whilst it is undoubtedly more expensive to fill jobs on an interim basis, the level of usage across the organisation appears fairly well contained. In the hard to recruit areas, daily rates are high, and it is incumbent to secure best value out of these individuals e.g. key additional targets such as enabling cultural or process transformation; or bringing expertise to bear in a way that alleviates pressure on permanent employees and brings about change. In some cases, using an interim with wider skill base than necessary for the post being filled can be a cost saving measure, when compared to rates charged for work by consultancy firms; but this needs to be managed effectively. Conversely, managed badly, the costs quickly become a drain on a department's resources. For departments or institutions with a significant use of interims, close monitoring will be required to ensure delivery of outcomes needed.
15. Resource implications – There will be additional resource implications arising from introducing the new measures but these are considered to be proportionate and appropriate.
16. Legal implications – There are no legal implications arising from the report.
17. Risk implications – No risks arise from this report but recruitment and retention is now a Corporate Risk and there is likely to be an increased need to rely on Interims due to recruitment and retention issues facing the Corporation. Factors such as reward and our value proposition affect our ability to be able to successfully attract the best talent to work for the Corporation. This is being addressed through the Reward Refresh and the development of our People Strategy and but will take time to implement. There are also wider issues affecting the labour market which exacerbate the

situation. This means there is going to be increased requirement to utilise contingent workers in the medium term.

18. Equalities implications – Contingent workers should be hired in accordance with the Corporations recruitments and selection policy. This will ensure fair recruitment takes place.

19. Climate implications – None

20. Security implications – None

## **Conclusion**

21. The report sets out the current context and new controls that are being introduced to manage spend. The report also highlights that spend is unlikely to reduce in the short term.

## **Appendices**

Appendix A – Interims working at Assistant Director level and above across the Corporation.

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Interim Executive Level appointments at the City of London Corporation

April 2023

Department	Post	Start date	Notes
Children and Community Services	Executive Director	October 2022	Covering a vacancy
Chamberlains and Financial Services	Assistant Director	January 2023	Covering a vacancy
	Assistant Director	February 2023	Covering a vacancy
City of London Independent Schools	Bursar (1 School)	September 2021	Assignment ends May 2023
Department of the Chief Operating Officer	2 x Assistant Directors in HR	October 2022	Covering Vacancies. One assignment ends in May 2023.
	Service Transformation Director – Digital Services and IT	January 2023	

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<b>Committee(s):</b> EDI Inclusion Sub-Committee – For Decision Corporate Services – For Decision Policy & Resources – For Decision	<b>Dated:</b> 7 March 2023 19 April 2023 20 April 2023
<b>Subject: Draft Equality Objectives consultation</b>	<b>Public</b>
<b>Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?</b>	1,2,3,4,5, 8
<b>Does this proposal require extra revenue and/or capital spending?</b>	<b>No</b>
<b>If so, how much?</b>	<b>N/A</b>
<b>What is the source of Funding?</b>	<b>N/A</b>
<b>Has this Funding Source been agreed with the Chamberlain’s Department?</b>	<b>N/A</b>
<b>Report of: Emma Moore, Chief Operating Officer</b>	<b>For Decision</b>
<b>Report author: Saida Bello, Director of Equality, Diversity and Inclusion, EDI directorate</b>	

## Summary

In December 2022, the EDI Sub-Committee considered the timeline for consultation on new overarching Equality Objectives for the City of London Corporation (CoLC). The proposed Equality Objectives will be applicable to all departments in the CoLC, its institutions, and its public services.

The draft Equality Objectives have gone through an internal consultation process. The draft consultation document was well received by both Members, the Executive Leadership Board and staff who have provided various comments on Version 8 of the document.

This report recommends that the proposed new Equality Objectives are agreed, subject to comments from Members, which will be incorporated into Version 9.

