



Corporate Services Committee – Main Agenda

Date: WEDNESDAY, 3 JULY 2024
Time: 1.45 pm
Venue: COMMITTEE ROOM - 2ND FLOOR WEST WING, GUILDHALL

Members:

| | |
|--------------------------------------|-----------------------------------------|
| Deputy Alastair Moss (Chair) | Alderwoman & Sheriff Dame Susan Langley |
| Florence Keelson-Anfu (Deputy Chair) | Gregory Lawrence |
| Deputy Randall Anderson | Deputy Edward Lord |
| Deputy Keith Bottomley | Catherine McGuinness |
| Alderman Sir Charles Bowman | Timothy McNally |
| Deputy Henry Colthurst | Benjamin Murphy |
| Anthony David Fitzpatrick | Mandeep Thandi |
| Steve Goodman | James Tumbridge |
| Deputy Christopher Hayward | Philip Woodhouse |

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<https://www.youtube.com/@CityofLondonCorporation/streams>

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Ian Thomas CBE
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 non-public summary of the meeting held on Wednesday, 15 May 2024.

For Decision
(Pages 5 - 12)

4. **IMPROVING THE HEALTH AND WELLBEING OF THE CITY'S ESSENTIAL, CASUAL AND CONTRACTED OUT WORKERS**

Joint Report of the Executive Director of Community and Children's Services and the Director of Public Health, City & Hackney.

For Decision
(Pages 13 - 24)

5. **ANNUAL EMPLOYEE PROFILE REPORT 2023 - 2024**

Report of the Executive Director of Human Resources & Chief People Officer.

For Information
(Pages 25 - 108)

6. **GENDER, ETHNICITY AND DISABILITY PAY GAPS (MARCH 2023 SNAPSHOT)**

Report of the Executive Director of Human Resources & Chief People Officer.

For Information
(Pages 109 - 140)

7. **HEALTH & SAFETY UPDATE**

Report of the Interim Deputy Town Clerk.

For Information
(Pages 141 - 150)

8. **COMMITTEE FORWARD PLAN**

Report of the Executive Director of Human Resources & Chief People Officer.

For Information
(Pages 151 - 152)

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

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

11. **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

12. **NON-PUBLIC MINUTES**

To agree the non-public minutes of the meeting held on Wednesday, 15 May 2024.

For Decision
(Pages 153 - 156)

13. **UPDATE ON STAFF SURVEY RESULTS 2024**

Report of the Executive Director of Human Resources & Chief People Officer.

For Information
(Pages 157 - 172)

14. **AMBITION 25**

Report of the Executive Director of Human Resources & Chief People Officer.

For Information
(Pages 173 - 180)

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**

Part 3 - Confidential Agenda

17. **CONFIDENTIAL MINUTES**

To agree the Confidential minutes of the last meeting held on Wednesday, 15 May 2024.

For Decision

For Formal Decision

18. **CENTRAL CRIMINAL COURT CLEANING SERVICES**

Report of the City Surveyor.

For Decision

For Information

19. **CITY OF LONDON CHILDREN'S CENTRE SERVICES - REVIEW**

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

For Information

20. **RECRUITMENT OF THE COMMISSIONER FOR THE CITY OF LONDON POLICE**

Report of the Executive Director of Human Resources & Chief People Officer.

For Information

21. **TOWN CLERK'S UPDATE**

The Town Clerk to be heard.

For Information

CORPORATE SERVICES COMMITTEE **Wednesday, 15 May 2024**

Minutes of the meeting of the Corporate Services Committee held at Guildhall on
Wednesday, 15 May 2024 at 1.45 pm

Present

Members:

Deputy Alastair Moss (Chair)
Florence Keelson-Anfu (Deputy Chair)
Anthony David Fitzpatrick
Steve Goodman
Gregory Lawrence
Deputy Charles Edward Lord
James Tumbridge
Philip Woodhouse

Officers:

| | |
|-----------------------|----------------------------------------------------------------|
| Ian Thomas | - Town Clerk |
| Michael Cogher | - Comptroller and City Solicitor |
| Alison Littlewood | - Executive Director of Human Resources & Chief People Officer |
| Caroline Al-Beyerty | - The Chamberlain |
| Dionne Corradine | - Chief Strategy Officer |
| Greg Moore | - Interim Deputy Town Clerk |
| Dionne Williams-Dodoo | - Assistant Director – HR |
| Faye Johnstone | - Assistant Director – HR |
| Oliver Sanandres | - Director and Head of Profession (Health & Safety) |
| Colette Hawkins | - HR Business Partner, Town Clerk's |
| Simon Gray | - Head of Rewards and Benefits |
| Chris Fagan | - Chamberlain's Department |
| John Cater | - Committee Clerk |

1. APOLOGIES

Apologies for absence were received from Deputy Randall Anderson, Alderman Sir Charles Bowman, Deputy Henry Colthurst, Deputy Christopher Hayward, Catherine McGuinness, Timothy McNally, Benjamin Murphy, and Mandeep Thandi.

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

There were no declarations of interest.

3. **ORDER OF THE COURT**

The Committee received the Order of the Court of Common Council from Thursday, 25th April 2024 appointing the Corporate Services Committee until the first meeting of the Court in April 2025.

4. **ELECTION OF CHAIR**

Ahead of the election of the Chair and Deputy Chair, the Town Clerk reminded Members of Standing Orders 29.4 and 30.5, whereby any Member interested in standing for the positions of Chair or Deputy Chair is asked to inform the Town Clerk by no later than one full working day ahead of the meeting. The Town Clerk confirmed that the positions of Chair and Deputy Chair of the Corporate Services Committee were uncontested.

The Chair thanked Members for continuing to place their trust in him and highlighted the progress made over the past year whilst stressing the importance of working together to navigate the busy upcoming workload over 2024/25.

RESOLVED, that – being the only Member expressing a willingness to serve, Deputy Alastair Moss be elected as Chair of the Corporate Services Committee for 2024/25.

5. **ELECTION OF DEPUTY CHAIR**

RESOLVED, that – being the only Member expressing a willingness to serve, Florence Keelson-Anfu be elected as Deputy Chair of the Corporate Services Committee for 2024/25.

The Deputy Chair thanked Members for their continued support and reiterated the Chair's comment that vital work lay ahead.

6. **APPOINTMENTS**

The Committee approved the compositions and Terms of References for the Joint Consultative Committee (JCC) and the Senior Remuneration Sub-Committee and after requesting expressions of interest, it was:

RESOLVED –

That the following appointments be made to the Joint Consultative Committee for 2024/25:-

- Deputy Alastair Moss (Chair of the JCC)
- Florence Keelson-Anfu (Deputy Chair of the JCC)
- Anthony Fitzpatrick
- Gregory Lawrence
- Deputy Edward Lord
- Philip Woodhouse
- The Finance Committee representative, Steve Goodman

That the following appointments be made to the Senior Remuneration Sub-Committee for 2024/25:-

- Alastair Moss (Chair of the Sub-Committee)
- Deputy Edward Lord
- Florence Keelson-Anfu
- Gregory Lawrence
- Benjamin Murphy
- Philip Woodhouse
- The Finance Committee representative, Steve Goodman

In addition, the Committee noted the other appointments to the Senior Remuneration Sub-Committee for 2024/25:

- Policy & Resources Committee Chairman: Deputy Christopher Hayward (who will serve as Deputy Chair of the Sub-Committee for 2024/25).
- Policy & Resources Committee Deputy Chair: Deputy Keith Bottomley
- Finance Committee Chairman: Deputy Henry Colthurst
- General Purposes Committee of Aldermen Chairman: Alderman Sir William Russell

In addition, the Committee made the following three appointments to the Equality, Diversity, and Inclusion (Policy & Resources) Sub-Committee for 2024/25:

- Florence Keelson-Anfu
- Gregory Lawrence
- Deputy Edward Lord

The Committee made the following two appointments to the Member Development and Standards (Policy & Resources) Sub-Committee for 2024/25:

- Deputy Edward Lord
- Philip Woodhouse

7. **MINUTES**

RESOLVED – That the public minutes and non-public summary of the meeting held on Wednesday, 10 April 2024 be approved as an accurate record, subject to the following amendment:

James Tumbridge confirmed that he provided his apologies in advance of the meeting. The Town Clerk confirmed that this would be rectified on the final version of the minutes.

Under matters arising, the Chief People Officer confirmed that the concerns raised around the arrangements for recruitment to senior roles at the City's independent schools and other similar City institutions, such as the Guildhall School of Music & Drama, had been reflected upon after the discussion at the last meeting, and adjusted proposals, which took these nuances into account, were submitted to the Policy & Resources Committee's May meeting for approval.

It was noted that the Boarding Houses of the City of London Freemen's School were not included in the scope of the Building Safety Case.

8. **PUBLIC MINUTES OF THE SENIOR REMUNERATION SUB-COMMITTEE**
RESOLVED – that the draft public minutes of the Senior Remuneration Sub-Committee meeting of Wednesday, 21 February were noted.

9. **ENTERPRISE RESOURCE PLANNING (ERP) PROGRAMME UPDATE**
The Committee received a joint Report of the Chamberlain and the Chief People Officer concerning the Enterprise Resource Planning (ERP) Programme.

RESOLVED – that the Committee noted the Report.

10. **HEALTH AND SAFETY UPDATE**
The Committee received a Report of the Interim Deputy Town Clerk concerning Health and Safety.

In response to a query, officers confirmed that the cable strike at Giffords Wood, Epping had occurred due to staff not being aware of the location of the cables. This was particularly unfortunate, given that co-ordination had occurred between the power networks and the department in the preceding weeks leading up to the work; however, due to staff then departing on annual leave, access to the mapping system on the day of the work had lapsed; staff did not attempt to regain access to the system and instead attempted to carry out the work without being aware of the location of the cables; this was then compounded by a failure to carry out the normal pre-scan processes before digging. An investigation was ongoing, and the lessons learned would be embedded. This would be in addition to the wider Health & Safety training programme which would be aimed at enhancing and developing the abilities of managers to drive change and improvements in their teams.

Separately, it was confirmed that the risk identified in the Quadriga Action Plan concerning the potential impact of forklift trucks on the cast iron columns supporting the roof at Smithfield Market was being addressed as a matter of urgency by the Smithfield Market Team, it was also confirmed that the trucks were not generally in use around this area of Smithfield.

In response to a query, the Director of Health & Safety stressed that whilst the organisation was tackling these challenges, locally there remained a laissez-faire approach to closing out all but the most critical actions after audits had been undertaken. There were likely to be several factors behind this and a concerted effort would be required to change this culture.

It was confirmed that the governance processes concerning the recent Red Bull stunt team event at Tower Bridge had been compliant. As well as the appropriate officer forums, the matter was also considered by the City Bridge Foundation Board. Whilst acknowledging that the City's oversight of events at assets such as Tower Bridge were facilitated primarily through the local departments, the Chief Strategy Officer, emphasised that, in the interests of collaborative working, she would, via the Chief Officer Risk Management Group, ask stakeholders to highlight higher profile events at City assets with a

greater risk for health and safety concerns to ensure that these were being fed through all of the appropriate channels.

Officers emphasised the ongoing work to train managers about dealing with any physical and/or verbal abuse suffered by their direct reports from members of the public. This wasn't yet a centralised workstream due to a higher number of these types of instances impacting on certain specific departments (e.g., Environment) more than others, however, this would be considered, as a joined-up approach stressing zero tolerance of any abuse of any City Corporation staff would carry greater weight.

In the event of racist or other forms of discriminatory abuse, cases were often instead led by the relevant Police force.

Members thanked officers for this information and asked that progress on these areas were brought back regularly to Committee.

RESOLVED – that the Committee noted the Report.

11. COMMITTEE'S FORWARD PLAN

The Committee received a Report of the Chief People Officer concerning the Committee's Forward Plan for the remainder of 2024.

In response to a request, officers confirmed that updates on the ERP Programme would come to the Committee on a quarterly basis. In addition, deep dive sessions would be organised over the coming period, and these would be open to Members of the Committee to attend.

In response to a query, officers confirmed that the employment policy changes being proposed by the Labour Party were being closely considered by the HR department. HR would coordinate these efforts with the Remembrancer's Department.

RESOLVED – that the Committee noted the Report.

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

Members highlighted concerns about the recent amendments to the Member-led Senior/Chief Officer recruitment process. A Report on these matters had been considered by Members of the Committee at its previous meeting and the paper had then been considered by the Policy & Resources Committee on 9th May, with final approval of the recommendations due at the 23rd May meeting of the Court of Common Council.

Of particular concern was that the documentation as written seemingly indicated an order of precedence with some Committee Chairmen/Chairs given more weight than others when it came to being involved in the recruitment of Chief/senior officers. This was disappointing as Committees at the City were supposed to be equal so a more nuanced approach to the wording would be

beneficial. Officers responded that it was not the intention to rank individual Committees and apologised that the wording may have given that impression.

Of additional concern was the proposal to remove the Chair of the Corporate Services Committee (CSC) from the process when the recruitment was for Senior/Chief Officers who would be reporting into multiple service Committees. The involvement of the Chair of CSC was a longstanding policy which had proven useful in the past as the individual could be expected to take the lead in the process as a more neutral arbiter. Whilst it was acknowledged that it wasn't always easy for the Chair of CSC to commit to, at times, multiple recruitment rounds, this could be overcome by judicious use of the Deputy Chair and/or other CSC Members. Essentially, what was proposed was a fundamental change to the status quo.

The Chair responded that these matters had been scrutinised by CSC last month, P&R earlier in May, and Members would be given a further opportunity to add their views or propose amendments at Court. Whilst he acknowledged the critical role that CSC had at the City with responsibility over the People Strategy, his view was that it was inappropriate for the Chair of the CSC to lead on recruitment of roles to services in which CSC had no remit over and little day-to-day knowledge of. He emphasised that a collaborative and ultimately unified approach was vital and stressed that the proposals did not favour one or two dominant committees running the process. Furthermore, it was clear that candidates were eager to engage with all the key service touchpoints in the roles they were applying for.

Additionally, a Member expressed concern that Committee Chairs with a remit or interest in the recruitment of certain roles had, in the past, been left out of the process. The Chair and officers assured Members that this would be avoided in the future and all relevant Committees would be kept in the loop.

A Member was of the view that the Committee should not be overly concerned with the size of the recruitment panels, given that the candidates would be expected to present and report regularly to Committees which in some cases contained 20 – 30 Members. The Chair and several officers highlighted the logistical issues of aligning the diaries of multiple Members to attend panel interviews as well as participating in sessions to long and short list candidates. Given the competitive nature of securing talented individuals, it was vital that the City could act nimbly and at pace, so efforts to make the recruitment process more efficient should be welcomed. The Town Clerk cited the recent example of the senior appointment to the Environment Department as a case study in how agility had been, at times, stymied by the requirement to align multiple Chairmen/Chairs with the process (including, long-listing, shortlisting, meetings with the headhunters, meetings about the recruitment campaign, drafting the job description, and fireside chats for those Members unable to attend the interviews). Ultimately, the recruitment was a success, however, the process had at times been detrimental to a successful outcome. In the interests of the City, a pragmatic approach was required.

13. **ANY OTHER BUSINESS THAT THE CHAIR CONSIDERS URGENT**
There was no other urgent business.
14. **EXCLUSION OF THE PUBLIC**
RESOLVED – That under Section 100(A) of the Local Government Act 1972, the public be excluded from the meeting for the following items on the grounds that they involve the likely disclosure of exempt information as defined in Part I of the Schedule 12A of the Local Government Act.
15. **NON-PUBLIC MINUTES**
RESOLVED – That the non-public minutes of the meeting held on Wednesday, 10 April 2024 be approved as an accurate record.
16. **LOCAL GOVERNMENT PENSION SCHEME – CASUAL WORKERS**
The Committee considered a Report of the Executive Director & Chief People Officer concerning an issue with regards to Pensions for Casual Workers.
17. **AMBITION 25: MY CONTRIBUTION, MY REWARD - UPDATE**
The Committee considered a Report of the Executive Director of Human Resources and Chief People Officer concerning Ambition 25.
18. **NON-PUBLIC QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
There were no questions.
19. **ANY OTHER BUSINESS THAT THE CHAIR CONSIDERS URGENT AND WHICH THE COMMITTEE AGREES SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**
There were no items of urgent business.
20. **CONFIDENTIAL MINUTES**
RESOLVED – That the confidential minutes of the meeting held on Wednesday, 10 April 2024 be approved as an accurate record.
21. **CONFIDENTIAL MINUTES OF THE SENIOR REMUNERATION SUB-COMMITTEE**
RESOLVED – that the confidential minutes of the Senior Remuneration Sub-Committee meeting of Wednesday, 21 February were noted.
22. **INDEPENDENT SCHOOLS TEACHERS' PENSION SCHEME**
The Committee considered a Joint Report of the Chief Officers of the City of London Independent Schools.
23. **MEMBER-LED RECRUITMENT - DEPUTY TOWN CLERK**
The Committee considered a Report of the Executive Director of Human Resources & Chief People Officer.
24. **PEOPLE & HR TRANSFORMATION PLAN UPDATE**
The Committee received an oral update of the Executive Director of Human Resources & Chief People Officer.

25. REPORT OF ACTION TAKEN

The Committee received a Report of the Town Clerk updating Members on recent action taken.

26. TOWN CLERK'S UPDATE

The Town Clerk updated Members on several points.

The meeting ended at 4.10 pm

Chairman

Contact Officer: John Cater
John.Cater@cityoflondon.gov.uk

Agenda Item 4

| | |
|---------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Committee(s) Corporate Services Committee | Dated: 3 rd July 2024 |
| Subject: Improving the health and wellbeing of the City's essential, casual and contracted out workers | Public |
| Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly? | <i>1) Diverse Engaged Communities</i> <i>3) Providing Excellent Services.</i> <i>4) Dynamic Economic Growth</i> <i>5) Vibrant Thriving Destination</i> |
| Does this proposal require extra revenue and/or capital spending? | Not currently- full financial impact assessment will be brought following expected national legislative change |
| If so, how much? | NA |
| What is the source of Funding? | NA |
| Has this Funding Source been agreed with the Chamberlain's Department? | N/A |
| Report of: Judith Finlay & Sandra Husbands | For Decision |
| Report author: Chris Lovitt, Froeks Kamminga, | |

Summary

Casual and contracted out workers undertake roles in routine, manual and service occupations. These workers are sometimes referred to as "hidden", as they often work during anti-social hours. However, they are also essential to how businesses and the public sector function. Research and published reports have confirmed that people in these positions have significantly worse health and wellbeing with increased health inequalities.

To reduce these health inequalities, measures such as Safe Sick Pay are recommended to reduce sickness and absenteeism, increase productivity, and provide more financial stability.

Following detailed consideration of the issue at both the City of London Health and Wellbeing Board and the City's Health Scrutiny Committee the Corporation has an opportunity to take a leadership position in advocating for changes to address these inequalities in health and wellbeing. Leadership would be through highlighting the inequalities, advocating for change and undertaking further analysis on measures to improve working conditions.

Assessing the likely impact of these changes and what this means for the Corporation is recommended to take part in two phases. The initial phase, already underway, is to undertake detailed analysis in relation to what changes are recommended to improve the health and wellbeing of the casual workforce at the Corporation. The second phase would identify how changes could be implemented for the wider supply chain both within the Corporation and across the Square Mile. National government policy in relation to employment legislation and access to welfare is expected to change in the new parliament and these changes will be incorporated into these two assessments.

The Corporation has a global reputation as a business leader and was an early adopter of the London Living Wage. The new Corporate Plan, People Strategy and Responsible Procurement Policy all have a strong commitment to fairness. Taking a leadership position in advocating for changes would not only improve the health and wellbeing of a key workforce but would also demonstrate how the Corporation is enacting the new Corporate plan.

Recommendations

Members are asked to:

- Adopt the resolutions passed by the City of London Health and Wellbeing Board and support the work to reduce health inequalities among the hidden and essential workforce.
- Confirm that the Corporation wishes to provide leadership to ensure the health inequalities of the essential, casual and contracted out workforce are addressed across the wider business, corporate and public sector economy whilst recognising that the availability of resources for implementation will need to be considered and a further report brought back for detailed consideration.
- Corporate Services Committee to advise on how to assess the practical and any financial implications of introducing the recommended measures on Safe Sick Pay noting that legislation is likely to significantly change within the new parliament.

Main Report

1. Background

- 1.1. Ill health within the working population has become an increasingly pressing and costly issue, exacerbated by the COVID-19 pandemic. Currently, 2.6 million people are out of the workforce due to ill health while 3.7 million people are in work with a work-limiting condition^{1, 2}.
- 1.2. Ill health and work-limiting conditions are not distributed evenly across the working population and people in low paid and insecure jobs, or lower quality jobs, have worse health and wellbeing³.
- 1.3. The COVID-19 pandemic demonstrated further how people working in routine, manual and service jobs, often referred to as “hidden workers”, who could not work from home but were essential for keeping businesses and organisations going, had worse outcomes in terms of their health and wellbeing.
- 1.4. In 2022, Legal & General (L&G), a business member of the “hidden workers” project team convened by the Corporation’s Business Healthy workplace health initiative, commissioned research with people working in manual, routine and service jobs.
- 1.5. The resulting report *Working Well: Delivering Better Health Outcomes for Hidden Workers*⁴ presents lived experiences and recurring themes, including sleep, shift and night working, working hours, travel and transport, caring responsibilities, money and cost of living pressures, and health services.
- 1.6. The report makes suggestions for immediate and longer-term changes: daily modifications, management and procurement considerations. They include, among other things, introducing sick pay without a three-day delay, death in service benefits, more predictable shift patterns, adequate space for breaks, and opportunity for engaging with health services (online or by phone).

¹ Office for National Statistics, [Labour Force Survey](#); [Health Foundation](#)

² In the UK, the total economic cost of sickness absence, lost productivity through worklessness, informal caregiving, and health-related productivity losses, are estimated to be over £100bn annually: Public Health England, [Health and Work Infographics](#)

³ Source: University of Essex, Understanding Society, The UK Household Longitudinal Study, 2022.

⁴ https://group.legalandgeneral.com/media/o1wfq1qp/2829476_hidden-workers-report_v9-0-22-final.pdf

- 1.7. These recommendations align closely with the objectives as laid out in the City of London's Social Mobility Strategy, which promotes the real Living Wage campaign, equal opportunities for professional progression for people from all socio-economic backgrounds, and for businesses to be trusted organisations.
- 1.8. In September 2023, the Health and Wellbeing Board adopted three resolutions to ask the Corporation to consider its position on addressing health inequalities among hidden and essential workers.
 - 1.8.1. a) The Corporation to note the potentially detrimental impact that low paid shift work can have on the health and wellbeing of staff including those from the hidden and essential workforce.
 - 1.8.2. b) For the Corporation to continue to support studies which seek to identify potential actions that can address health inequalities in the essential and hidden workforce.
 - 1.8.3. c) For the Corporation to note the recommendations for sick pay and death in service eligibility, without a qualifying period, for workers and to request that further work is undertaken to assess the likely cost and benefits and human resources implications of implementation.

2. Current Position

- 2.1. Reducing health inequalities among hidden and essential workers will benefit both individuals and the businesses and organisations they work for, either as directly employed staff, or as outsourced workers. The following measures would contribute to this:
 - 2.1.1. Implement Safe Sick Pay which includes removing the waiting period for sick pay for all absences, abolish the Lower Earnings Limit for Statutory Sick Pay, and increase sick pay so that it is in line with an employee's wages.
 - 2.1.2. Offer death in service benefits to outsourced workers.
 - 2.1.3. Provide access to workplace facilities e.g. kitchen or private space for breaks.
 - 2.1.4. Offer access to Employee Assistance Programmes including e.g. access to 24/7 GP service and a private space to do so.
 - 2.1.5. Ensure that outsourced contracts do not provide for lesser health and welfare benefits than employed staff.

- 2.1.6. Ensure any work to improve equality, diversity and inclusion (EDI) and reduce health inequalities includes the hidden and essential workforce.
- 2.1.7. Reviewing outsourced roles (e.g. in cleaning, security, facilities management and maintenance, hospitality) to ensure appropriate consideration is given to measures to improve the health and wellbeing of these workers.
- 2.2. Some of these measures will have cost implications. Although benefits, including long term reduction in absenteeism and presenteeism, as well as increase in productivity, will be bigger than the investment, it is acknowledged that in the short term, costs may increase but can be offset by other direct and indirect gains.
- 2.3. For illustration, a macro level business case for reform of Statutory Sick Pay was calculated by WPI Economics⁵:
 - 2.3.1. Reduction of sickness absence of 12.5% among those who must take time off sick and are newly eligible to Safe Sick Pay.
 - 2.3.2. Reduction of sickness absence of 5% for workplaces by Safe Sick Pay.
 - 2.3.3. Overall increase of productivity of half a day of extra output per employee affected.
 - 2.3.4. UK cost and benefit:
 - 2.3.4.1. Cost to business: £4 billion per year.
 - 2.3.4.2. Benefit to business: £4.3 billion per year.
 - 2.3.4.3. Net benefit to business £0.3 billion.
 - 2.3.4.4. Government benefit: £1.7 billion (reduce benefits pay, increased tax due to increased output).
 - 2.3.4.5. Wider economy benefit: £2.1 billion (increased productivity, increases in labour supply, lowered spread of infectious illnesses).
- 2.4. For further illustration, a case example is provided below and this could be used to estimate the cost of implications of implementing measures

⁵ Full report: <https://wpieconomics.com/site/wp-content/uploads/2023/07/01.-WPI-Economics-Making-SSP-Work-FINAL.pdf>

both within the Corporation and for business across the City of London⁶.

| Reform | Direct Business Cost Per Year | Net Business Benefit Per Year | Government Benefits |
|---------------------------------------|--------------------------------------|--------------------------------------|----------------------------|
| Day one sick pay | £60 per employee Total: £525m | £2.4bn | £800m |
| Removing the lower earnings threshold | £20 per employee Total: £125m | £1bn | £400m |

- 2.5. To understand the financial and practical implications of making these changes within the Corporation further work will need to be undertaken by the Corporate Services Committee. Noting that legislation is likely to significantly change within the new parliament.

3. Recommendations for decision

- 3.1. Adopt the resolutions passed by the City of London Health and Wellbeing Board and support the work to reduce health inequalities among the hidden and essential workforce.
- 3.2. Confirm that the Corporation wishes to provide leadership to ensure the health inequalities of the essential, casual and contracted out workforce are addressed across the wider business, corporate and public sector economy whilst recognising that the availability of resources for implementation will need to be considered and a further report brought back for detailed consideration.
- 3.3. Corporate Services Committee to advise on how to assess the practical and any financial implications of introducing the recommended measures on Safe Sick Pay noting that legislation is likely to significantly change within the new parliament.

⁶ As taken from [Safe Sick Pay Treasure Briefing](#), Centre for Progressive Change

4. Corporate & Strategic Implications

4.1. Adopting the recommendations within this report is in accordance with the Corporation's:-

4.1.1. [Our People Strategy](#) including Theme 1: My Contribution, My Reward and Theme 2: My Wellbeing and Belong and is committed to fairness in its draft People Strategy and Ambition 25.

4.1.2. [Corporate Plan 2024 to 2029](#) including Outcome 1: Diverse Engaged Communities, Outcome 3: Providing Excellent Services, Outcome 4: Dynamic Economic Growth and Outcome 5: Vibrant Thriving Destination

4.1.3. [Responsible Procurement Policy](#) including the ethical sourcing pillar and commitment (4) to guard against modern slavery and protect human rights.

- *Financial implications*

4.2. A full financial impact assessment will be brought once expected national legislative change has been confirmed.

- *Resource implications*

4.3. The leadership role of the Corporation in seeking the adoption of Safer Sick Pay and a focus on the health and wellbeing of the essential, casual and contracted out workers within the Square Mile would be undertaken via existing work programmes such as Business Healthy.

4.4. In order to implement Safer Sick Pay policy across all relevant third party spend, it would be necessary to undertake a scoping exercise of supply chain. There is limited internal capacity to take this forward at this time. Should Members approve the recommendations, the Commercial Service will review after the implementation of the Procurement Act 2023 and the completion of the strategic procurement review commissioned by the Projects & Procurement Sub (Finance) committee. A report of the full implications could be expected in early 2025.

- *Legal implications*

4.5. Subject to the further assessment work existing contracts with providers may need to be varied to ensure the measures to improve health and wellbeing requirements have been specified.

- *Risk implications*

4.6. A focus on reducing health inequalities is seen as anti-competitive or business unfriendly. However, as with the adoption of the London Living Wage⁷, the Corporation is demonstrating its commitment and leadership in making the Square Mile a healthier as well as fairer place to live and work with overall cost savings.

- *Equalities implications*

4.7. Adopting the recommendations will contribute to addressing health inequalities among people working in routine, manual and service roles. Many of this workforce are also from female, ethnic minority or recent migrants addressing the intersectionality of poorer health outcomes will also increase equality.

- *Climate implications*

4.8. None

- *Security implications*

4.9. None

5. Conclusion

5.1. Health inequalities experienced by people working in routine, manual and service occupations are not inevitable and can be addressed through the effective leadership of the Corporation across the wider business, corporate and public sector community.

⁷ <https://democracy.cityoflondon.gov.uk/documents/s101601/London%20Living%20Wage%20Paper.pdf>

Appendix 1: Case examples of the health impact of statutory sick pay

| | |
|--------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Sofia | <p>Last updated April 2023:</p> <p>Sofia is 52 years old and lives with her son in North London. She worked in The Shard as a cleaner for four and a half years and had serious issues with sick pay (she did not get statutory sick pay). Her firm, a contract cleaning company, also violated other employment rights. She now sits on the board of the Centre for Progressive Change and has left her cleaning job to work in hospitality. She said:</p> <p>“As a cleaner when I was sick I had to go into work ill, because I couldn’t afford to take the time off. This meant my health got worse rather than being able to take the time off to recover.</p> <p>“My experience is too common in the cleaning industry. It is a hard job and being forced to go into work sick is not good for the worker and not good for the company.</p> <p>"We must be free to ask and have answers from our employers without being told we are a problem, as my last cleaning manager called me when I asked for my SSP."</p> <p>"It is time that we changed the sick pay system."</p> |
|--------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

Danny

Dan is a 25 year old living in Chelmsford, Essex with his partner. Formerly an assistant manager at a major supermarket he was diagnosed with cancer (Lymphoma) in April 2021, towards the end of the third lockdown.

Upon being diagnosed, Dan had an extremely stressful experience initially after his scan paperwork was lost, delaying his cancer treatment appointment, and being unable to see a GP, before realising he had very little sick pay to fall back on.

"It was very worrying when the results were lost and then my treatment got delayed as at the time I didn't know if the cancer had become more aggressive in that period.

"We ended up getting an ultrasound done privately, they then sent a letter to my GP saying that I needed to be seen urgently and then I was able to see them. However the process was very slow and long winded, mostly due to Covid I think. But then I discovered how low statutory sick pay was, which caused a whole new set of problems"

Dan was told he had to take four months out of work for treatment. Despite working at his company, a major supermarket chain, for six years and being in a management position he had around two and a half weeks on occupational sickness leave, moving onto statutory sick pay of then £94 a week after that.

Dan had 28 rounds of radiotherapy to treat the Lymphoma. His employer had not offered any additional support during this period beyond the legal minimum and when he was at the end of his leave period they simply asked "when are you going to start work again".

"It was really difficult affording the very basics. My partner had to cover all the rent as I had so little left from statutory sick pay. On top of that, I didn't get any support in terms of personal independence payments, which I had been told I'd almost certainly get, as I didn't pass the test for these."

After feeling so devalued by his employer and an incredibly stressful experience Dan developed depression and anxiety, which was compounded by money

worries and the problems claiming PIP. Dan decided to leave his job and take a longer time out of work to recover.

Now Dan is in remission from cancer and has been retraining as an accountant, which he plans to take up as a new career path. He's also been supporting the work of Young Lives vs Cancer, drawing awareness to the hardships people face with a lack of access to sick pay and is speaking out on sick pay so others don't have to experience what he did.

| | |
|------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>Anony mous</p> | <p>A. is a 52 year old carer working in dementia care. She lives with her partner and has two children. A. typically works three 12 hour shifts around her childcare responsibilities and gets just above the minimum wage. When A. caught Covid19 she was ill for three days and she needed two all clear tests to go back to work. Due to the days she took off being 'waiting days' or unpaid sick leave on statutory sick pay she lost her entire week's salary. This meant she had to borrow from her partner to get through the month. She also manages type 2 diabetes and fibromyalgia and rarely takes time off unless she is really ill as she can ill afford to lose her pay.</p> <p><i>A. said: "I work with the most vulnerable in society, so I can't risk spreading illness, but that means I don't get paid. Last time I got Covid I lost hundreds of pounds in earnings whilst I was ill and had to borrow off my daughter's dad to cover my bills for the month. He helped me out. Not everyone had that luxury. If you work in certain industries you can go in and wear a mask. In mine you can't."</i></p> <p>A. said having more sick pay would mean she wouldn't have to worry about getting back to work before she is ready and making her long term conditions worse, when she should be recovering</p> |
|------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

Examples were provided by the Centre for Progressive Change.

| | |
|-------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------|
| Committee Corporate Services Committee | Date: 3 rd July 2024 |
| Subject: Annual Employee Profile Report 2023 - 2024 | Public |
| Report of: Ali Littlewood, Executive Director & Chief People Officer | For Information |
| Report authors: Dionne Williams-Dodoo, Assistant Director of HR Operational Services, Niki Parr, Head of HR Systems & MI, People & HR | |

Summary

1. This report sets out the employee profile information for the year 2023-2024. It provides a breakdown of the workforce by the nine protected characteristics identified in the Equality Act 2010 within Appendix 1. These are age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation. Analysis on socio-economic diversity based on the current profile of declared employees is also provided. The report also provides a summary of the wider initiatives undertaken during the reporting period. Appendix 2 provides further trend analysis of the workforce profile over the last five years. It also includes the Gender, Ethnicity and Disability Pay Gaps previously reported for the snapshot date March 2023. Additional information is included within the report on leavers, turnover, new starters and leavers, socio-economic diversity, casework, family friendly policies, and a summary of our Equality and Inclusion initiatives during the year. The data regarding Socio-economic diversity is based on four questions recommended by the Social Mobility Commission to capture Socio-Economic background data.

Recommendation

Members are asked to note the report, the City of London Corporation Equalities Information Report 2023/24 at Appendix 1, the trend analysis in Appendix 2 and the Pay Gaps trend data in Appendix 3.

Main Report

Background

2. The declaration rates for ethnicity, disability, sexual orientation and religion have generally fallen over the last four years. Although, there has been a slight increase the declaration of socio-economic data with a 15.7% declaration rate which is a 6%

increase on last year. Whilst there has been a slight increase, we must seek to increase this substantially to draw meaningful insights. This report sets out our plans to increase the current declaration rate for socio-economic diversity and in general for all diversity data in the coming months. Obtaining this information is essential in enabling us to develop meaningful strategies and initiatives to attract, engage and retain a diverse workforce.

3. The employee information data is used to inform the Public Sector Equality Duty under the Equality Act 2010 in relation to employment. The Equalities Information Report (Appendix 1) was approved by the City of London Corporation EDI Sub-Committee in March 2024. This information is published on our website on an annual basis. Data has been collated in this format for ten years by the City of London Corporation.
4. This data along with our dashboards helps to inform the delivery of our People Strategy, Corporate Plan and our Equality Objectives 2024-29.

Current Position

5. The below table provides a breakdown of the new starters, leavers, and turnover rates over the last five reporting periods.

| Year | Headcount @31st March | Starters | Leavers | Turnover |
|-----------|-----------------------|----------|---------|----------|
| 2019/2020 | 3,645 | 484 | 479 | 13.1% |
| 2020/2021 | 3,644 | 318 | 344 | 9.4% |
| 2021/2022 | 3964 | 489 | 704 | 17.2% |
| 2022/2023 | 4017 | 782 | 666 | 13.99% |
| 2023/2024 | 4304 | 800 | 498 | 12.09% |

The following trends and themes have been highlighted from the Appendix 1 report and Appendix 2 trend analysis.

Current workforce profile

6. In 2023/24 21.2% of the workforce identified as being from a Minority Ethnic Group (this includes Asian or Asian British, Black or Black British, Mixed or any other ethnic groups).
7. This is a slight decrease of 0.2% on the previous reporting period where the percentage was 21.4%. However, the City Corporation has seen a percentage increase of the workforce identifying as being from a Minority Ethnic Group by 3% in the last five years.
8. The number of employees declared as having a disability has remained consistent over the last five years with between 4 - 5% declaring a disability.

9. Over the last five years the number of employees declared as LGB+ has steadily increased year on year from 5.4% in 2020/2021 to 5.9% in 2023 and 6.1% in 2024. However, 33.3% of employees have not declared their sexual orientation.
10. In relation to age, 45 - 54-year-olds make up the highest proportion of the workforce at 24.49%, closely followed by 35 – 44 year-olds at 24.23% of the workforce. This has been a consistent theme over the last five years.

New starters

11. The ratio of new starters who are female has been slightly decreased compared to last year. Although there are still higher percentage of female new starters (56.5%) compared to males (43.5%). The percentage of new starters who are female have ranged between 57 - 60%.
12. The proportion of starters who identify being from a Minority Ethnic Group has increased. A further high-level breakdown of this by ethnicity is below. A more detailed breakdown by each ethnicity can be found in Appendix 1. The groupings below provide an overall trend comparison over time.

| | 2020/2021 | 2021/2022 | 2022/2023 | 2023/2024 |
|-------------------------------|-----------|-----------|-----------|-----------|
| Minority Ethnic Groups | 19.75% | 20.29% | 24.04% | 17.63% |
| Not known | 28.21% | 26.02% | 27.37% | 38.50% |
| White | 52.04% | 53.69% | 48.59% | 43.88% |

13. It is noted that there has also been a significant increase in the number of employees who have not declared their ethnicity, or the data is not known. Steps have been implemented to ensure that ethnicity data is collected for new starters. Actions have been set out later in this report which includes an objective to further understand and improve declaration rates.
14. The number of new starters joining the organisation with a declared disability has decreased in the last five years. In 2020/21, 4.39% of new starters self-identified themselves as disabled. In 2023/24 this percentage was 3.9%. Although, in 2023/24 there has been a significant increase in the number of employees who have not declared whether they are considered disabled, with 54% of employees not declaring compared to 2022/23 where 37% had not declared.
15. There was a slight decrease of 3.61% in 25 – 34 year-olds starting in 2023/24, although they make up a significant number of employees joining the City of London Corporation. There has been an increase in the number of new starters who are under 24 from 15.63% for 2022/23 to 19.63% for 2023/24. This trend aligns with our commitment to apprenticeships and providing opportunities for young people to access work.
16. Recruitment activity over the last year has remained steady with 800 new starters in 2023/24 compared to 782 in 2022/23. Prior to this, lower levels of new joiners

are attributed to the global pandemic and Target Operating Model changes during the period.

Leavers

17. The 2023/24 figures demonstrate that a higher proportion of females are leaving (56.5.7%) when compared to men, although we are seeing a reverse trend in the case of new joiners to the City Corporation being more likely to be female. The number of females leaving has also slightly decreased on previous years; 59.9% in 2020/21, 68% in 2021/22 and 58.7% in 2022/23.
18. There has been a slight decrease in the percentage of colleagues from Minority Ethnic Groups leaving the organisation. This fell by 6.4% in 2023/24.
19. In 2023/24 the percentage of leavers who classed themselves as disabled has slightly decreased to its lowest rate in recent years; 3.88%.
20. Leavers who identify as LGB+ has decreased from 9.1% in 2020/21, to 7.9% in 2023/24.
21. 25–34 year-olds have consistently had the lowest retention rates over the last five years. In 2023/24, 26.9% of leavers were between 25 - 34 years old, this is slightly lower than in previous years. Leavers between 35 - 44 have decreased by 5% and there has been a slight increase in leavers aged between 55 - 64.
22. There were 498 leavers in the reporting period of which 53 or 10.7% were end of fixed term contracts (FTC). Of the remaining 445 leavers, the reason for leaving is broken down as follows:
 - 369 Resignations
 - 28 Retirements
 - 8 Redundancies
 - 18 Dismissals (ill health, misconduct, or capability)
 - 4 Death in Service
 - 16 Other
23. The number of voluntary leavers has remained roughly the same for the last three years. In the last three periods the percentage of voluntary leavers has ranged between 74% and 78%. In contrast, 2020/2021 leavers who left on a voluntary basis was low at 58.4%. This is largely due to a lower number of leavers in the period relating to the pandemic and Target Operating Model at the time. The number of dismissals due to ill health, misconduct or capability has roughly remained the same when compared to previous periods.

As part of our plans to improve our data and insights, a new exit questionnaire was launched in February 2024. This will improve the previous process and data issues that limited the quality of analysis that we were able to obtain from the exit survey. All leavers are now provided with a link to complete this and will have the offer to have an exit interview with the line manager or HR. In this reporting period only 26 leavers completed the exit questionnaire due to its launch in

February. In the next reporting period, we will have a full year of completions which will provide a greater insight into leaver drivers and experiences at the City Corporation. The aim will be to look at themes alongside our most recent Staff Survey results and trends.

Based on the data reported since February 2024, main most people had a positive experience of working for the City Corporation. Responses most commonly mention the following themes:

Positives about working for the City Corporation:

- Working with great people
- Working with the public
- Good line management
- Interesting work

Areas for improvement:

- Wellbeing, although this was mainly driven by reason for leaving; 'retirement'
- Personal growth
- Job satisfaction

From the previous exit survey, which was decommissioned in January 2024, the following themes were reported:

Positives about working for the City Corporation:

- Working with great people
- Good benefits
- History of the corporation/ opportunities to get involved with events

Areas for improvement:

- Morale
- Workload and resource
- Employee voice
- Bureaucracy and inefficiency
- Pay and pay practices
- Working environment

The themes referenced are broadly in line with exit survey responses in 2022/23.

Turnover

24. Turnover has continued to decrease over the last three years. Turnover has fallen from 17.2% in 2021/22, to 13.99% in 2022/2023 to 12.1% in 2023/24. The reduction in turnover is a result of an increase in new joiners in the period and there being less leavers than in the previous year.

Socio-economic diversity

25. 15.6% of staff have responded to socio-economic questionnaires in City People.

Of the employees who have completed the question related to the type of school attended the following responses were given:

- Grammar 11.2%
- Private 15.9%
- State 67.7%
- Prefer not to say 5.24%

26. Of the employees who responded to whether they received free school meals 15.3% answered that they did.

27. 34.1% advised that they were the first in their family to attend university.

28. 34.2% of staff advised that the occupation of their main household earner was 'Routine, semi-routine manual, and service occupations' only 3% advised that they came from a background where the main earner was 'Long-term unemployed'.

29. As we look to further increase our declaration rates within this area we will seek to understand how the organisation's socio-economic diversity by other intersections, including by grade and salary.

Caring responsibilities

30. 30% of the staff that responded to these questions advised that they have caring responsibilities.

Casework

31. A new method of recording case work was introduced in 2023, to improve the monitoring and reporting of formal grievances, disciplinaries, capability & bullying and harassment and probation. This process is still manual in practice, and so plans are underway to introduce further improvements to case tracking which should provide a broader depth of insights into casework in line with ERP.

32. For this reporting period there were a total 43 formal cases opened:

- 13 were related to grievances
- 21 related to disciplinaries
- 1 was related to capability
- 4 were related to bullying and harassment
- 4 were related to probation

33. It should be noted that our Managing People Policy statement of intent requires managers to deal with issues (both complaint and conduct matters) swiftly and informally and to mediate between parties, notwithstanding the employee's right

to progress such matters through the formal process where necessary. This means that most issues can and are dealt with informally and successfully at the informal level or by informal resolution.

Family Friendly Policies

34. For this reporting period:

- 46 employees began their maternity leave.
- 3 employees began adoption leave.
- 35 employees began paternity leave.
- 18 employees began their shared parental leave.

Maternity and post maternity leavers

35. Together with our wider family friendly policies, we aim to retain and support maternity returners and at the same time facilitate a good work life balance. An indication that our maternity and family friendly initiatives are having a positive affect can be gleaned from the maternity returners. Of the 46 women who had returned from maternity during the reporting period only 12 have subsequently left.

Women in Finance Charter and Gender, Ethnicity and Disability Pay Gaps

36. The City of London Corporation joined the Women in Finance Charter in 2019. The target we set upon joining the charter was to increase the representation of women in senior grades (above grade G) to 45% by March 2025. The Town Clerk and Chief Executive, Ian Thomas, is the accountable executive for gender diversity and inclusion and supports the City of London Corporation as a Charter signatory.

37. When we signed up to the Women in Finance Charter in 2019, 33% of senior level staff (Grade G and above) were female.

38. By 2021, the percentage of female senior level staff had increased to 37%.

39. By 2022, the percentage of female senior level staff had increased to 43%

40. In 2023/24 the number of women in senior grades (above grade G) is 54%. This means that the City Corporation has exceeded the target that was set in 2019.

41. Women make up 46% of the upper quartile in our Gender Pay gap reporting. In previous years this has stayed at 43.9%.

42. We have published for the third year our pay gap analysis which can be found in Appendix 3. The full Pay Gap report will be presented to the Corporate Services Committee for information in July 2024.

Equality Diversity and Inclusion Update

Equality Objectives 2024-29

The City Corporation's Equality Objectives 2024-2029 are a dynamic framework advancing our 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 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 next 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.

Our Equality Objectives are:

Inclusive and Trustworthy Leadership: (aligned to the Corporate Plan 2024 - 2029 and the People Strategy 2024 - 2029)

We are committed to making systemic change through championing and advancing equity, equality, diversity, and inclusion (EEDI) in everything we do.

- **Inclusive and Diverse Community:** (aligned to the People Strategy 2024 - 2029)
Representation and experience ensure the City Corporation is an employer of choice where people thrive.
- **Accessible and Excellent Services:** (aligned to the Corporate Plan 2024 - 2029)
Equity, equality, diversity, and inclusion (EEDI) is integral in the design, development, implantation and evaluation of our services. This aligns to our ambition to be world class through providing excellent services to all.
- **Socio-Economic Diversity:** (aligned to the Corporate Plan 2024 - 2029 and the People Strategy 2024 - 2029)
This focus is external and internal including social mobility and social inclusion. Activities are cognisant with the Social Mobility Index recommendations for improvement.
- **Cross-cutting activity:**
Evidence and Data focussing on data and evidence to inform and deliver the Equality Objectives 2024 - 2029. Robust data is integral to the effective delivery of equity, equality, diversity, and inclusion (EEDI) and requires building from a very low baseline.

The Journey to Improving Our Data & Insights

43. As part of our People Strategy 2024-29 and our Equality Objectives we have set out a clear need to improve our data collection methodologies, evidence and provision of data and insights to better inform our delivery of EEDI outcomes. A summary of the work undertaken to date in 2023/24 and activity planned in the coming months to move this forward is set out below:

- In Q4 2023-24 a new exit survey was launched to rectify existing data issues and gather better insights on our leavers.
- In Q1 2024 our Staff survey included EDI diversity information questions to enable us to carry out a deep dive and better understand staff engagement with an EEDI lens.
- In Q1 2024 a new PowerBI HR and Workforce dashboard was launched to provide senior leadership with quarterly reporting on our workforce trends. This data includes reporting in the areas of Workforce profile, EEDI, Turnover, Resourcing, Reward, Wellbeing & Occupational Health, Employee Relations and Mandatory Training. This seeks to drive evidence-based decisions and an understanding of the workforce.
- People & HR have been working closely with EEDI colleagues across the City Corporation to ensure that a consistent set of EDI diversity questions are used across the board at various stages of the employee life-cycle and in our pulse surveys. This is to ensure that language is inclusive, in line with best practice and reflective of our workforce and the communities we serve. These changes are set to launch in Q1 2024 and will also aid us in better benchmarking with external data sources such as the Census.
- In Q1-Q2 2024 we will be carrying out a coordinated communications campaign which seeks to increase our declaration rates with a particular focus to improve declaration rates on socio-economic diversity and other areas where declaration rates are lower. This will include engaging with employees based in all of our locations, including our institutions and open spaces where it is traditionally more difficult to obtain this data due to access limitations.
- Improving our systems, processes, and access to data further through a new Enterprise Resource Planning (ERP) solution, ensuring that our EDI recruitment and retention initiatives are effectively supported by the system, are accessible and inclusive. With the support of a new system, we will seek to further understand how the City of London Corporation is attracting and recruiting talent with an EDI lens on all stages of the recruitment process from applications to appointment.

Staff Diversity Networks

43. The City Corporation has eight Staff diversity networks that play a huge part in enhancing our inclusive workplace culture, with additional networks in some of our Institutions. We recognise the benefits and opportunities the networks

create, driving employee engagement, enthusiasm and collaboration around important equality and inclusion issues.

Corporate and Strategic Implications

Strategic Implications: As set out in this report, this work ties in with Corporate Equalities Objectives 2024-29, People Strategy 2024-29 and Corporate Plan 2024-29 with activity to improve our data so better insights into the workforce can be provided to achieve EEDI ambitions.

Financial Implications: No direct financial implications.

Resource Implications: None related explicitly to this report.

Legal Implications: None

Risk Implications: None

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

Climate Implications: None

Security Implications: None

Conclusion

44. This report sets out the 2023 to 2024 annual employee workforce profile data by the nine protected characteristics and socio-economic diversity. The data enables us to better understand our workforce and manage talent across different stages of the employee life cycle. In addition, it enables comparison and benchmarking with industry, and monitors progress being made in line with our Equality Objectives. People & HR and EDI colleagues are committed to working in close partnership to support the organisation to further improve our approach to EEDI, data and reporting.