All key stakeholders will then be consulted on Version 9 of the draft Equality Objectives for 12 weeks as proposed in the timeline in **Appendix A**. The consultation period will allow key stakeholders including staff, residents (both within and outside the Square Mile), institutions, City Workers and Members to contribute to the development of the CoLC’s overarching Equality Objectives.

## Recommendation(s)

Members are asked to:

- Agree that, subject to comments and amendments made by both Policy and Resources and Corporate Services, external consultation can commence on the proposed Equality Objectives 2023 to 2027 as set out in the attached timeline.

## Main Report

### Background

1. The [Public Sector Equality Duty](#) (Section 149 of the Equality Act 2010) is supported by specific duties under the Equality Act 2010 ([Specific Duties Regulations 2011](#)) which require public bodies to set themselves, specific and measurable Equality Objectives every four years.

### Current Position

2. The CoLC's current four-yearly Equality Objectives covered 2016 to 2020 and they are set out below. The previous Equality Objectives aimed to:
  - Increase community engagement and improve cohesion within our communities so that people feel safe
  - Support the City's most disadvantaged groups and develop our understanding of our communities
  - Improve the way we listen to our communities and respond to their feedback to improve our services
  - Promote staff development and career progression to ensure equality of opportunity for promotion and the development of a workforce that reflects the make-up of our communities

### Best practice

3. The Local Government Association (LGA) has developed the [Equalities Framework for Local Government](#) (EFLG) which provides guidance for improving performance in relation to equalities. This enables local authorities to assess their performance against best practice.
4. The four key areas set out by the LGA in the EFLG to support local authorities in benchmarking their equality functions are as follows:
  - i. Understanding and Working with your Communities
  - ii. Leadership and Organisational Commitment
  - iii. Responsive Services and Customer Care
  - iv. Diverse and Engaged Workforce
5. In accordance with the EFLG framework and current priority areas discussed by Members, five proposed Equality Objectives have been drafted. The draft Equality Objectives can be found at **Appendix A** and are summarised below.

## Equality Objectives – in summary

### **Equality Objective 1 – Socio-Economic diversity**

*Working collaboratively with our stakeholders to enable individuals from all socio-economic backgrounds to flourish and reach their full potential.*

### **Equality Objective 2 – Building inclusive communities**

*Promoting a data-led and evidence-based approach to understanding and working with our inclusive communities.*

### **Equality Objective 3 – Inclusive and supportive leadership**

*Taking a broad and intersectional approach to equality, diversity and inclusion that is not limited to the nine protected characteristics in the Equality Act 2010.*

### **Equality Objective 4 – Inclusive and accessible services**

*Co-creating a community-centred approach to service delivery bolstered by an effective community engagement strategy.*

### **Equality Objective 5 – Diverse and engaged workforce**

*Enabling career progression opportunities for all staff and the development of a suitably skilled workforce that reflects the composition of our communities.*

6. Given the importance of Socio-Economic diversity to the City of London Corporation, the first Equality Objective has been included.

### **Proposed timeline for consultation**

7. The internal consultation on the Equality Objectives will remain open until 29 April. This will allow time for amendments to be incorporated into Version 9 of the draft Equality Objectives consultation. It is proposed that consultation with both internal and external stakeholders take place between May and July 2023 for a minimum period of 12 weeks.

### **Alignment with strategic priorities**

8. The above proposal is aligned with ongoing plans for the development of a broader community engagement strategy with City Workers and their Staff Networks which the EDI directorate will support. This broader engagement will be delivered by the Head of Campaigns and Community Engagement in the Deputy Chief Executive and Town Clerk's office. In addition to this, the EDI agenda supports other strategic projects including Destination City and Climate Change which require increased engagement with the CoLC's stakeholders.

## **Our aspirations**

9. The EFLG framework mentioned in paragraph 3 above, has three levels of achievement which can be used to benchmark local authorities. Our aspirations are to move from our current position as a “Developing” local authority to “Achieving” and then to “Excellent”. We intend to move from “Developing” in 2023 to “Excellent” by the end of the proposed Equality Objectives in 2027.

This proposal for new Equality Objectives 2023 to 2027 and for consultation within an agreed timescale, will be the first step towards the realisation of our above aspirations. We, therefore, recommend the draft Equality Objectives to Members.

## **Corporate & Strategic Implications**

### Strategic implications

The proposals align with outcomes 1, 2 3, 4, 5 and 8 of the Corporate Plan 2018 to 2023. They also align with the CoLC’s Social Mobility Strategy 2018 to 2028 and other Strategic Plans.

Resource implications –The project led by the EDI directorate is cross-cutting and it will have resource implications for all CoLC departments, services, and institutions. Consequently, each department and institution should consider the human and financial resources required to achieve the Equality Objectives of the CoLC and to comply with the CoLC obligations under the Equality Act 2010 and related regulations.

Legal implications – The Public Sector Equality Duty (Section 149 of the Equality Act 2010) is supported by the specific duties regulation which requires public bodies to set themselves, specific and measurable Equality Objectives every four years. This proposal will enable the CoLC to comply with its obligations and specific duties regulations in the Equality Act.

Risk implications – The risk of non-compliance with the Equality Act 2010 and related regulations includes reputational damage and the possibility of proceedings being brought by the Equalities and Human Rights Commission.

Equalities implications – This proposal will enable the CoLC to comply with the Public Sector Equality Duty 2010, Section 149 which covers the Public Sector Equality Duty and the Specific Duties regulations mentioned above. This proposal involves setting objectives required to comply with the Equality Act 2010. This proposal, is therefore, likely to have a positive impact on citizens protected by existing equality legislation which are age, disability, gender reassignment, race, religion or belief, sex, sexual orientation, marriage and civil partnership and pregnancy and maternity.

The proposal allows for a 12-week consultation period to enable key stakeholders including staff, equality representatives, staff networks and other stakeholders to be consulted on the changes and to contribute to the Equality Objectives.

Furthermore, an Equality Impact assessment will be completed to ensure that both positive and negative impacts of this proposal have been considered.

Climate implications – N/A

Security implications – N/A

## **Conclusion**

10. Members are asked to review and comment on the draft Equality Objectives consultation document. Comments will be incorporated into Version 9 of the consultation document. This is in line with the timeline in Appendix A. The Equality Objectives will ensure that the Corporation continues to be compliant with the Equality Act 2010 and the specific duties in the Act.

## **Appendices**

- Appendix A – Proposed timeline for consultation
- Appendix B – The Equality Objectives consultation document (Version 8).

## **Background Papers - None**

### **Saida Bello**

Director of Equality, Diversity and Inclusion  
EDI directorate, City of London Corporation