Appendices

Appendix 1 - City of London Corporation - Annual Equalities Inclusion Monitoring Report 2023

Appendix 2 - Trend analysis

Appendix 3 – Pay Gaps trend data

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City of London Corporation

Equality Information Report 2023

1 April 2022 to 31 March 2023



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Introduction

The Equality Act 2010 (Public Sector Equality Duty) requires the Corporation to publish annually an equality information report relating to persons who share a relevant protected characteristic who are employees and other persons affected by our policies and practices.

Scope

The analysis provides information on all employees, both full-time and part-time, and directly employed temporary employees. Casual and agency workers, contractors and consultants are not included.

As well as City of London Corporation employees, this report also includes employees from our institutions: the Barbican Centre, the City Bridge Foundation, the Guildhall School of Music & Drama, and the independent schools that the City Corporation supports - City of London Freeman's School, City of London School, City of London School for Girls, and the City Junior School. City of London Police Officers and support employees have not been included as this data is reported separately to the Police Committee.

The employee profile data reflects the workforce recorded as at 31 March 2023, unless otherwise stated. Information is drawn from basic 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. Because employees are not required to provide all personal and sensitive information, this means that not all the categories include 100% data capture. This is indicated under each heading. In other cases, the employee has specifically recorded 'not stated' or 'declined to specify' on employee self-service and this is indicated accordingly.

In accordance with the General Data Protection Regulations and the Data Protection Act 2018, all employees have been sent a privacy notice describing how the City Corporation as a data controller collects and uses personal information during and after employment with the City Corporation.

Employee Profile and Protected Characteristics

This data covers the nine protected characteristics identified in the Equality Act 2010:

1. **Age:** This refers to a person belonging to a particular age or range of ages
2. **Disability:** A person has a disability if they have a physical or mental impairment which has a substantial and long-term adverse effect on that person's ability to carry out normal day-to-day activities.
3. **Gender Reassignment:** This is where a person is proposing to undergo, is undergoing or has undergone a process (or part of a process) for the purpose of reassigning their sex.
4. **Marriage and Civil Partnership:** This encompasses both marriage (between a man and a woman or same-sex couples) and civil partnerships. Civil partners must not be treated less favourably than married couples
5. **Pregnancy and Maternity:** Protection extends to pregnancy and the period after childbirth. Discrimination against breastfeeding women is also covered
6. **Race:** A race is a group of people defined by their colour, nationality (including citizenship), ethnicity, or national origins. For instance, Black British is a distinct racial group.
7. **Religion or Belief:** Religion refers to any religion, including a lack of religion. Belief refers to any religious or philosophical belief and includes a lack of belief.
8. **Sex:** Refers to being a man or a woman.
9. **Sexual Orientation:** This pertains to an individual's sexual attraction toward their own sex, the opposite sex, or both sexes

Where numbers in relation to protected characteristics are very small these have been grouped together (where it is appropriate to do so) to maintain the integrity of the data and ensure that no individual/s are easily identifiable.

Who we are

The City of London Corporation is the governing body for the geographic area of the City of London, also known as the City or Square Mile on behalf of all who live, study, work and visit. City Corporation provides local government services for our 8,600 residents¹, and 614,500 City workers² based in the Square Mile. Most of our workers and visitors are residents of other London boroughs, elsewhere in the UK or are overseas visitors.

City Corporation promotes the interests of people and organisations across London and the UK, and plays a valued role on the world stage. We aim to support London's communities through responsible business, charitable giving, improving the capital's air quality, providing education and skills for young people, and delivering affordable housing across London.

City Corporation operates more than 2,700 housing properties across six London boroughs, the Heathrow Animal Reception Centre, three food markets and are the largest port health authority in the UK. We protect public health by preventing infectious disease, ensuring water quality, making vessel inspections, and enforcing environmental controls.

City Bridge Foundation, the charity for which the City Corporation is the sole trustee, maintains five of London's key bridges and provides financial, philanthropic, and non-financial support to London's communities. We protect and conserve 19 major green spaces in London and southeast England, including Hampstead Heath and Epping Forest, and over 200 smaller ones in the Square Mile.

The City of London Corporation is involved in education across London; it has one maintained primary school, and ten sponsored academies as part of the City of London Academies Trust, and supports three independent schools, collectively known as the City of London Family of Schools.

City Corporation has a role within the UK financial and professional services (FPS) sector. The Square Mile is at the heart of the UK FPS and we seek to strengthen the UK as the world's leading global hub for the financial and professional services (FPS) sector and to drive economic growth. We also have a global reach in this sector - Our Lord Mayor acts as an international ambassador for the FPS sector, driving the position of the Square Mile as a global business hub for FPS.

As at 31 March 2023 there were a total of 4017 employees across the departments and functions in scope, covering a wide range of service areas.

Data relating to those affected by services and policies

Due to the unusual reach of City Corporation, publicly available data is used to provide an understanding of the demographics and protected characteristics of the communities which constitute the different groups of persons affected by our services and policies. Much of the data we use to understand our context and impact is collected from the 2021 Census by protected characteristics for the geographic areas outlined above. We believe the 2021 data to be adequate for comparison, as shifts in population data occur at a relatively slow pace.

The 2021 Census indicated that the City of London has a population of 8,600 residents (to the nearest 100), an increase of 16.4% from 7,400 in the 2011 Census. This population growth, whilst small in numeric size, is significantly higher as a percentage increase than the 7.7% increase across London and 6.6% increase across England.

There are 615,000 workers³ in the City of London, over half of which are based in financial and professional services sector. Although not a protected characteristic, the City of London has one of

¹ Census 2021

² Office for National Statistics 2022

³ [City of London Factsheets February 2023](#)

the most international workforces across the globe, with 42% of City workers coming from the European Economic Area (EEA) or the rest of the world.

Data related to those affected by our statutory services and policies is also included below, wherever possible, though noting that in some areas numbers are extremely low so have not been published to ensure data is not identifiable.

Please note that, as the City of London has a small population, relatively small numerical changes may cause large percentage changes, making any analysis less robust than looking at a larger population. 2021 Census data, and comparative data for 2011, has been taken from the ONS website: [Census - Office for National Statistics \(ons.gov.uk\)](https://ons.gov.uk).

We also reference research on jobs within the City of London, based on research regularly published by City Corporation⁴. This data is based on research to February 2023, but is still relevant in giving a comparative understanding of the persons affected by our policies and practices.

As part of our draft equality objectives, we are preparing more extensive work on equalities data capture to allow us to better understand our stakeholders and those affected by our policies and practices, in order to improve our overall service offering and delivery.

⁴ [City of London Factsheets February 2023](#)

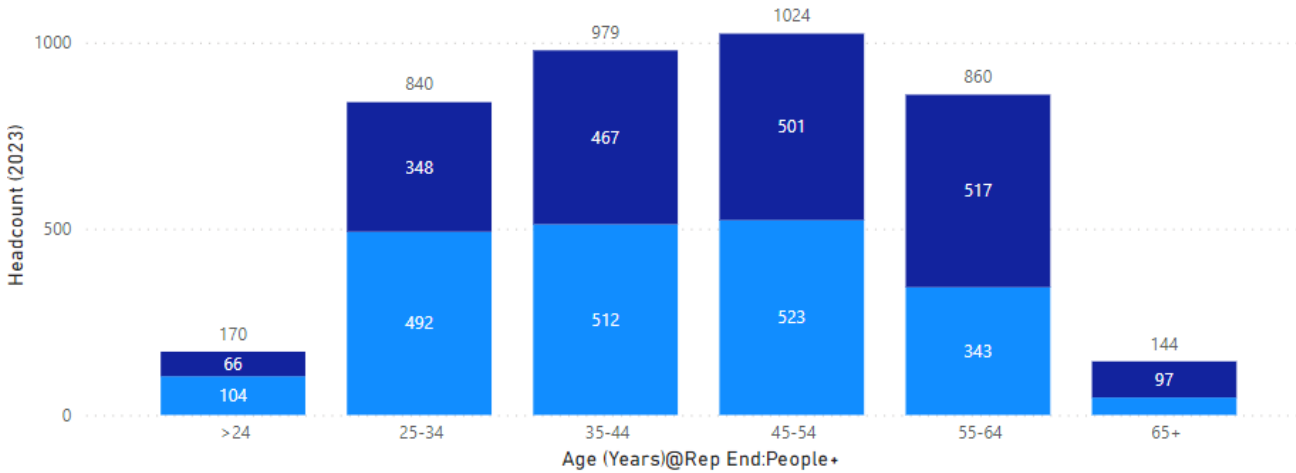
A. Equality Information Overview

1. Age

Age data is held on 100% of the workforce, with distribution essentially unchanged since last year.

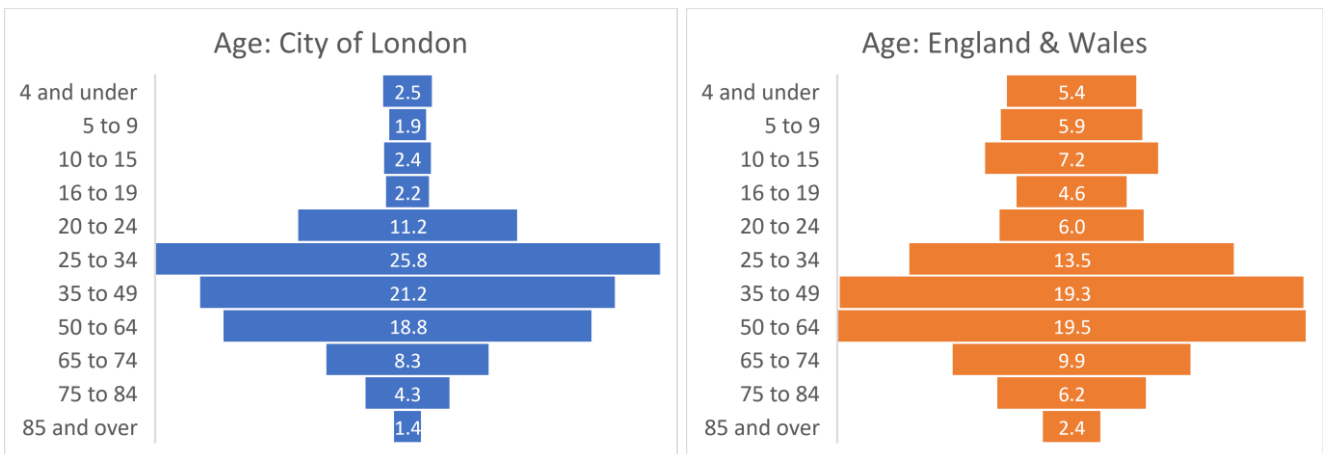
92.2% of those directly employed by the City Corporation are aged between 25 and 64 years, with the majority (71.3%) aged 35 to 54 years.

Sex: People ● Female ● Male



| Age Band (years) | 2021/22 % Female | 2021/22 % Male | 2022/23 % Female | 2022/23 % Male | 2022/23 % Total Workforce |
|------------------|------------------|----------------|------------------|----------------|---------------------------|
| Aged 16 to 19 | <1% | <1% | <1% | <1% | <1% |
| Aged 20 to 24 | 4.2% | 2.74% | 4.7% | 3.0% | 3.9% |
| Aged 25 to 34 | 23.9% | 16.2% | 25.3% | 17.4% | 20.9% |
| Aged 35 to 49 | 38.0% | 36.0% | 37.6% | 35.0% | 36.4% |
| Aged 50 to 64 | 30.9% | 40.5% | 30.5% | 39.3% | 34.9% |
| Aged 65 to 74 | 2.4% | 4.3% | 2.3% | 4.7% | 3.5% |
| Aged 75 to 84 | 0% | 0% | 0% | <1% | <1% |

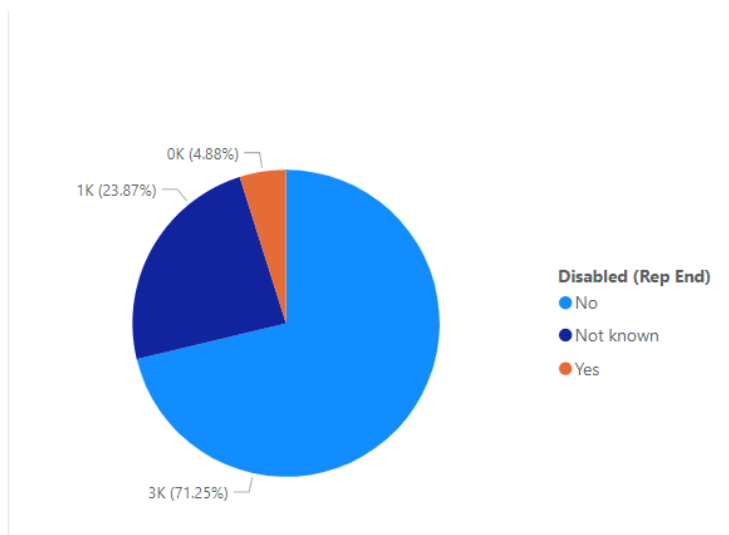
The makeup of our resident population is different to that of London overall or of England and Wales, with notably fewer very young and old residents, but a proportionately higher population between 20-64. This resembles the overall workforce in the City of London where approximately 61% of workers are aged between 22 and 39, compared to than England and Wales with 40%.



| Age Band (years) | City of London Corporation Employees (March 2023) | City of London (Census 2021) | London (Census 2021) | England (Census 2021) | England and Wales (Census 2021) |
|---------------------------|----------------------------------------------------------|-------------------------------------|-----------------------------|------------------------------|----------------------------------------|
| Aged 4 & under | n/a | 2.5% | 6.0% | 5.4% | 5.4% |
| Aged 5 to 9 | n/a | 1.9% | 6.0% | 5.9% | 5.9% |
| Aged 10 to 15 | n/a | 2.4% | 7.2% | 7.2% | 7.2% |
| Aged 16 to 19 | <1% | 2.2% | 4.4% | 4.6% | 4.6% |
| Aged 20 to 24 | 3.9% | 11.2% | 6.7% | 6.0% | 6.0% |
| Aged 25 to 34 | 20.9% | 25.8% | 18.1% | 13.6% | 13.5% |
| Aged 35 to 49 | 36.4% | 21.2% | 22.7% | 19.4% | 19.3% |
| Aged 50 to 64 | 34.9% | 18.8% | 16.9% | 19.4% | 19.5% |
| Aged 65 to 74 | 3.5% | 8.3% | 6.5% | 9.8% | 9.9% |
| Aged 75 to 84 | <1% | 4.3% | 3.8% | 6.1% | 6.2% |
| Aged 85 & over | 0.0% | 1.4% | 1.6% | 2.4% | 2.4% |

2. Disability

Disability data is held on 78% of the workforce. Employees are asked to indicate whether they have a disability on the HR information system; similarly, job applicants are asked to indicate Yes or No to the statement of “I consider myself to have a disability” (no third option not to disclose is available). Therefore, this indicator does not accurately measure whether an employee meets the definition of “disability” under the Equality Act 2010. Data indicates that 4.9% of the total workforce have declared themselves as having a disability.



| Disability | 2021/22 Headcount | 2021/22 % | 2022/23 Headcount | 2022/23% |
|--------------|-------------------|------------|-------------------|------------|
| No | 2880 | 74.3% | 2862 | 71.3% |
| Not Known | 814 | 21% | 959 | 23.9% |
| Yes | 182 | 4.7% | 196 | 4.9% |
| Total | 3876 | 100 | 4017 | 100 |

The percentage of non-disabled residents in the City of London is higher than London and national levels. The below table shows the full percentage breakdown. No disability data is available for workers in the City of London. However, by comparison 23% of people of working age in the UK reported having a disability between January and March 2023.



| Group | City of London (Census 2021) | London (Census 2021) | England & Wales (Census 2021) |
|-------------------------------------|------------------------------|----------------------|-------------------------------|
| Disabled under the Equality Act | 11.8% | 15.6% | 17.8% |
| Not disabled under the Equality Act | 88.2% | 84.3% | 82.2% |

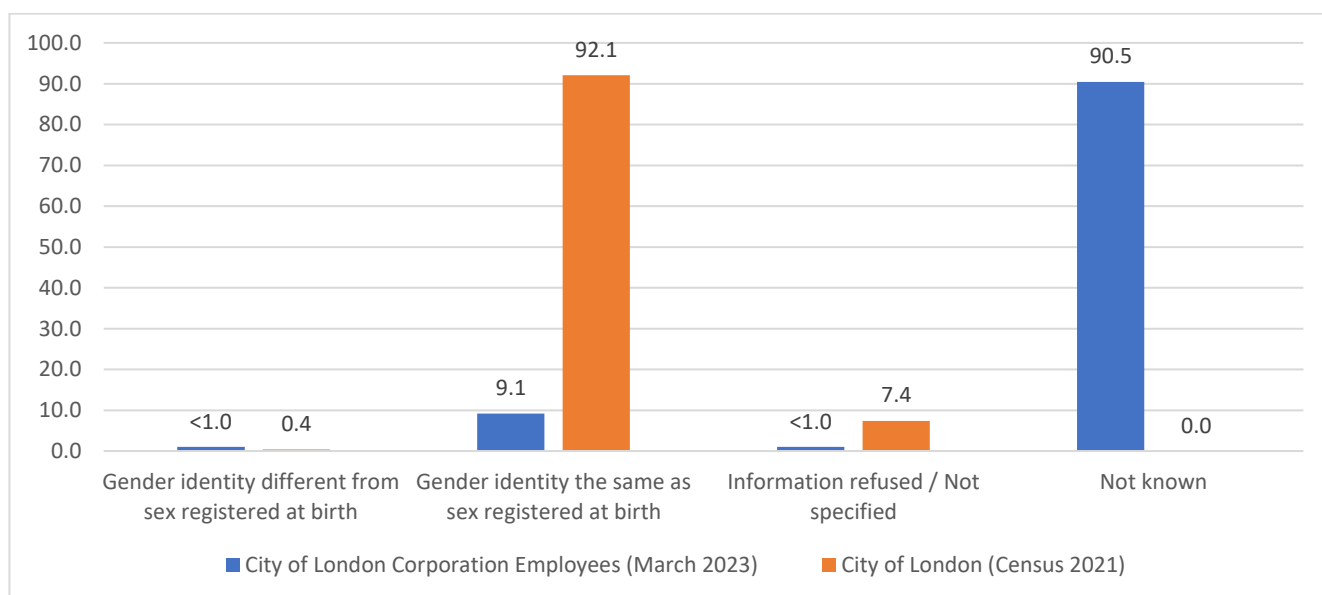
3. Gender Reassignment

Not Known is the largest response group (over 90%) when it comes to data relating to Gender Reassignment. This makes it very difficult to draw any concrete conclusions using this data.

Gender Reassignment

The 2021 Census featured for the first time a question on Gender Identity which asked was 'is the gender you identify with the same as your sex registered at birth?'. The question was voluntary and was only asked of people aged 16 years and over. The City of London broadly follows the national trend. The percentage breakdown for 2021 is displayed below.

| Group | City of London Corporation Employees (March 2023) | City of London (Census 2021) | London (Census 2021) | England (Census 2021) | England and Wales (Census 2021) |
|--------------------------------------------------------|---------------------------------------------------|------------------------------|----------------------|-----------------------|---------------------------------|
| Gender identity different from sex registered at birth | <1% | 0.4% | 1.0% | 0.5% | 0.5% |
| Gender identity the same as sex registered at birth | 9.1% | 92.1% | 91.2% | 93.5% | 93.5% |
| Information not disclosed / Not specified | <1% | 7.4% | 7.9% | 6.0% | 6.0% |
| Not known | 90.5% | 0.0% | 0.0% | 0.0% | 0.0% |



4. Marriage and Civil Partnership

Not Known/Not Specified makes up the highest proportion of responses relating to Marriage and Civil Partnership for those employed by the City Corporation, at 36.5%. Where there is a response, the largest groups are married or in a civil partnership (31.0%) and never married and never registered a civil partnership [recorded as being single or having a partner] (27.8%).

| Group | City of London Corporation Employees (March 2023) | City of London (Census 2021) | London (Census 2021) | England (Census 2021) | England and Wales (Census 2021) |
|------------------------------------------------------------------------------|---------------------------------------------------|------------------------------|----------------------|-----------------------|---------------------------------|
| Divorced or civil partnership dissolved | 3.1% | 7.0% | 7.3% | 9.1% | 9.1% |
| Married or in a registered civil partnership | 31.0% | 30.4% | 40.0% | 44.7% | 44.6% |
| Never married and never registered a civil partnership | 27.8% | 57.4% | 46.2% | 37.9% | 37.9% |
| Not known | 34.2% | 0.0% | 0.0% | 0.0% | 0.0% |
| Not specified | 2.3% | 0.0% | 0.0% | 0.0% | 0.0% |
| Separated, but still legally married or still legally in a civil partnership | 1.2% | 2.1% | 2.3% | 2.2% | 2.2% |
| Widowed or surviving civil partnership partner | <1% | 3.0% | 4.2% | 6.1% | 6.1% |



5. Pregnancy and Maternity

101 employees of the City of London Corporation have been on maternity leave in the 12 months between April 2022 and March 2023.

The 2021 Census did not collect any data with respect to pregnancy and/or maternity leave, nor do the ONS produce regular data on these subjects. Therefore, this report uses NHS England data on maternity, published as part of the Maternity Services Dashboard, to provide relevant comparative information⁵. The table below displays aggregated monthly data for the twelve months from April 2022 to March 2023, on the number of antenatal appointments booked and the number of deliveries, across three geographic dimensions: those with the City of London as their local authority of residence, bookings/deliveries within the London Commissioning Region, and bookings/deliveries across all the areas reporting to NHS England.

| Group | Local Authority of Residence: City of London (Apr22-Mar23) | London Commissioning Region (Apr22-Mar23) | NHS England (Apr22-Mar23) |
|---------------------------------------|-------------------------------------------------------------------|--------------------------------------------------|----------------------------------|
| Antenatal Appointment Bookings | 70 | 129,235 | 658,915 |
| Deliveries | 60 | 101,550 | 528,570 |

⁵ [Maternity Services Monthly Statistics - NHS Digital](#)

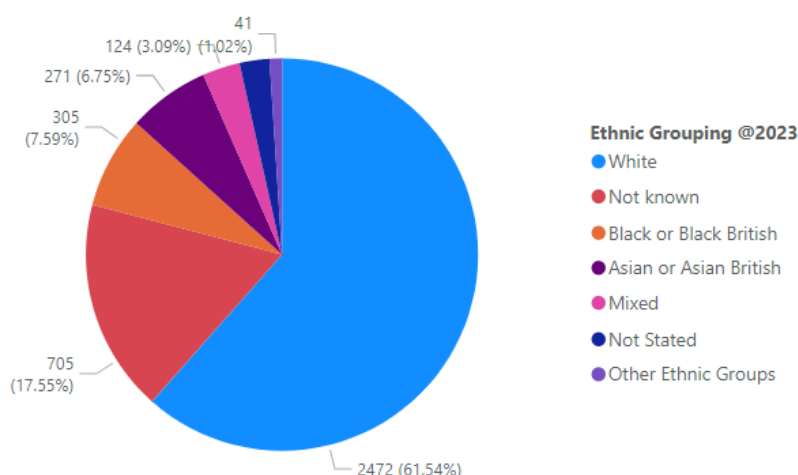
6. Race

For the purpose of this analysis employees are classified as belonging to the ethnic groups described below. These are the standard classifications on the HR Information System and allow for comparison with other London Councils:

- **White:** White - British, White - EU, White - other European, White - Any other White background, Irish
- **Asian or Asian British:** Asian - Bangladeshi, Asian - British, Asian - Indian, Asian - Pakistani, Asian - Any other Asian background
- **Black or Black British:** Black – African, Black – British, Black – Caribbean, Black - Any other Black background
- **Mixed:** Mixed - Asian & White, Mixed - Black & White, Mixed - Any other Mixed background
- **Other Ethnic Groups:** Chinese, Any other background, Any other ethnic group

Ethnicity data is held on 82.2% of the workforce. The ethnicity profile has broadly remained the same since last year.

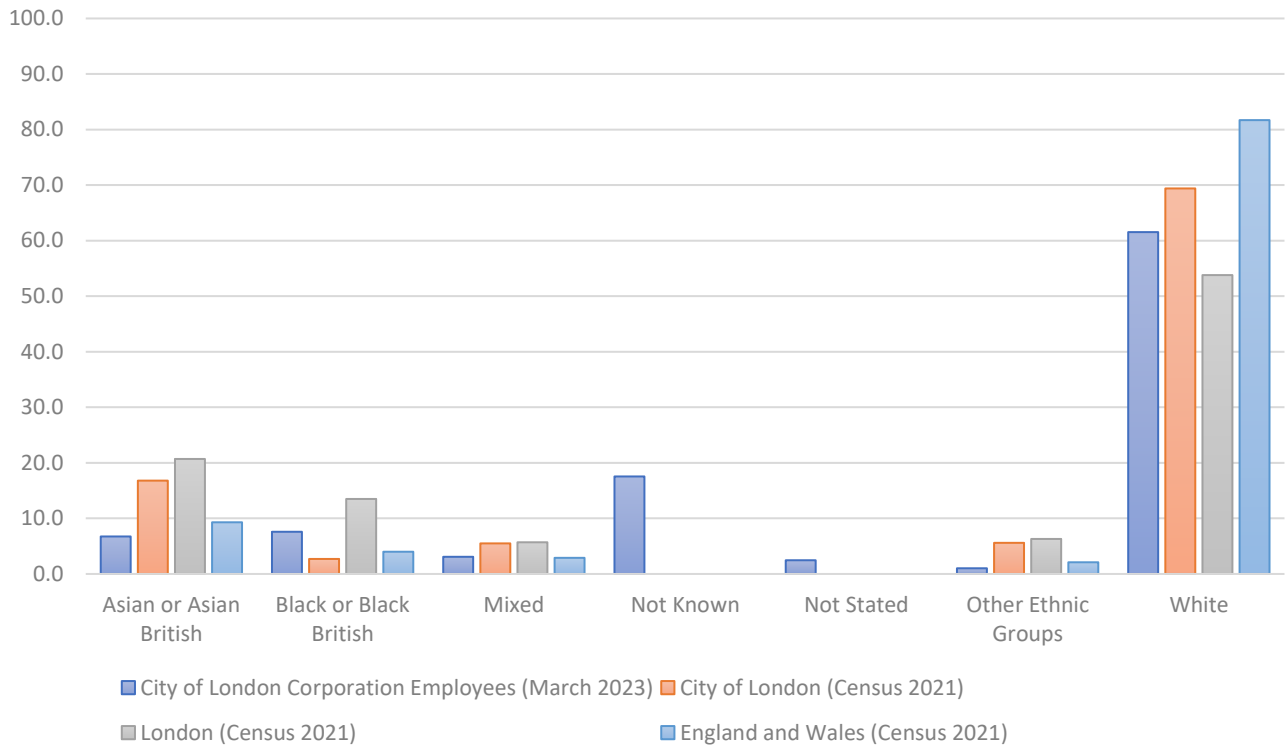
Headcount 2023 by Ethnic Grouping @2023



| Ethnic Group | 2021/21 Headcount | 2021/21 % | 2022/23 Headcount | 2022/23 % |
|---------------------------------|-------------------|-------------|-------------------|-------------|
| Asian or Asian British | 246 | 6.6% | 271 | 6.6% |
| Black or Black British | 285 | 7.6% | 305 | 7.6% |
| Mixed or Multiple Ethnic Groups | 112 | 2.9% | 124 | 3.1% |
| Not Known | 571 | 14.7% | 705 | 17.6% |
| Not Stated | 94 | 2.4% | 99 | 2.5% |
| Other Ethnic Group | 33 | <1% | 41 | 1.0% |
| White | 2535 | 65.4% | 2472 | 61.5% |
| Total | 3876 | 100% | 4017 | 100% |

The City of London shows higher levels of Minority Ethnic groups than the national breakdown and lower levels than those seen for London overall.

Comparison of ethnic groups by area

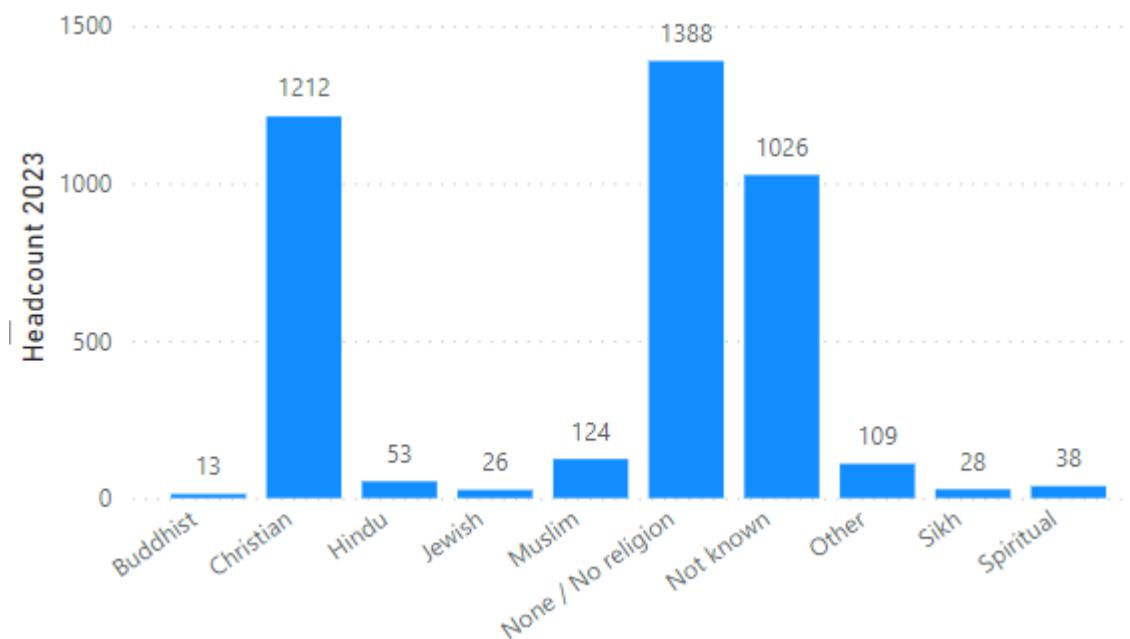


| Ethnic Group | CoLC Employees (March 2023) | City of London (Census 2021) | London (Census 2021) | England and Wales (Census 2021) |
|----------------------------------------|-----------------------------|------------------------------|----------------------|---------------------------------|
| Asian or Asian British | 6.7% | 16.8% | 20.7% | 9.3% |
| Black or Black British | 7.6% | 2.7% | 13.5% | 4.0% |
| Mixed or Multiple Ethnic Groups | 3.1% | 5.5% | 5.7% | 2.9% |
| Not Known | 17.6% | 0.0% | 0.0% | 0.0% |
| Not Stated | 2.5% | 0.0% | 0.0% | 0.0% |
| Other Ethnic Groups | 1.0% | 5.6% | 6.3% | 2.1% |
| White | 61.5% | 69.4% | 53.8% | 81.7% |

7. Religion or Belief

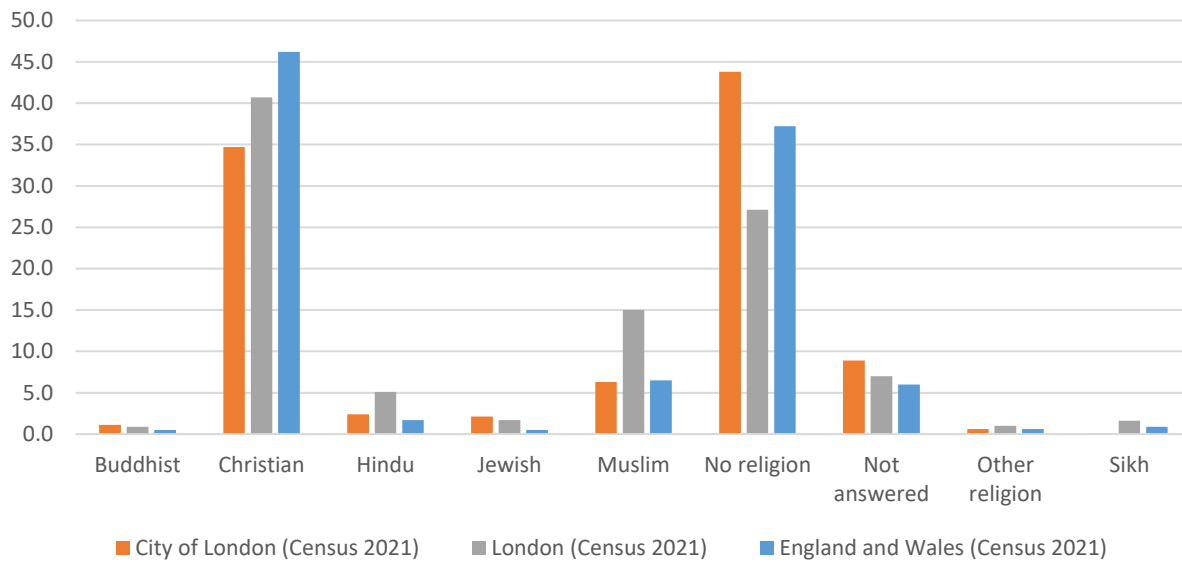
Religion and belief information is held on 78% of the workforce. Of this group who provided information 30.2% identified as Christian. 34.5% stated that they have none/no religion or belief (a slight decrease on last year).

Comparatively, in the 2021 census, the most common response from City of London residents was also 'no religion (43.8%)'. Unlike for the City of London, Christian remained the largest response group nationally and in London.



| Religion / Belief | 2021/22 Headcount | 2021/22% | 2022/23 Headcount | 2022/23% |
|-------------------------|-------------------|-------------|-------------------|-------------|
| Buddhist | 13 | <1% | 13 | <1% |
| Christian | 1259 | 32.5% | 1212 | 30.2% |
| Hindu | 46 | 1.1% | 53 | 1.3% |
| Jewish | 23 | <1% | 26 | <1% |
| Muslim | 112 | 2.9% | 124 | 3.0% |
| None/No Religion | 1353 | 34.9% | 1388 | 34.5% |
| Not known | 890 | 23.0% | 1026 | 25.5% |
| Other | 116 | 3.0% | 109 | 2.7% |
| Sikh | 25 | <1% | 28 | <1% |
| Spiritual | 38 | 1.0% | 38 | 1.0% |
| Total | 3875 | 100% | 4017 | 100% |

Percentage of Religion or Belief by area

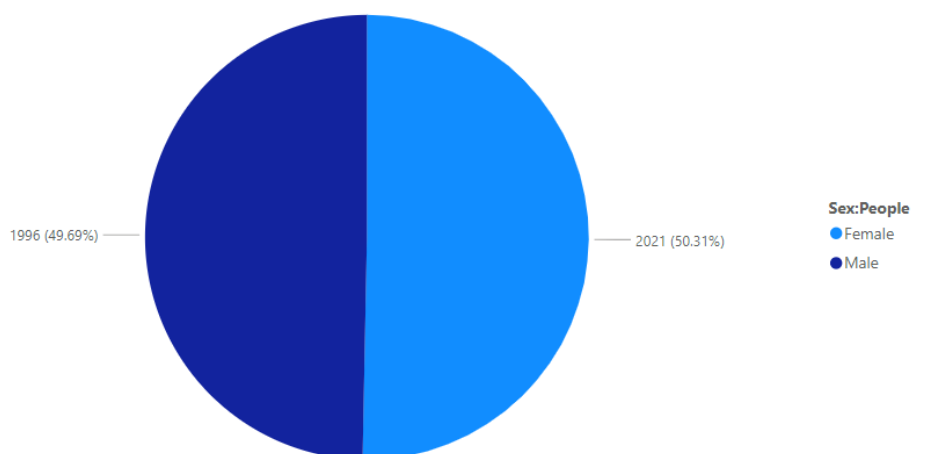


| Religion / Belief | CoLC Employees (March 2023) | City of London (Census 2021) | London (Census 2021) | England and Wales (Census 2021) |
|----------------------------------------|-----------------------------|------------------------------|----------------------|---------------------------------|
| Buddhist | <1% | 1.1% | 0.9% | 0.5% |
| Christian | 30.2% | 34.7% | 40.7% | 46.2% |
| Hindu | 1.3% | 2.4% | 5.1% | 1.7% |
| Jewish | <1% | 2.1% | 1.7% | 0.5% |
| Muslim | 3.1% | 6.3% | 15.0% | 6.5% |
| No religion | 34.6% | 43.8% | 27.1% | 37.2% |
| Not known | 25.5% | 8.9% | 7.0% | 6.0% |
| Other religion (inc. Spiritual) | 3.7% | 0.6% | 1.0% | 0.6% |
| Sikh | <1% | 0.1% | 1.6% | 0.9% |

8. Sex

The virtually even split in the proportion of females and males directly employed by the City Corporation remains similar to the previous year. By comparison the City of London has notably fewer female residents than male, by a factor of ten percentage points. This is contrary to wider London and national trends. The City of London worker numbers⁶ reflects an even larger difference between female and male employees.

Headcount (2023) by Sex:People



| Sex | Headcount 2021/2022 | % 2021/2022 | Headcount 2022/2023 | % 2022/2023 |
|--------|---------------------|-------------|---------------------|-------------|
| Female | 1939 | 50.03% | 2021 | 50.31% |
| Male | 1937 | 49.97% | 1996 | 49.69% |

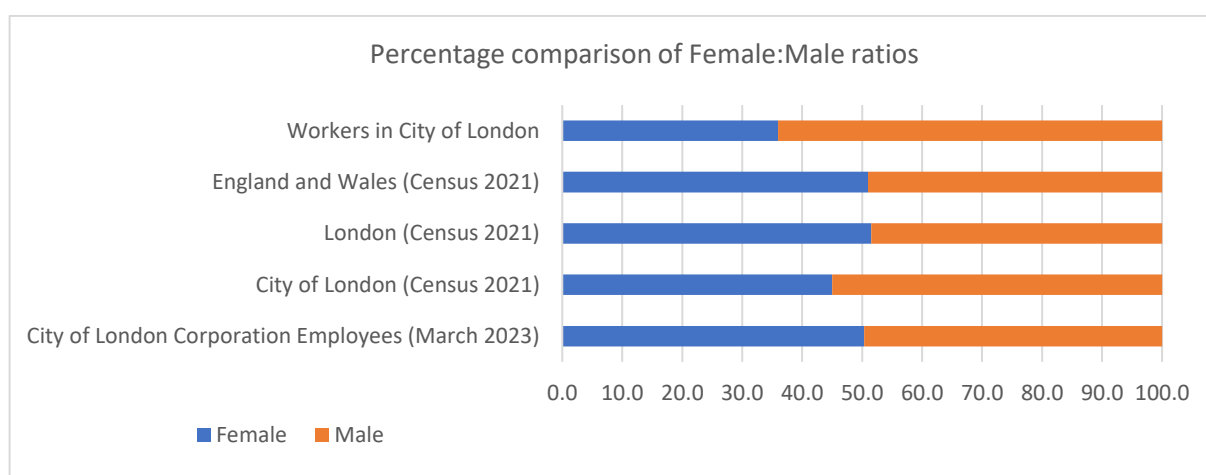


Figure - Gender breakdown comparison

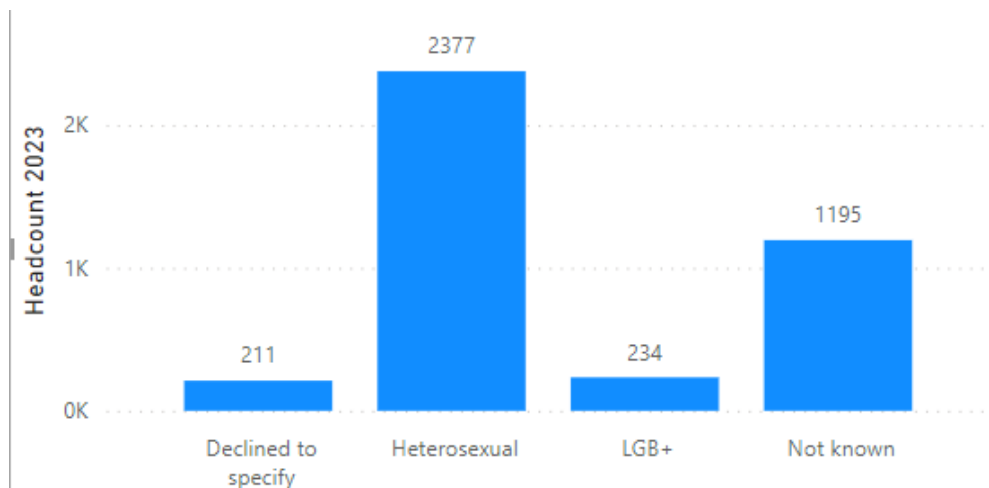
| Sex | CoLC Employees (March 2023) | City of London (Census 2021) | London (Census 2021) | England & Wales (Census 2021) | Workers in City of London (2022) |
|--------|-----------------------------|------------------------------|----------------------|-------------------------------|----------------------------------|
| Female | 50.3% | 45.0% | 51.5% | 51.0% | 36.0% |
| Male | 49.7% | 55.0% | 48.5% | 49.0% | 64.0% |

⁶ [City of London Factsheets February 2023](#)

9. Sexual Orientation

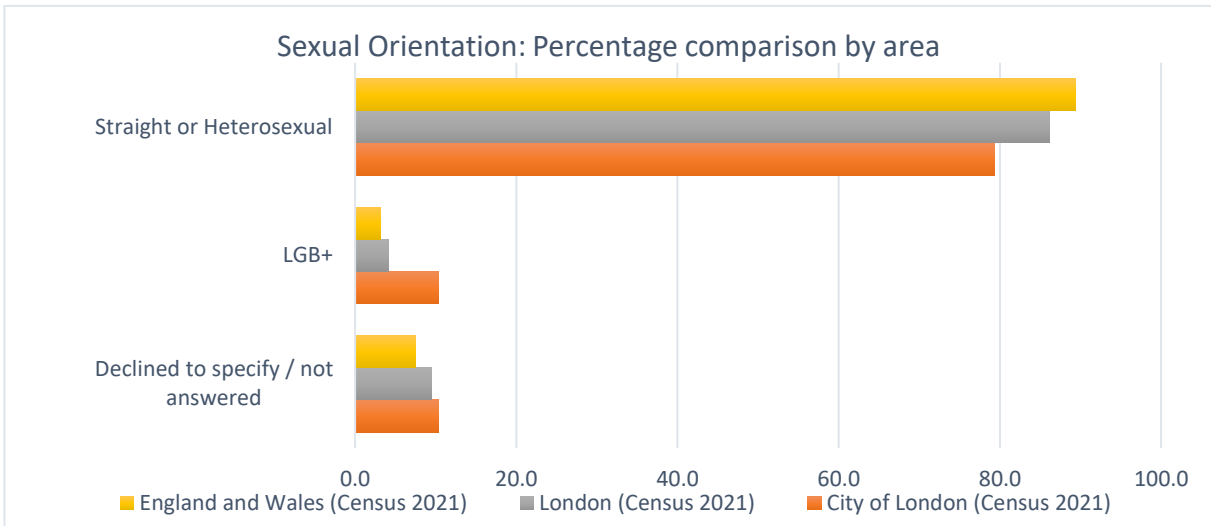
Sexual orientation information is held on 65% of the workforce. There has been a significant increase in data capture since last year; numbers remain broadly similar to the previous year. It should be noted that of the 35% employees whose sexual orientation is unknown, this includes 5.3% who actively declined to specify. This protected characteristic is therefore still lower than other self-reported protected characteristic information. Heterosexual makes up the largest proportion of response (over 50%).

The Government uses a figure of 5 to 7% of the population as Lesbian, Gay, Bisexual, Trans (LGBT)⁷ Overall, the City of London has a slightly higher proportion of LGB+ residents than London and England & Wales.



| Sexual Orientation | 2021/22 Headcount | 2021/22 % | 2022/23 Headcount | 2022/23 % |
|---------------------|-------------------|-------------|-------------------|-------------|
| Declined to specify | 213 | 5.5% | 211 | 5.3% |
| Heterosexual | 2372 | 61.2% | 2377 | 59.2% |
| LGB+ | 211 | 5.4% | 234 | 5.8% |
| Not known | 1080 | 27.9% | 1195 | 29.8% |
| Total | 3876 | 100% | 4017 | 100% |

⁷ Considered a reasonable estimate by LGBT charity Stonewall



| Group | CoLC Employees (March 2023) | City of London (Census 2021) | London (Census 2021) | England & Wales (Census 2021) |
|------------------------------------|-----------------------------|------------------------------|----------------------|-------------------------------|
| Declined to specify / not answered | 6.1% | 10.4% | 9.5% | 7.5% |
| LGB+ | 5.8% | 10.4% | 4.2% | 3.1% |
| Not known | 30.8% | 0.0% | 0.0% | 0.0% |
| Straight or Heterosexual | 57.3% | 79.3% | 86.2% | 89.4% |

B. Salary / Grade Profile Data

This section provides details of salary and gradings in relation to protected characteristics. Areas that are not currently included (pregnancy & maternity /salary and gender reassignment / salary) do not have enough robust data for GDPR compliant disclosure.

1.City of London Corporation Salary Scales

The pay of City Corporation employees is determined locally. This differs from most other Local Authorities whose pay is governed by the National Joint Council for Local Government (NJC). Figures exclude London Weighting and other allowances.