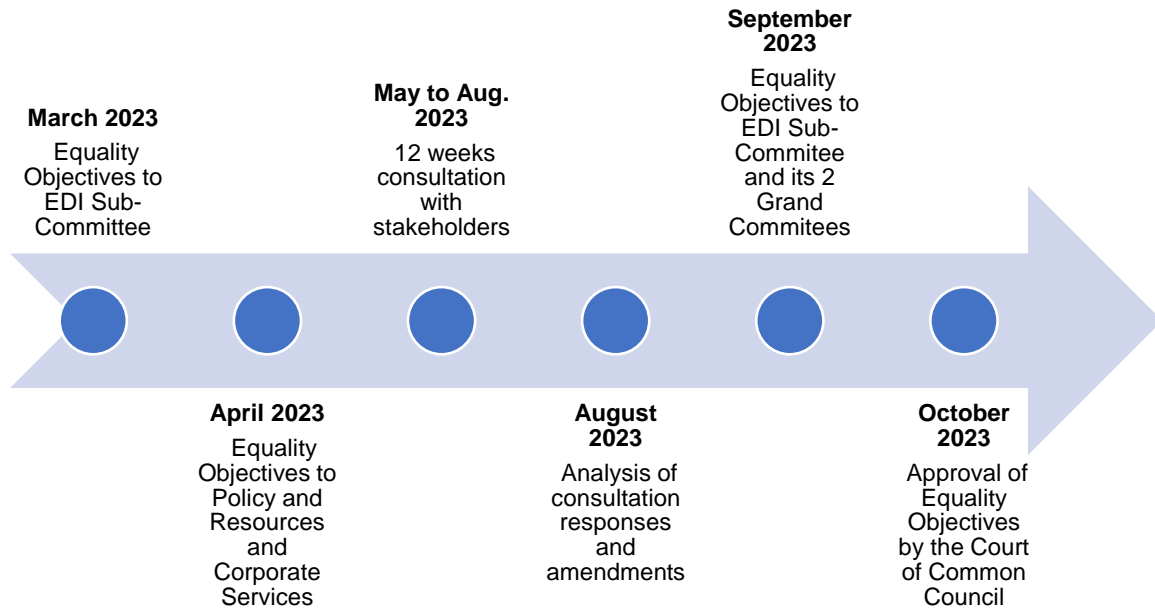
E: [saida.bello@cityoflondon.gov.uk](mailto:saida.bello@cityoflondon.gov.uk)

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## Appendix 1 – Proposed timeline for consultation

### City of London Corporation’s Equality Objectives 2023 to 2027



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**COVER PAGE**

**DRAFT EQUALITY, DIVERSITY AND INCLUSION CONSULTATION DOCUMENT**

**SAIDA BELLO – DIRECTOR OF EDI**

**EDI DIRECTORATE, CHIEF OPERATING OFFICERS DIVISION**

**CITY OF LONDON CORPORATION**

**26 March 2023**

1. Our institutions include the Barbican Centre, Bridge House Estates, City of London Police, Guildhall School of Music and Drama, City of London School, City of London School for Girls, City of London Freeman’s School, and the schools in the City of London Academies Trust.
2. Our stakeholders include residents, workers, visitors, businesses, developers, volunteers, service users and our neighbouring local authorities.

## FOREWORD

The City of London Corporation (“the City Corporation”) is unique. Our reach and influence are significant and powerful – in the City of London, in London, the UK and globally. We use this influence to create a better society. We work to ensure the City of London is a place where everyone believes their potential can be realised and where everyone feels a true sense of belonging.

We welcome the duties placed on us by the Equality Act 2010 (“the Act”) and the nine protected characteristics named in the legislation. Our intersectional approach, recognises that there are inequalities not covered by the Act – for instance socio-economic inequalities – that need to be addressed to remove any unnecessary barriers to accessing our services.

As a hybrid organisation, our functions as a local authority only represents about one-third of what we do. The other two-thirds of our work focuses on our commercial, charitable, and other unique roles. We are proud that this work includes funding the Barbican Centre, the London Metropolitan archives and managing national treasures such as Epping Forest and the historic Smithfield market. In addition, we run the biggest charitable trust in the country, Bridge House Estates and our Lord Mayor represents the UK as a global ambassador in the financial and professional services sector.

We recognise that equality, diversity and inclusion (EDI) is central to every single function that we perform. We believe that EDI is vital to the Square Mile’s continuing business and economic success. We are based at the heart of London which is one of the most diverse cities in the world. We know that we must attract, engage and retain the widest possible pool of global talent to improve productivity, innovation and diversity of thought and perspective. We will maintain the global attractiveness of the City of London as the place of choice to live, work and visit.

Promoting EDI is also central to our wider work such as addressing climate change through our approach to environmental, social and governance standards and principles. To succeed, we know we must work in partnership with our institutions and external stakeholders.

Our collective commitment to the pursuit of EDI is well established but there is much more for us to do. To give our work clear direction we are in the process of setting five simply stated equality objectives, each with associated aspirational targets, which we set out in this document.

We want to hear your views - as residents, city workers, visitors, or businesses- about our draft equalities objectives. Are they clear enough, strong enough, sufficient, relevant, and likely to make an impact? Can you commit to working with us to achieve them? Our ambition is to be a global thought leader for our approach to EDI. We invite you to help shape this important part of the next phase of our journey.

**Deputy Andrien Meyers**

Chairman

Equality, Diversity and Inclusion Sub-Committee

**Dr Joanna Abeyie**

Deputy Chairman

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## OUR VISION, OUR ROLE, OUR REACH

The City of London Corporation is the governing body of the Square Mile dedicated to a vibrant and thriving City, supporting a diverse and sustainable London within a globally-successful UK. The Square Mile is the historic centre of London and is home to the City – the financial and commercial heart of the UK.

Our reach extends far beyond the Square Mile's boundaries and crosses the private sector, public service, and our charitable and community sector responsibilities. This, along with our independent and non-party political voice and convening power, enables us to promote the interests of people and organisations across London and the UK and play a valued role on the world-stage.

### Some key facts:

- There are 513,000 workers in the City of London, or 10% of London's total workforce.
- 1 in 58 UK workers are employed in the Square Mile.
- Around 18m people visit the Square Mile every year, spending over £1.7bn.
- We maintain over 11,000 acres of green spaces which are visited by over 23 million people a year.
- Our charity-funder, City Bridge Trust, is London's largest independent charitable funder, distributing over £20m a year.
- We are the founder and principal funder of the Barbican Centre.
- We provide the Guildhall School of Music and Drama as part of our contribution to the cultural life of London and the nation.
- We provide policing governance for the City of London Police.
- The City is the country's fourth largest funder of culture, investing £110m each year in heritage and cultural activities.
- £75bn (11%) of the total tax contribution to the UK is generated from financial services.
- The City of London Academies Trust, comprising ten schools, is judged by the Sutton Education Trust to be England's top academy sponsor for the progress of disadvantaged pupils.
- The City is home to 23,580 businesses, with nearly 99% of these being SMEs but the large firms (1%) provide over 50% of the City's jobs.
- There are approximately 8,500 residents living in the City of London.
- The City of London has an annual revenue budget of £165m and employs around 3,900 people.

This reach gives us powerful influence. We recognise our responsibility to use this influence for the good of society. We welcome our responsibilities in relation to promoting EDI. We believe that setting clear equality objectives will help us, our institutions and our stakeholders to do this.

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## OUR CORPORATE COMMITMENT

The City Corporation's Corporate Plan 2018 to 2023 sets out the priorities that inform our work. We have agreed three simply stated corporate aims.

- (i) Contribute to a flourishing society.
- (ii) Shape outstanding environments.
- (iii) Support a thriving economy.

Each is supported by a range of objectives, several of which relate directly to EDI. We will.

- Promote equality and inclusion in health through outreach to our working, learning and residential communities and better service design and delivery.
- Promote and champion diversity, inclusion and the removal of institutional barriers and structural inequalities.
- Provide access to world-class heritage, culture and learning to people of all ages, abilities and backgrounds.
- Promote effective progression through fulfilling education and employment.
- Bring individuals and communities together to share experiences and promote wellbeing, mutual respect and tolerance.
- Support access to suitable community facilities, workspaces and visitor accommodation.

In "*The Square Mile – Future City*" report 2021, we repeat our commitment to EDI. We reaffirm that while we continue to celebrate openness, accessibility, and diversity in all its forms, there is still more work to be done. For example, among the City's workforce only 37% identify as female and Black and minority ethnic communities are also underrepresented. We remain committed to creating a sense of belonging for everyone who comes to the City of London.

Whilst the corporate objectives set out above relate explicitly to EDI, we also recognise that our other corporate priorities such as our Climate Action Strategy 2020 to 2027 have an EDI dimension.