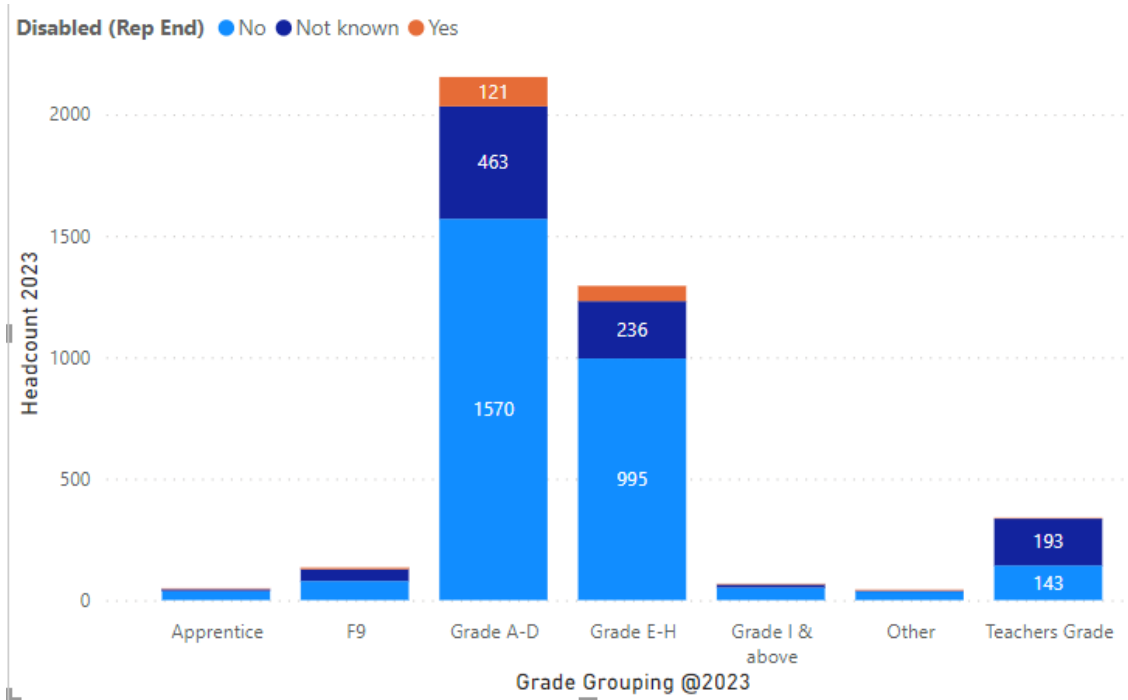
| Grade | Min Salary (£) | Max Salary (£) | 2022/23 Workforce headcount | 2022/23 Workforce % | 2022/23 Female Headcount | 2022/23 Female % | 2022/23 Male Headcount | 2022/23 Male % |
|-----------------|-----------------|-----------------|-----------------------------|---------------------|--------------------------|------------------|------------------------|----------------|
| Apprentice | 20,170 | 20,570 | 48 | 1.2% | 25 | 52.1% | 23 | 47.1% |
| Grade A | 14,840 | 18,720 | 108 | 3.3% | 29 | 26.9% | 79 | 73.1% |
| Grade B | 16,170 | 22,350 | 550 | 13.7% | 189 | 34.4% | 361 | 65.6% |
| Grade C | 21,110 | 29,170 | 788 | 19.6% | 425 | 53.9% | 363 | 46.1% |
| Grade D | 26,070 | 36,070 | 711 | 17.7% | 406 | 57.1% | 305 | 42.9% |
| Grade E | 30,210 | 41,830 | 572 | 14.2% | 311 | 54.4% | 261 | 45.6% |
| Grade F | 38,300 | 53,040 | 416 | 10.4% | 221 | 53.1% | 195 | 46.9% |
| Grade G | 45,760 | 63,290 | 209 | 5.2% | 105 | 50.2% | 104 | 49.8% |
| Grade H | 53,040 | 73,360 | 102 | 2.5% | 32 | 31.4% | 70 | 68.4% |
| Grade I | 61,470 | 85,070 | 31 | <1% | - | 48.4% | 16 | 51.6% |
| Grade J | 73,360 | 101,600 | 22 | <1% | - | 22.7% | 17 | 77.3% |
| Chief Officers* | 84,240 | 258,970 | 14 | 0.4% | 7 | 50% | 7 | 50% |
| F9 Grade | No fixed values | No fixed values | 134 | 3.3% | 68 | 50.7% | 66 | 49.3% |
| Teachers | 29,490 | 89,780 | 339 | 8.4% | 201 | 59.3% | 339 | 40.7% |

*Chief Officers have individual salary scales within this range and includes Head Teachers

2. Age and Grade Profile

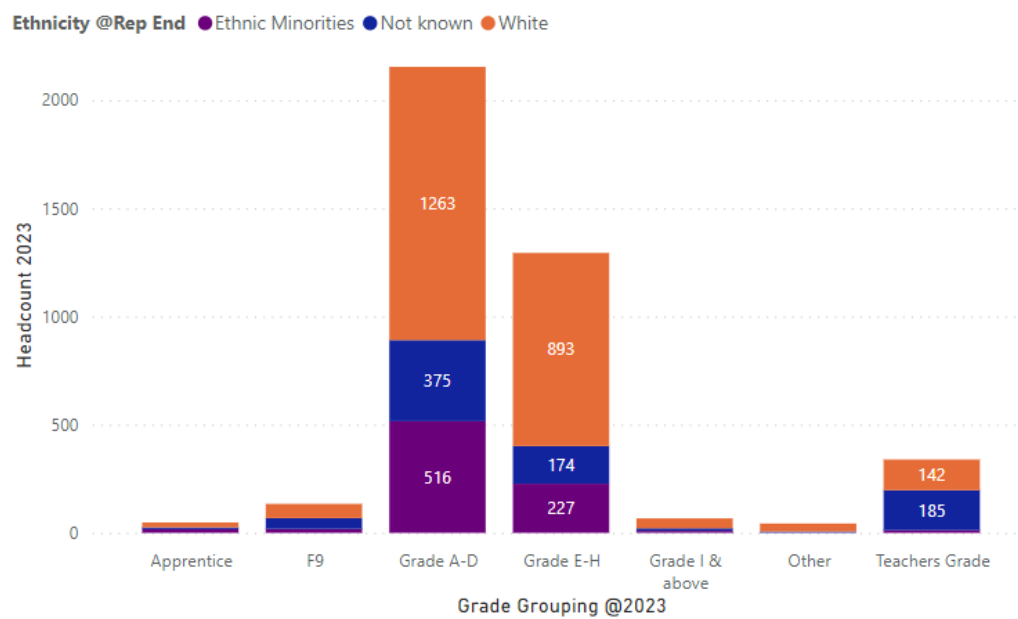
| Grade Grouping | 16 to 19 Years | 20 to 24 Years | 25 to 34 Years | 35 to 49 Years | 50 to 64 Years | 65 to 74 Years | 75 to 84 Years |
|-----------------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|
| Apprentice | <1% | <1% | <1% | <1% | <1% | 0% | 0% |
| Grade A-D | <1% | 2.79% | 12.67% | 17.15% | 18.65% | 2.19% | <1% |
| Grade E-H | 0% | <1% | 5.78% | 13.87% | 11.75% | <1% | <1% |
| Grade I & above | 0% | 0% | <1% | <1% | <1% | <1% | 0% |
| Other | 0% | 0% | 0% | <1% | <1% | <1% | 0% |
| F9 | 0% | <1% | <1% | <1% | 1.27% | <1% | <1% |
| Teachers Grade | 0% | <1% | 1.64% | 4.01% | 2.59% | <1% | 0% |
| All Staff Total 22/23 | <1% | 3.86% | 20.91% | 36.37% | 34.90% | 3.51% | <1% |
| All Staff Total 21/22 | <1% | 3.46% | 20.05% | 37.02% | 35.68% | 3.35% | <1% |

3. Disability Indicator and Grade Profile



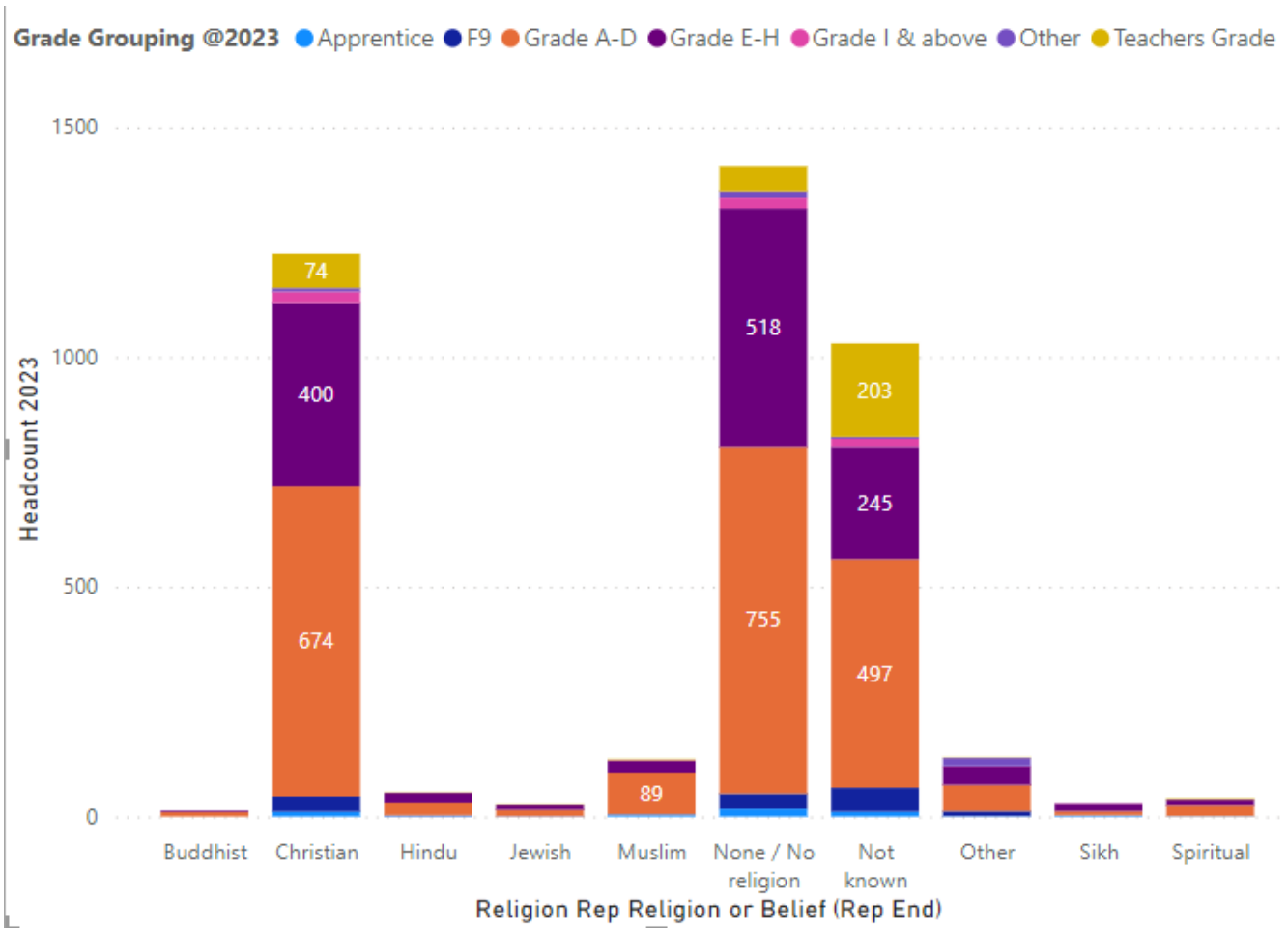
| Grade Grouping | No | Not Known | Yes |
|-----------------------|--------|-----------|-------|
| Apprentice | 79.17% | 14.58% | 6.25% |
| Grade A-D | 72.89% | 21.49% | 5.62% |
| Grade E-H | 76.89% | 18.24% | 4.87% |
| Grade I+ | 77.61% | 17.91% | 4.48% |
| F9 | 58.96% | 35.82% | 5.22% |
| Other | 83.72% | 6.98% | 9.30% |
| Teachers | 42.18% | 56.93% | <1% |
| All Staff Total 22/23 | 71.25% | 23.87% | 4.88% |
| All Staff Total 21/22 | 74.30% | 21.00% | 4.70% |

4. Race and Grade Profile



| Grade Grouping | Ethnic Minorities | Not known | White |
|------------------------------|-------------------|---------------|---------------|
| Apprentice | 35.42% | 16.67% | 47.92% |
| Grade A-D | 23.96% | 17.41% | 58.64% |
| Grade E-H | 17.54% | 13.45% | 69.01% |
| Grade I+ | 13.43% | 17.91% | 68.66% |
| F9 | 13.43% | 37.31% | 49.25% |
| Other | 2.33% | 11.63% | 86.05% |
| Teachers | 3.54% | 54.57% | 41.89% |
| All Staff Total 22/23 | 19.84% | 20.06% | 60.09% |
| All Staff Total 21/22 | 18.76% | 17.16% | 64.09% |

5. Religion/Belief and Grade Profile

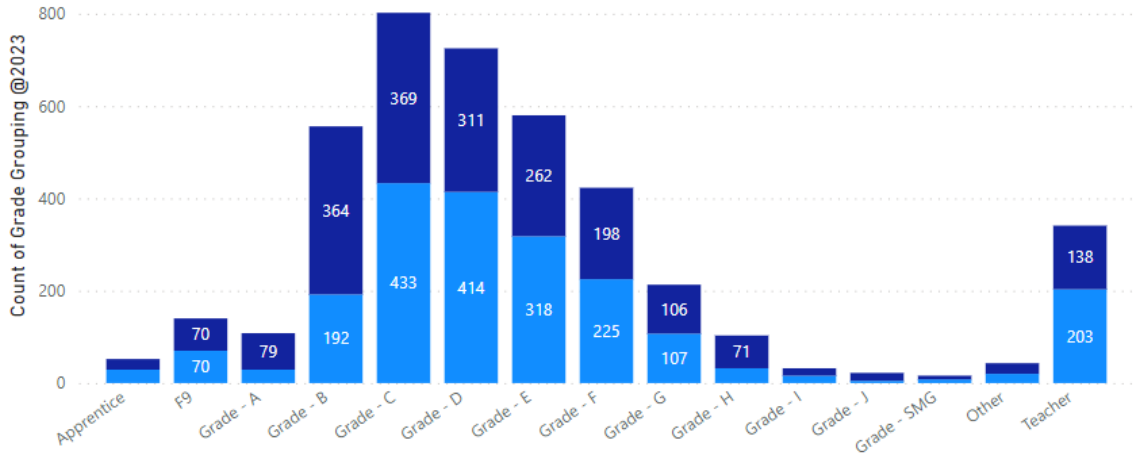


| Grade Grouping | Buddhist | Christian | Hindu | Jewish | Muslim | None / No religion | Not known | Other | Sikh | Spiritual |
|-------------------------|----------|-----------|-------|--------|--------|--------------------|-----------|-------|------|-----------|
| Apprentice | 0% | 22.9% | 2.1% | 0% | 8.3% | 35.4% | 22.9% | 2.1% | 4.2% | 2.1% |
| Grade A-D | <1% | 31.3% | 1.2% | <1% | 4.1% | 35% | 23% | 2.7% | <1% | 1.1% |
| Grade E-H | <1% | 30.9% | 1.8% | <1% | 2.2% | 40% | 18.9% | 3.1% | 1.2% | <1% |
| Grade I & above | 0% | 35.8% | 0% | 0% | 1.5% | 34.3% | 25.4% | 1.5% | 1.5% | 0% |
| F9 | 0% | 22.9% | 1.5% | <1% | <1% | 24.6% | 38.8% | 8.2% | <1% | 0% |
| Other | 0% | 18.6% | 0% | 0% | 0% | 30.2% | 9.3% | 41.9% | 0% | 0% |
| Teachers Grade | 0% | 21.8% | <1% | <1% | <1% | 16.2% | 59.9% | <1% | 0% | <1% |
| All Staff Total 2022/23 | <1% | 30.2% | 1.3% | <1% | 30.1% | 34.6% | 25.5% | 2.7% | <1% | 1.0% |
| All Staff Total 2021/22 | <1% | 32.5% | 1.1% | <1% | 2.9% | 34.9% | 23.0% | 3.0% | <1% | 1.0% |

6. Sex and Grade Profile

Count of Grade Grouping @2023 by Grade @2023 and Sex:People

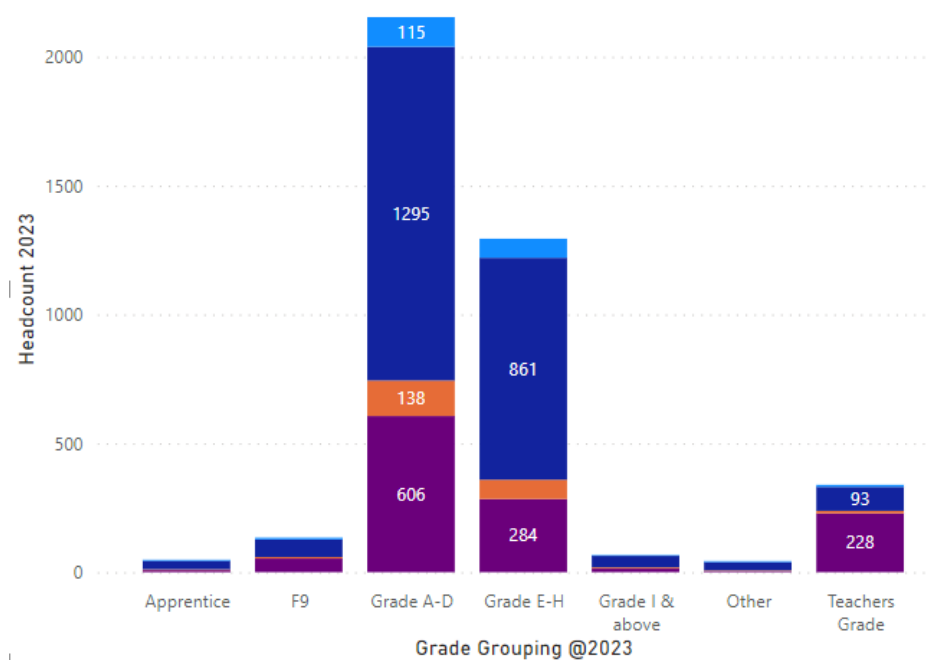
Sex:People ● Female ● Male



| Grade Grouping | 2021/22 Female Headcount | 2021/22 Female % | 2021/22 Male Headcount | 2021/22 Male % | 2022/23 Female Headcount | 2022/23 Female % | 2022/23 Male Headcount | 2022/23 Male % |
|----------------|--------------------------|------------------|------------------------|----------------|--------------------------|------------------|------------------------|----------------|
| Apprentice | 35 | 64.8% | 19 | 35.2% | 25 | 52.1% | 23 | 47.9% |
| A-D | 1015 | 48.2% | 1093 | 51.8% | 1046 | 48.6% | 1108 | 49.4% |
| E-H | 612 | 50.1% | 609 | 49.9% | 665 | 51.4% | 629 | 48.6% |
| I and above | 22 | 37.3% | 37 | 51.7% | 27 | 40.3% | 40 | 49.7% |
| F9 | 69 | 56.6% | 53 | 43.4% | 68 | 50.8% | 66 | 49.2% |
| Other | 21 | 50.0% | 21 | 50.0% | 20 | 46.5% | 23 | 53.5% |
| Teachers | 194 | 59.5% | 132 | 40.5% | 201 | 59.2% | 138 | 40.7% |

7. Sexual Orientation & Grade Profile

Sexual Orientation Rep End ● Not known ● LGB+ ● Heterosexual ● Declined to specify



| Grade Grouping | Declined to specify | Heterosexual | LGB+ | Not Known |
|--------------------------------|---------------------|--------------|-------------|--------------|
| Apprentice | 8.3% | 68.8% | 6.3% | 16.7% |
| Grade A-D | 5.3% | 60.1% | 6.4% | 28.1% |
| Grade E-H | 5.7% | 66.5% | 5.8% | 21.6% |
| Grade I & above | 4.5% | 67.2% | 7.5% | 20.9% |
| F9 | 5.2% | 50.8% | 4.5% | 39.6% |
| Other | 9.3% | 74.4% | 6.9% | 9.3% |
| Teachers Grade | 2.4% | 27.4% | 3.0% | 67.3% |
| All Staff Total 2022/23 | 5.3% | 59.2% | 5.8% | 29.8% |
| All Staff Total 2021/22 | 5.5% | 61.2% | 5.4% | 27.9% |

8. Top 5% Earner data

By Age

| Age band ⁸ | 2022/23 % | 2022/23 All Staff % |
|-----------------------|-----------|---------------------|
| 16 to 19 Years | 0% | <1% |
| 20 to 24 Years | 0% | 3.9% |
| 25 to 34 Years | 3.3% | 20.9% |
| 35 to 49 Years | 41.5% | 36.4% |
| 50 to 64 Years | 51.4% | 34.9% |
| 65 to 74 Years | 3.3% | 3.5% |
| 75 to 84 Years | <1% | <1% |

⁸ Age banding has changed since 2021/22; for older data please refer to previous disclosures on the CoLC website

By Disability Indicator

| Disability | 2021/22 % | 2022/23 % | 2022/23 All Staff % |
|-------------------|------------------|------------------|----------------------------|
| No | 77.0% | 82.0% | 71.3% |
| Not Known | 18.5% | 15.3% | 23.9% |
| Yes | 4.5% | 2.7% | 4.9% |

By Race

| Ethnic Group | 2020/21 % | 2022/23 % | 2022/23 All Staff % |
|---------------------|------------------|------------------|----------------------------|
| Ethnic Minorities | 9.6% | 10.9% | 18.4% |
| Not Known | 10.2% | 15.3% | 20.0% |
| White | 80.2% | 73.8% | 61.5% |

By Religion and Belief

| Religion / Belief | 2021/22 % | 2022/23 % | 2022/23 All Staff % |
|--------------------------|------------------|------------------|----------------------------|
| Buddhist | 0.6% | 0% | <1% |
| Christian | 46.9% | 38.3% | 30.2% |
| Hindu | 0.0% | 0.6% | 1.3% |
| Jewish | 0.6% | 1.1% | <1% |
| Muslim | 1.1% | 1.6% | 3.0% |
| None/No Religion | 32.2% | 34.4% | 34.5% |
| Not Known | 17.0% | 22.4% | 25.5% |
| Other | 1.1% | 1.1% | 2.7% |
| Sikh | 0.6% | 0.6% | <1% |
| Spiritual | 0.0% | 0% | 1.0% |

By Sex

| Sex | 2021/22 % | 2022/23 % | 2022/23 All Staff % |
|------------|------------------|------------------|----------------------------|
| Female | 32.2% | 35.5% | 50.3% |
| Male | 67.8% | 64.5% | 49.7% |

By Sexual Orientation

| Sexual Orientation | 2021/22 % | 2022/23 % | 2022/23 All Staff % |
|---------------------------|------------------|------------------|----------------------------|
| Declined to specify | 7.9% | 6.0% | 5.3% |
| Heterosexual | 71.2% | 68.9% | 59.2% |
| LGB+ | 6.2% | 4.9% | 5.8% |
| Not known | 14.7% | 20.2% | 29.8% |

C. Service User Data

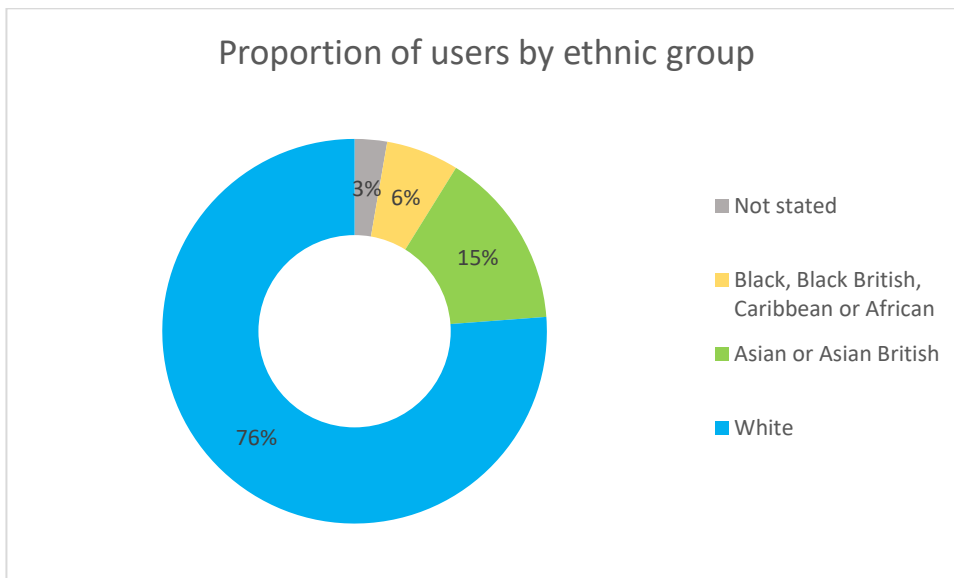
This section captures equalities data on people who are affected by the City of London Corporation policies and services.

1. Adult Social Care

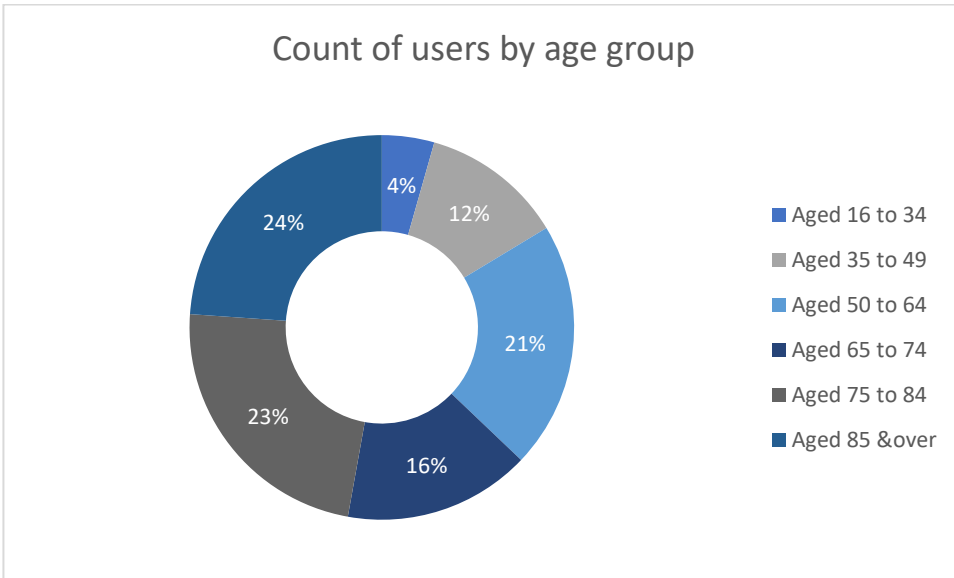
Our user base primarily consists of individuals from White backgrounds. The second-largest category is represented by users from Asian or Asian British backgrounds, followed by users from Black, Black British, Caribbean, or African backgrounds. A small number have chosen not to specify their ethnicity.

As per the previous section, groups consist of:

- **White:** White - British, White - EU, White - other European, White - Any other White background, Irish
- **Asian or Asian British:** Asian - Bangladeshi, Asian - British, Asian - Indian, Asian - Pakistani, Asian - Any other Asian background
- **Black or Black British:** Black – African, Black – British, Black – Caribbean, Black - Any other Black background
- **Mixed:** Mixed - Asian & White, Mixed - Black & White, Mixed - Any other Mixed background
- **Other Ethnic Groups:** Chinese, Any other background, Any other ethnic group

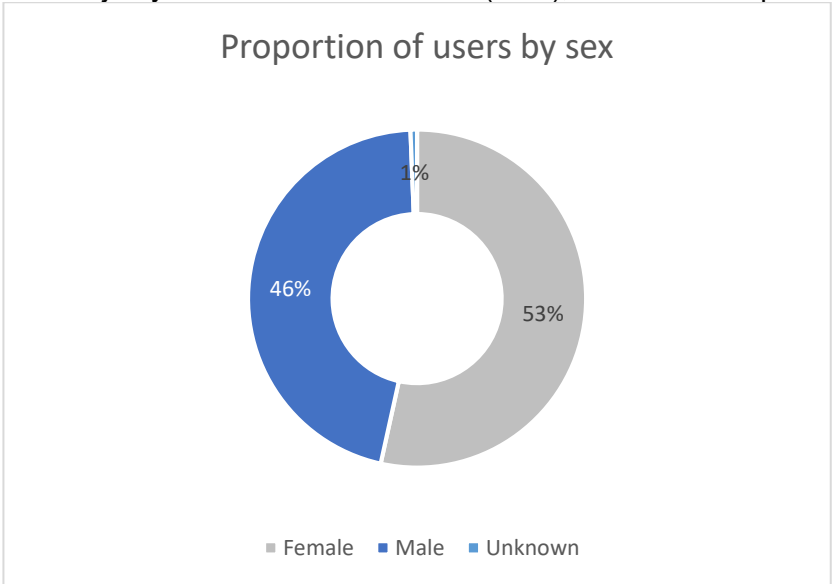


Nearly half of our users (47%) are aged 75 years and above; we also have a substantial portion of users aged between 50 and 74 years old (37%). A minority of our user base (16%) is 49 or under.

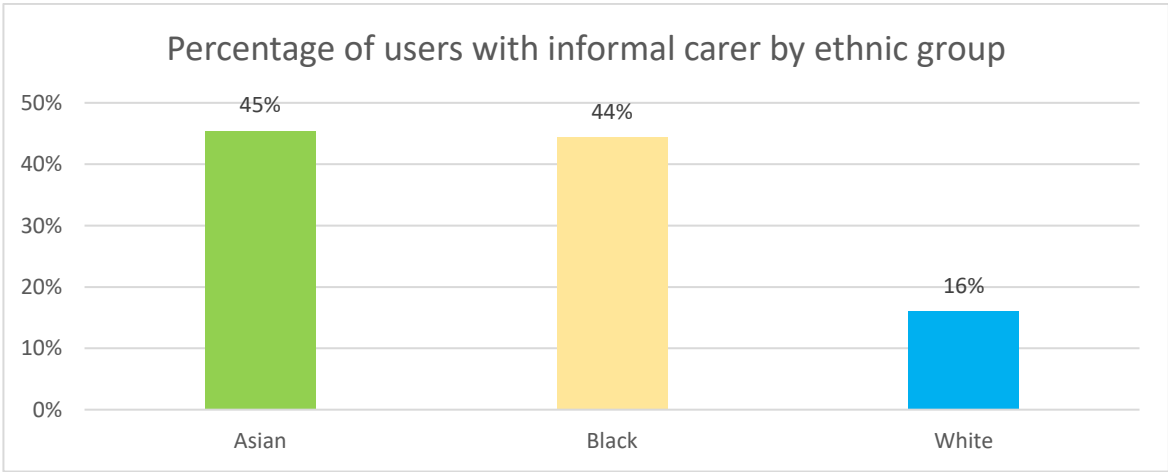


Comparatively, our White users (generally older individuals seeking our services) have the highest average age at 71; Black users have a comparatively lower average age at 65; Asian users have the lowest average age at 60.

The majority of our users are female (53%); males make up 46%; 1% did not specify.



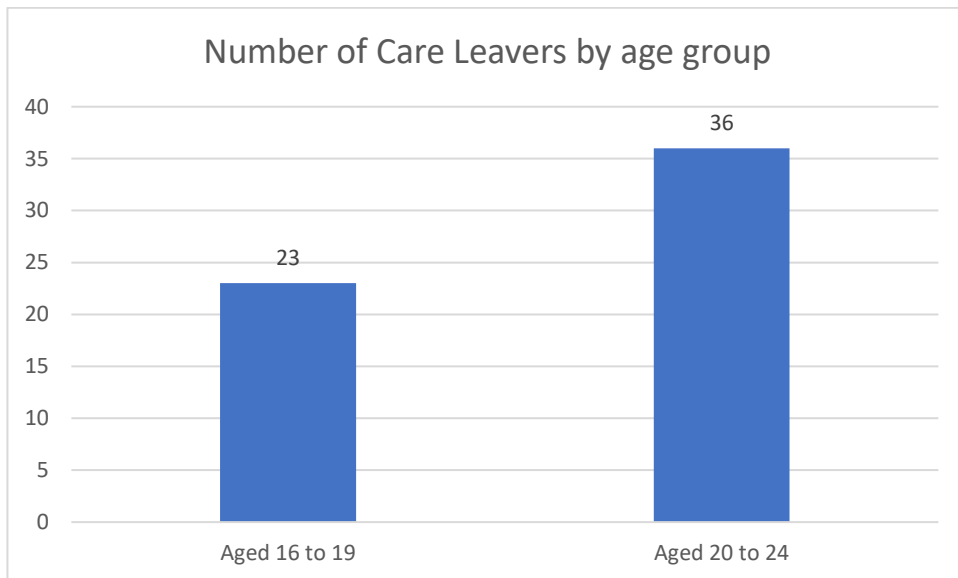
45% of Asian users and 44% of Black users indicate having an informal carer, compared to 16% of white users.



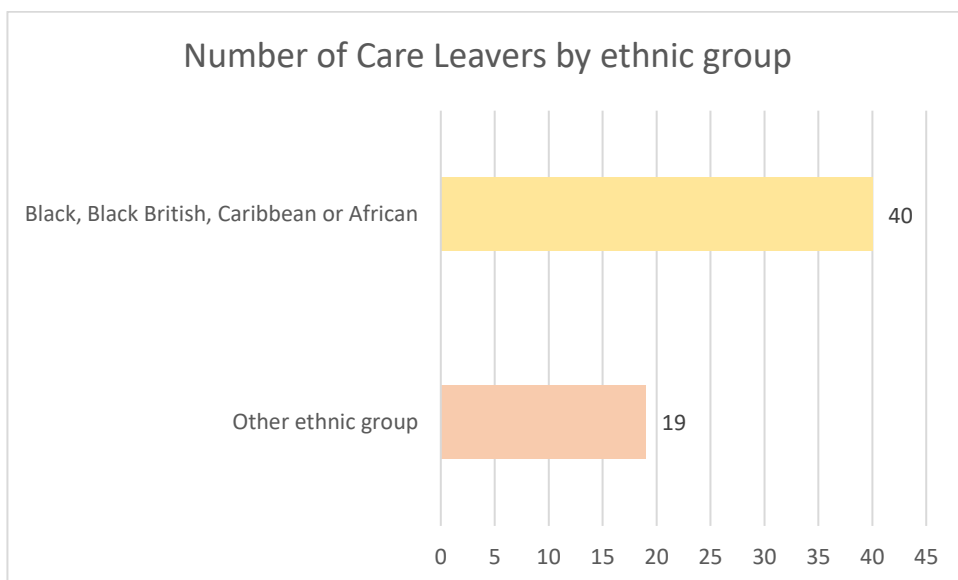
2. Childrens Social Care

Care Leavers

A care leaver is defined as any adult who has experienced time in care. The legal definition, outlined in The Children (Leaving Care) Act 2000, specifically identifies a care leaver as someone who has been in the care of the Local Authority for a duration of 13 weeks or more, spanning their 16th birthday. The information from the Care Leavers section is accurate as of March 2023.

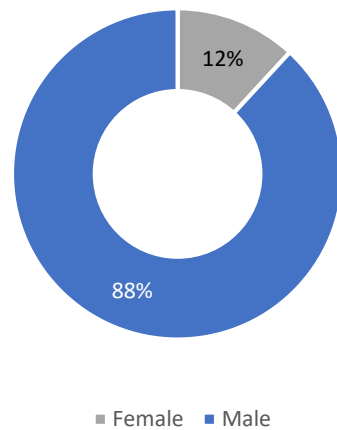


The substantial majority, comprising 40 out of 59 care leavers, are from Black, Black British, Caribbean, or African backgrounds. The remaining 19 care leavers belong to other diverse backgrounds.



Approximately 90% of Care Leavers are male.

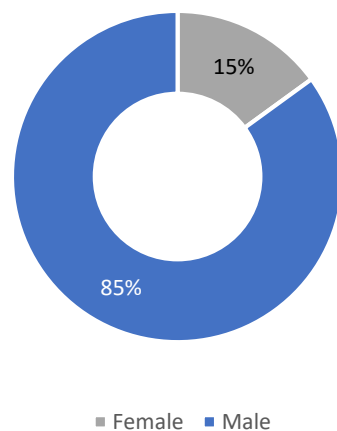
Proportion of Care Leavers by sex



Children Looked After (CLA)

A child who has been in the care of their local authority for more than 24 hours is referred to as a 'looked after' child. Looked after children are also often referred to as children in care, a term which many children and young people prefer. The information from the CLA includes all the cases from April 2022 to March 2023. Due to the extremely low numbers of looked after children we are unable to disclose equality data, other than that most looked after children were male.

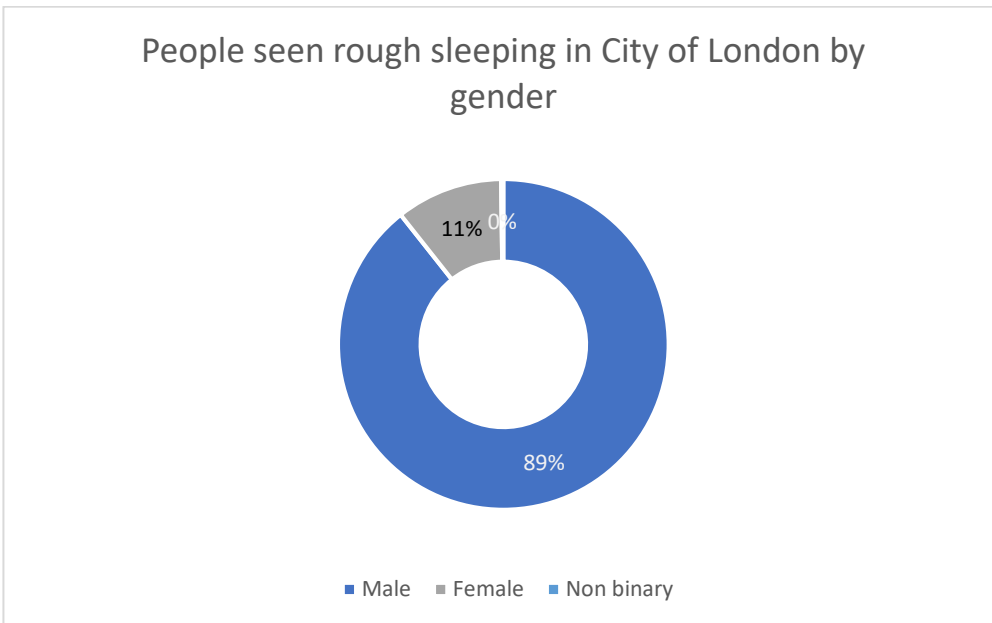
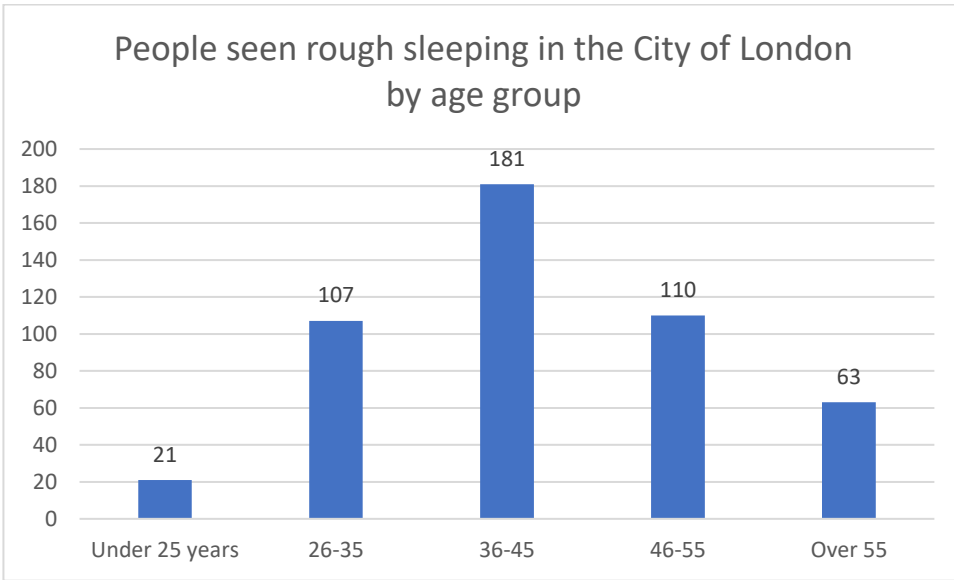
Proportion of Looked After Children by gender



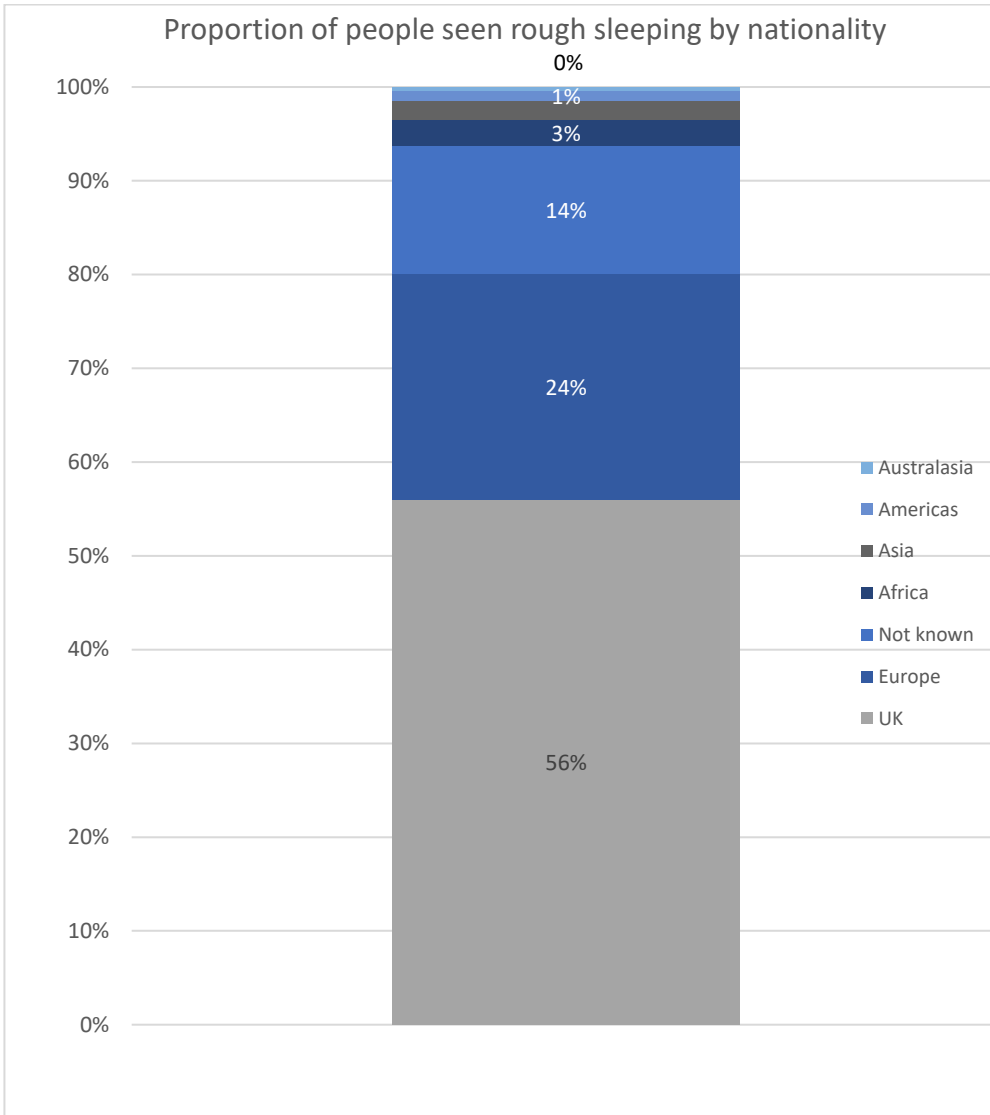
3. Rough sleeping

The Combined Homelessness and Information Network (CHAIN) reports information about people seen rough sleeping by outreach teams in London. Information in the report is derived from a multi-agency database recording information about rough sleepers and the wider street population in London and is the UK's most detailed and comprehensive source of information about rough sleeping.

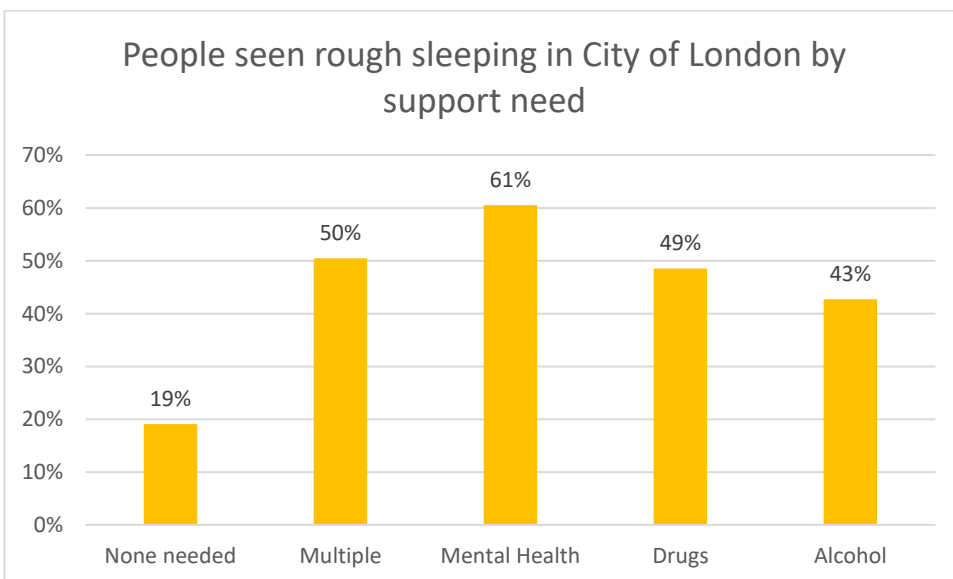
The information from this section includes all the cases from April 2022 to March 2023 (482 cases in total). Almost two in five rough sleepers (38%) in 2022/23 were aged between 36 to 45 years old; more than a third were older than 46 years old (36%); an overwhelming majority were male (89%).



56% of individuals experiencing rough sleeping were of British origin. 24% hailed from European nations, while 14% were categorized as Unknown. The remaining proportion originated from diverse international backgrounds.



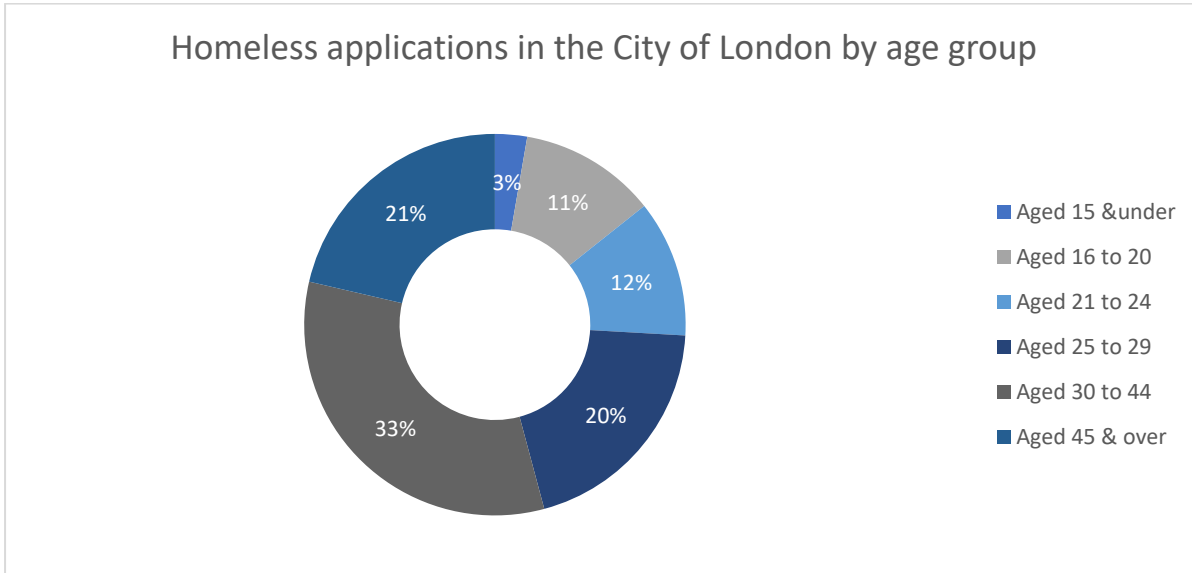
Among the rough sleepers observed in the City of London during the 2022/23 period, 61% exhibit mental health needs, representing the most prevalent support requirement. 50% of these individuals manifest multiple needs, while 49% specifically express a demand for assistance with drug-related issues, and 43% report support needs related to alcohol. 19% of rough sleepers did not articulate any specific support needs.



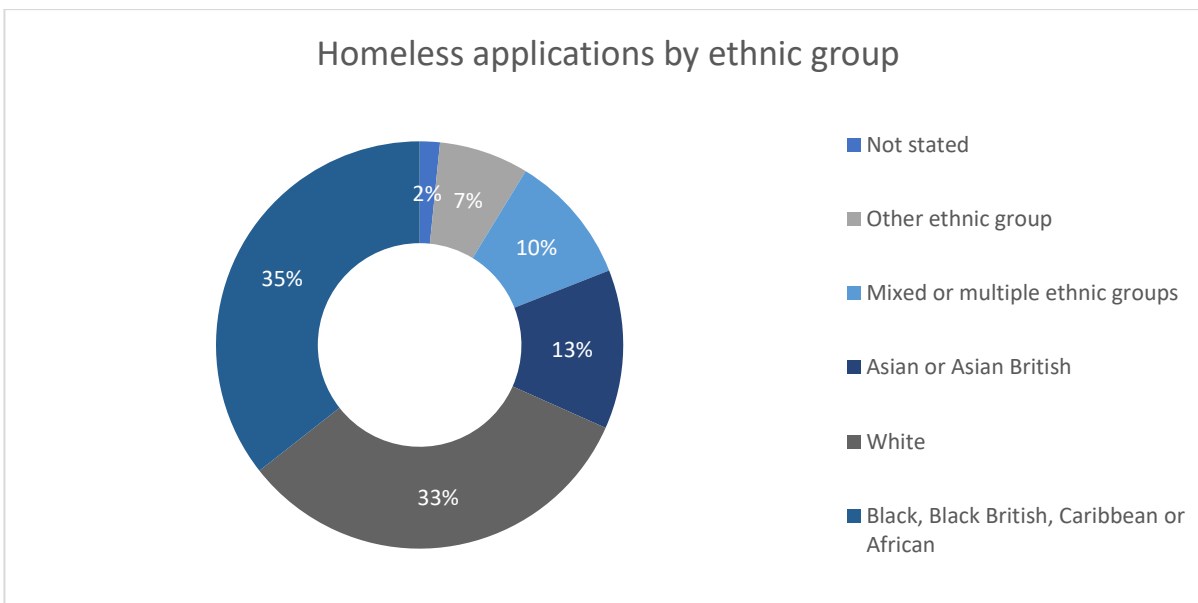
4. Housing and homelessness

This section covers all homeless applications, including requests for assistance pursuant to Part 7 of the Housing Act 1996 from individuals presently homeless or facing homelessness within the next 56 days. These applications extend beyond seeking housing specifically within the City of London, and cover any housing solution in various locations. Data within these reports encompasses all individuals on the application, including children and other relatives, offering a comprehensive overview of the households.

During the 2022/23 fiscal year, the majority of individuals (53%) applying for assistance with housing were between 25 to 44 years old.

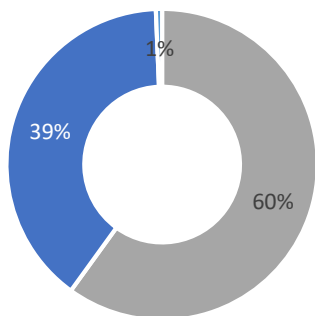


The largest group identified themselves with Black, Black British, Caribbean, or African ethnicity, followed closely by those reporting White ethnicity.



60% of applicants for housing were female, 39% male.

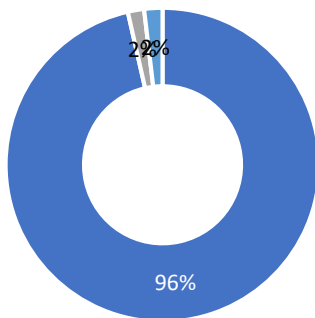
Homeless applications by sex



■ Female ■ Male ■ Prefer not to say

Ninety-six percent of the individuals identified with the same gender as that registered at birth.

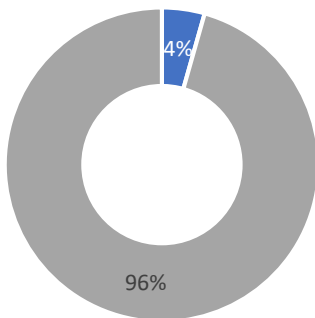
Homelessness applications by if the gender is the same as the one registered at birth



■ Yes ■ No ■ Prefer not to say

Only four percent of individuals were pregnant at the time of contact.

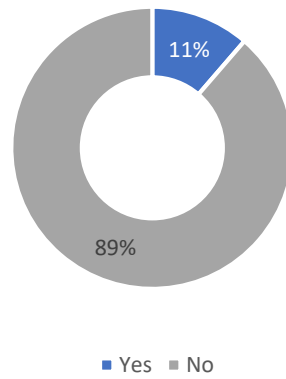
Homeless applications by pregnancy



■ Yes ■ No

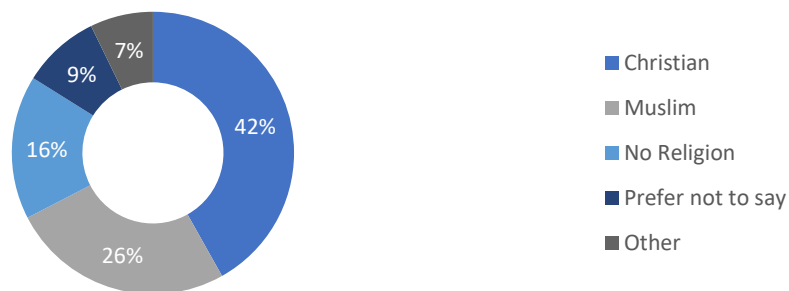
1 in 10 individuals have given birth in the last 12 months.

Homeless applications by maternity



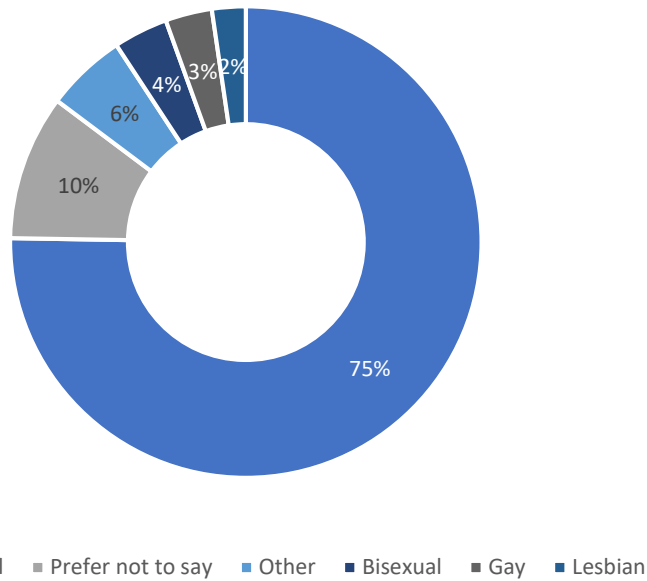
The majority of individuals who applied for assistance under Part 7 Housing Act 1996 identified as Christians (42%). The next largest group were Muslims (26%), followed by those reporting no religion (16%).

Homeless applications by religion



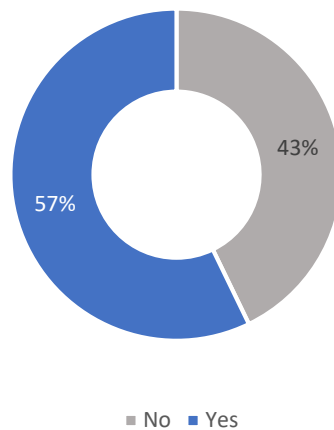
Three-quarters of individuals identified as heterosexual, while 10% preferred not to state their sexual orientation. The remaining 15% reported other sexual orientations, including bisexual, gay, lesbian, or other.

Homeless applications by sexual orientation



43% of individuals reported no disabilities; almost 60% of them reported at least one disability.

Homeless applications by disability



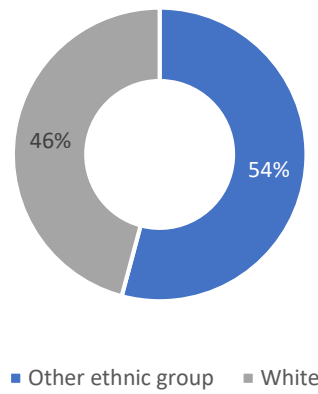
5. Education

Education, Health, and Care (EHC) Plan

This section encompasses all children and young people with an EHC plan for whom the City of London Corporation holds responsibility. Almost half of the children were White, while the remaining 54% were Black, Asian, Mixed, and Other categories. Most children under an EHC Plan are male; most also have a disability.

Equality data on age is collected, but cannot be published due to low numbers.

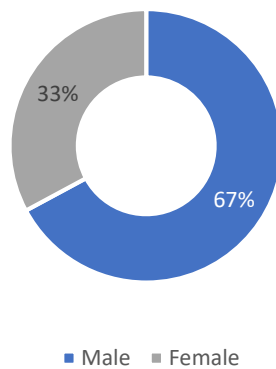
Number of children with an EHC Plan by ethnic group



Special Educational Needs (SEN) Support

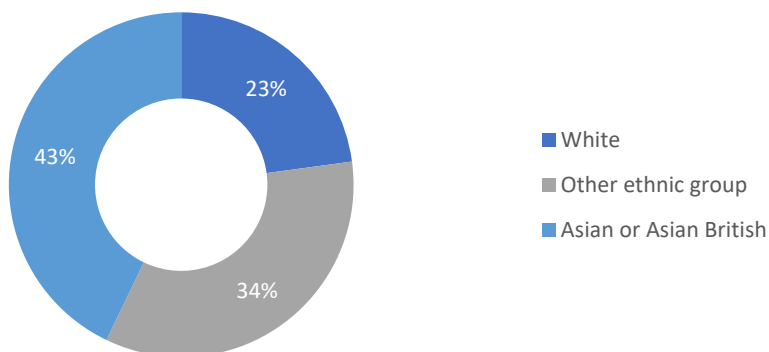
Over two thirds of children receiving SEN support are male (67%); over 71% are between 5 and 9 years old.

Proportion of children who are in receipt of SEN support by gender



Almost half of children receiving SEN support identify with Asian or Asian British ethnicity.

Number of children who are in receipt of SEN Support by ethnic group



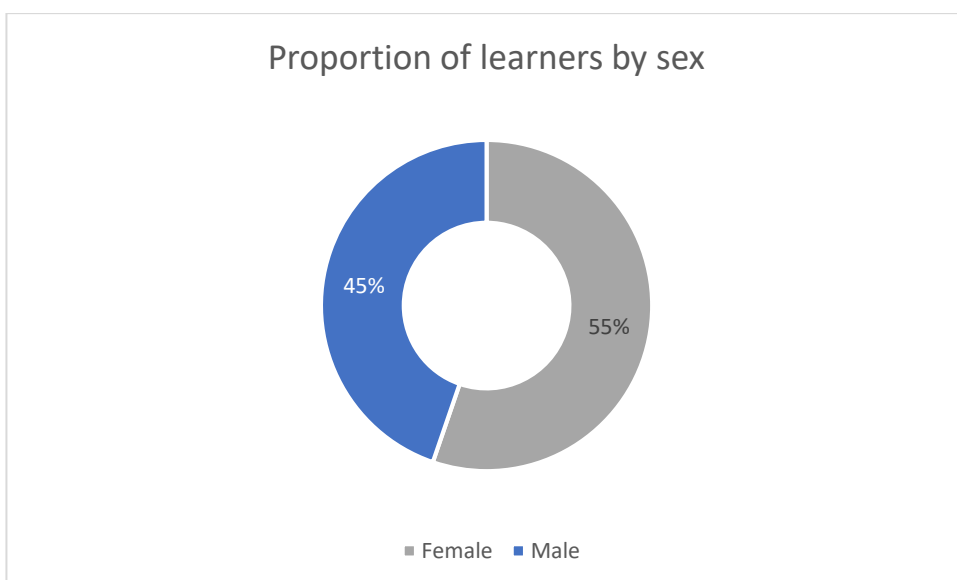
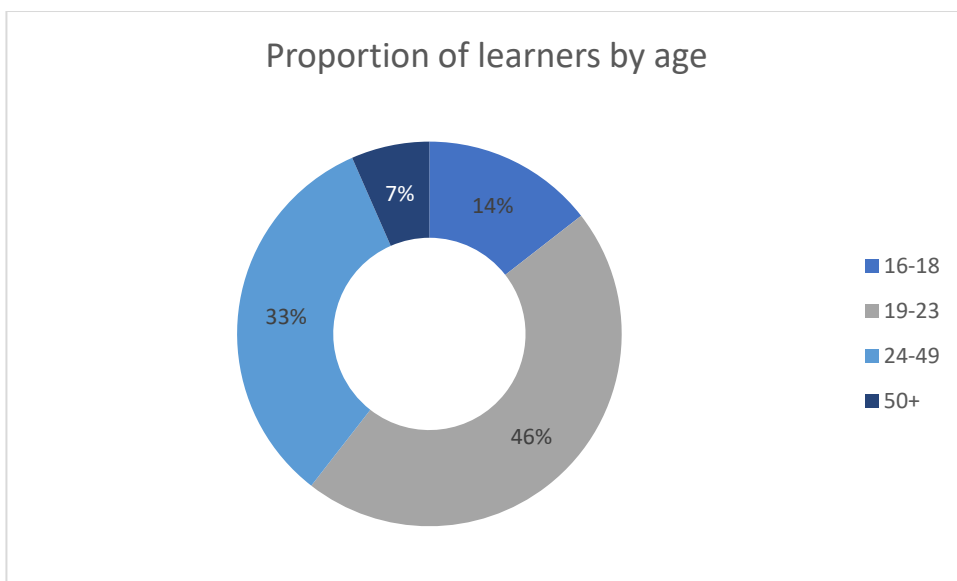
6. Adult Skills and Education

This section contains the Equality and Diversity data for last academic year (2022/23). Please note, the non-apprenticeships data includes the Community Learning and Adult Skills learners.

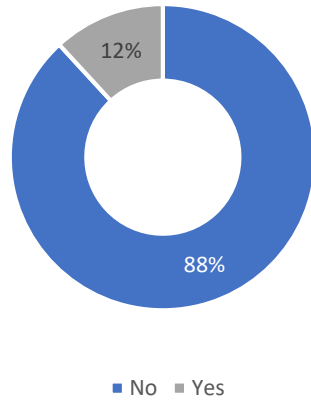
This section encompasses the Equality and Diversity data for all City of London courses during the last academic year (2022/23). The data is split into two categories: apprenticeships and non-apprenticeships. Non-apprenticeships data incorporates learners from Community Learning and Adult Skills programs.

Apprenticeships

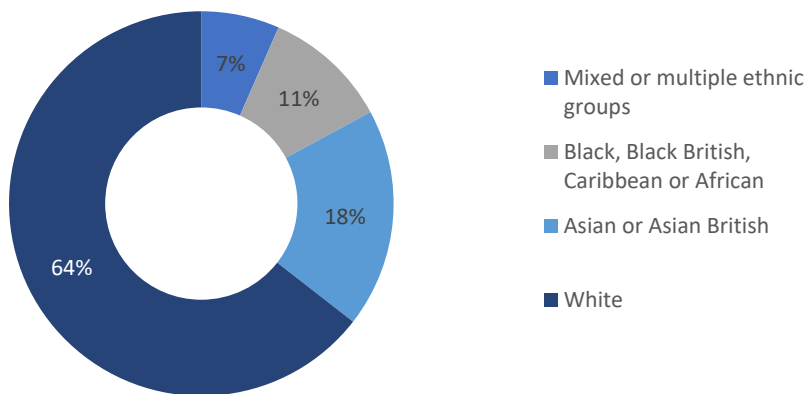
In the context of apprenticeships, 64% of the students identified as White, 55% were female, 46% were aged between 19 and 23 years old, and only 12% of them declared a disability.



Proportion of learners if they have declared disability



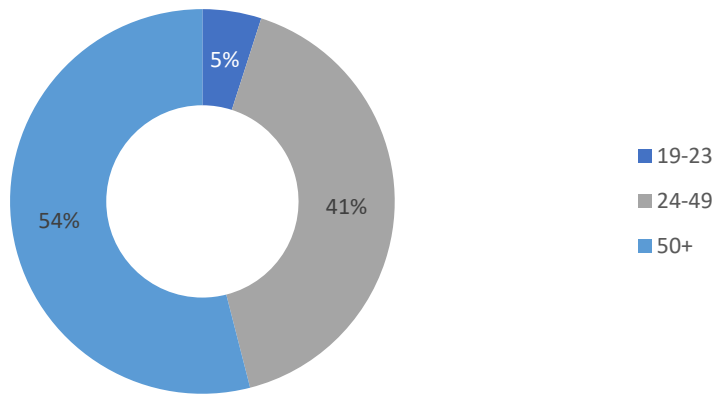
Proportion of learners by ethnic group



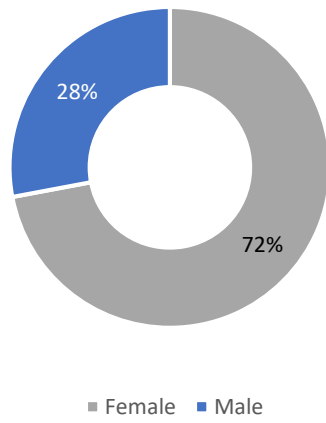
Non-apprenticeships

In the context of apprenticeships, 41% of the students identified as White, 72% were female, 54% were aged below 50 years old, and 13% declared a disability.

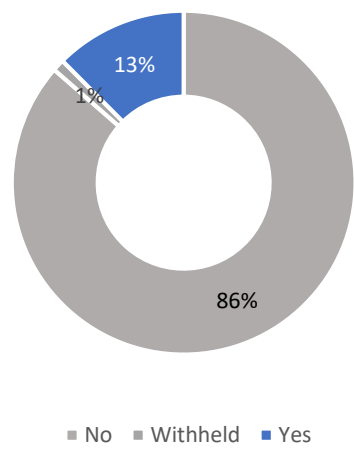
Proportion of learners by age



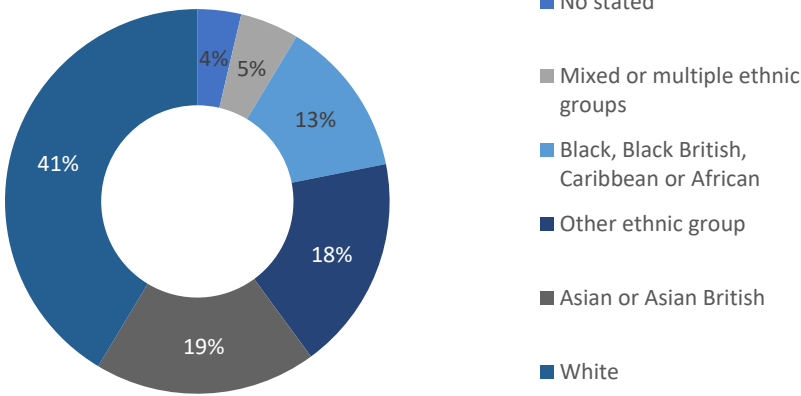
Proportion of learners by sex



Proportion of learners by declared disability



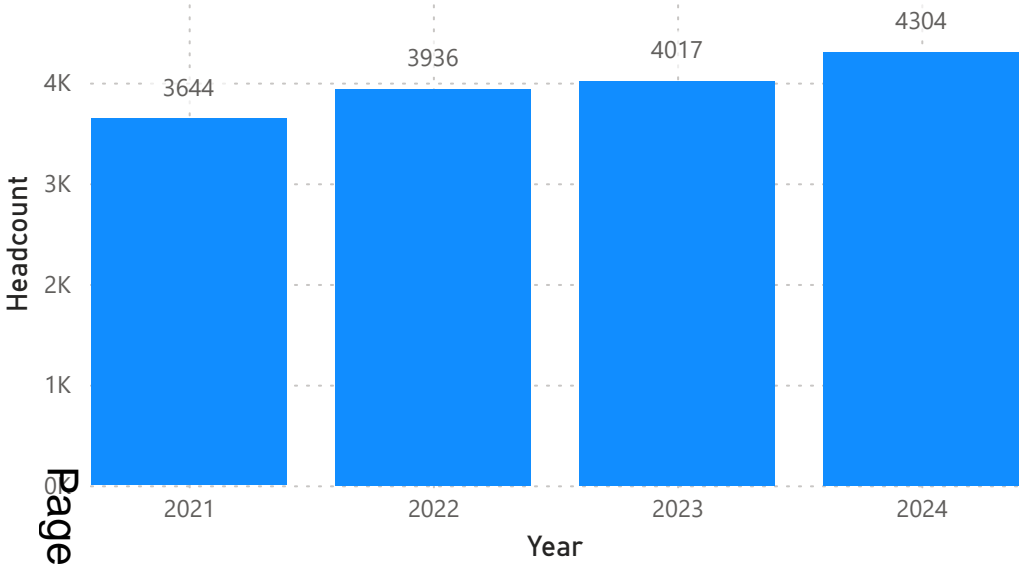
Number of learners by ethnic group



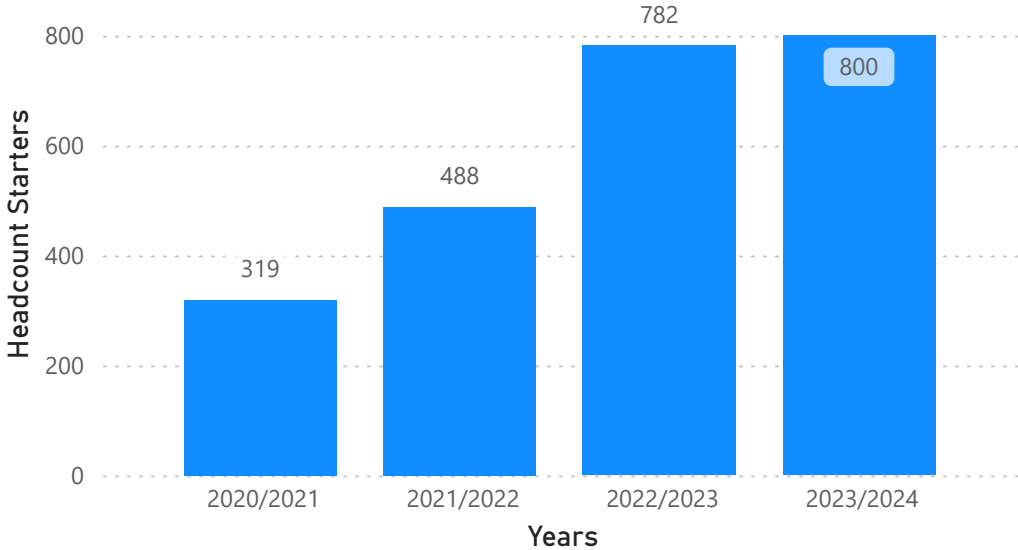
Appendix 2

Summary

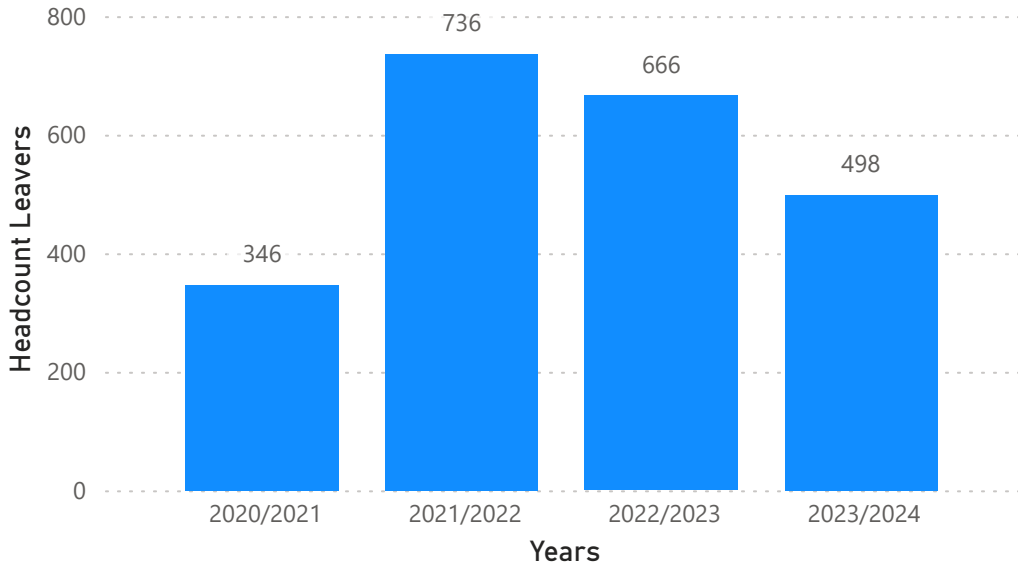
Headcount by Year



Headcount Starters by Years

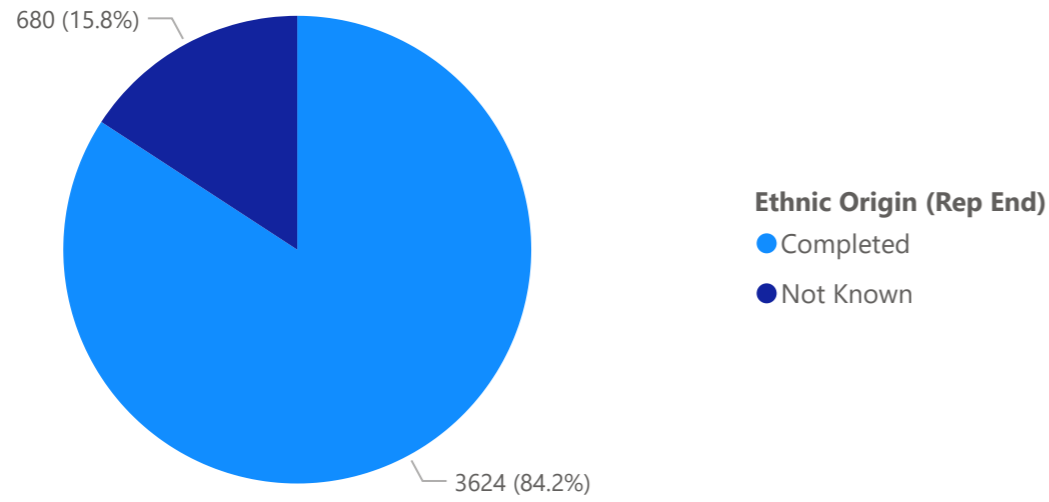


Headcount Leavers by Years

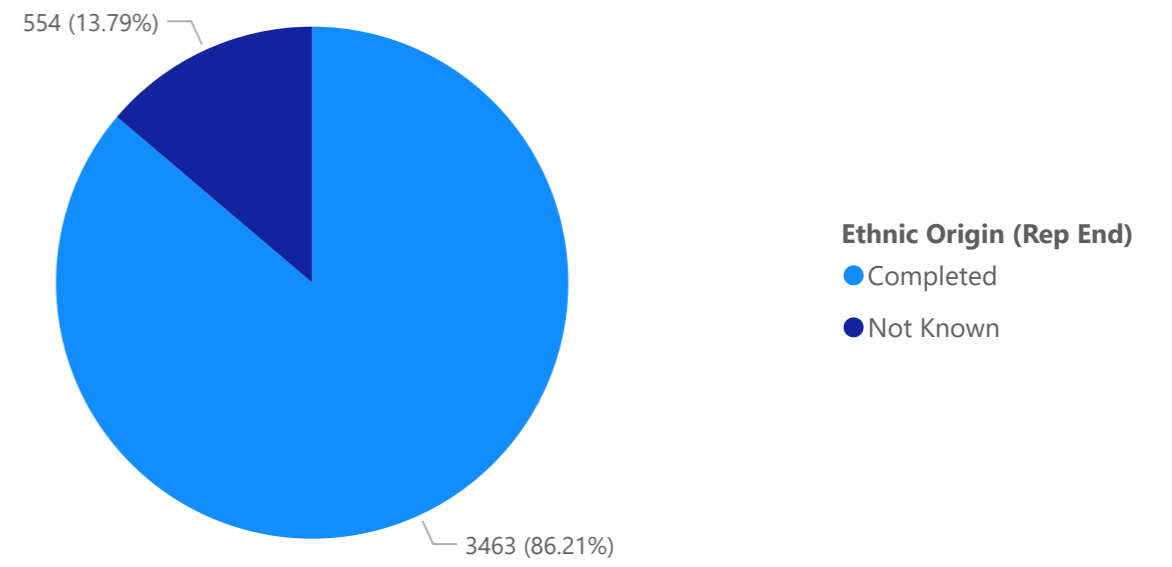


Ethnicity - Completion Rates

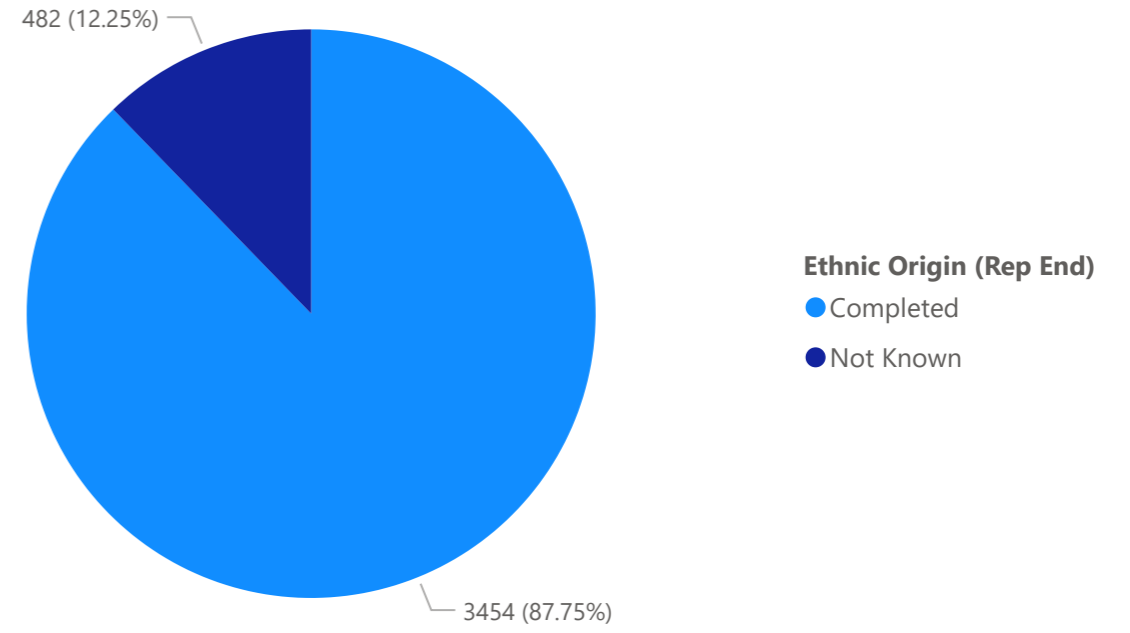
2024 Headcount by Ethnicity Completion Rates



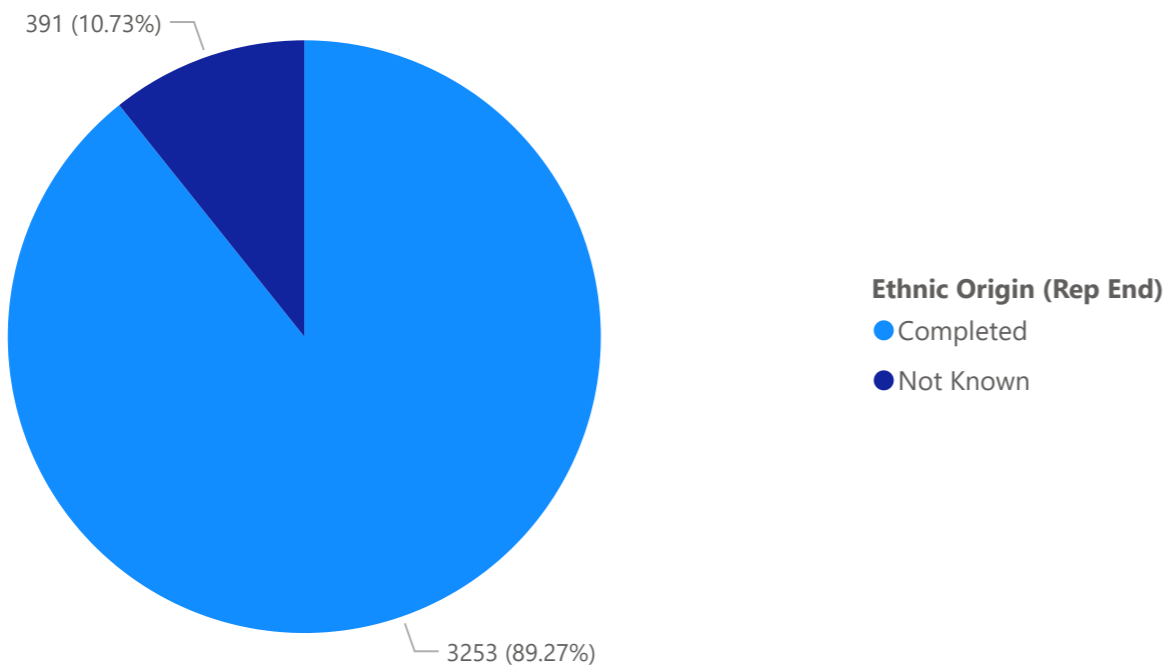
2023 Headcount by Ethnicity Completion Rates



2022 Headcount by Ethnicity Completion Rates

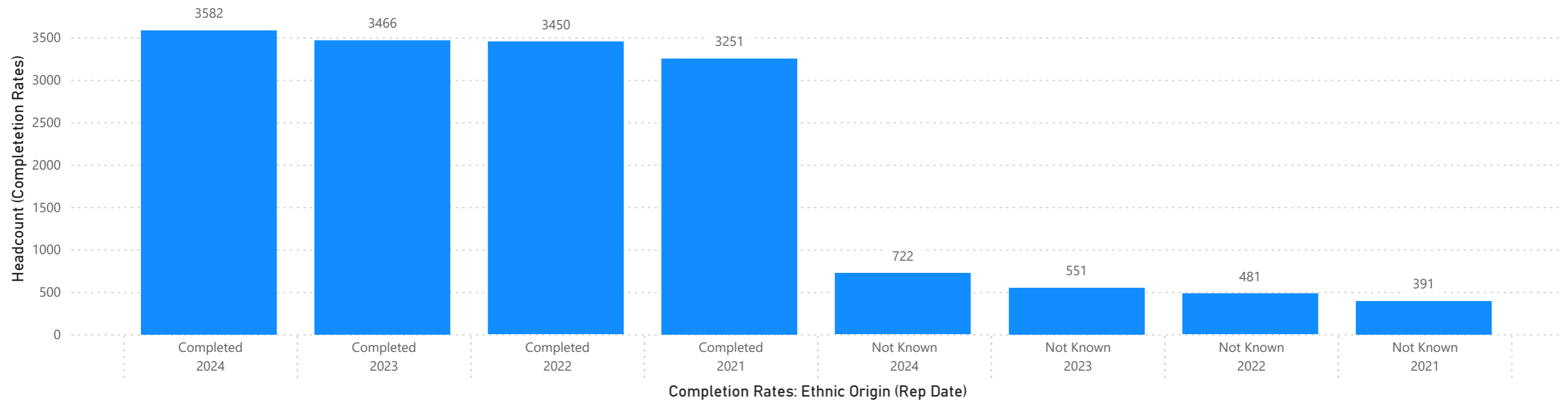


2021 Headcount by Ethnicity Completion Rates

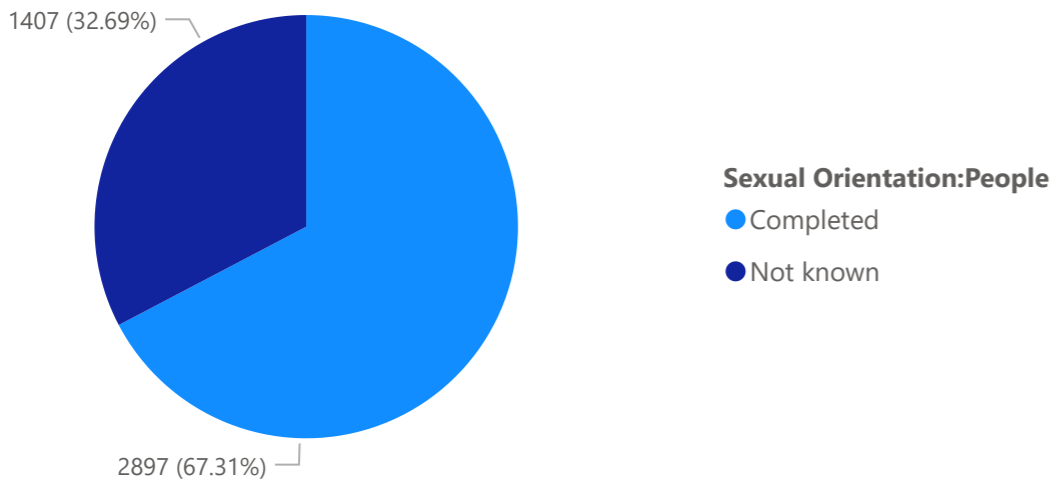


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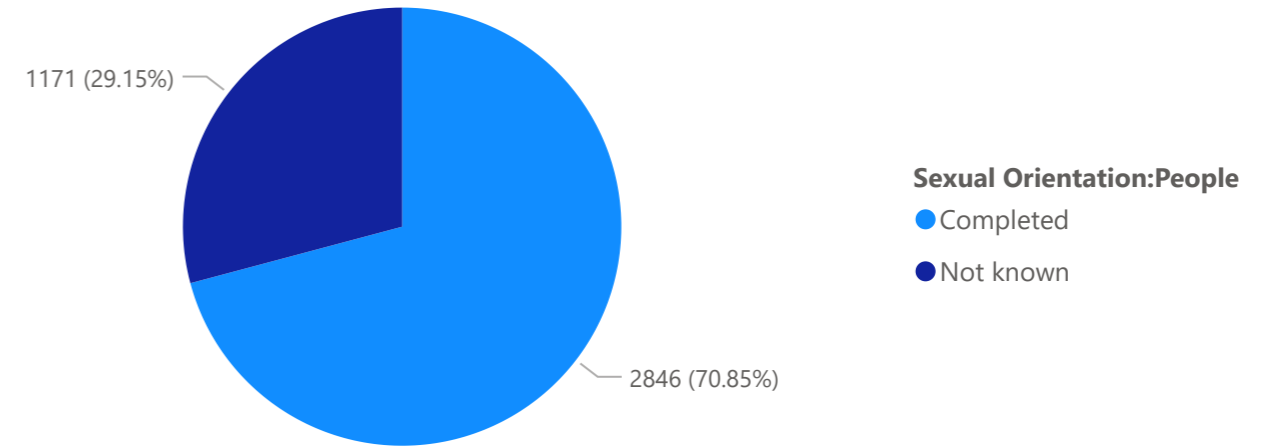
2021 Headcount by Ethnicity Completion Rates



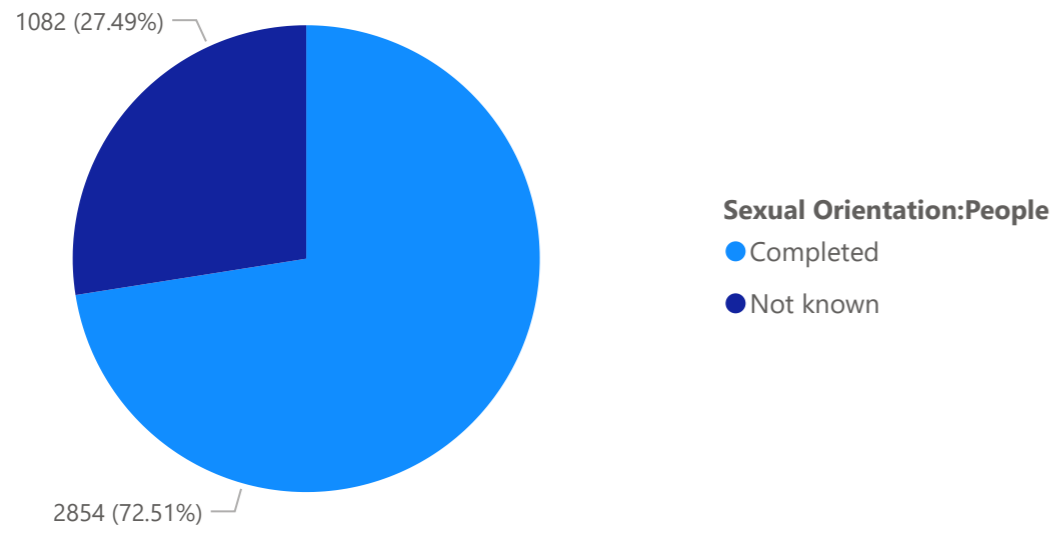
2024 Headcount by Sexual Orientation Completion Rates



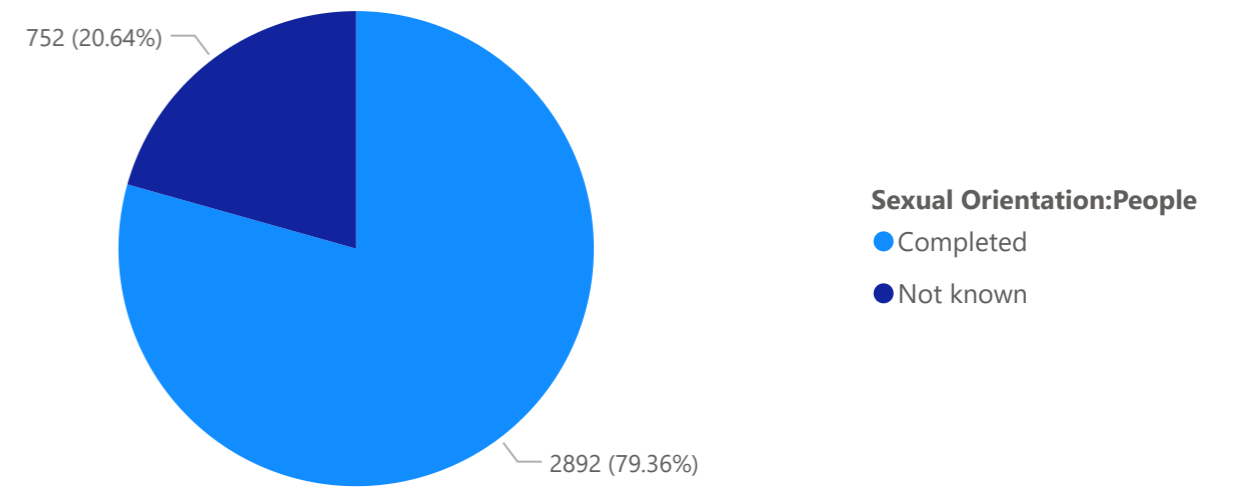
2023 Headcount by Sexual Orientation Completion Rates



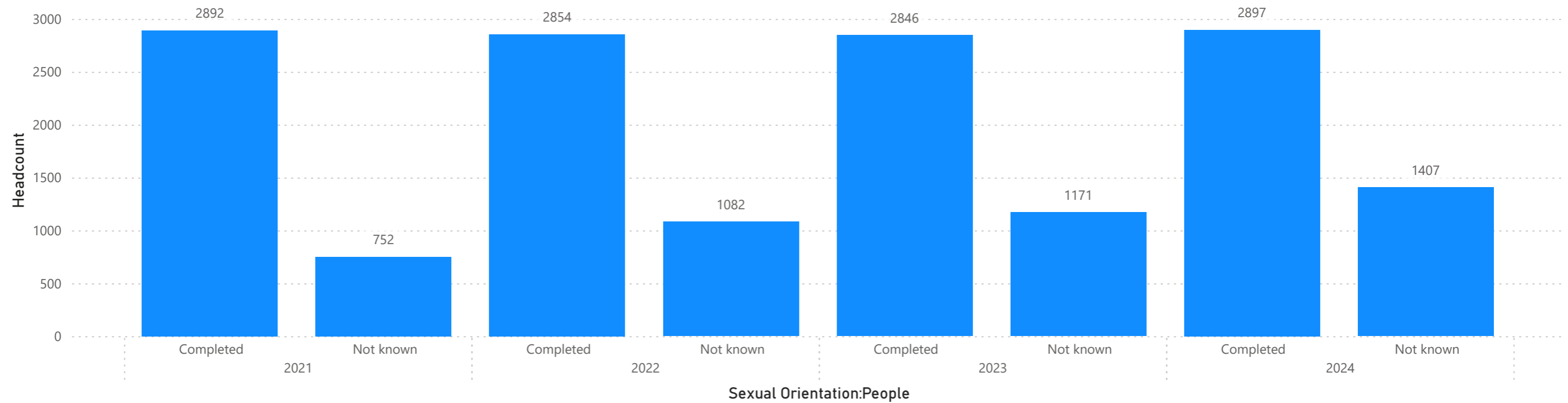
2022 Headcount by Sexual Orientation Completion Rates



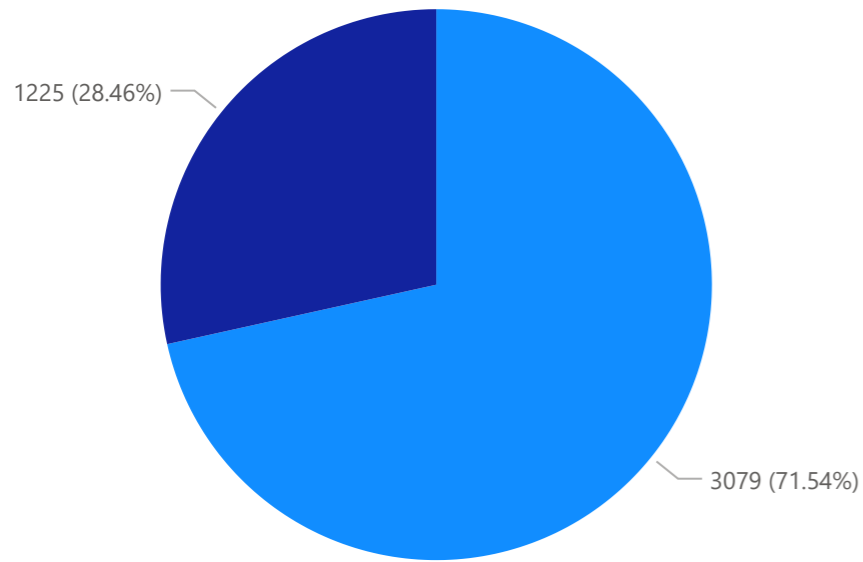
2021 Headcount by Sexual Orientation Completion Rates



2021 Headcount by Sexual Orientation Completion Rates



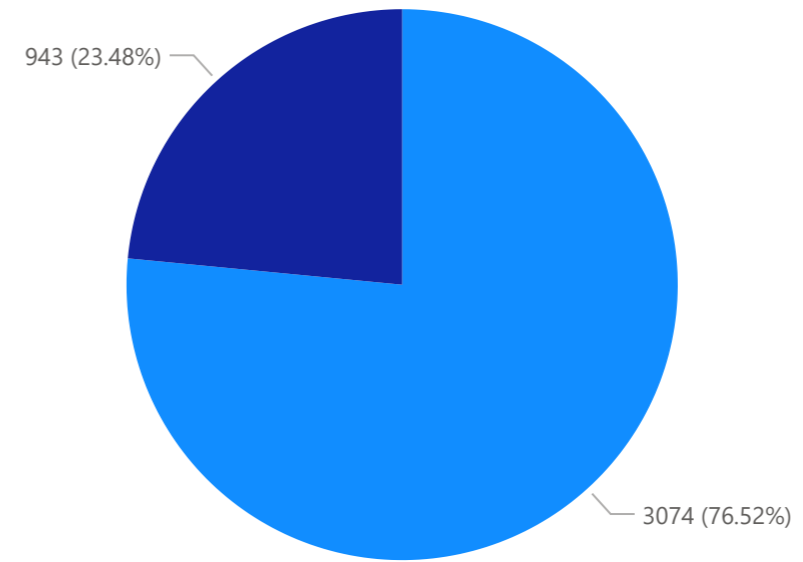
2024 Headcount by Considered Disabled Completion Rates



Completion Rates: Considered Disa...

- Completed
- Not Known

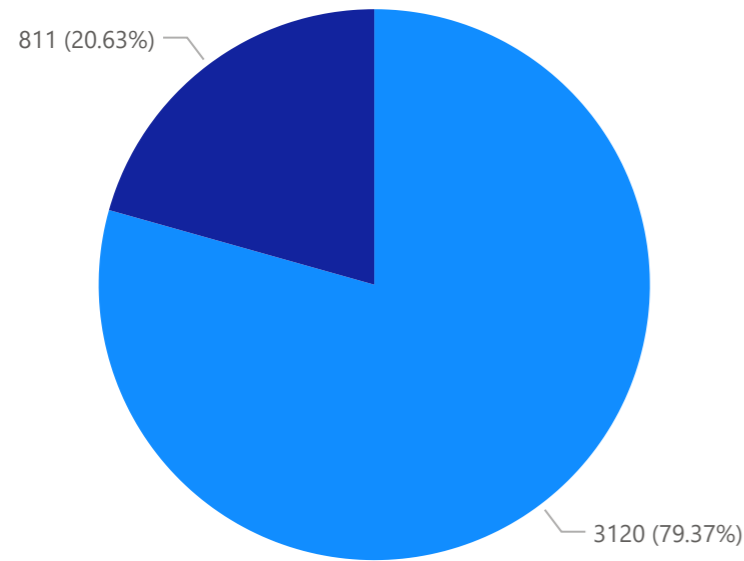
2023 Headcount by Considered Disabled Completion Rates



Completion Rates: Considered Disa...

- Completed
- Not Known

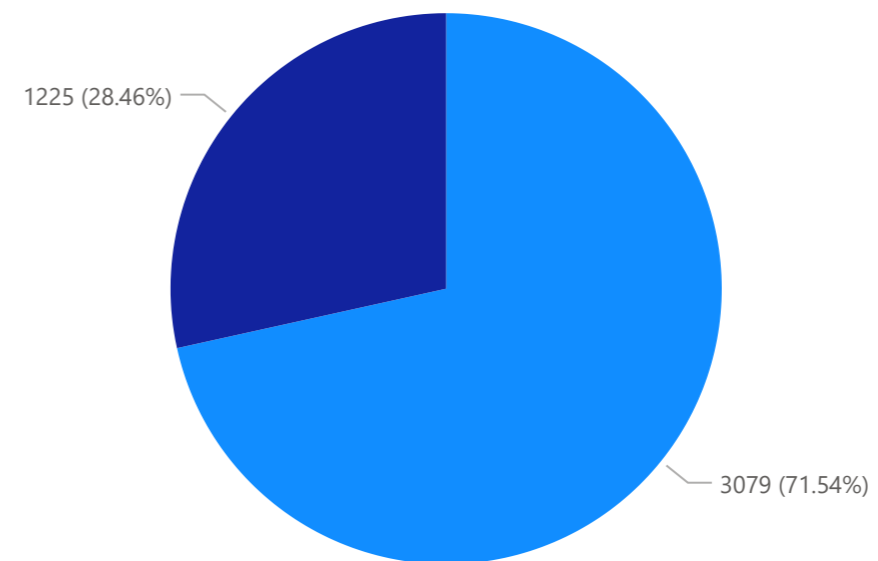
2022 Headcount by Considered Disabled Completion Rates



Completion Rates: Considered Disa...

- Completed
- Not Known

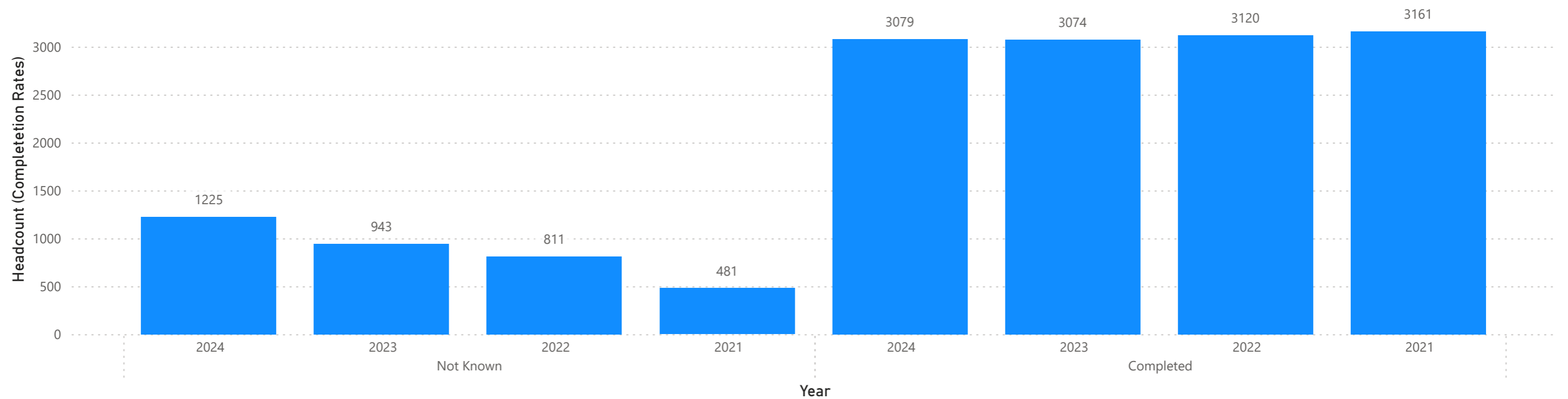
2021 Headcount by Considered Disabled Completion Rates



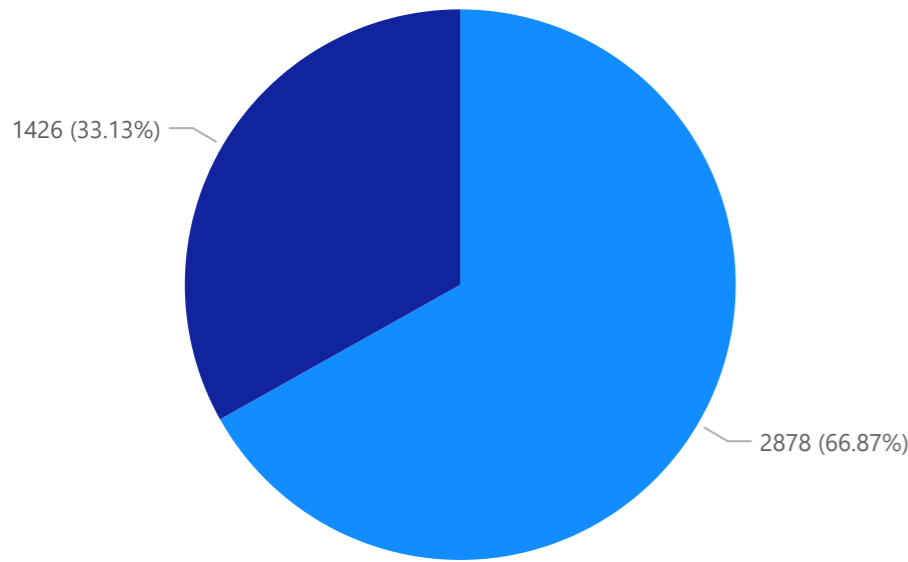
Completion Rates: Considered Disa...