To provide more detailed direction and oversight of our EDI, we strengthened our EDI governance structure by establishing the EDI sub-committee in September 2022. This sub-committee which is led by our elected Members is a joint sub-committee of the Policy and Resources and Corporate Services committee. The EDI sub-committee has oversight of the City Corporation's policies, practices, and impact with respect to EDI and social mobility.

We will work closely with our institutions and external partners to ensure that, across all sectors, the City Corporation is recognised as a thought leader in EDI and social mobility.

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# THE CITY CORPORATION'S DRAFT EQUALITY OBJECTIVES

The Public Sector Equality Duty (Section 149 of the Equality Act 2010) is supported by specific duties under the Equality Act 2010 (“the Act”) which require public bodies to set themselves specific and measurable equality objectives every four years.

The Act defines nine protected characteristics (age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex, sexual orientation). We understand that our approach must adopt an intersectional perspective that not only acknowledges other inequalities, such as socio-economic inequalities, but also the fact that, whilst some protected characteristics are visible, others are not.

## WHY ARE WE UNDERTAKING THIS CONSULTATION?

We are committed to engaging with our stakeholders to strengthen our approach to EDI. In 2022 we initiated the EDI directorate to lead our corporate EDI function and strengthened our EDI governance structure. Our approach going forward will involve co-producing our EDI strategy in partnership with our institutions and stakeholders. We are committed to co-creating a world-class ecosystem in the City of London. We would, therefore, welcome your views from the outset of our EDI journey.

Your response to this consultation is very important to us, and we will use it to both inform the final version of our equality objectives and to develop our city-wide EDI strategy.

### Our five draft equality objectives – brief overview

**Equality Objective 1 – Socio-Economic diversity**

*Working collaboratively with our stakeholders to enable individuals from all socio-economic backgrounds to flourish and reach their full potential.*

**Equality Objective 2 – Building inclusive communities**

*Promoting a data-led and evidence-based approach to understanding and working with our inclusive communities.*

**Equality Objective 3 – Inclusive and supportive leadership**

*Taking a broad and intersectional approach to equality, diversity and inclusion that is not limited to the nine protected characteristics in the Equality Act 2010.*

**Equality Objective 4 – Inclusive and accessible services**

*Co-creating a community-centred approach to service delivery bolstered by an effective community engagement strategy.*

**Equality Objective 5 – Diverse and engaged workforce**

*Enabling career progression opportunities for all staff and the development of a suitably skilled workforce that reflects the composition of our communities.*

It will be important for us to be clear about how each objective influences outcomes and meets our targets. The next section of this document proposes the key pieces of evidence which will enable our impact to be measured and evaluated over the next four years.

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## **EQUALITY OBJECTIVE 1: Socio-Economic Diversity**

*Working collaboratively with our stakeholders to enable individuals from all socio-economic backgrounds to flourish and reach their full potential.*

### **We Will**

- Ensure the *Five-Point Pathway* recommended by the Socio-Economic Diversity Taskforce is implemented. This commits us to: assigning an executive-level social mobility champion; collecting data on socio-economic background; monitoring socio-economic diversity at senior levels; setting organisational targets for socio-economic diversity; and publishing data and sharing best practice with external partners.
- Encourage our external partners to conduct regular workforce surveys to ascertain progress against this objective.
- Work with our family of schools to implement strategies that reduce the attainment gap between groups of pupils.
- Review progress and work in partnerships with institutions and other stakeholders on projects that assist in meeting socio-economic diversity targets.
- Adopt a broad and intersectional approach to EDI that includes our duties under the Equality Act 2010, our social mobility strategy 2018 to 2028 and to address other inequalities.