- Completed
- Not Known

2021 Headcount by Considered Disabled Completion Rates



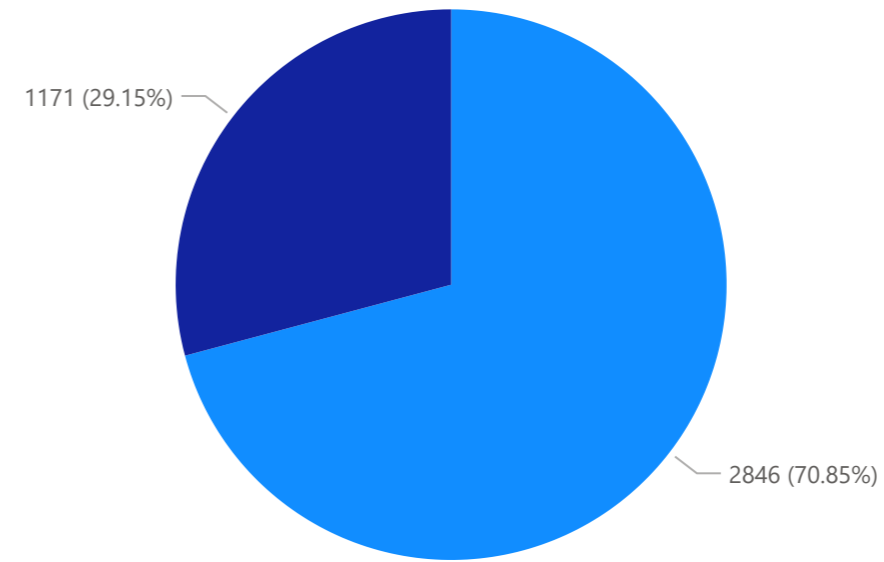
2024 Headcount by Religion Completion Rates



Completion Rates: Sexual Orientatio...

- Completed
- Not Known

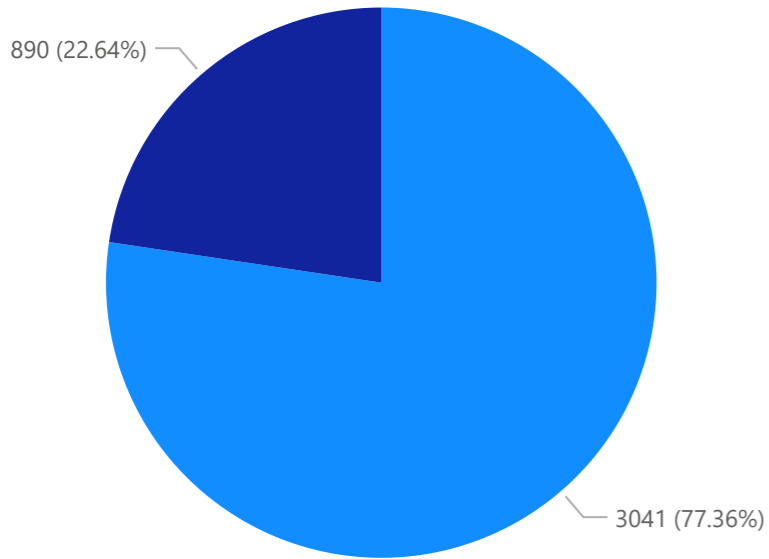
2023 Headcount by Religion Completion Rates



Completion Rates: Sexual Orientatio...

- Completed
- Not Known

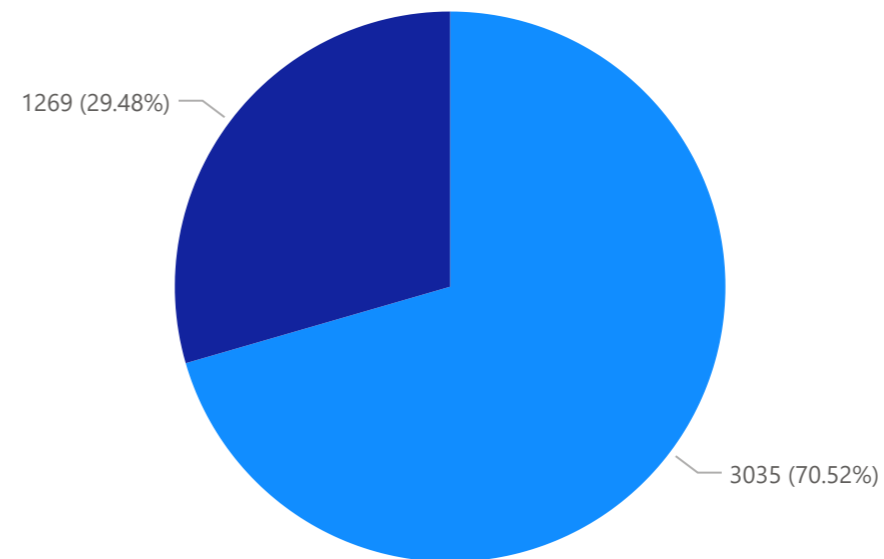
2022 Headcount by Religion Completion Rates



Completion Rates: Religion (Rep Date)

- Completed
- Not Known

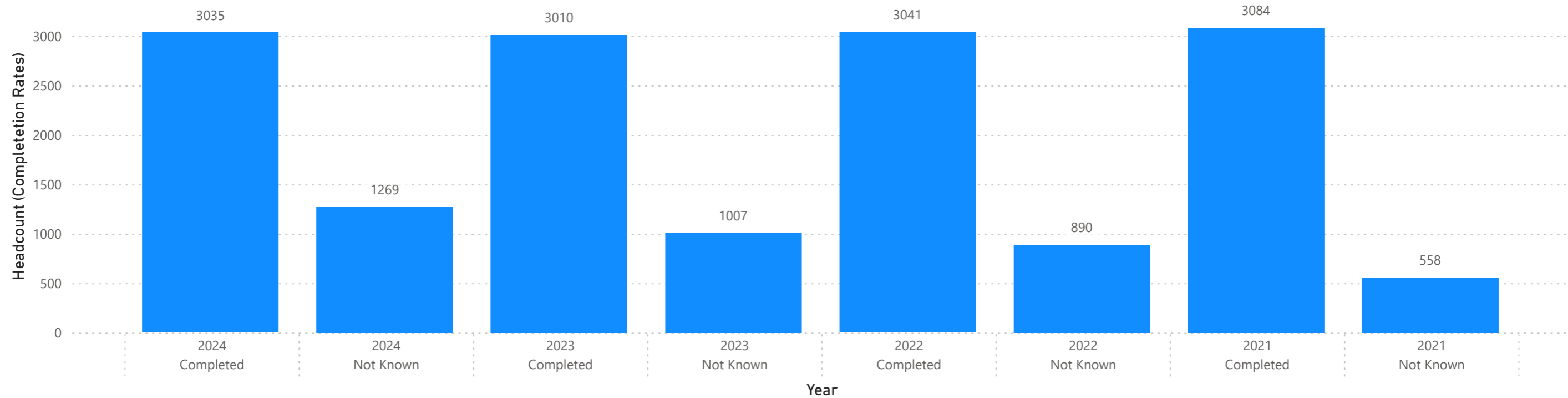
2021 Headcount by Religion : Completion Rates



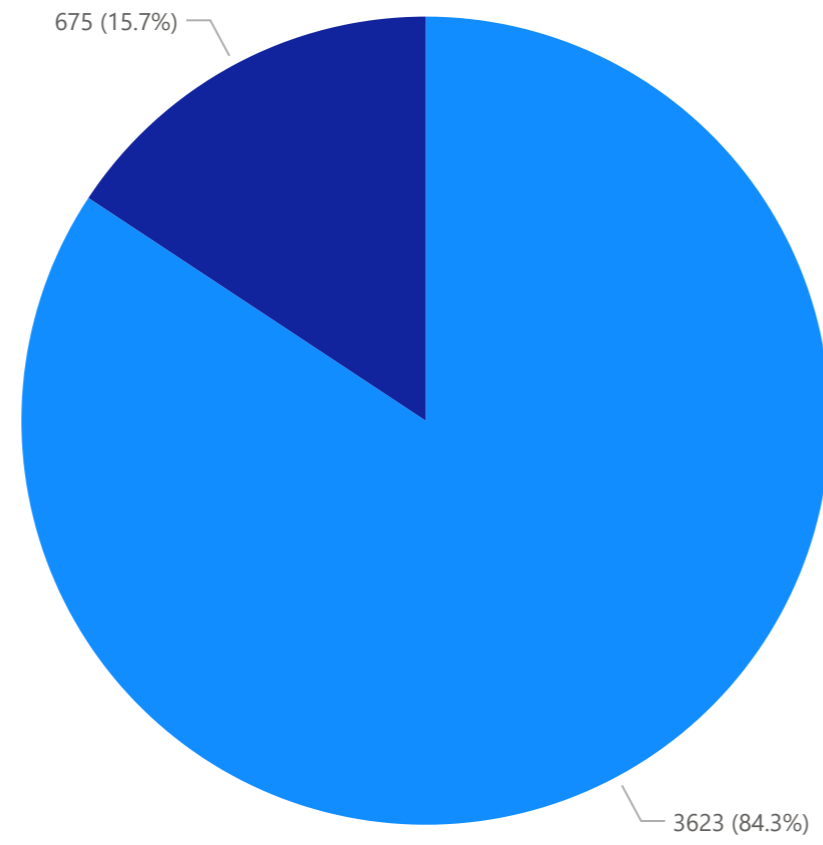
Completion Rates: Religion (Rep Date)

- Completed
- Not Known

2021 Headcount by Religion Completion Rates



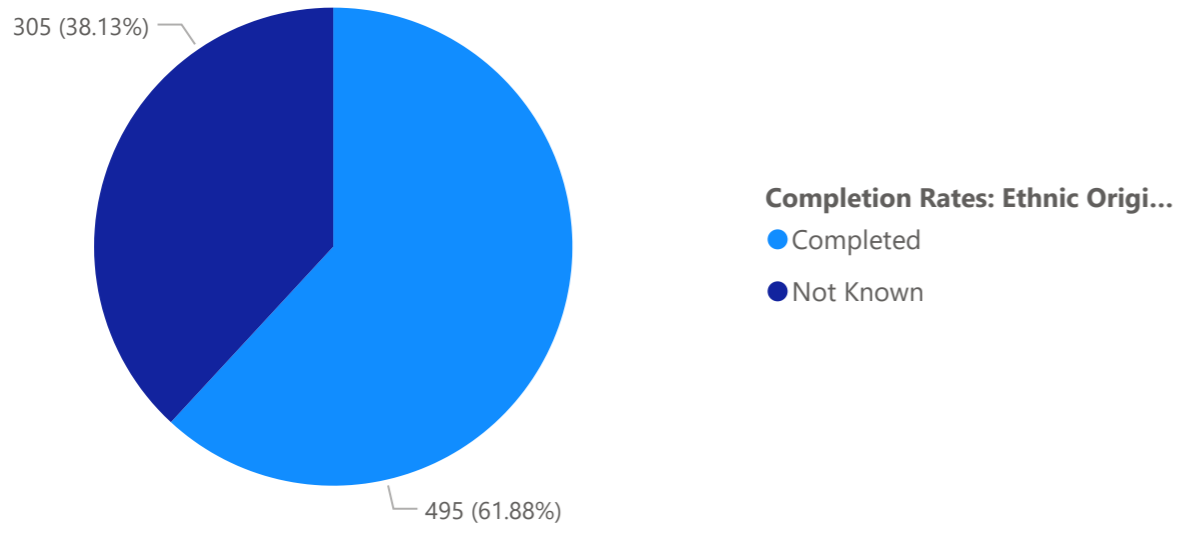
2024 Headcount by Socio Economic



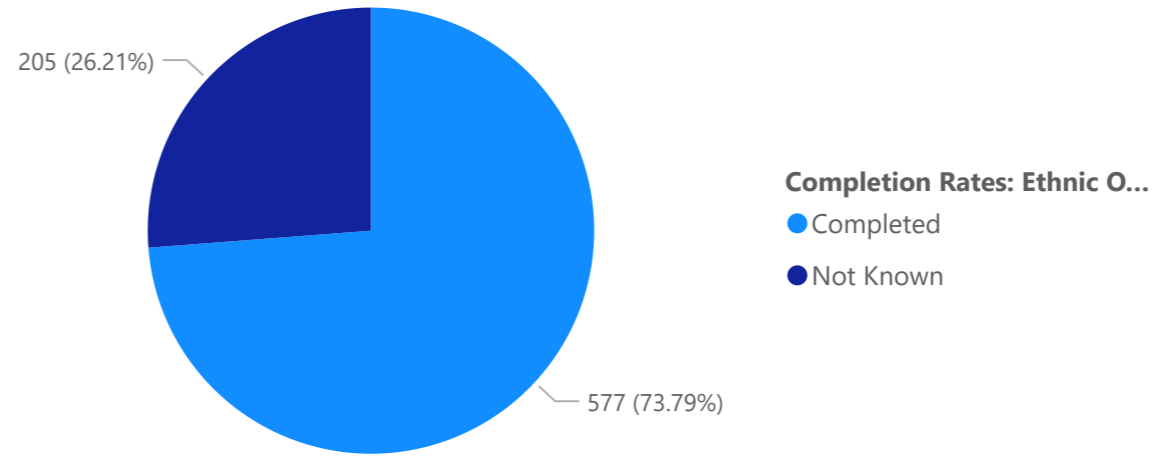
Socio Economic - Completion Rate

- Not Known
- Completed

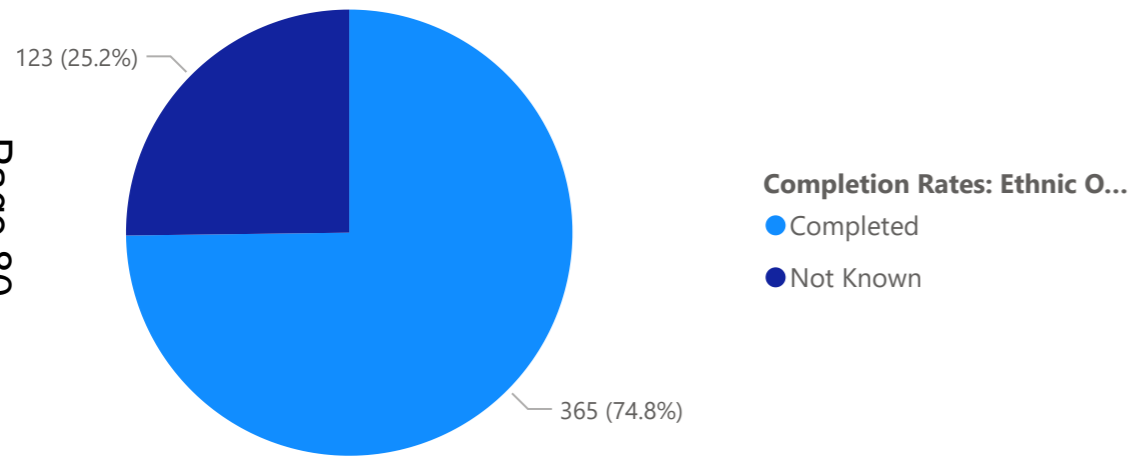
2023/2024 Starter by Ethnicity Completion Rates



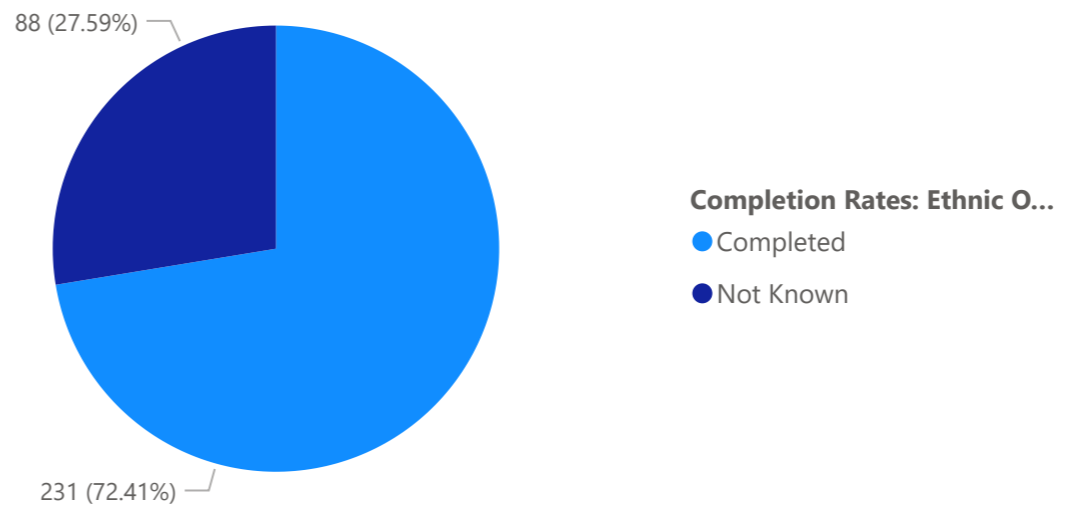
2022/2023 Starter by Ethnicity Completion Rates



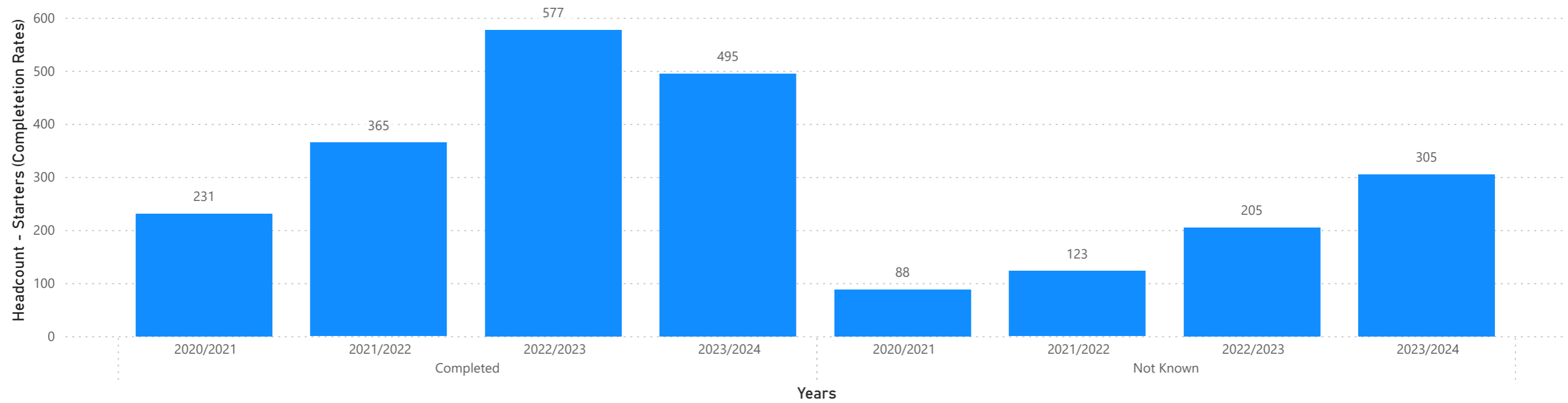
2021/2022 Starter by Ethnicity Completion Rates



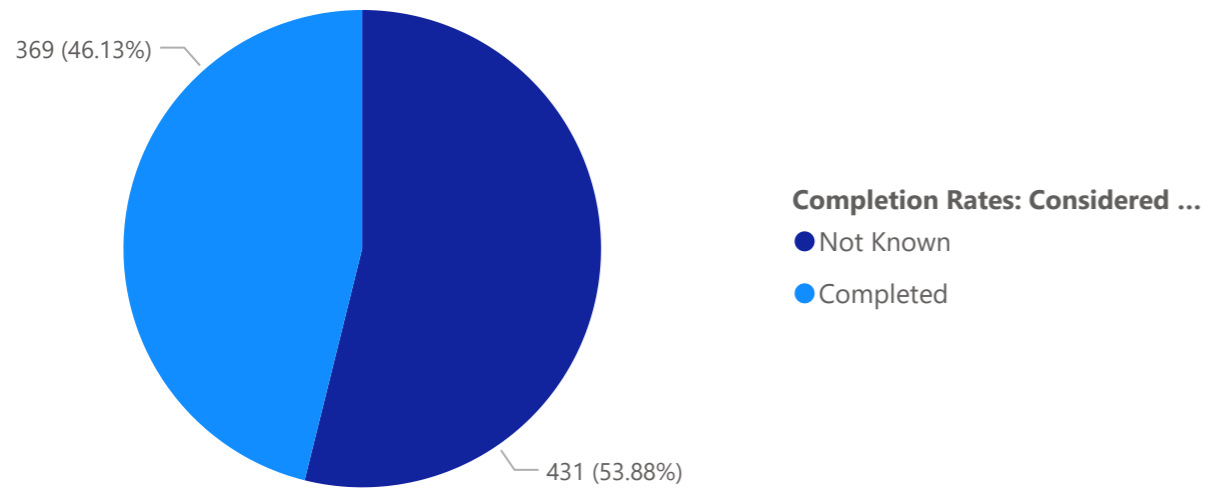
2020/2021 Starter by Ethnicity Completion Rates



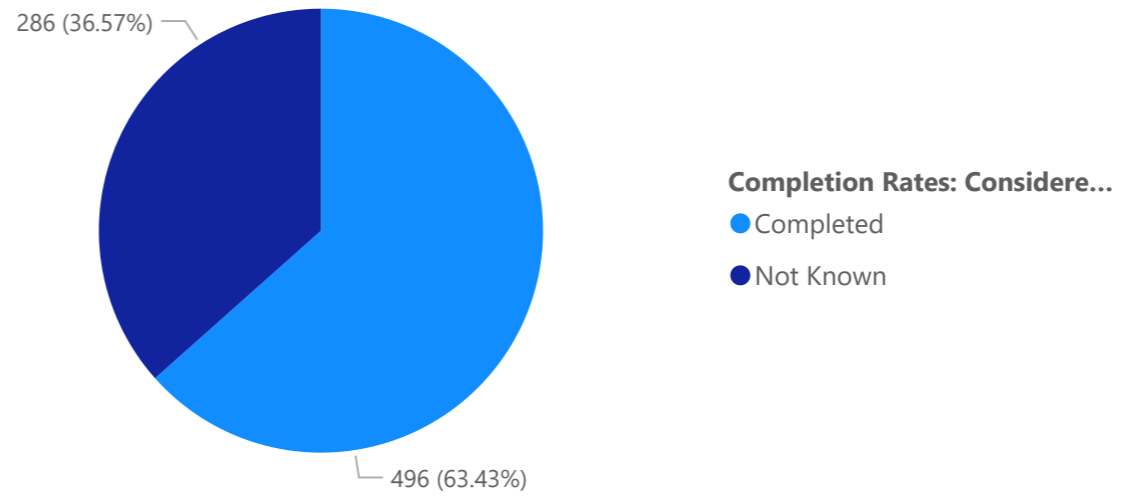
2021 Headcount by Considered Disabled?



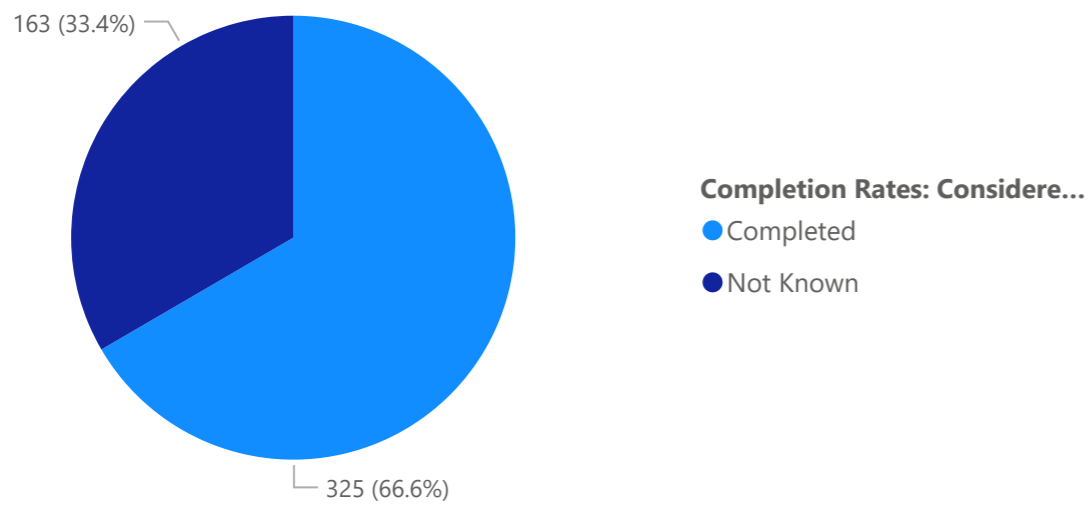
2023/2024 Starter by Considered Disabled? Completion Rates



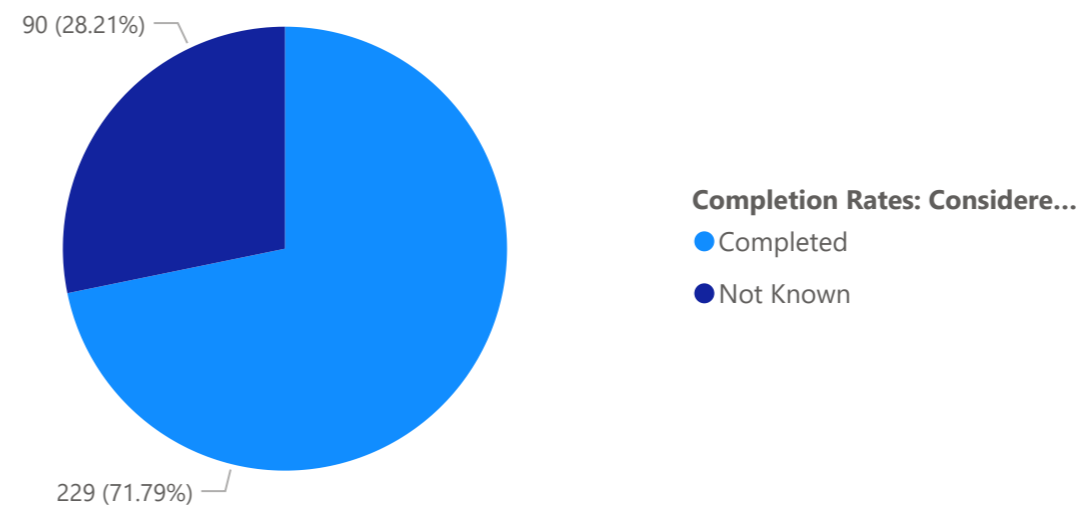
2022/2023 Starter by Considered Disabled? Completion Rates



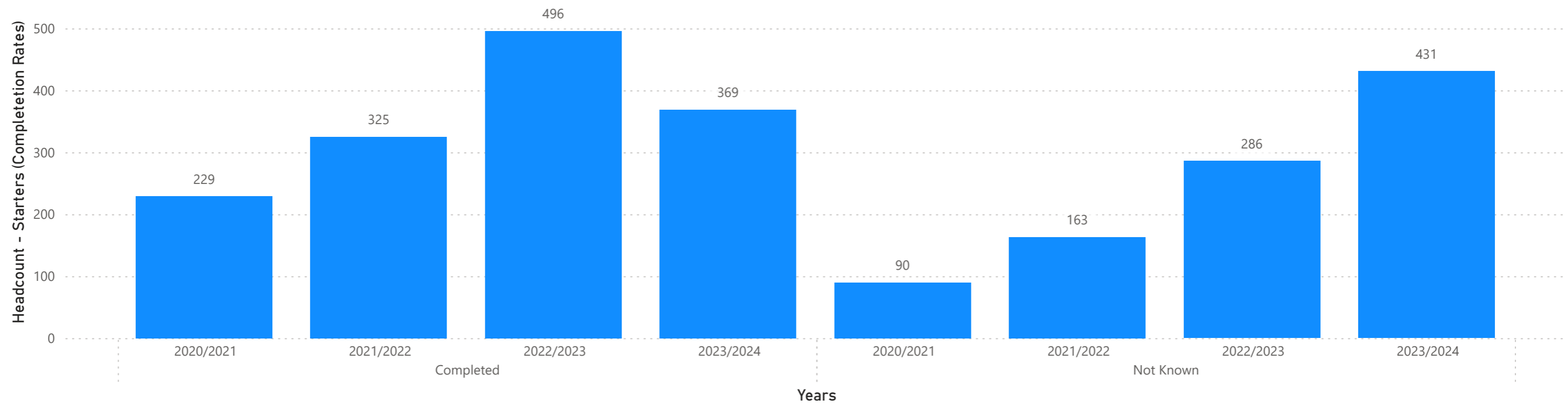
2021/2022 Starter by Considered Disabled? Completion Rates



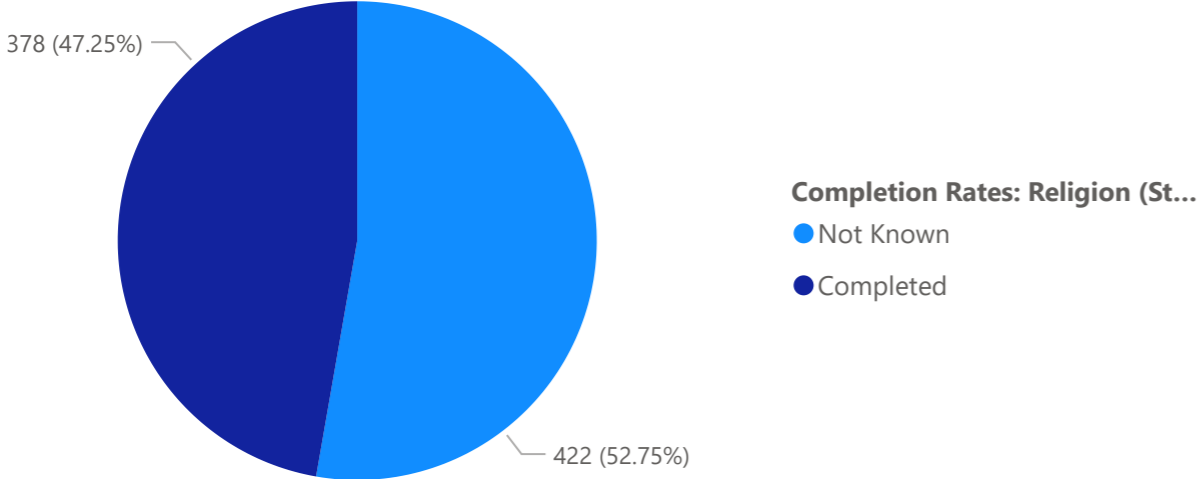
2020/2021 Starter by Considered Disabled? Completion Rates



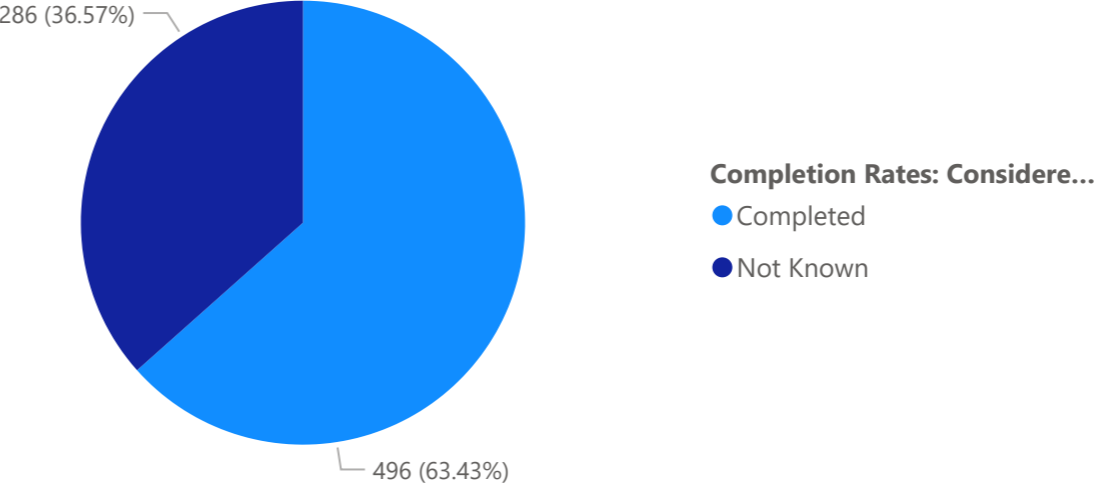
2021 Headcount by Considered Disabled?



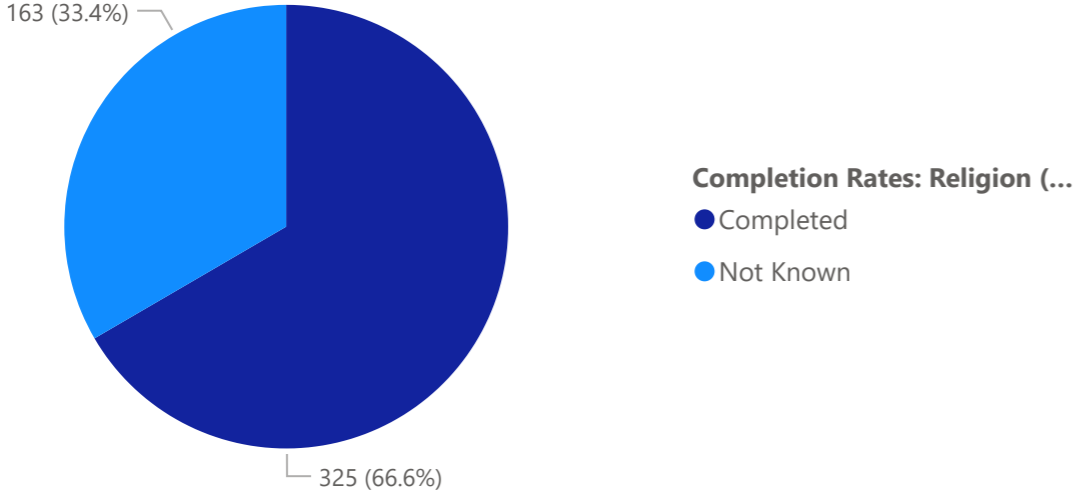
2023/2024 Starter by Religion Completion Rates



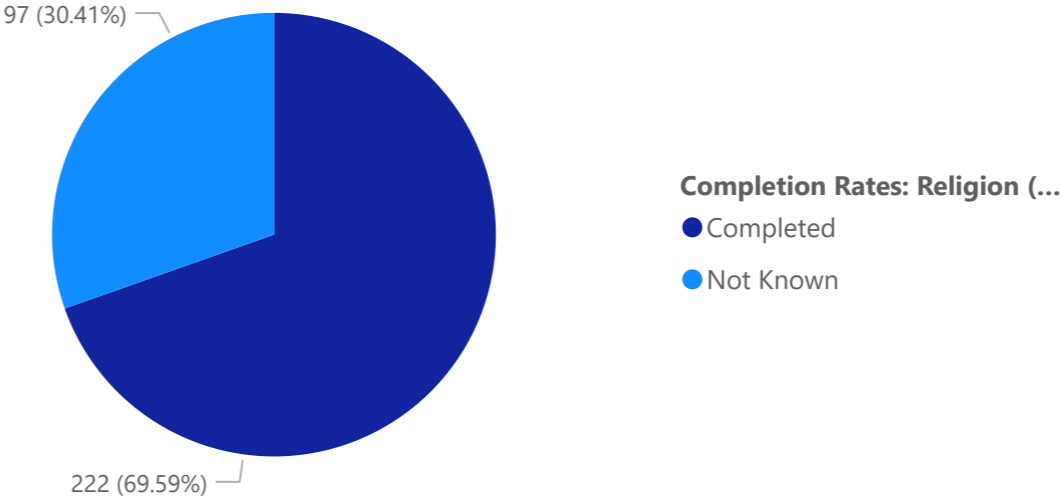
2022/2023 Starter by Religion ? Completion Rates



2021/2022 Starter by Religion Completion Rates

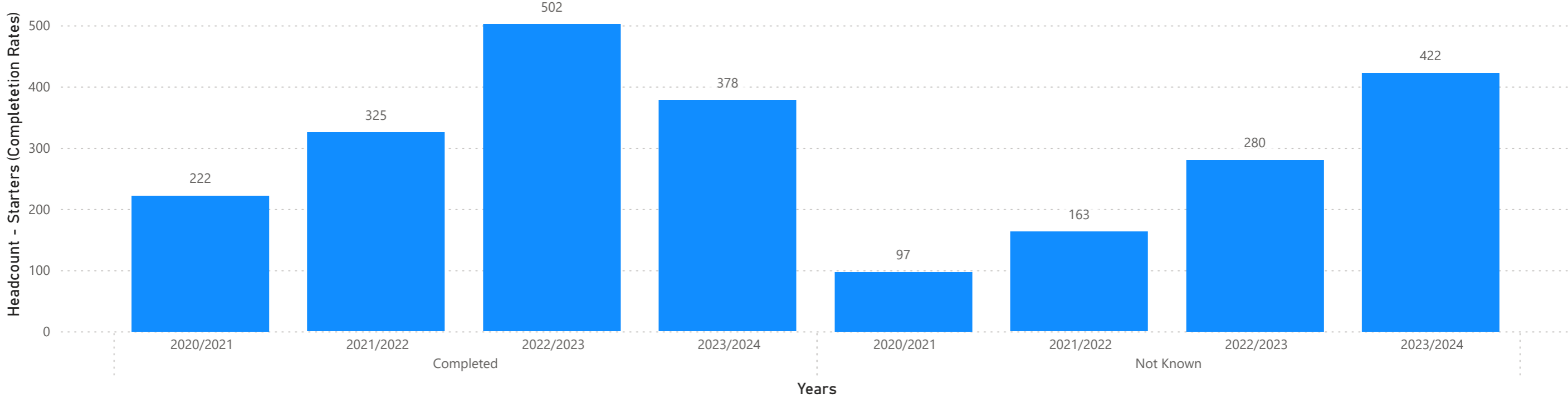


2020/2021 Starter by Religion Completion Rates

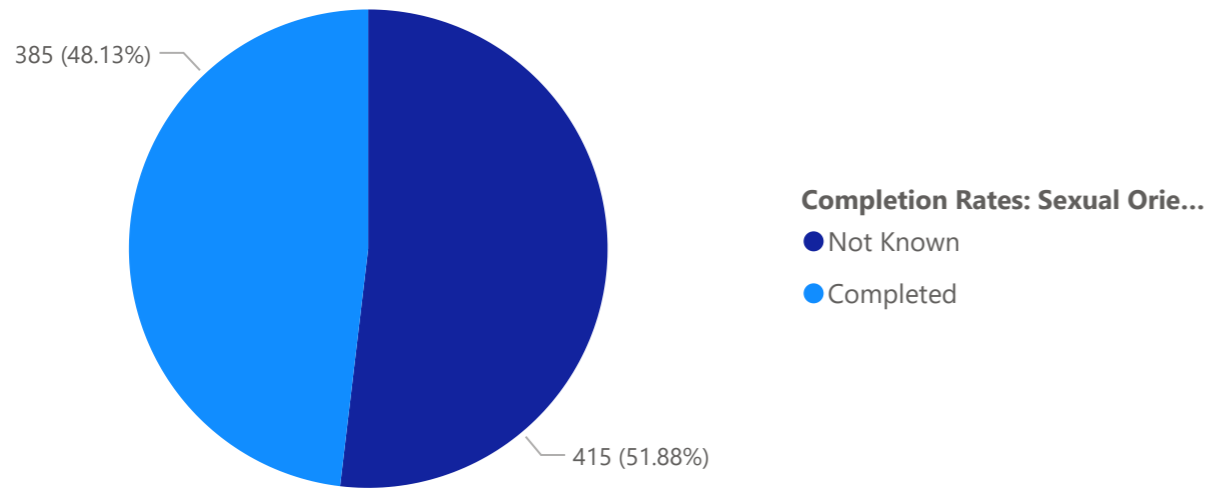


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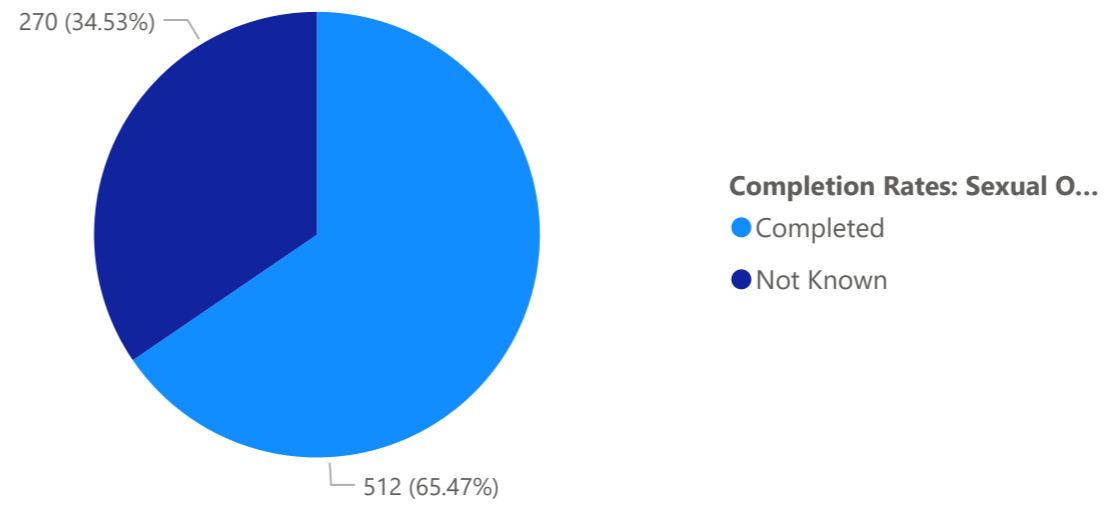
2021 Starters by Religion Completion Rates



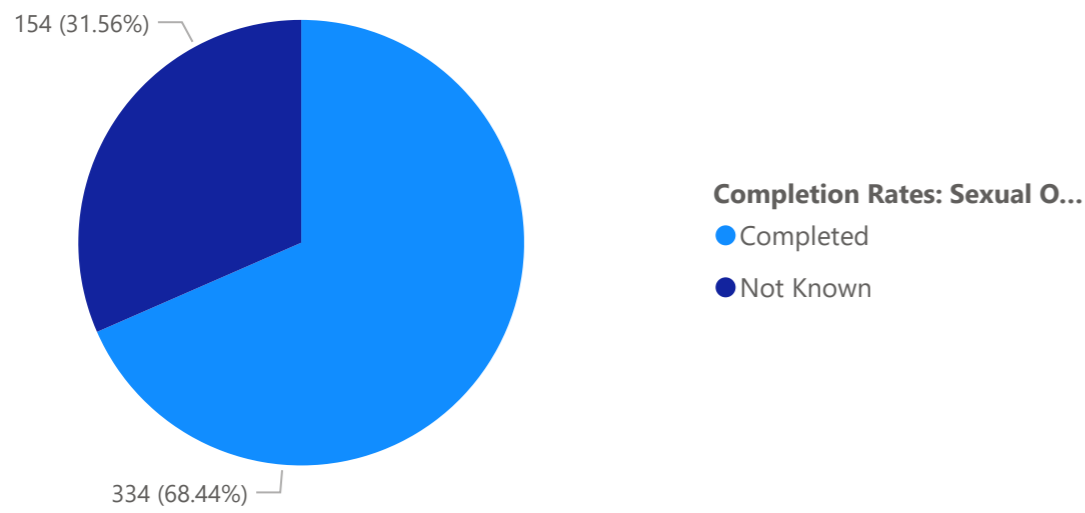
2023/2024 Starter by Sexual Orientation Completion Rates



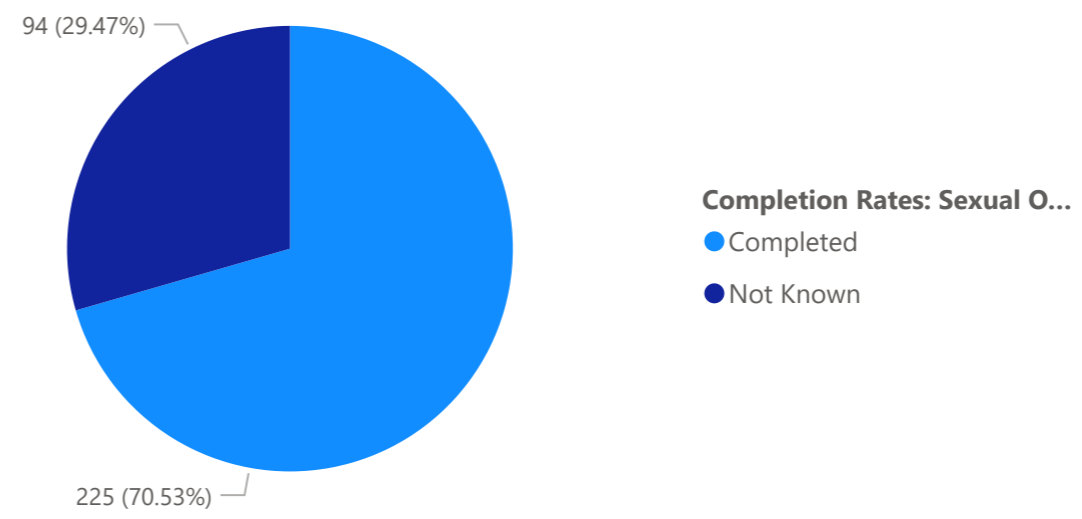
2022/2023 Starter by Sexual Orientation Completion Rates



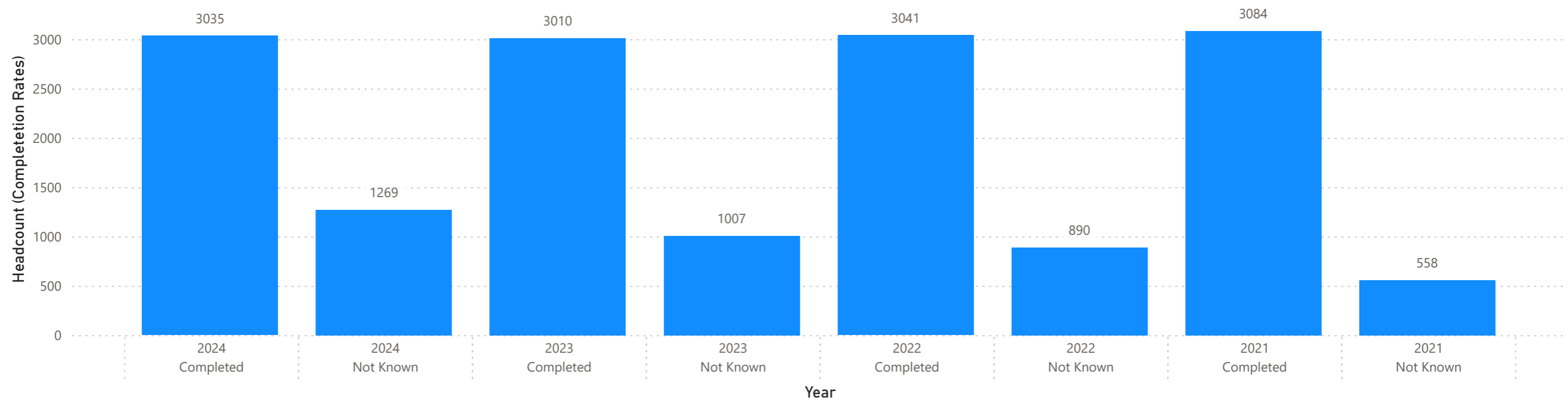
2021/2022 Starter by Sexual Orientation Completion Rates



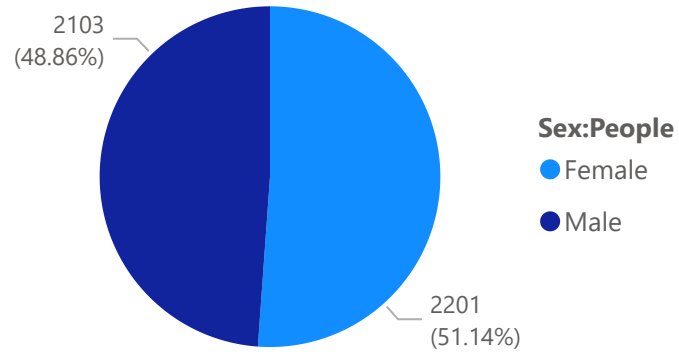
2020/2021 Starter by Sexual Orientation Completion Rates



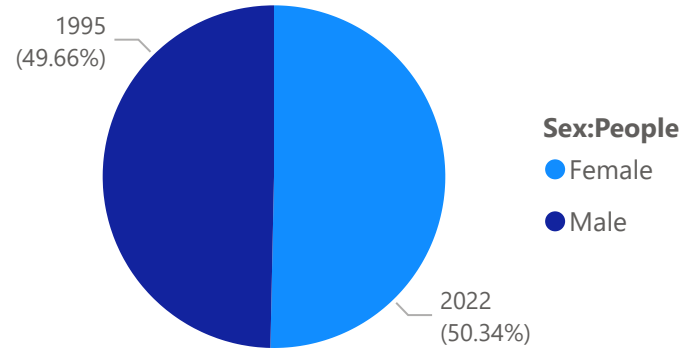
2021 Headcount by Considered Disabled?



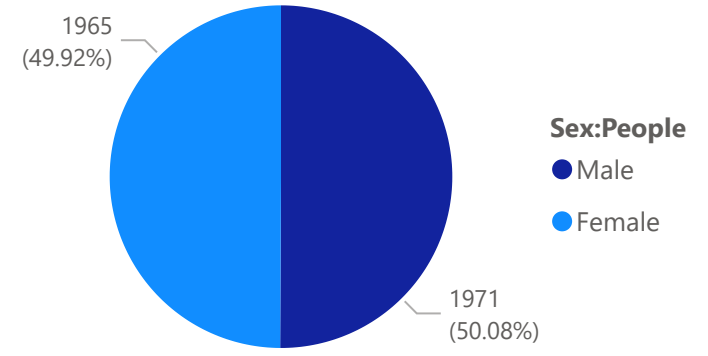
2024 Headcount by Sex:People



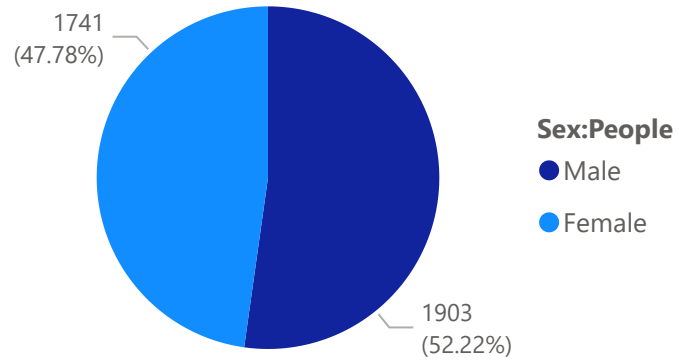
2023 Headcount by Sex:People



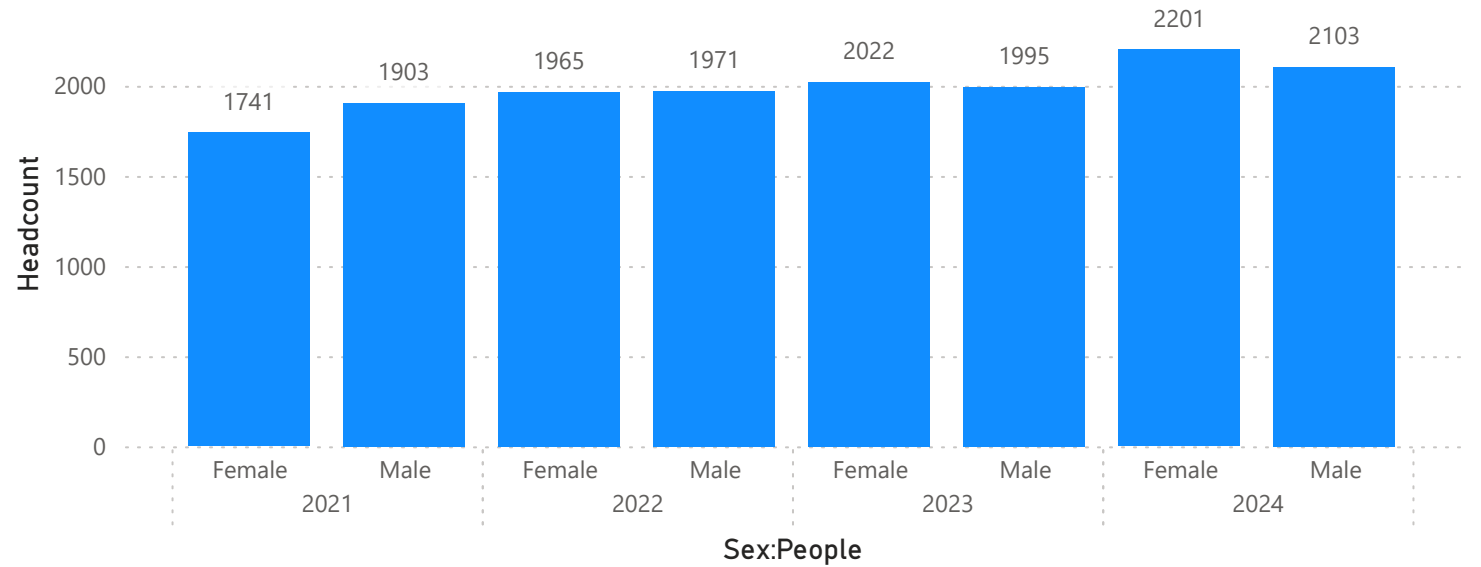
2022 Headcount by Sex:People



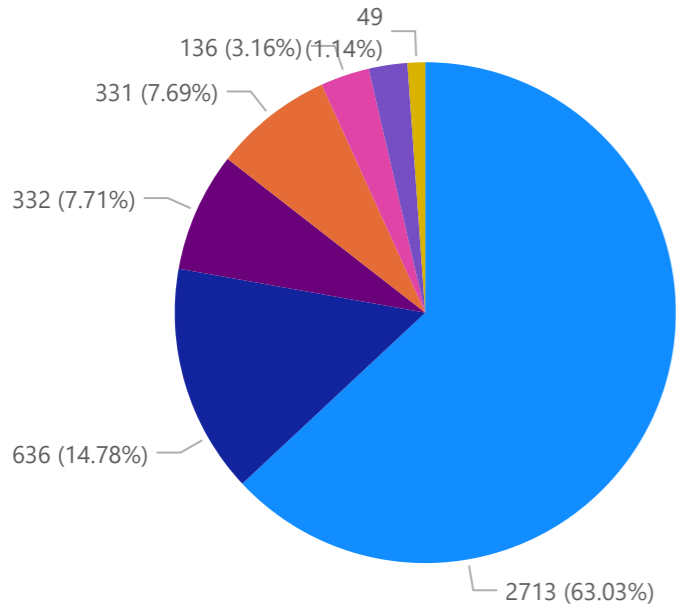
2021 Headcount by Sex:People



2021 Headcount by Sex:People



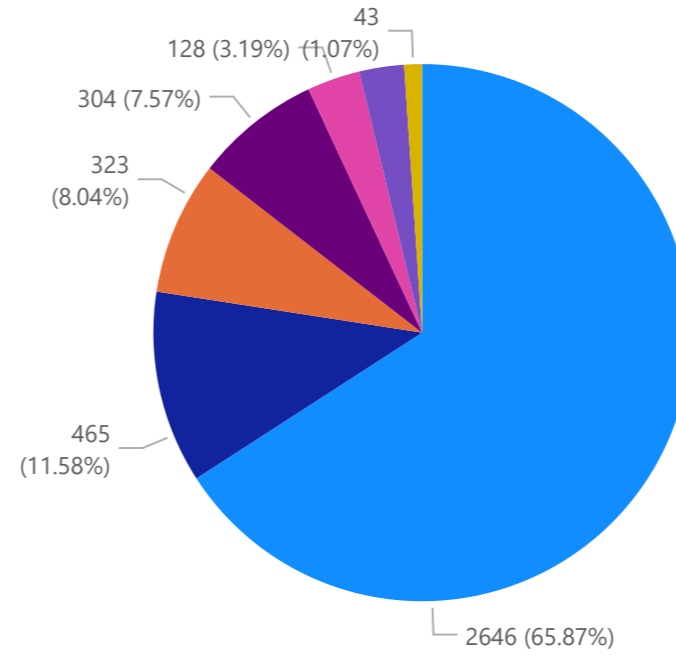
2024 Headcount by Ethnic Grouping



Ethnic Grouping (End Date)

- White
- Not known
- Asian or Asian British
- Black or Black British
- Mixed
- Not Stated
- Other Ethnic Groups

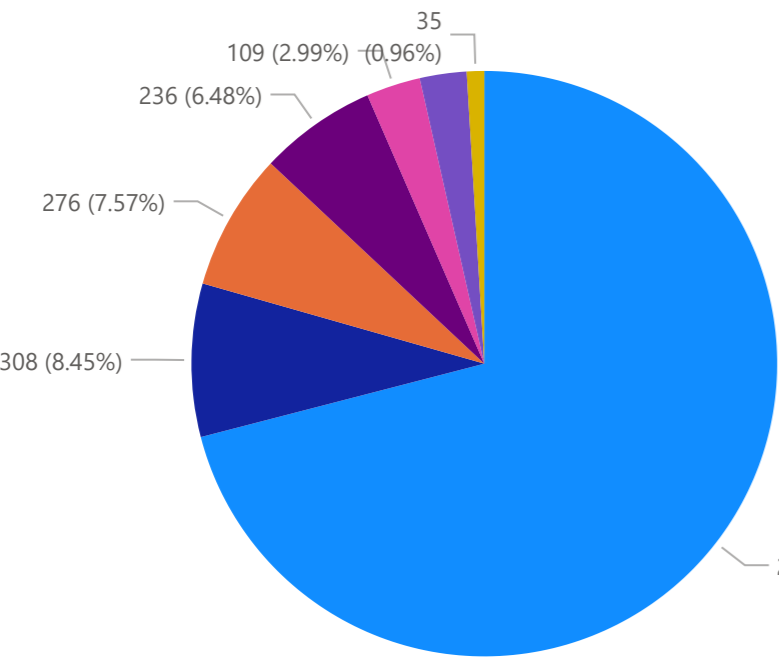
2023 Headcount by Ethnic Grouping



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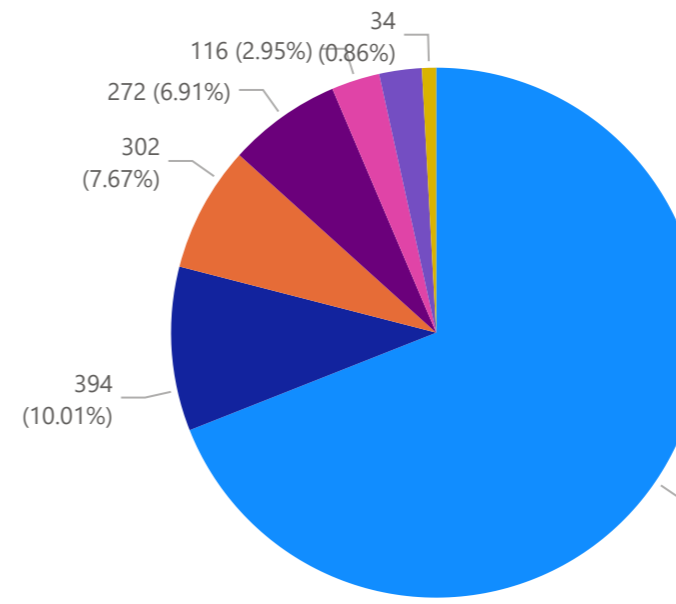
2021 Headcount by Ethnic Grouping



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2022 Headcount by Ethnic Grouping

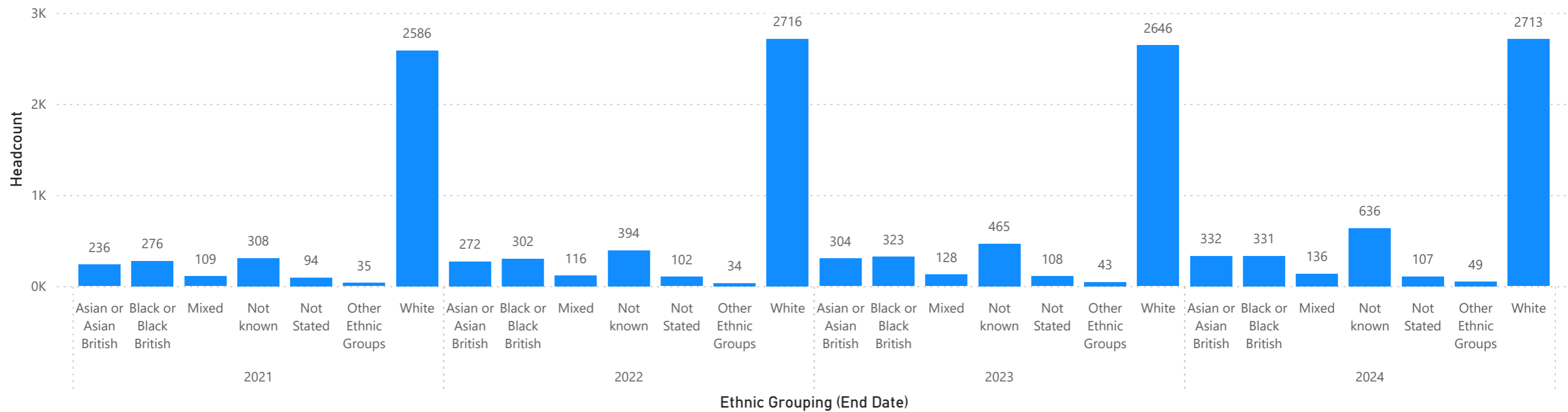


Ethnic Grouping (End Date)

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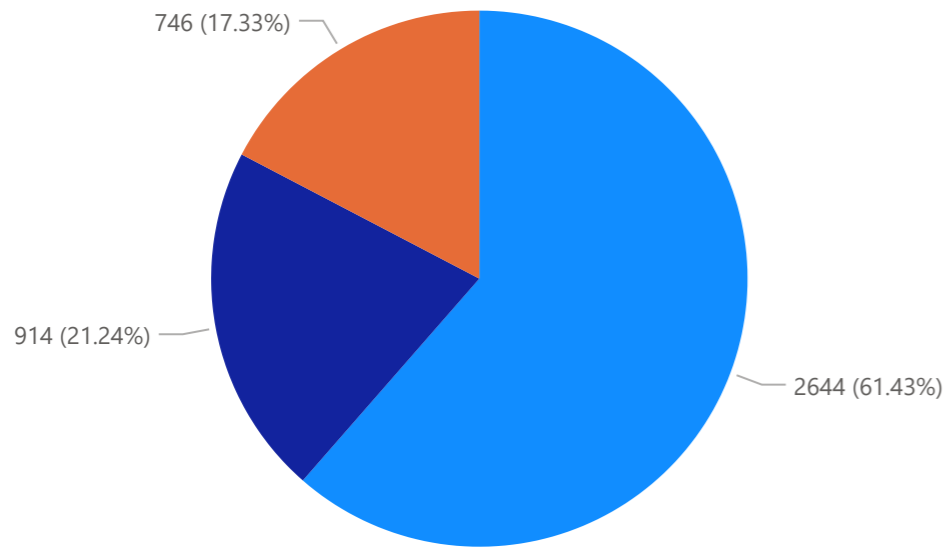
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2021 Headcount by Ethnic Grouping

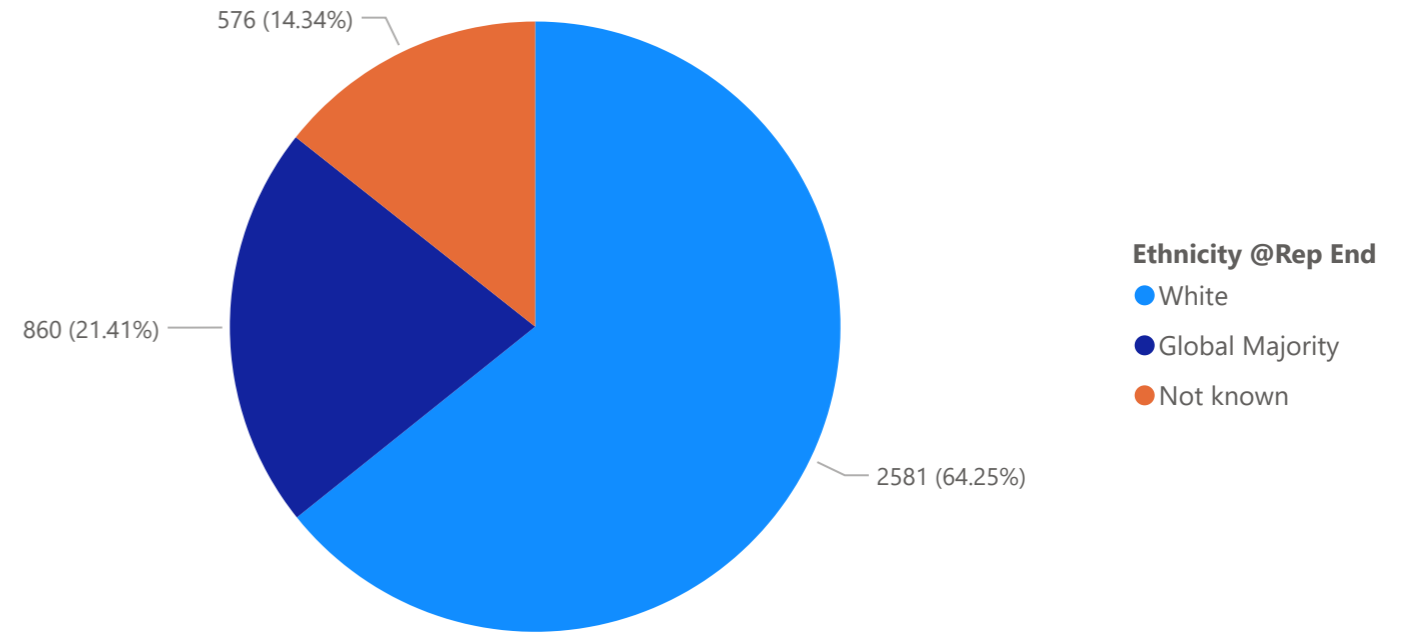


Ethnic Grouping (End Date)

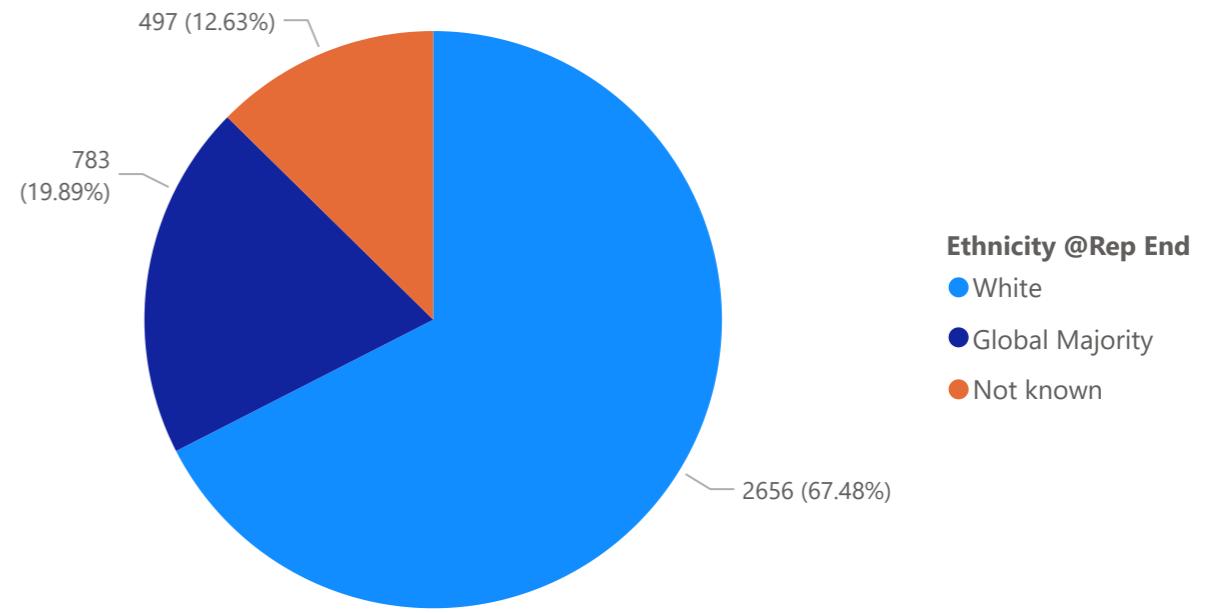
2024 Headcount by Ethnicity



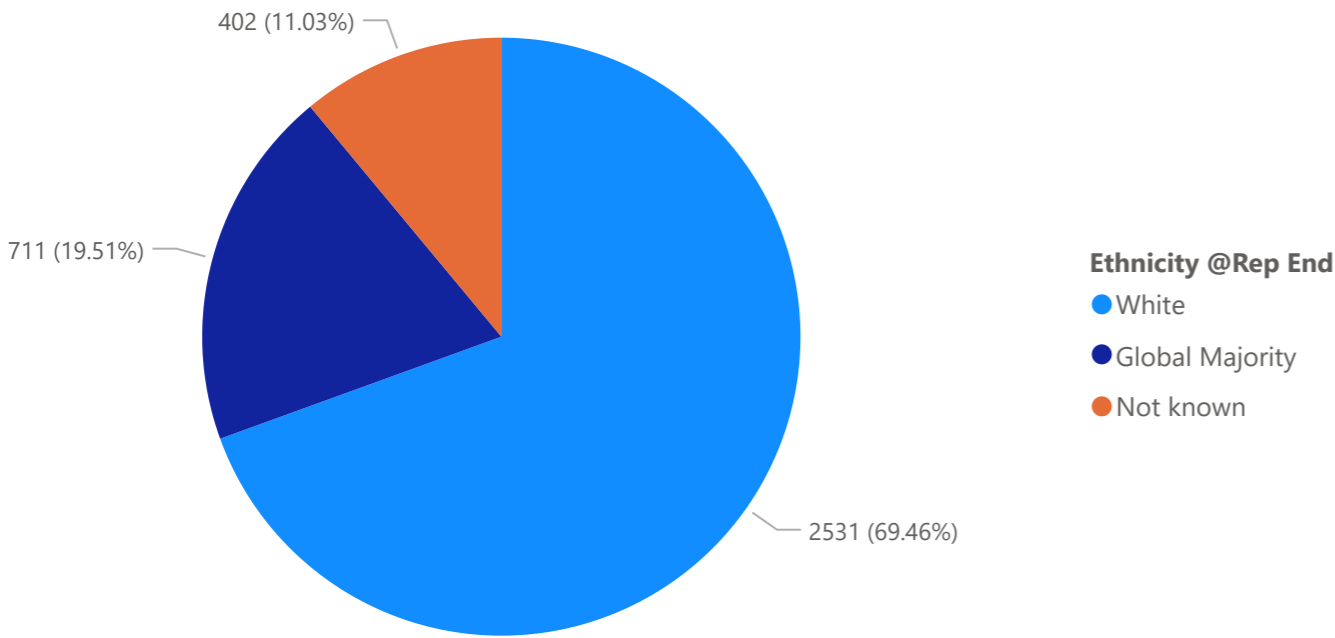
2023 Headcount by Ethnicity



2022 Headcount by Ethnicity

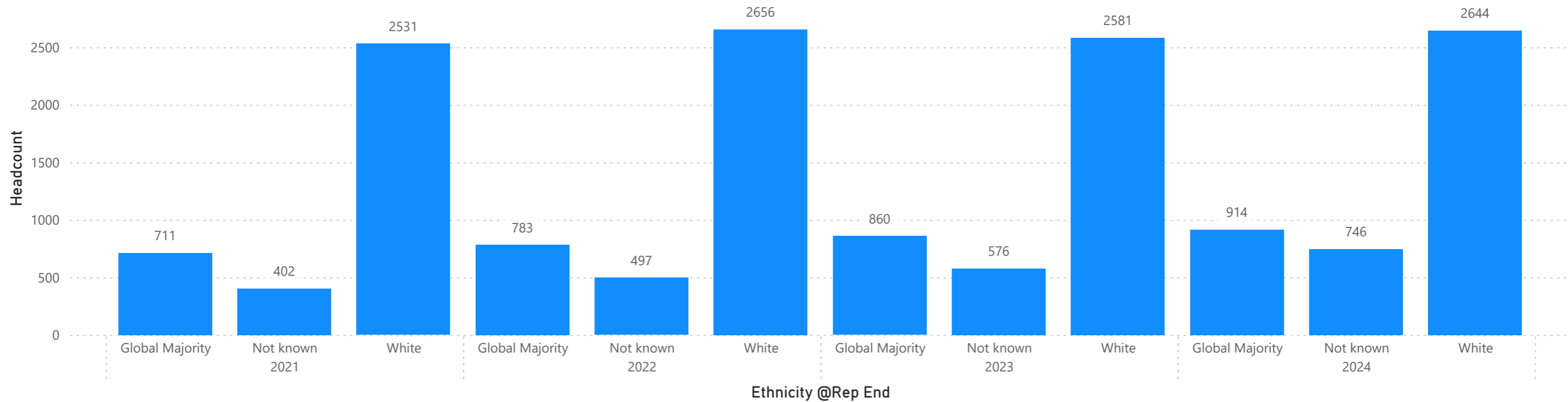


2021 Headcount by Ethnicity

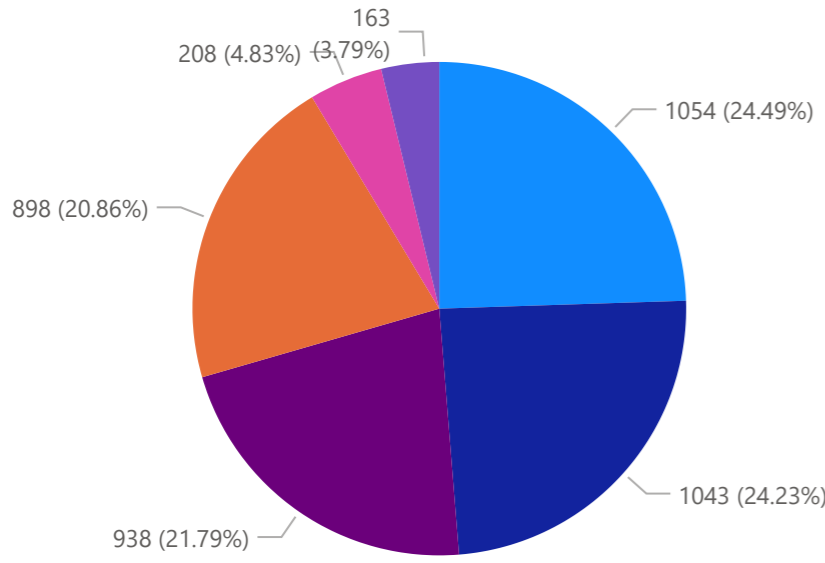


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2021 Headcount by Ethnicity



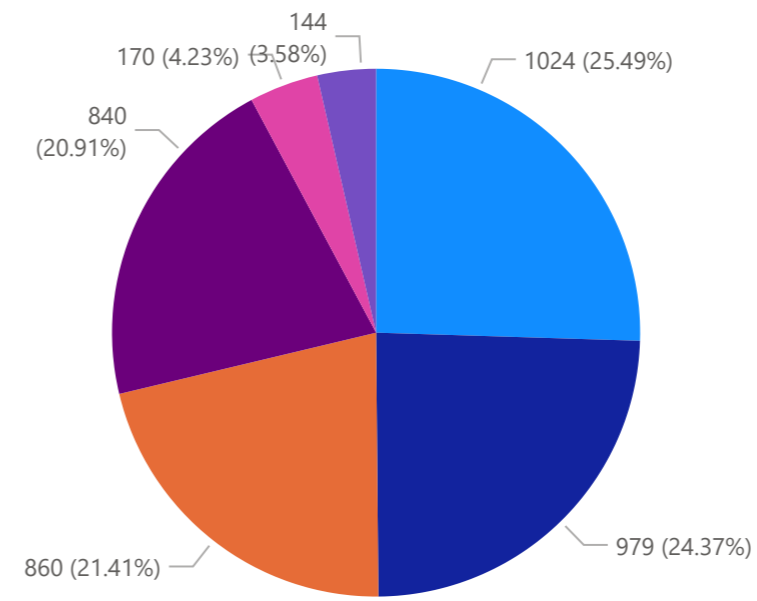
2024 Headcount by Age



Age (Years)@Rep End:People+

- 45-54
- 35-44
- 25-34
- 55-64
- >24
- 65+

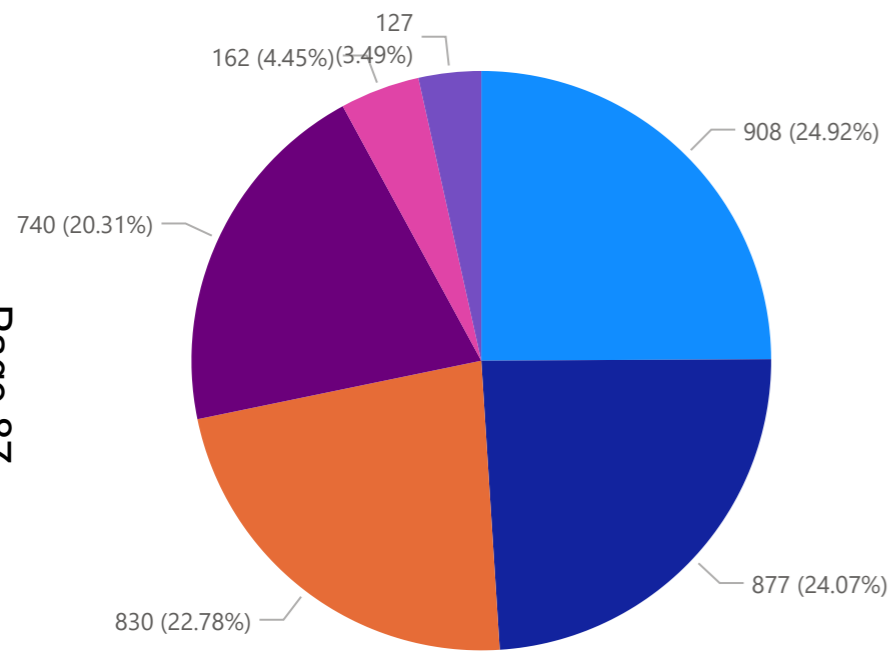
2023 Headcount by Age



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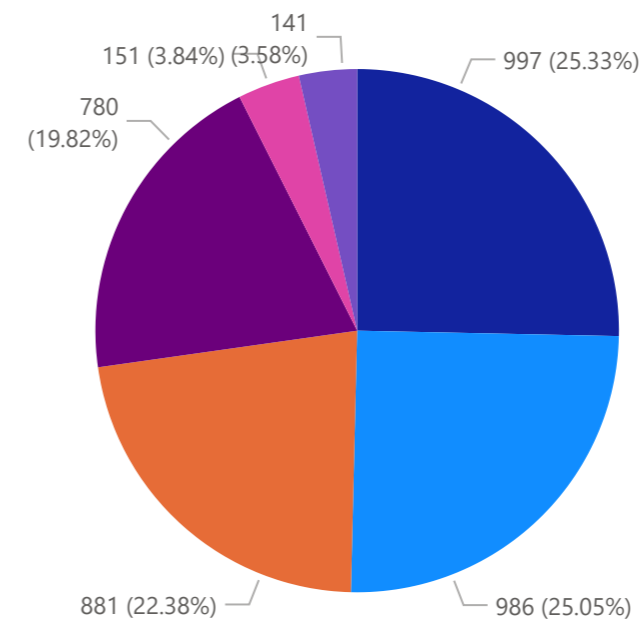
2021 Headcount by Age



Age (Years)@Rep End:People+

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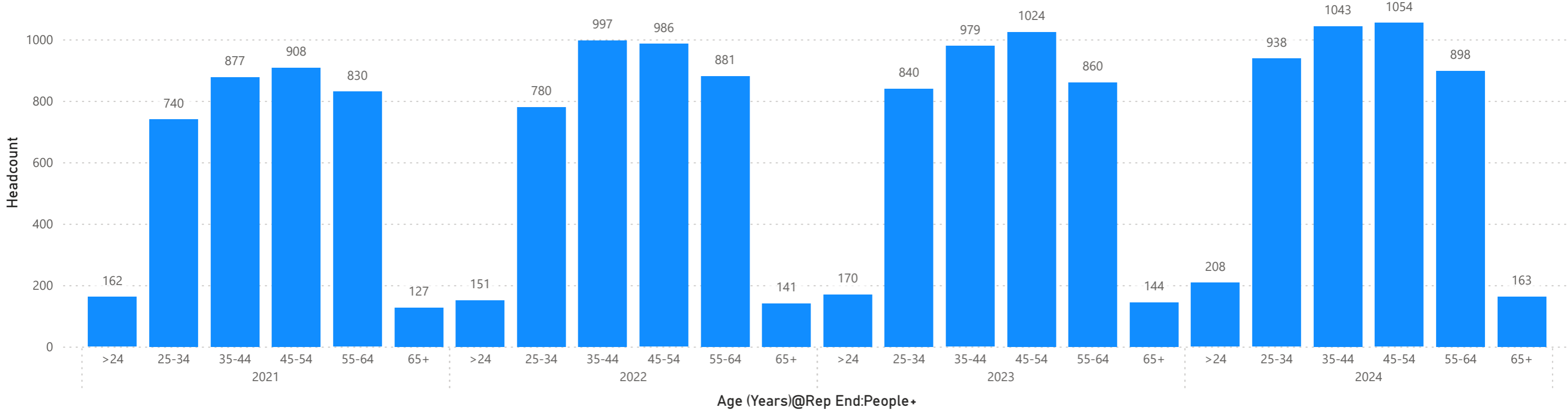
2022 Headcount by Age



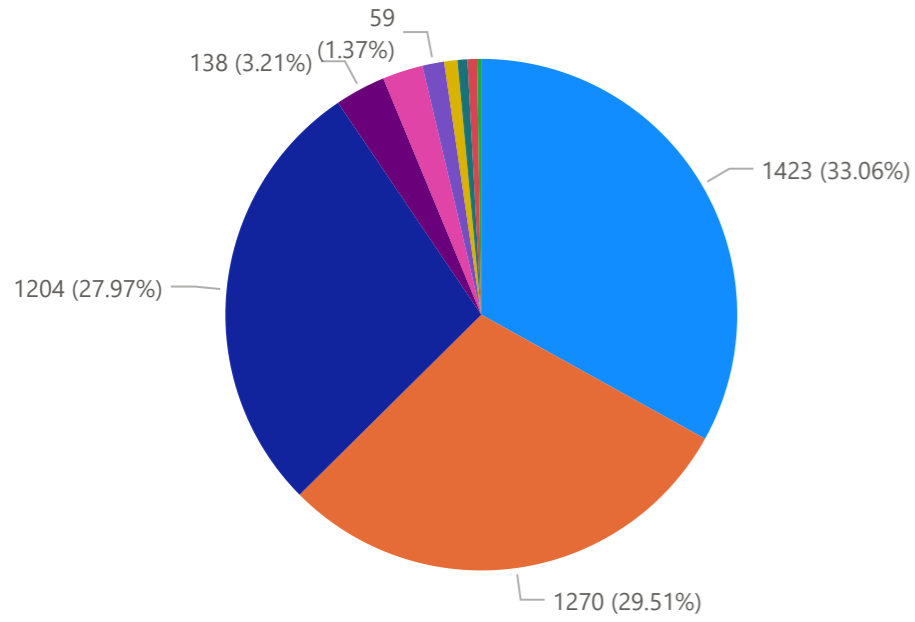
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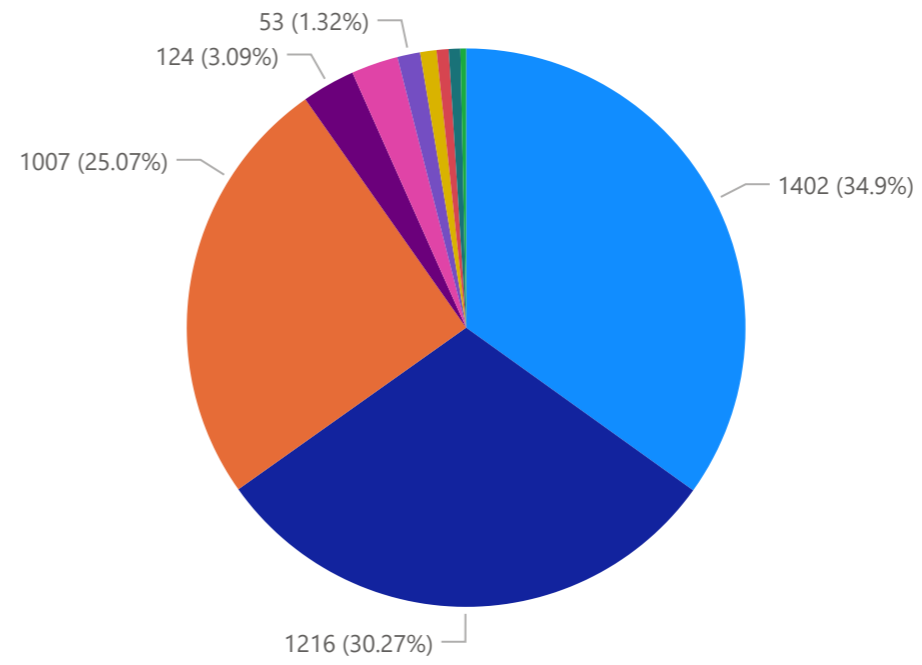
2021 Headcount by Age