### **Our Five Aspirational Targets**

- An executive-level champion for socio-economic diversity is appointed to oversee an officer's working group responsible for implementing the social mobility strategy 2018 to 2028.
- Our annual diversity disclosure campaigns result in an increased proportion of staff who self-declare their socio-economic and diversity status.
- Financial and professional services organisations in the City monitor their progress against the Socio-Economic Diversity Taskforce's recommendations.
- All our schools are judged to be good or outstanding for their work designed to reduce the attainment gap between groups of pupils.
- An increasing proportion of young people in our schools and children in our care achieve benchmark exam grades at 16 and 19

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## **EQUALITY OBJECTIVE 2: Building Inclusive Communities.**

*Promoting a data-led and evidence-based approach to understanding and working with our inclusive communities.*

### **We Will**

- Develop a key data set that enables the City Corporation, its institutions, and stakeholders to evaluate progress on achieving our equality objectives.
- Report, annually, on progress being made on achieving our targets and consider how our equalities work can be further strengthened.
- Work with the communities associated with our institutions and stakeholders to secure commitment to our data-led and evidenced-based approach.
- Evaluate and strengthen the City Corporation's arrangements for consulting, understanding and working with our communities, including continuing the annual residents conference and the development of a wider community engagement strategy.
- Ensure our communities have access to evidence and influence that enables them to contribute effectively to the City Corporation's work.

### **Our Five Aspirational Targets**

- Key data set in place post the analysis of the 2021 Census results
- Strengthened arrangements for consulting, and working with, our residents, communities and stakeholders are in place.
- First annual report on progress in meeting these targets considered by EDI sub-committee by agreed date.
- Survey of our stakeholders, communities and residents (both within and outside the Square Mile) show increased confidence in their ability to shape our work.
- Increased percentage of residents who live within the Square Mile and/or who live outside it but use our facilities and services, say they have the information they need to influence our work.

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## **EQUALITY OBJECTIVE 3: Inclusive and Supportive Leadership**

*Taking a broad and intersectional approach to equality, diversity and inclusion that goes beyond the nine protected characteristics in the Equality Act 2010*

### **We Will**

- Ensure that the work of the City Corporation itself, our institutions and our stakeholders is characterised by a shared commitment to our equality objectives and a joined-up, intersectional approach to our EDI work.
- Ensure that all City Corporation and our institution's business plans are informed by our agreed equality objectives.
- Ensure that our health equalities initiative overseen by the City and Hackney Health and Care Board fully embeds our equality objectives.
- Take regular part in a regular Equality Framework for Local Government assessment.
- Take part in an annual Social Mobility Employers Index assessment.
- Ensure that our EDI sub-committee has an overview of all our equalities related work.

### **Our Five Aspirational Targets**

- Our Equality Framework for Local Government assessment rates our EDI work as excellent.
- Our Social Mobility Employers Index assessment places our EDI work in the top-50 category.
- Our EDI work is recognised through year-on-year improvement in the Stonewall Workplace Equality Index ranking, Race at Work Charter, Women in Finance submission, by recognition as a *disability confident* leader, and other agreed national benchmarks.
- Our key decisions are informed by our equality impact assessments guidance and forms.
- Our EDI sub-committee is satisfied that there is a coherent approach to implementing our equalities objectives across the work of the City Corporation, its institutions and its stakeholders.

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## **EQUALITY OBJECTIVE 4: Inclusive and Accessible Services**

*Co-creating a community-centred approach to service delivery bolstered by an effective community engagement strategy.*

### **We Will**

- Ensure that all our services are accessible (both physically and digitally) and co-designed with service users and stakeholders through an agreed approach to community consultation, co-production, and engagement.
- Strengthening equality analysis in service planning, decision making and impact evaluation across the City Corporation and its institutions.
- Agree a corporate approach to understanding who our stakeholders are and how we can most effectively communicate and engage with them.
- Ensure that all direct services provided by the City Corporation and our institutions are informed by our equality objectives and evaluated against them.
- Improve the systems we use to identify who is using our services and how satisfied they are with them.