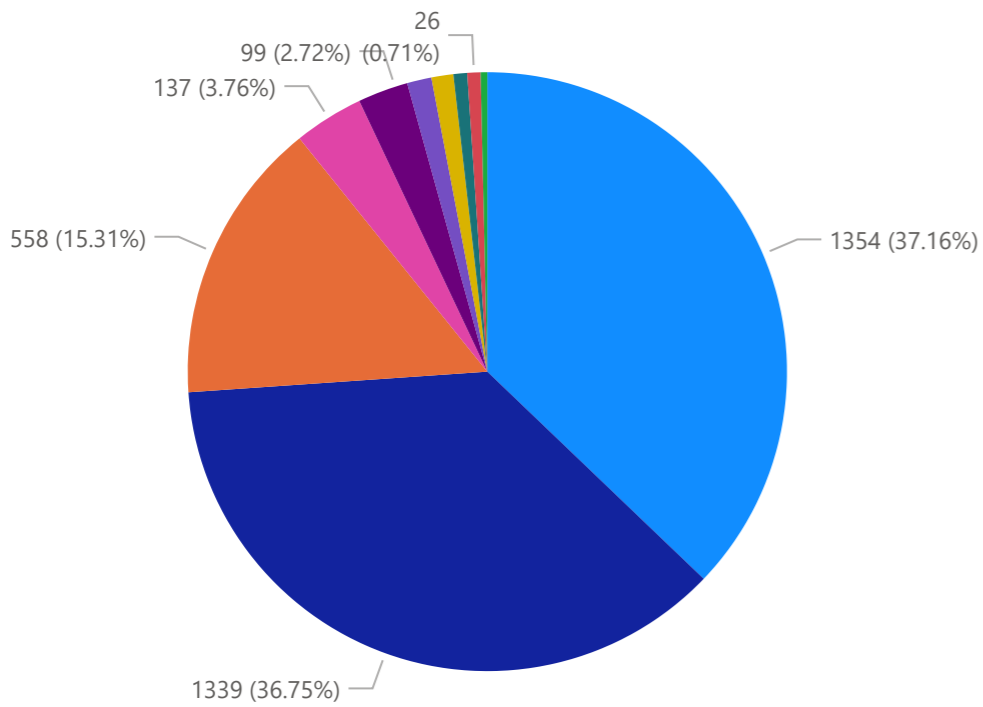
2024 Headcount by Religion



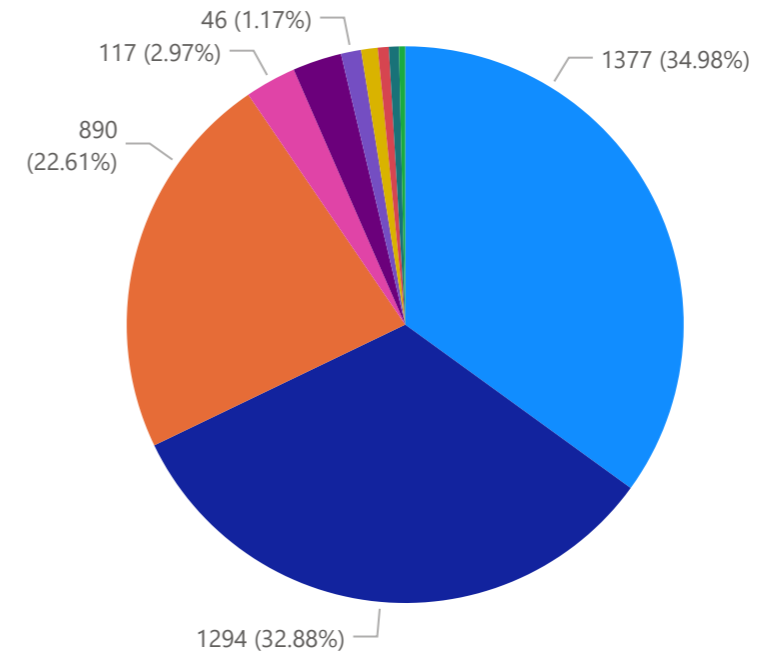
2023 Headcount by Religion



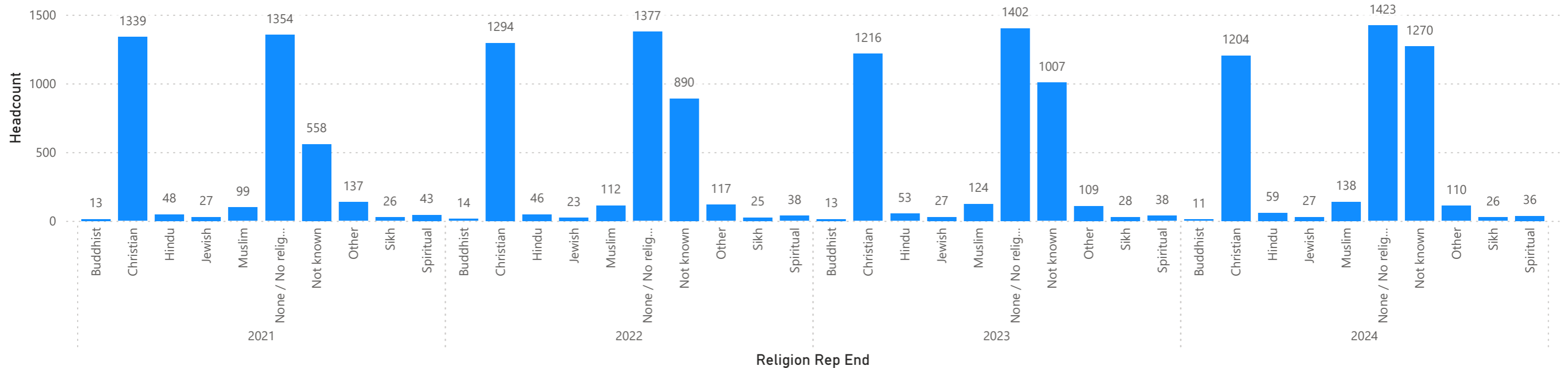
2021 Headcount by Religion



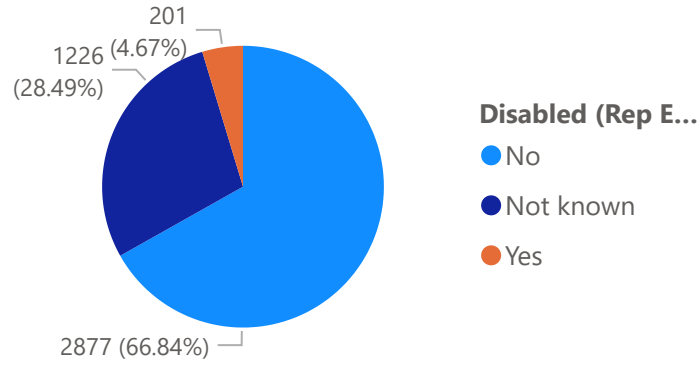
2022 Headcount by Religion



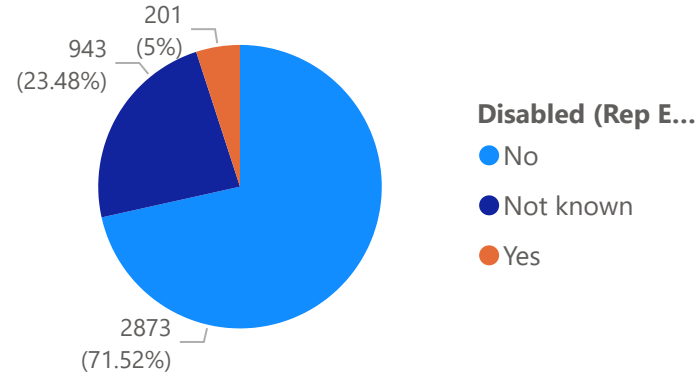
2021 Headcount by Religion



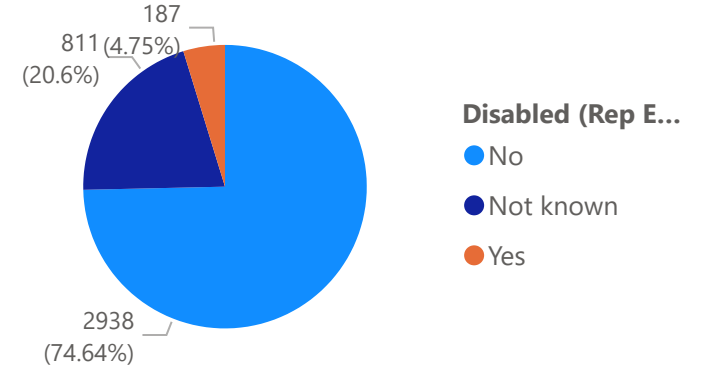
2024 Headcount by Considered Disabled



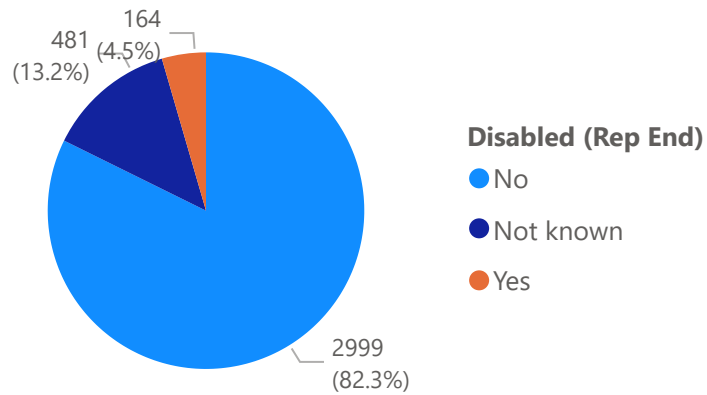
2023 Headcount by Considered Disabled



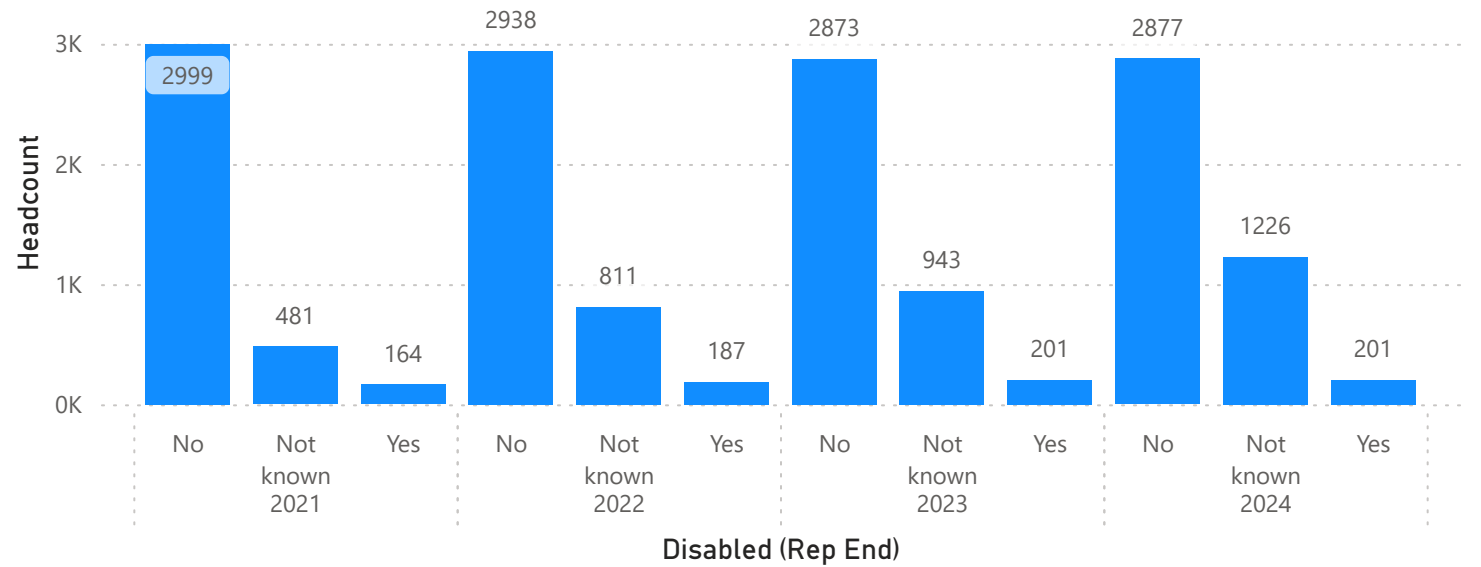
2022 Headcount by Considered Disabled



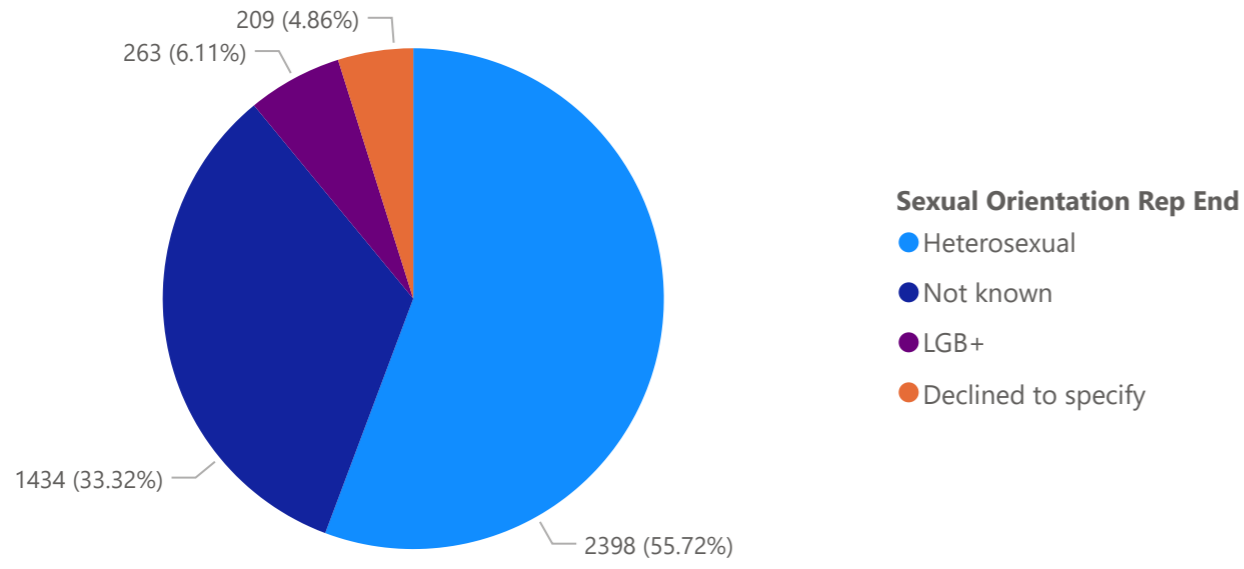
2021 Headcount by Considered Disabled



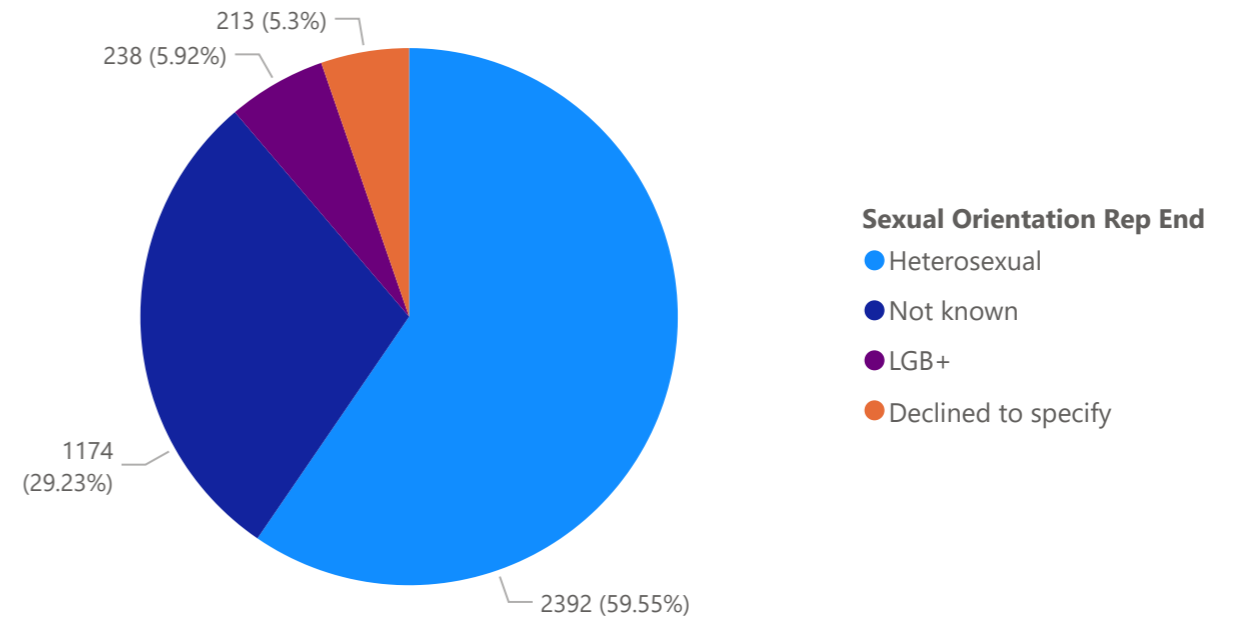
2021 Headcount by Considered Disabled



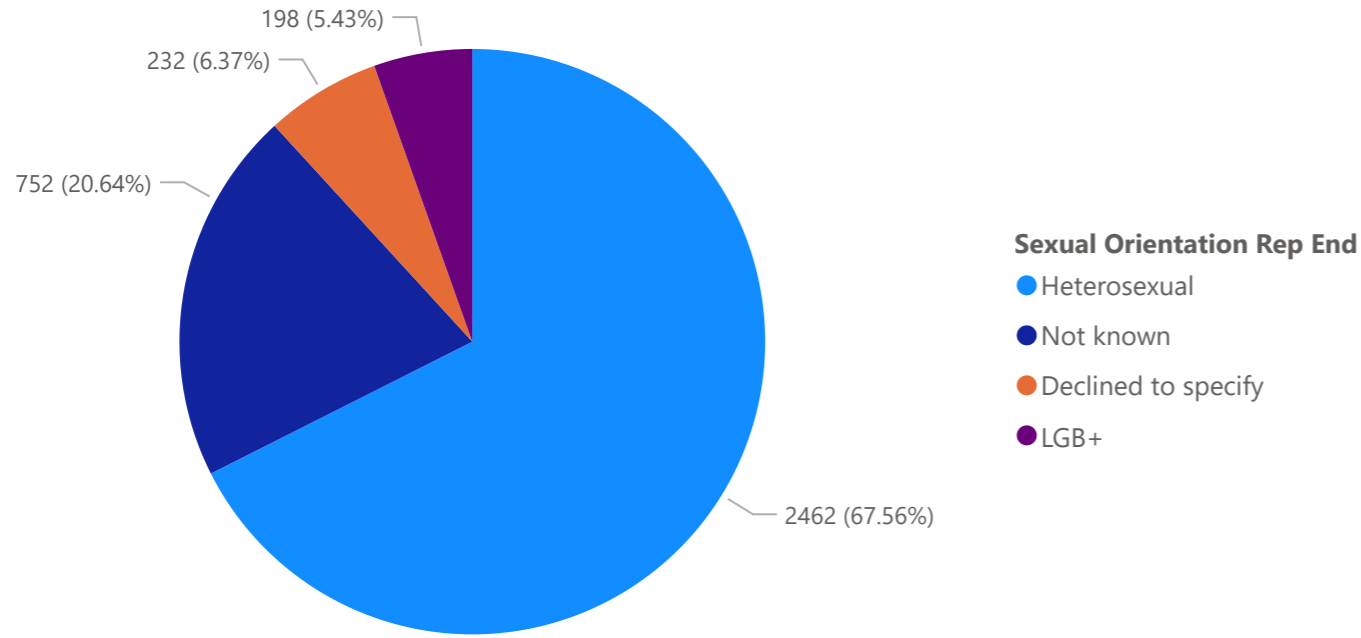
2024 Headcount by Sexual Orientation



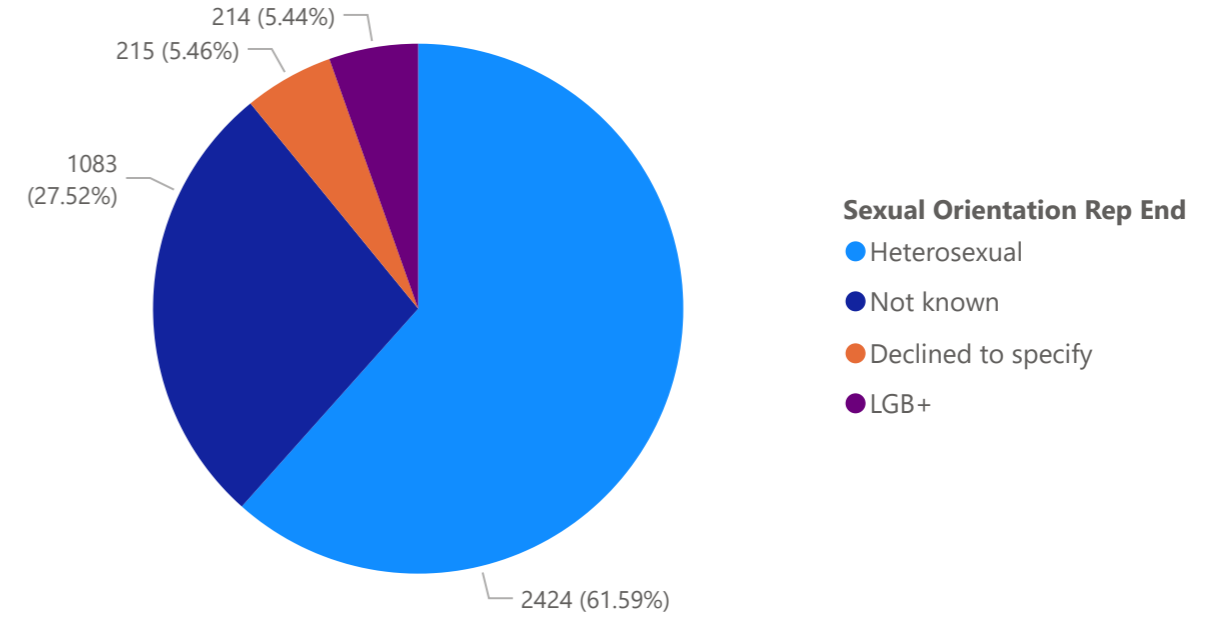
2023 Headcount by Sexual Orientation



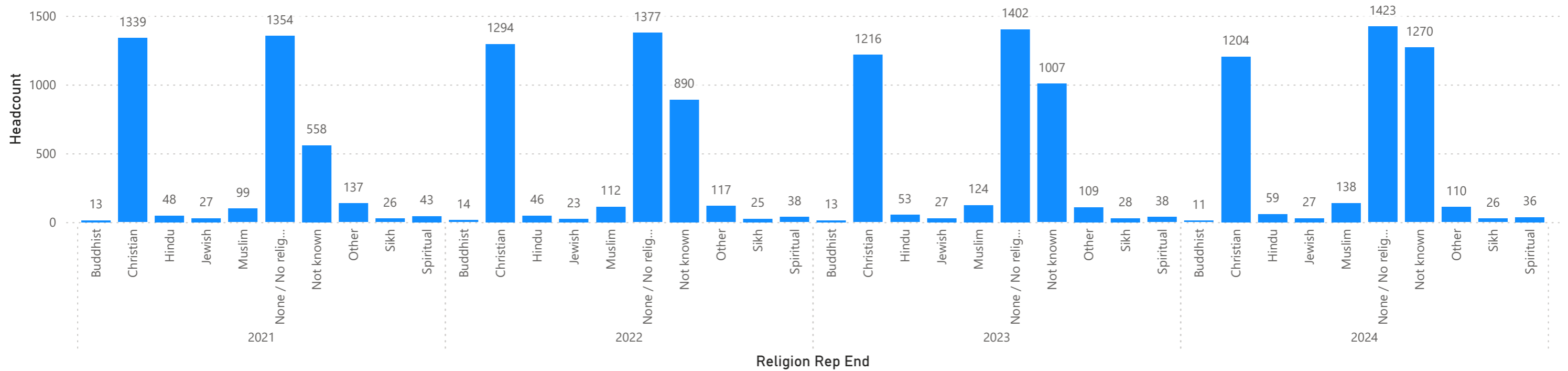
2021 Headcount by Sexual Orientation



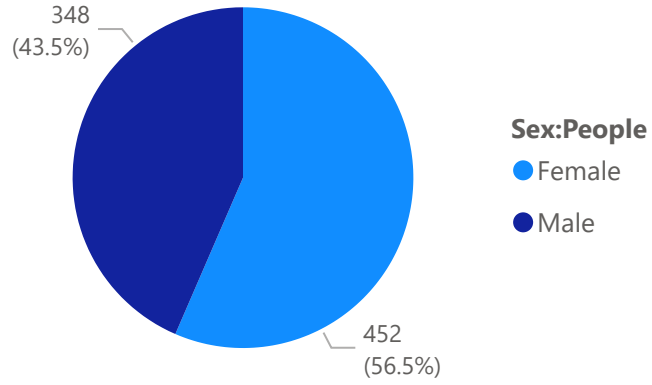
2022 Headcount by Sexual Orientation



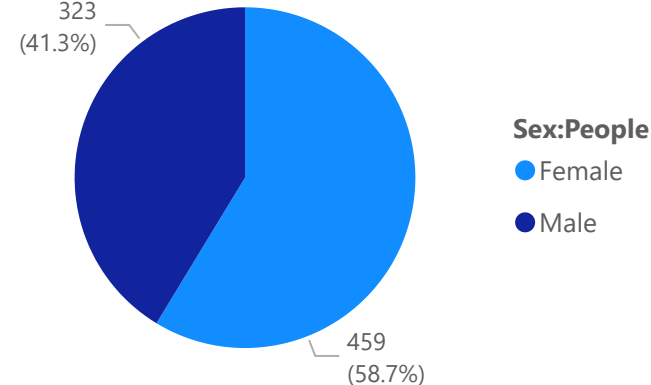
2021 Headcount by Religion



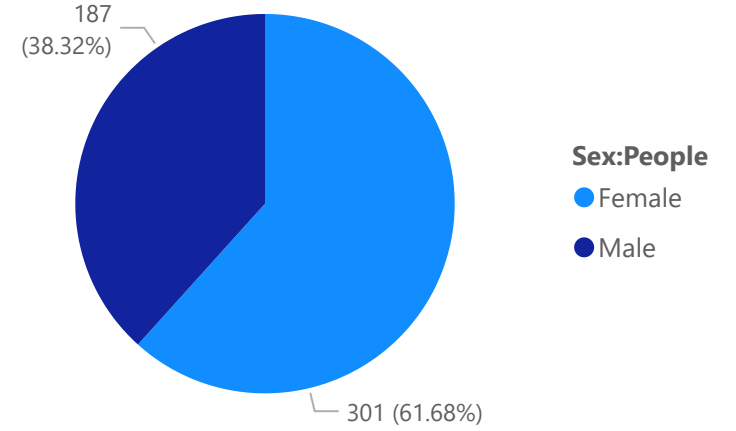
2023-2024 Starters by Sex:People



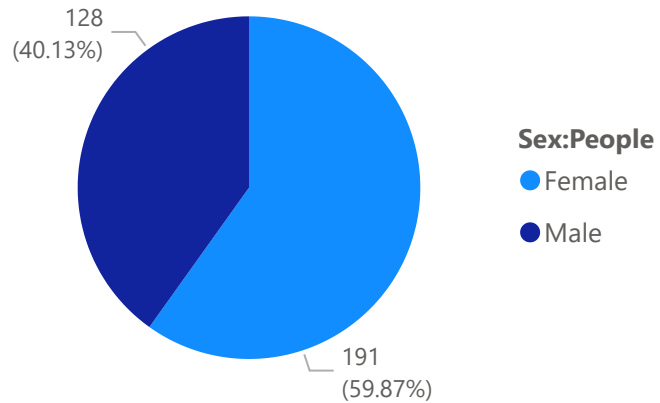
2022-2023 Starters by Sex :People



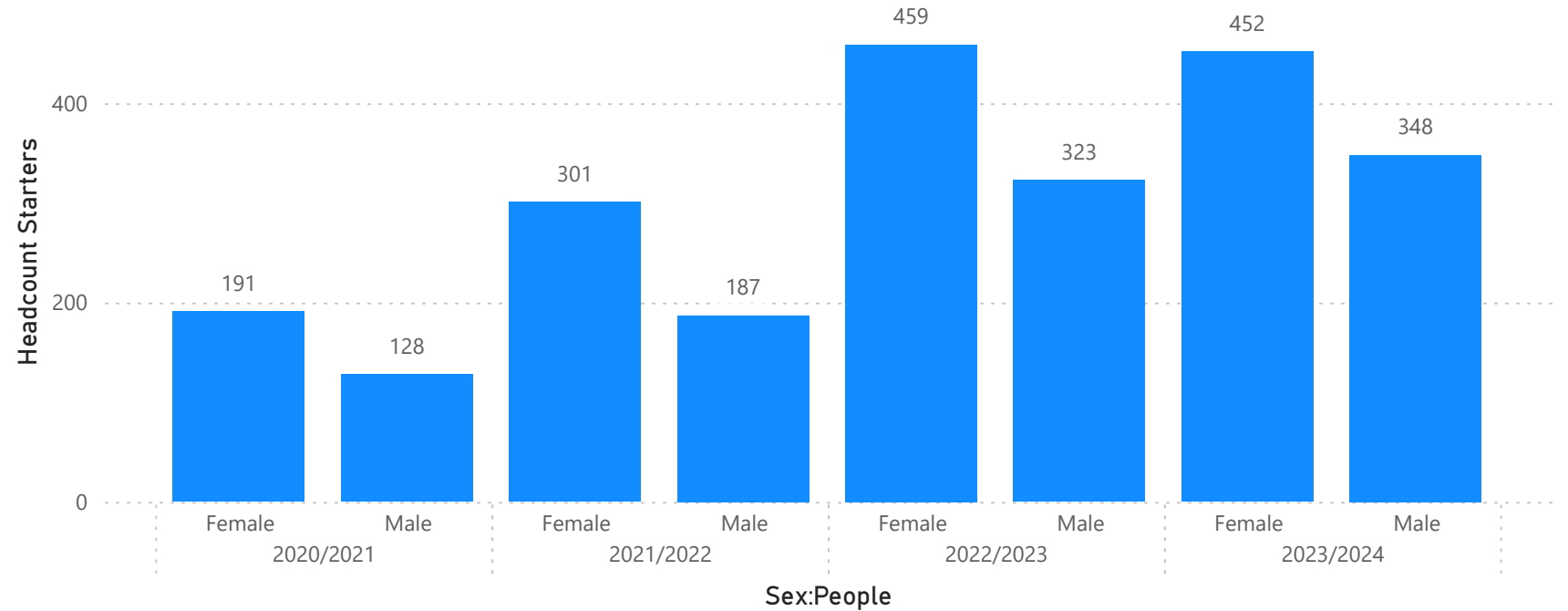
2021-2022 Starters by Sex :People



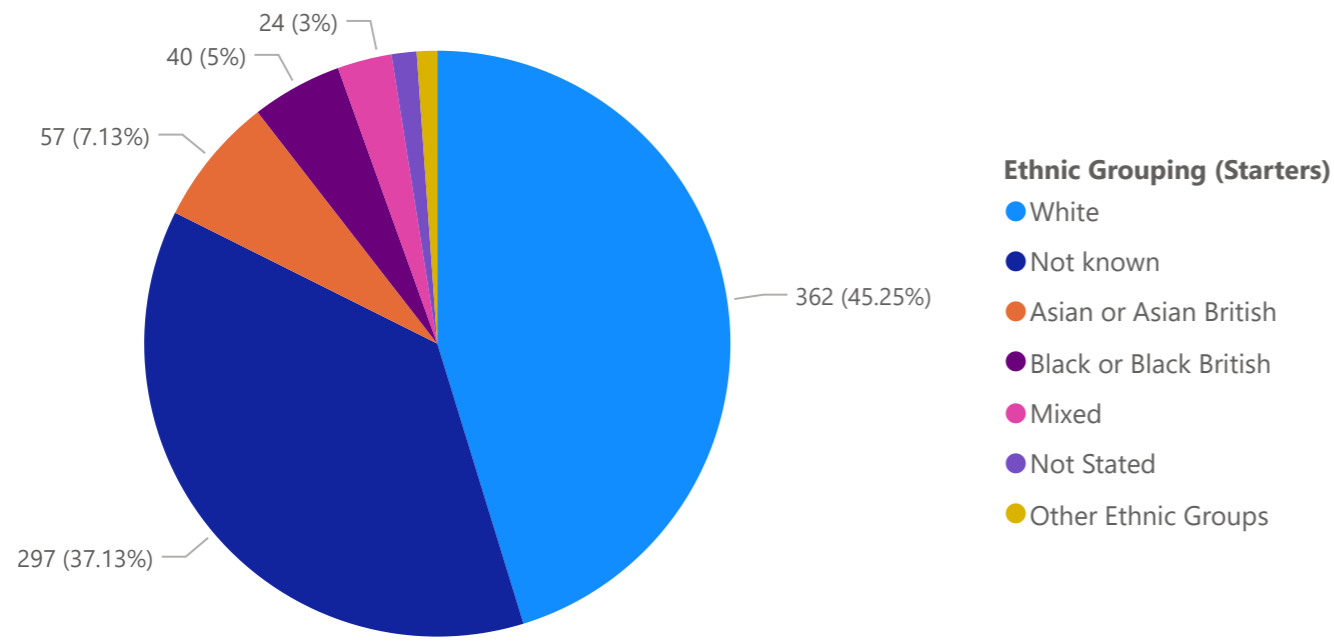
2020-2021 Starters by Sex:People



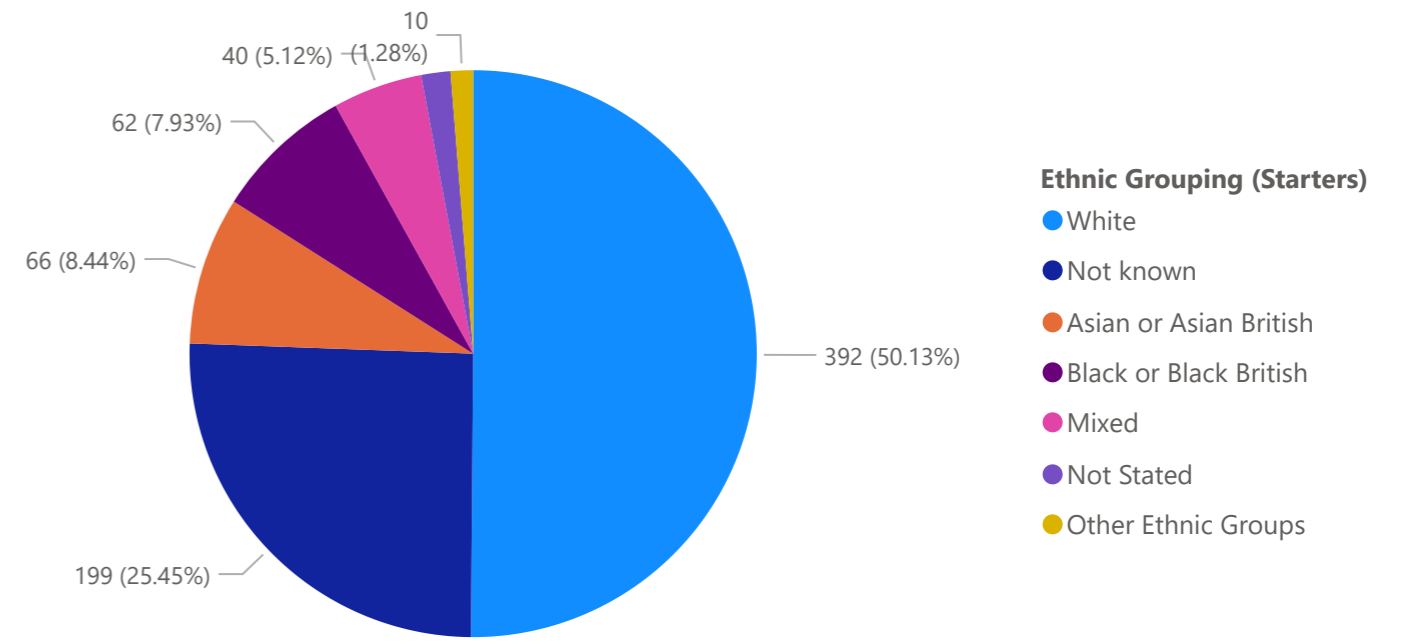
Starters by Sex: People



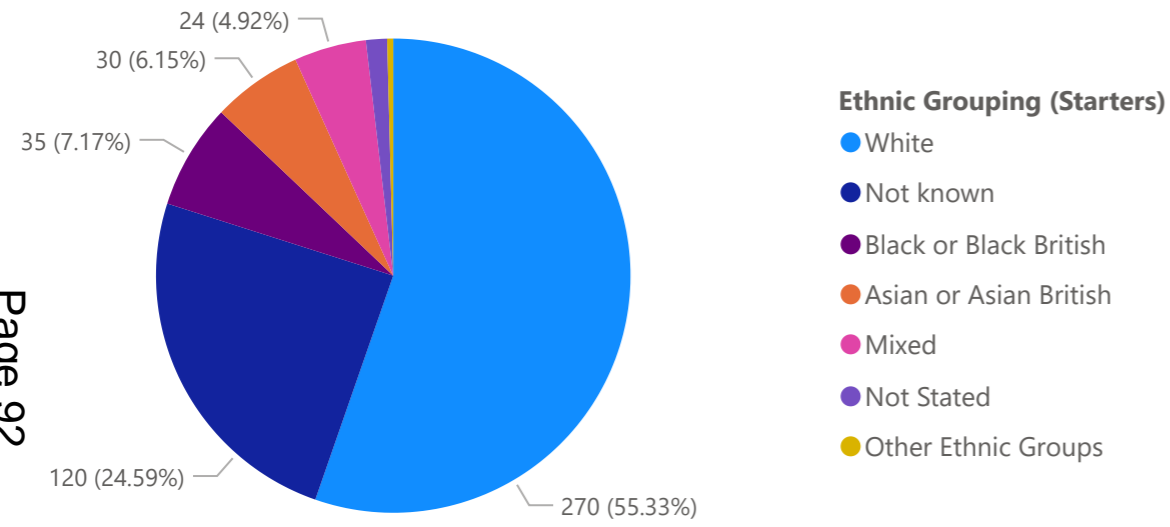
2023-2024 Starters by Ethnic Grouping



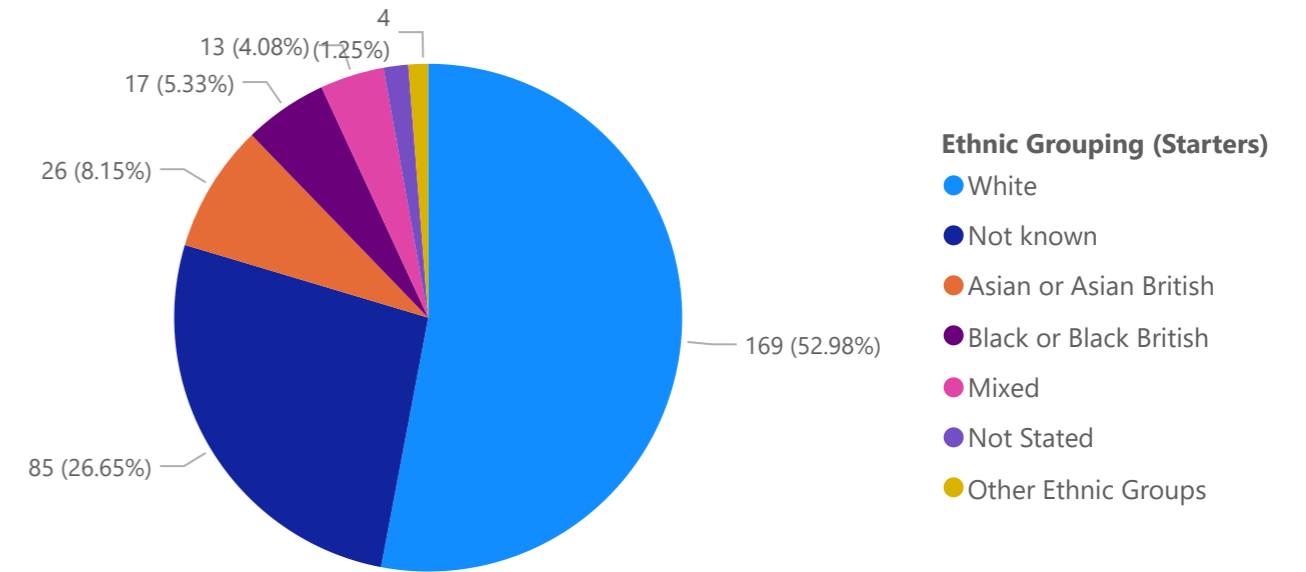
2022-2023 Starters by Ethnic Grouping



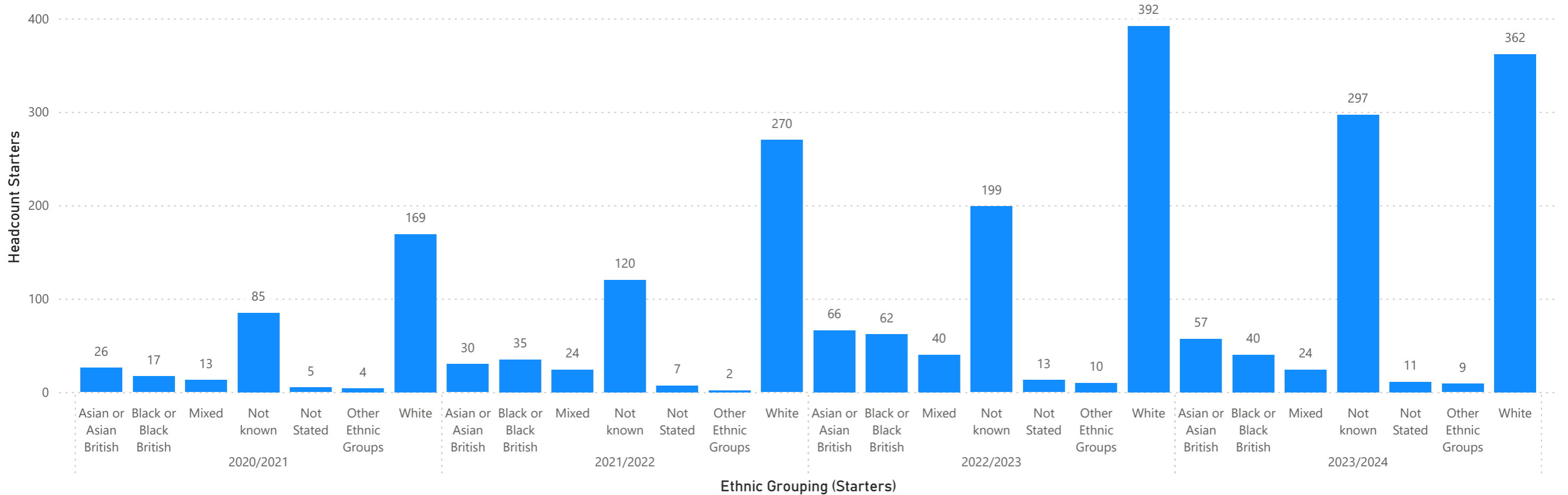
2021-2022 Starters by Ethnic Grouping



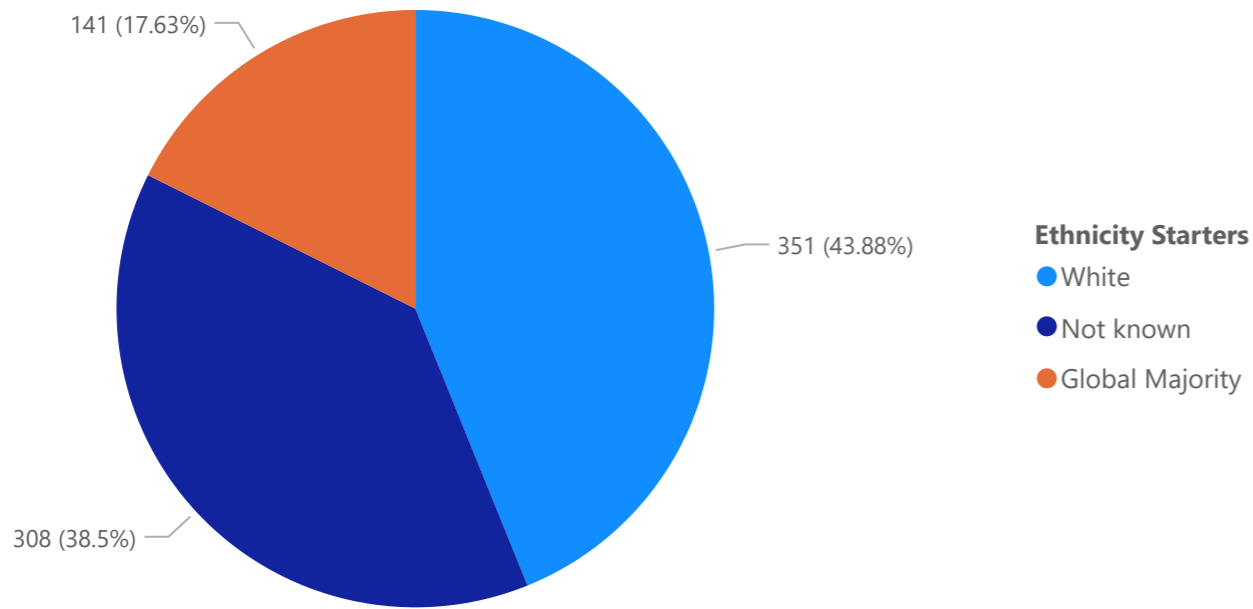
2020-2021 Starters by Ethnic Grouping



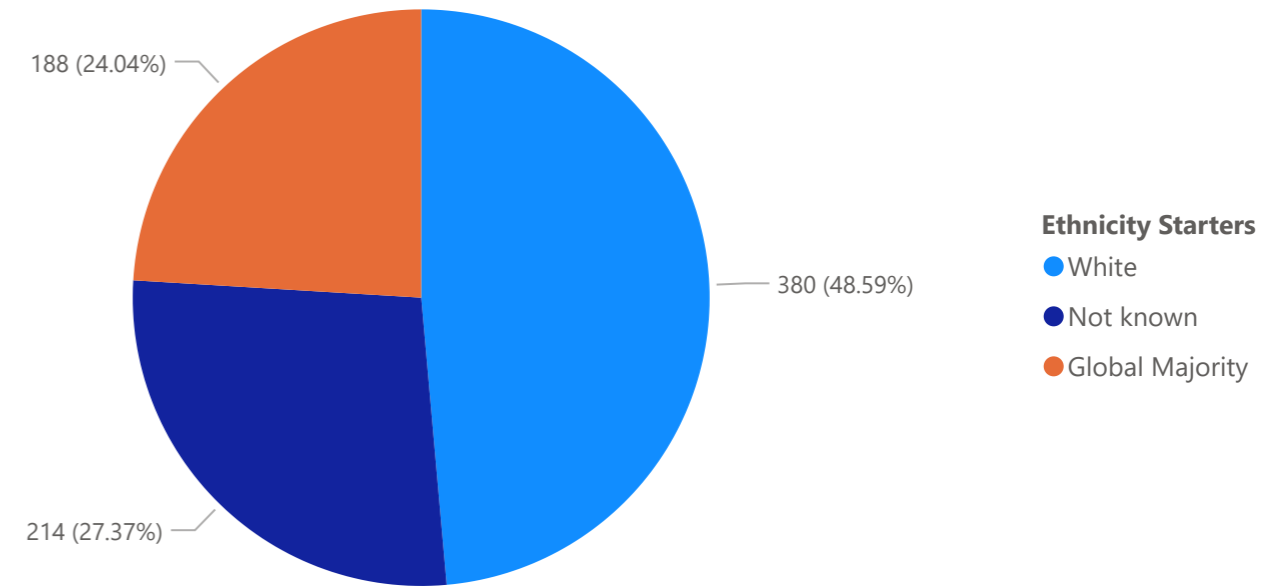
Starters by Ethnic Grouping



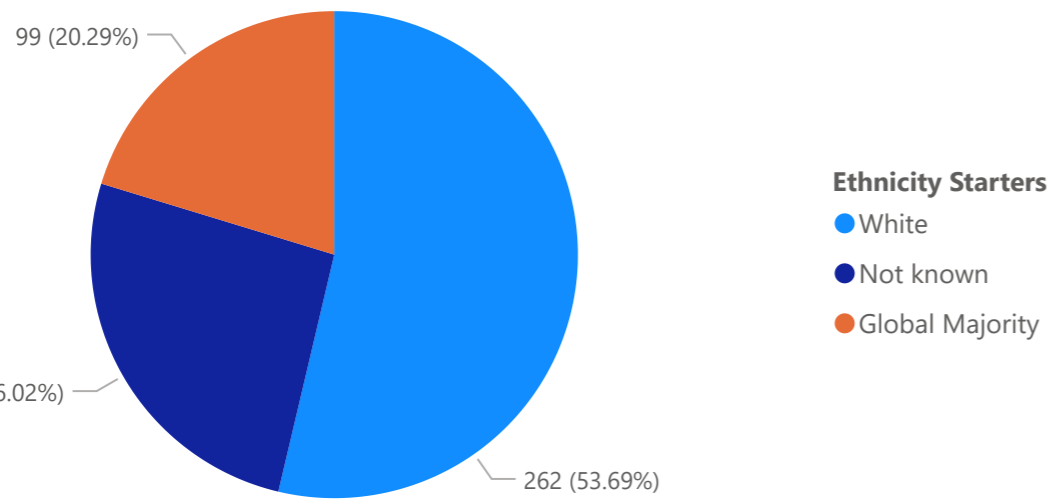
2023-2024 Starters by Ethnicity



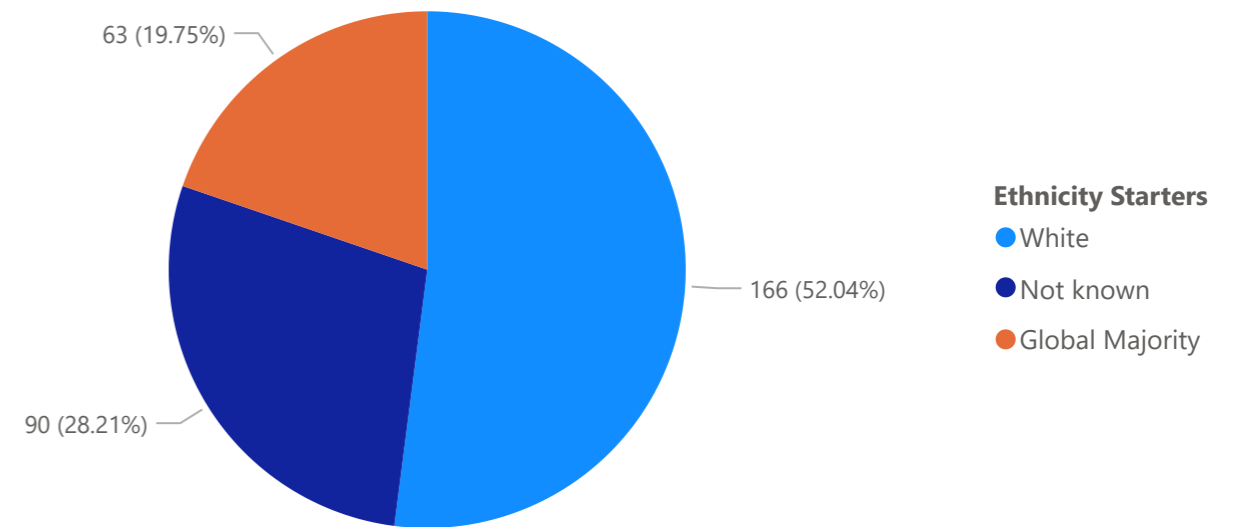
2022-2023 Starters by Ethnicity



2021-2022 Starters by Ethnicity

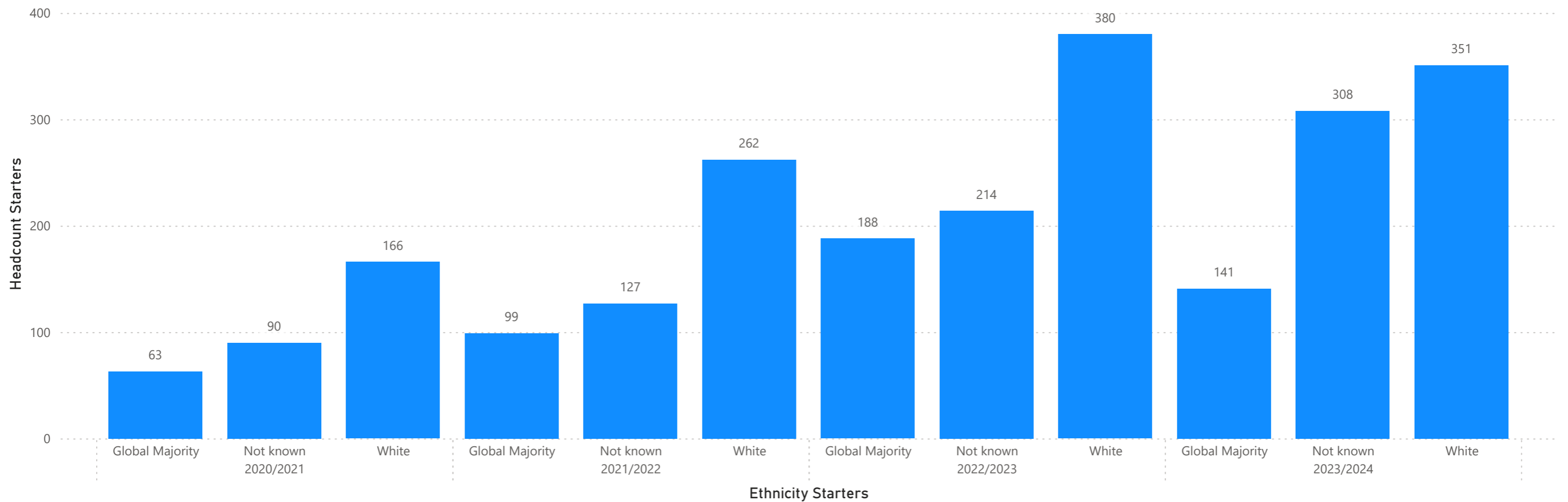


2020-2021 Starters by Ethnicity



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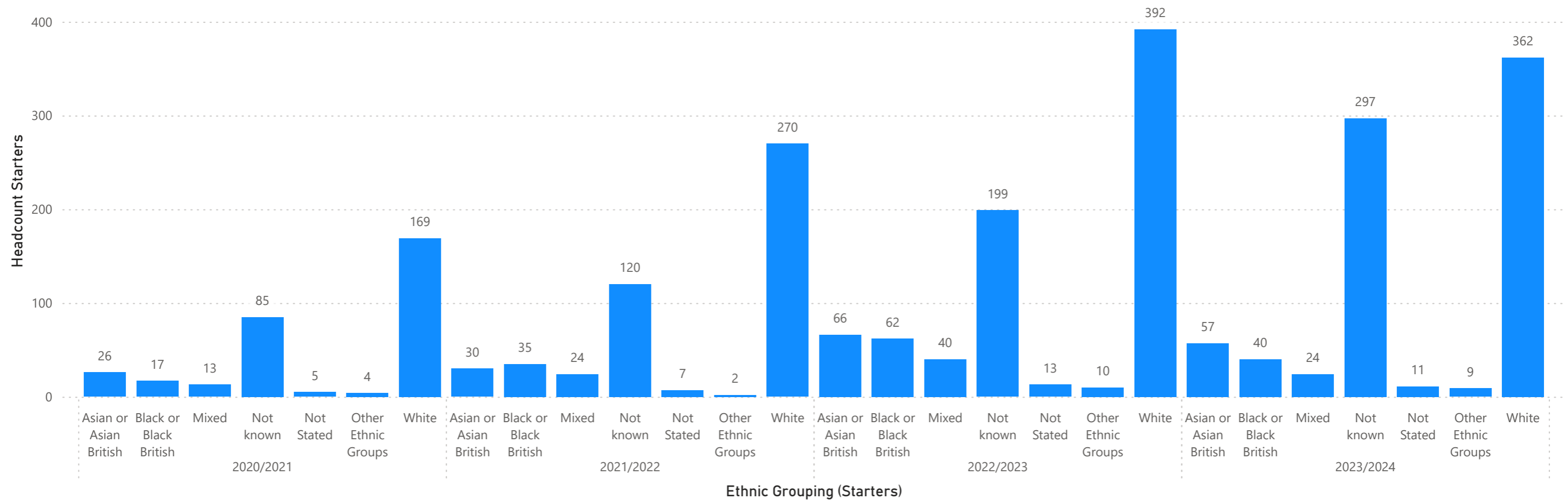
Starters by Ethnicity



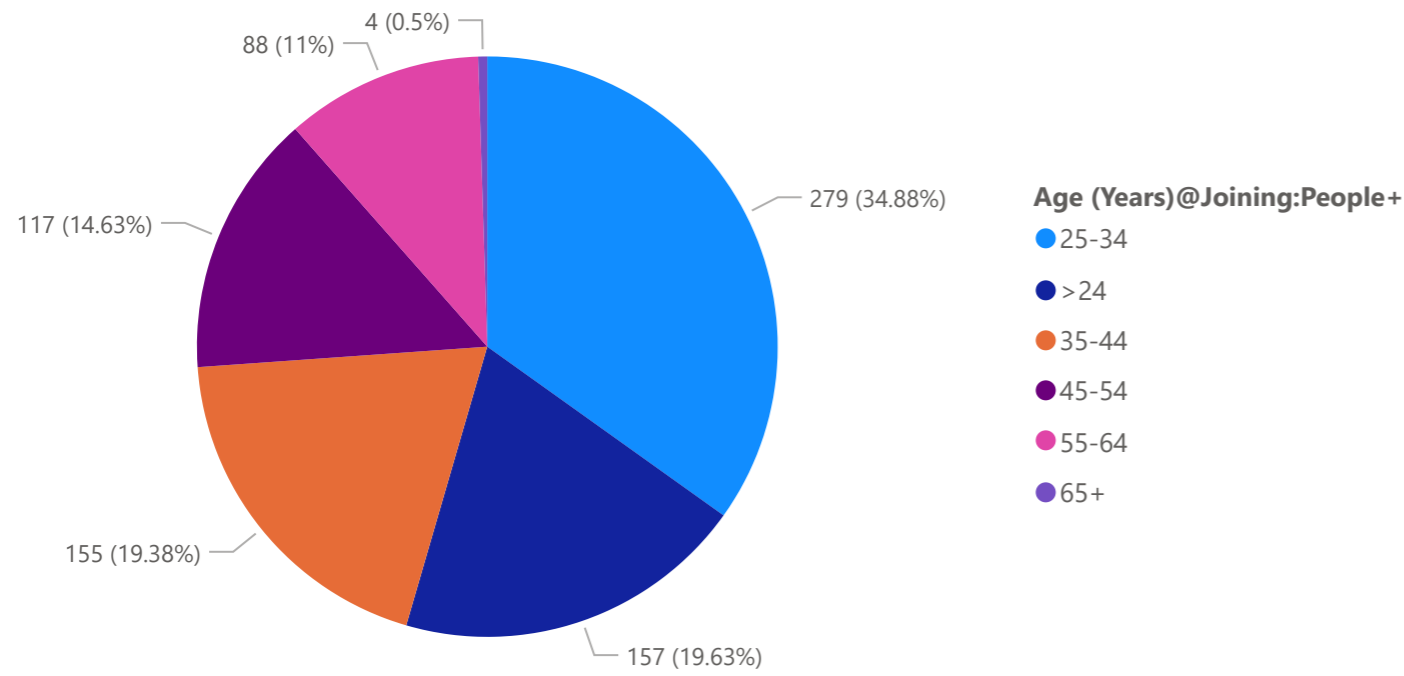
| Ethnic Grouping (Starters) | 2020/2021 | 2021/2022 | 2022/2023 | 2023/2024 | Total |
|----------------------------|---------------|---------------|---------------|---------------|----------------|
| Asian or Asian British | 1.12% | 1.29% | 2.83% | 2.45% | 7.68% |
| Black or Black British | 0.73% | 1.50% | 2.66% | 1.72% | 6.56% |
| Mixed | 0.56% | 1.03% | 1.72% | 1.03% | 4.16% |
| Not known | 3.65% | 5.15% | 8.54% | 12.74% | 29.17% |
| Not Stated | 0.21% | 0.30% | 0.56% | 0.47% | 1.54% |
| Other Ethnic Groups | 0.17% | 0.09% | 0.43% | 0.39% | 1.07% |
| White | 7.25% | 11.58% | 16.82% | 15.53% | 49.81% |
| Total | 13.69% | 20.94% | 33.55% | 34.32% | 100.00% |

| Ethnicity Starters | 2020/2021 | 2021/2022 | 2022/2023 | 2023/2024 | Total |
|--------------------|----------------|----------------|----------------|----------------|----------------|
| Global Majority | 19.75% | 20.29% | 24.04% | 17.63% | 20.72% |
| Not known | 28.21% | 26.02% | 27.37% | 38.50% | 30.80% |
| White | 52.04% | 53.69% | 48.59% | 43.88% | 48.48% |
| Total | 100.00% | 100.00% | 100.00% | 100.00% | 100.00% |