### **Our Five Aspirational Targets**

- Our schools and early years settings are judged as good or outstanding.
- Annual surveys of City Corporation and institution services by service users show increased response rates and increased levels of satisfaction.
- A reduction in the number of homeless households, rough sleepers, the unemployed, those reporting an experience of discrimination or harassment and those living in fear of crime.
- An increase in life expectancy, the number of people who believe that people in their area from different backgrounds get on well, and the number of people who believe they can influence local decisions.
- Our institutions and stakeholders are aware of this objective and can evidence how it has been considered and responded to in ways that match their context.

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## **EQUALITY OBJECTIVE 5: Diverse and Engaged Workforce**

*Enabling career progression opportunities for all staff and the development of a suitably skilled workforce that reflects the composition of our communities*

### **We Will**

- Conduct regular staff surveys covering the City Corporation and our institutions.
- Ensure our *people strategy* informs, and is informed by, these equality objectives.
- Ensure we gather and share annual workforce data on the make-up of our staff including all staff employed by our institutions.
- Provide annual and regular EDI data informed workforce reporting.
- Introduce targeted strategies and mitigations to reduce pay gaps and address other inequalities.
- Ensure work is accessible, both physically and digitally, for all employees.
- Review and strengthen EDI learning and development programmes.
- Encourage our stakeholders to commit to, and address, this objective in the context of their own work.

### **Our Five Aspirational Targets**

- Staff survey results show improved outcomes in engagement, ability to influence work and sense of well-being across all staff and across all diversity groups.
- Annual workforce data on staff recruitment and retention shows similar recruitment and career progression rates for staff across all diversity groups.
- HR data on pay and grade gaps shows an improving picture across all diversity groups.
- Year-on-year increases in the proportion of staff who self-declare their diversity characteristics.
- HR data shows a reduction in the number of sickness absence reported and grievances made by staff for reasons related to protected characteristics and an increased confidence in how such cases are managed.

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## THE CONSULTATION PROCESS

This consultation document was agreed by the City Corporation's Equality, Diversity and Inclusion sub-committee in March 2023. It was subsequently agreed by the Corporate Services committee and the Policy and Resources committee in April 2023.

We encourage everyone interested in the work of the City Corporation, as a resident, city worker, visitor, business owner, service user, or in any other capacity, to comment on these draft objectives. Your views will be most welcome.

### Our Consultation Principles

We believe that an effective consultation process should be:

- **Inclusive** – we endeavour to engage with all interested individuals, groups and organisations and will actively seek out and welcome the views of those who do not normally get involved in consultations.
- **Accessible** – we have designed simply stated objectives and targets; will make this document available in hard copy and electronically; and will assist those who experience any barrier to participation in this consultation.
- **Influential** – we believe that the consultation process should have influence on our policy making process.

### Our Consultation Methods

You can respond to this consultation in writing to the EDI Directorate, Chief Operating Officers Division, City of London Corporation, Guildhall, Gresham Street, London, EC2V 7HH or by email to [saida.bello@cityoflondon.gov.uk](mailto:saida.bello@cityoflondon.gov.uk) or via the Equality, Diversity and Inclusion dedicated section of our website.

### Our Key Consultation Questions

We particularly would like your views on the following questions:

- 1 Do you support the five equality objectives? If not, how could they be improved?
- 2 Do you believe the five equality objectives are strong enough? If not, how could they be strengthened?
- 3 Do you believe the five equality objectives and targets provide a sound base for measuring progress? If not, how could they be improved?
- 4 Are you prepared to commit to these five equality objectives and to working together to achieve the targets?

For the first part of each question, please use a five-point scale with 5 being "very much so" to 1 being "not at all".

### Our Consultation Timescale

This consultation period runs for twelve weeks between May and July 2023. The closing date is 31 July 2023. The responses will be considered soon after and a final set of objectives and targets will be agreed and made widely known later in 2023.

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