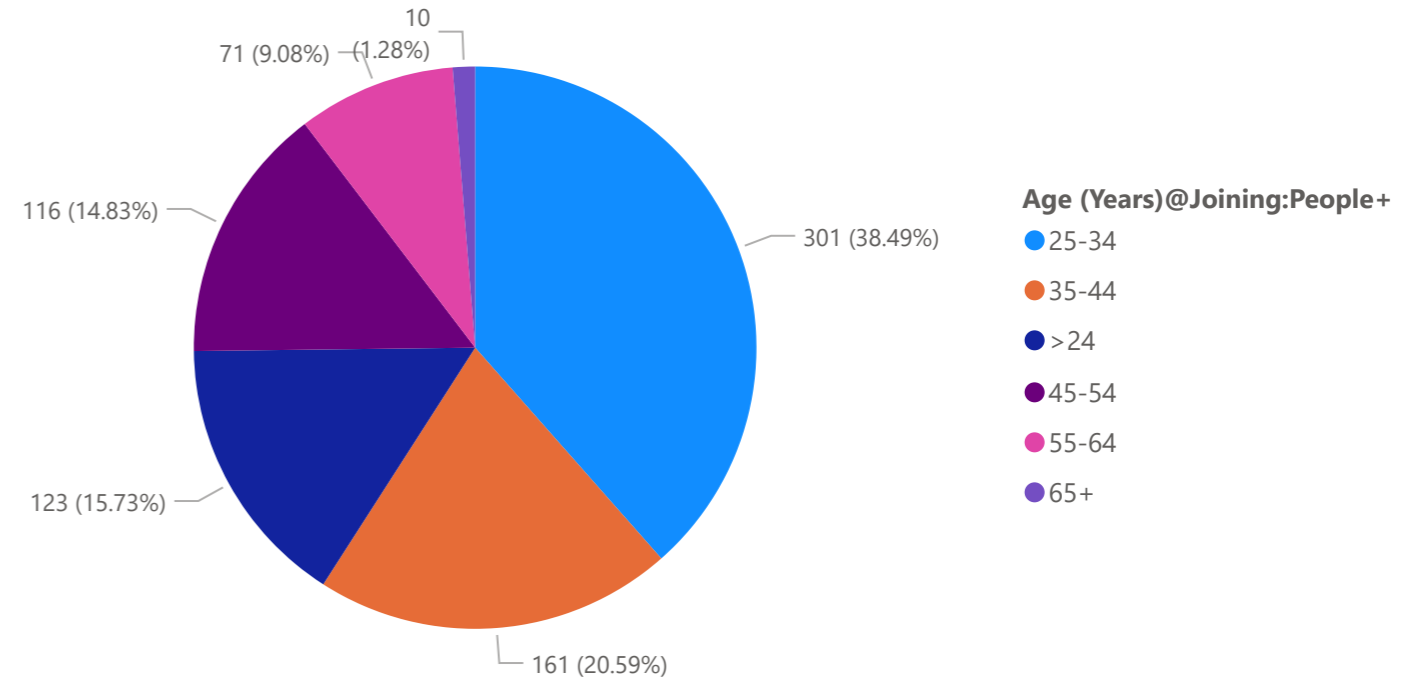
Starters by Ethnic Grouping



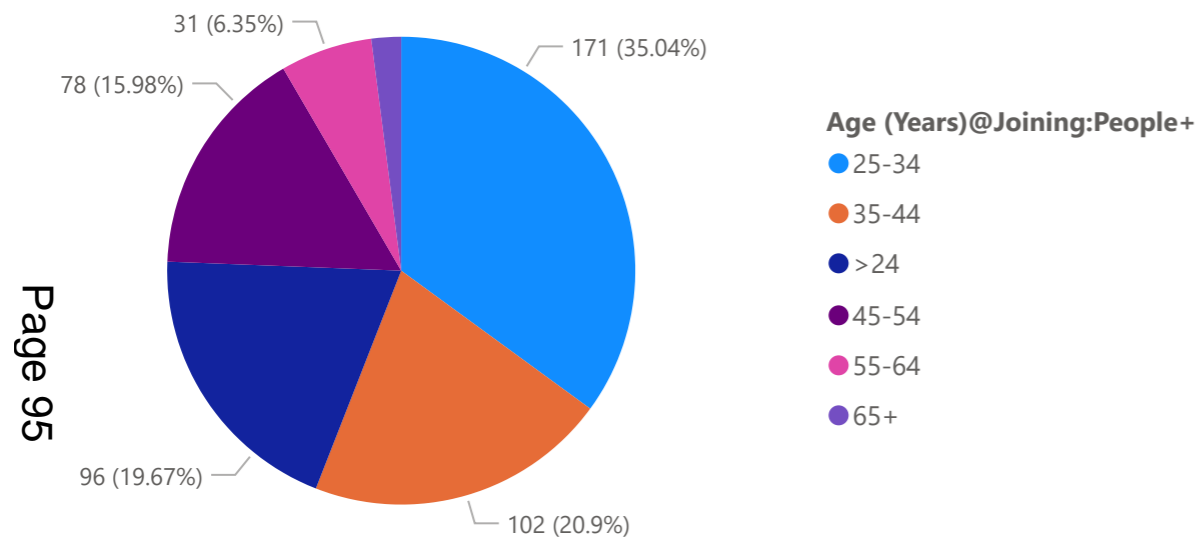
2023-2024 Starters by Age



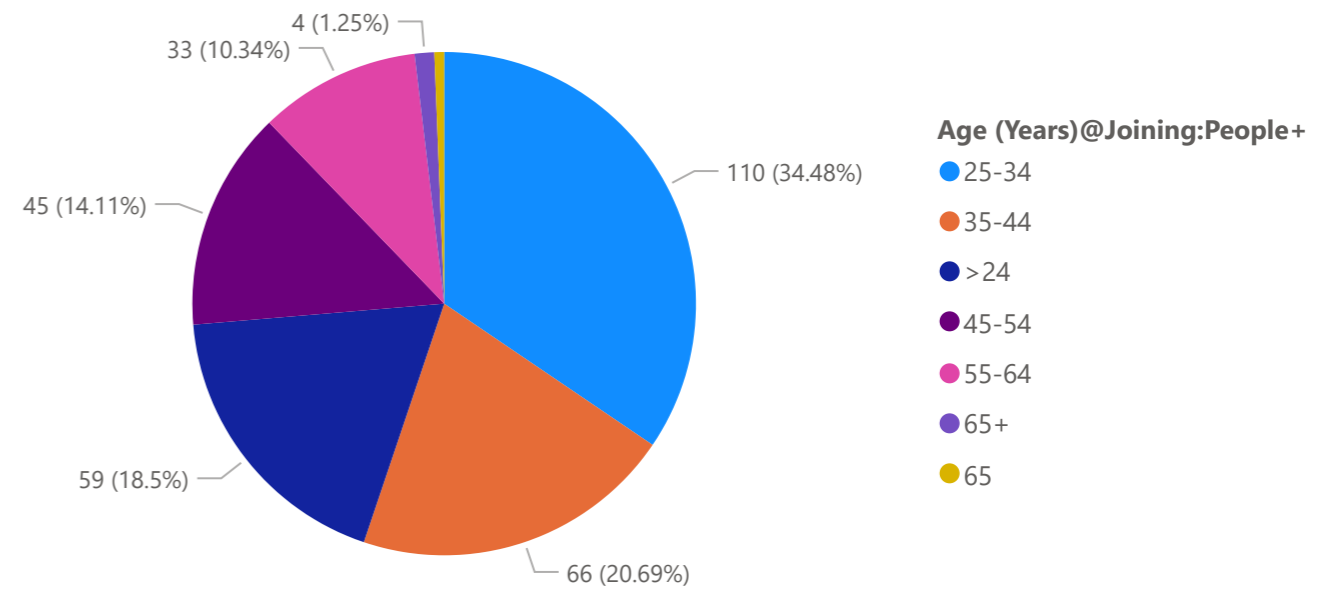
2022-2023 Starters by Age



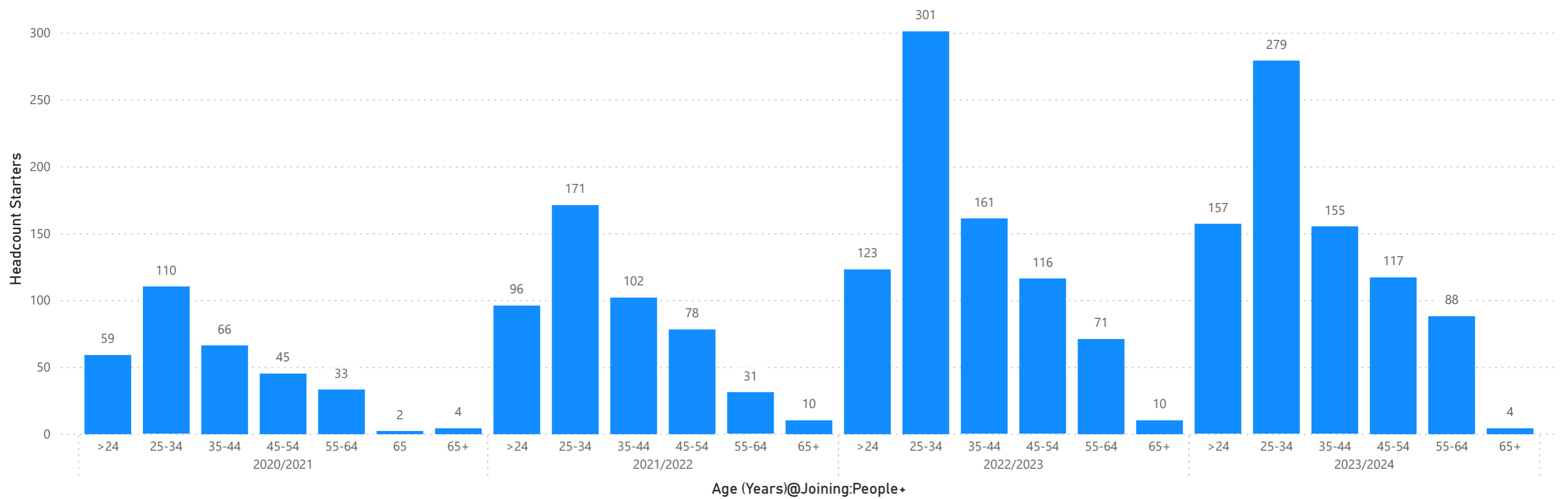
2021-2022 Starters by Age



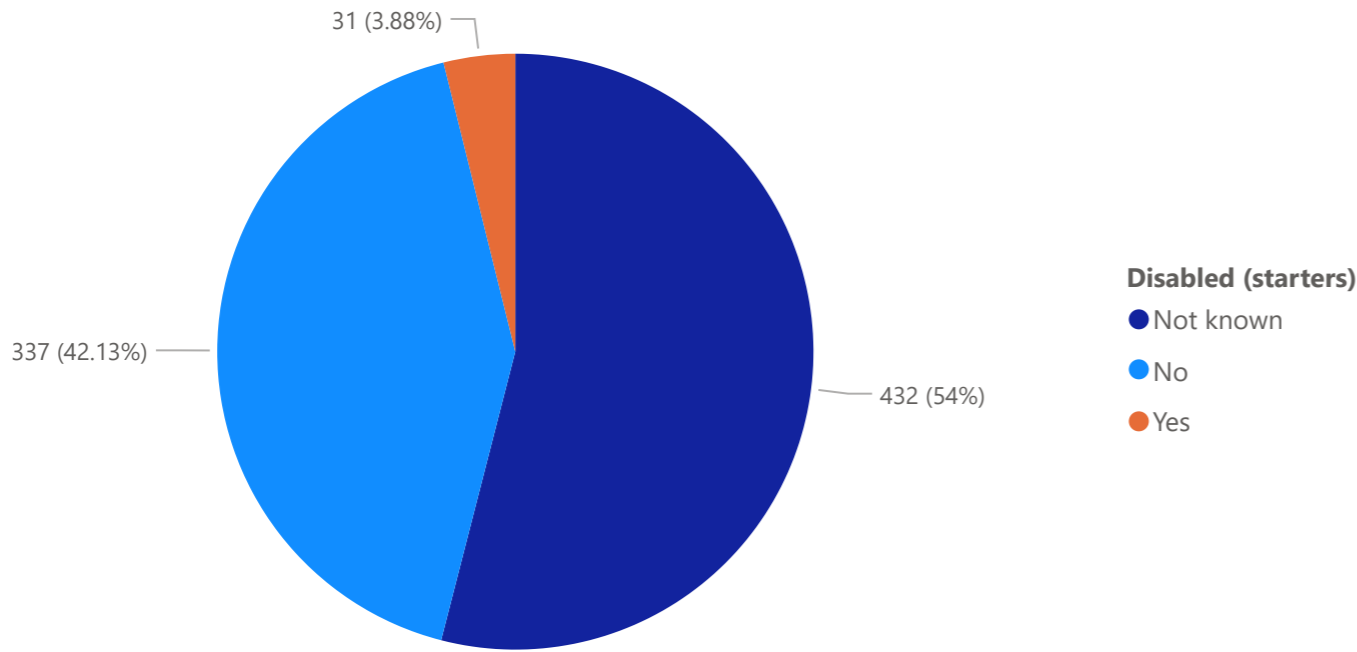
2020-2021 Starters by Age



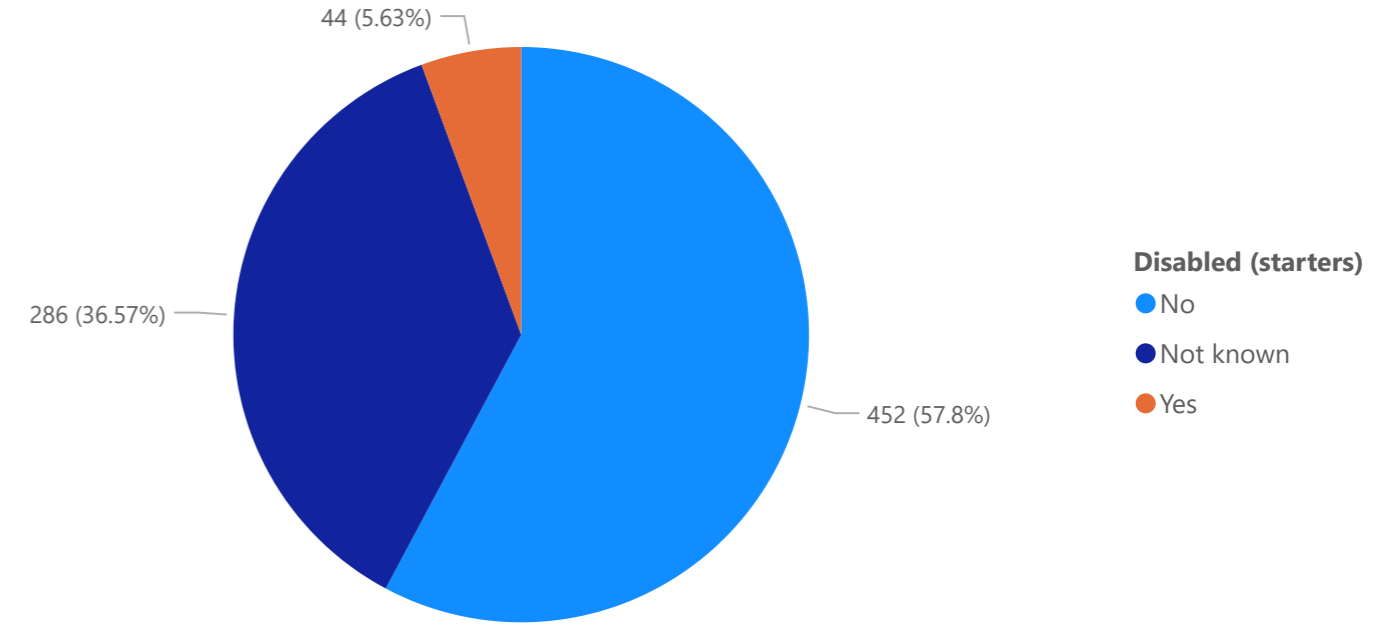
Starters by Age



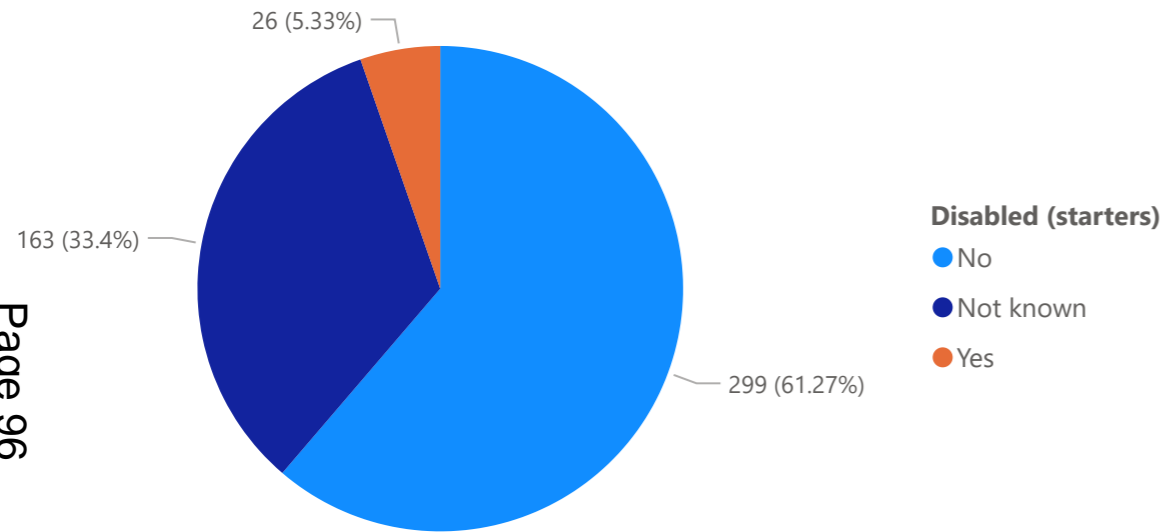
2023-2024 Starters by Considered Disabled?



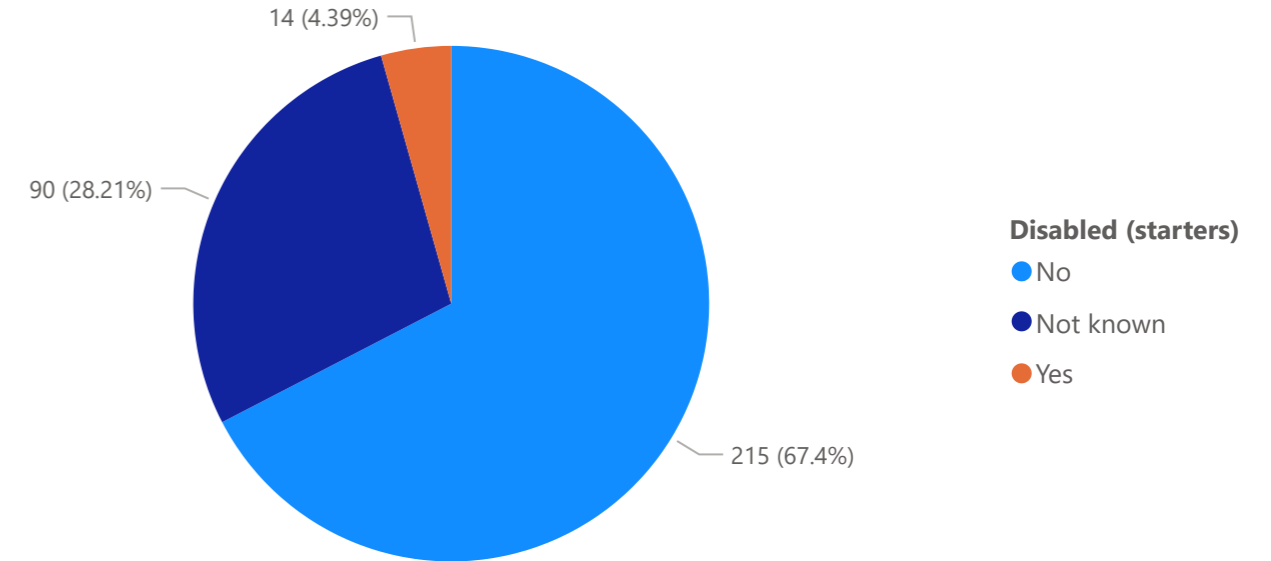
2022-2023 Starters by Considered Disabled?



2021-2022 Starters by Considered Disabled?

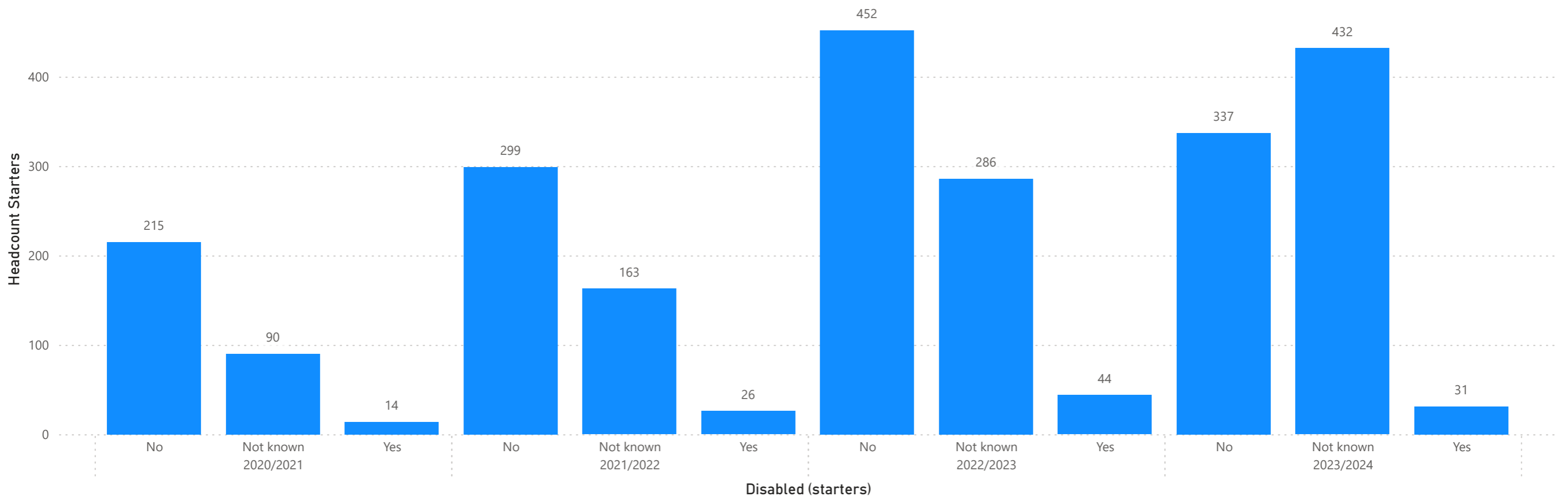


2020-2021 Starters by Considered Disabled?

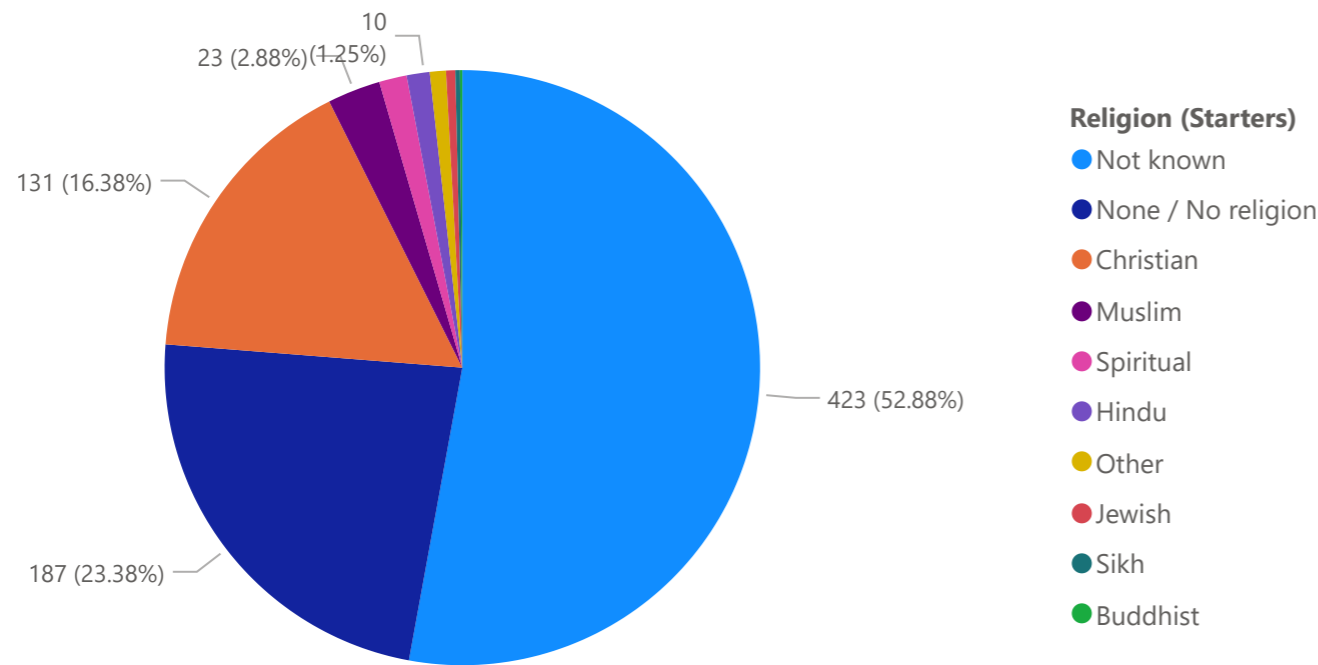


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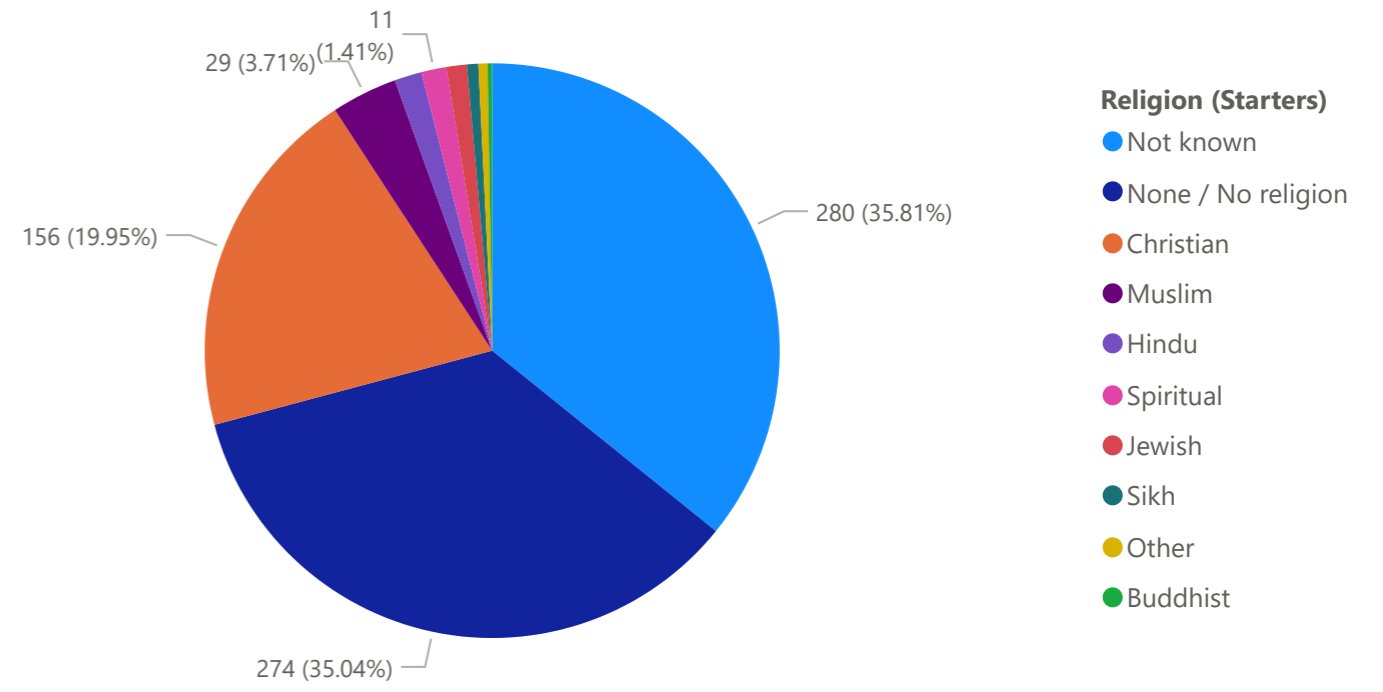
Starters by Considered Disabled?



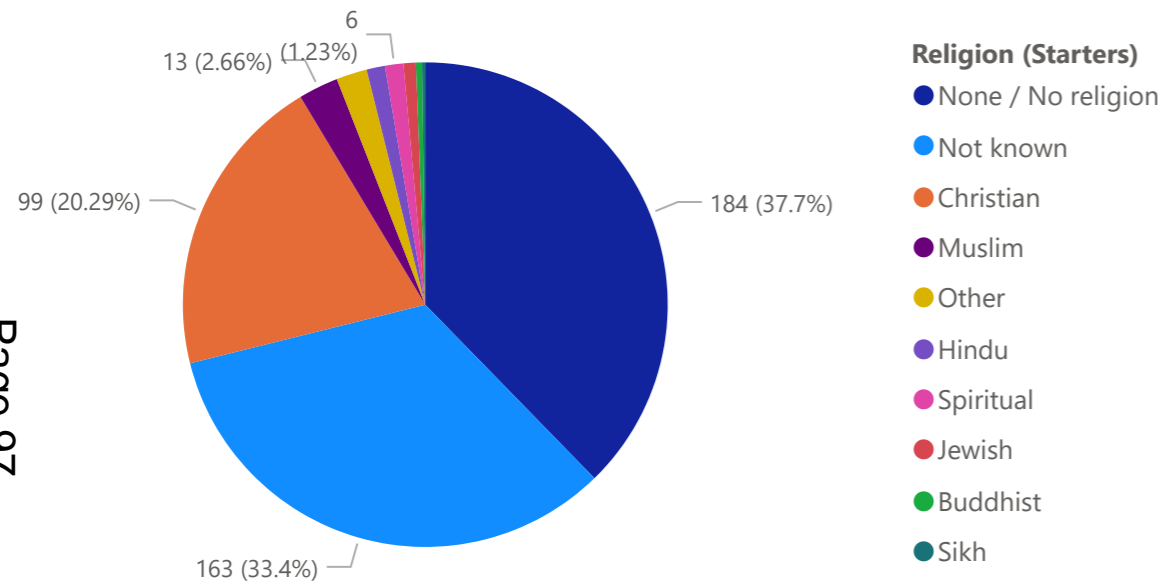
2023-2024 Starters by Religion



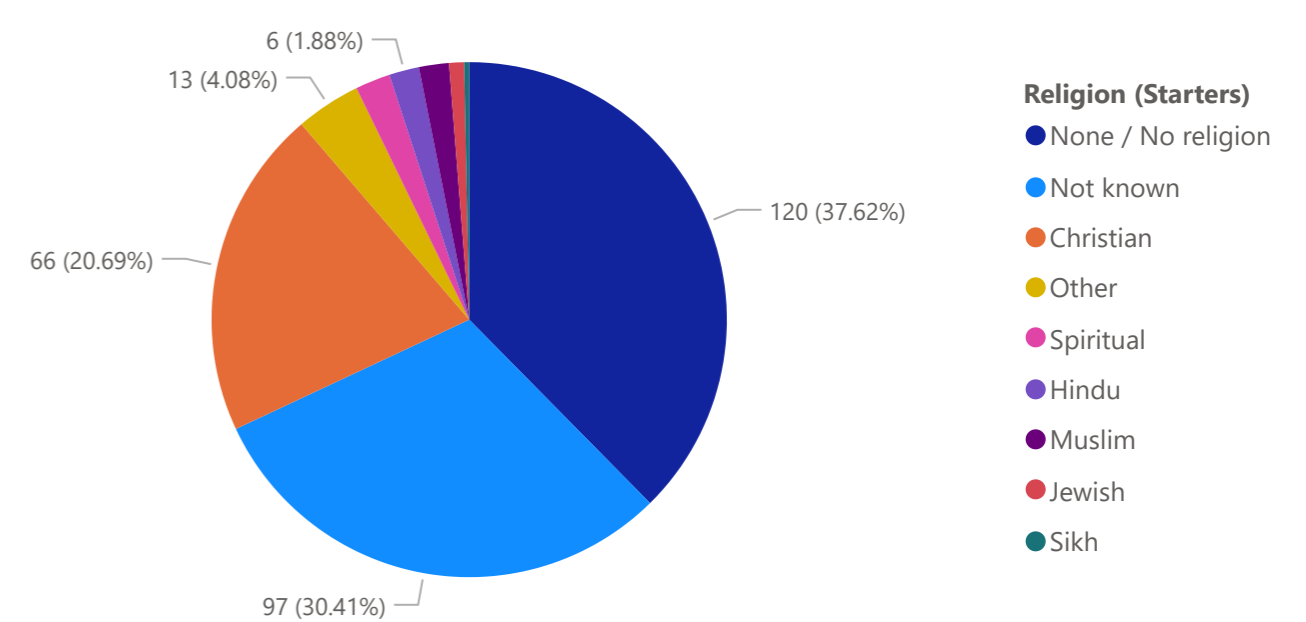
2022-2023 Starters by Religion



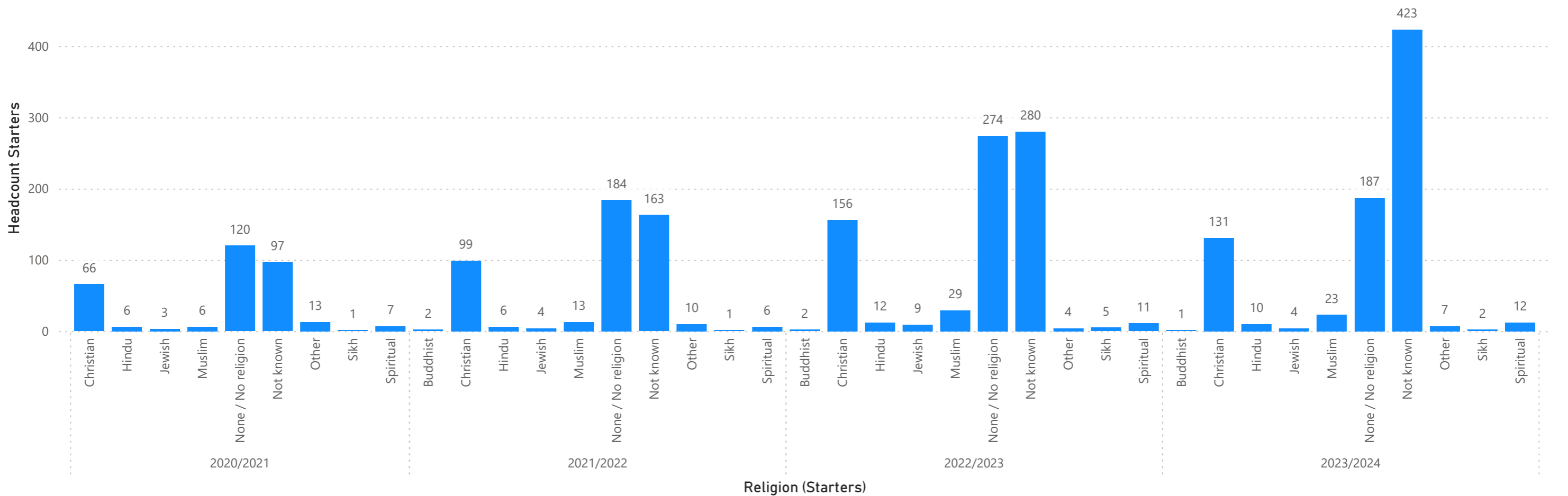
2021-2022 Starters by Religion



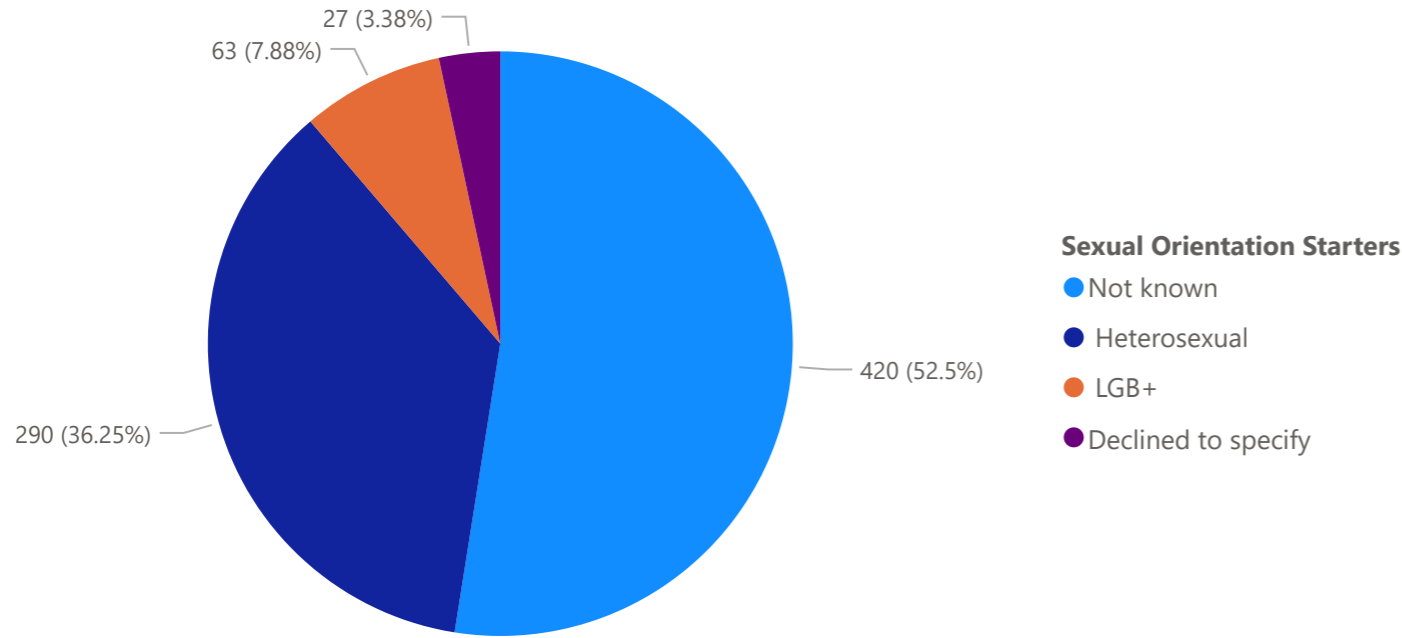
2020-2021 Starters by Religion



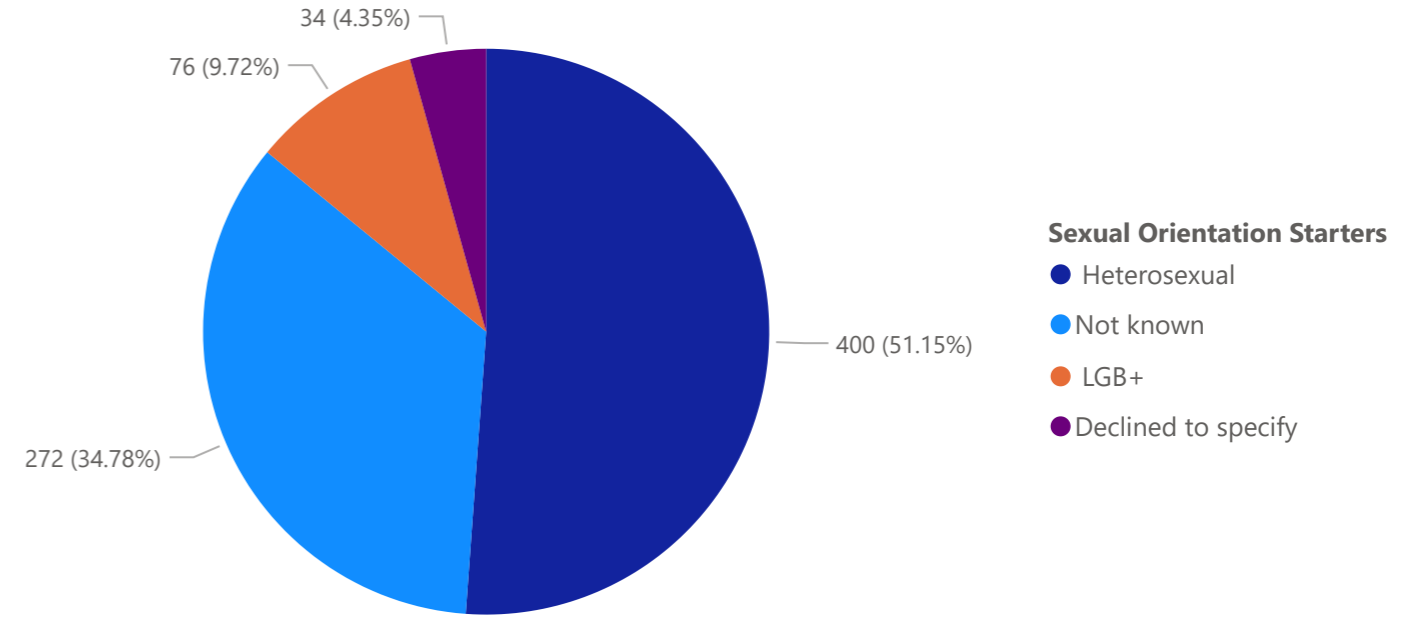
Starters by Religion



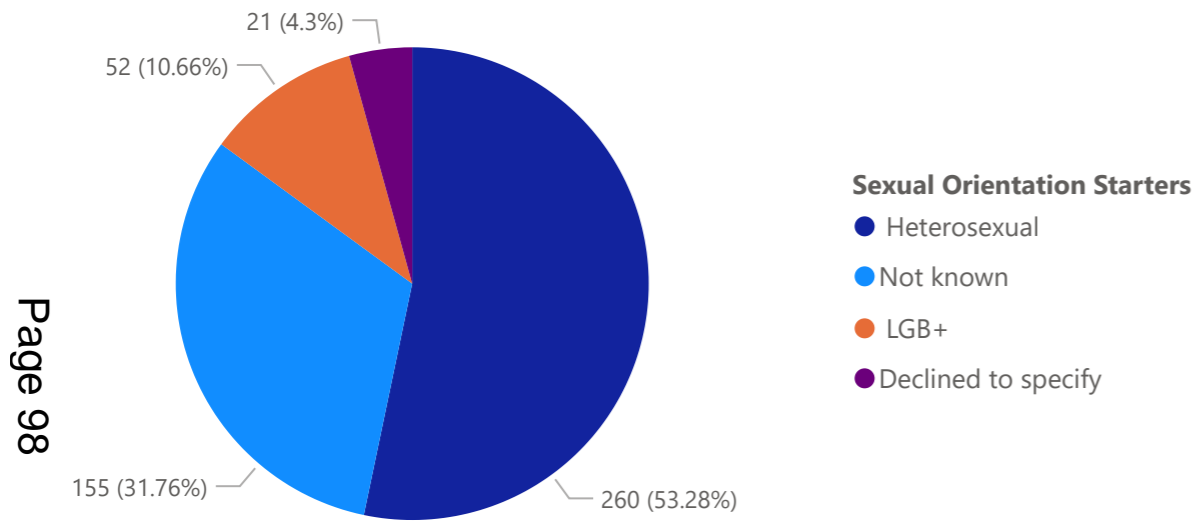
2023-2024 Starters by Sexual Orientation



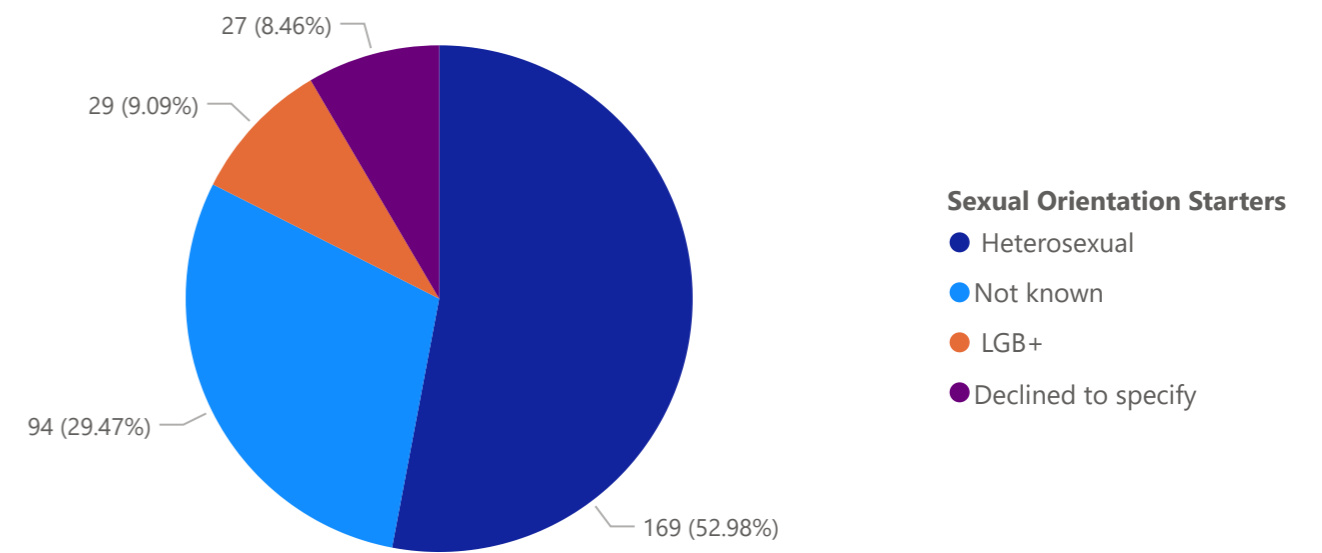
2022-2023 Starters by Sexual Orientation



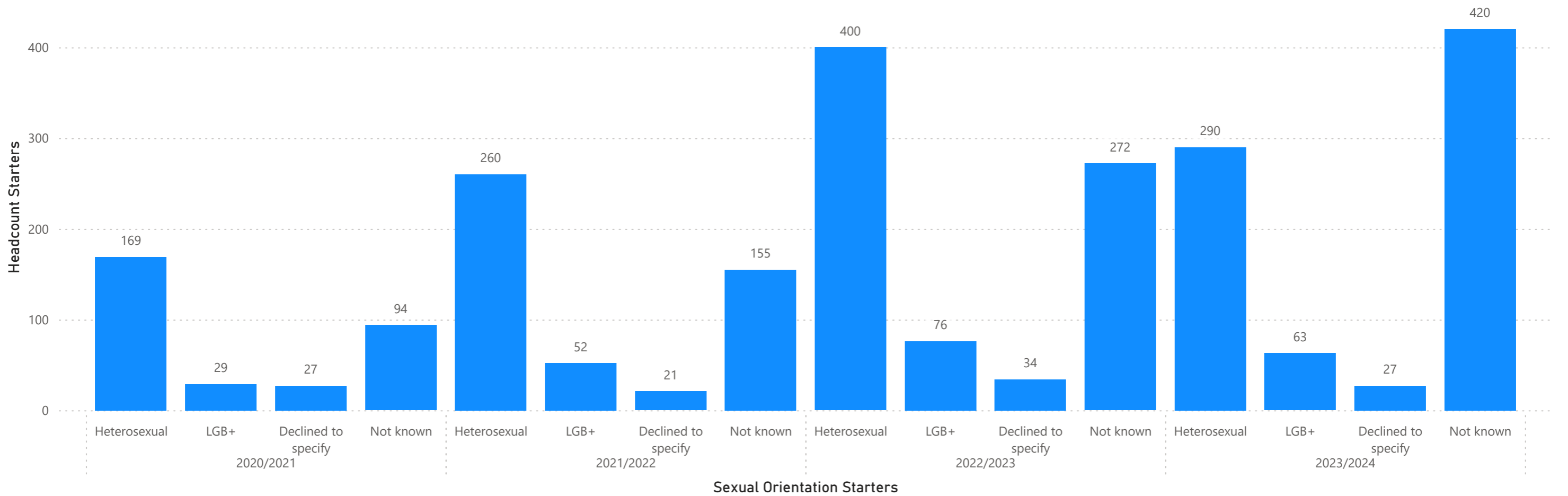
2021-2022 Starters by Sexual Orientation



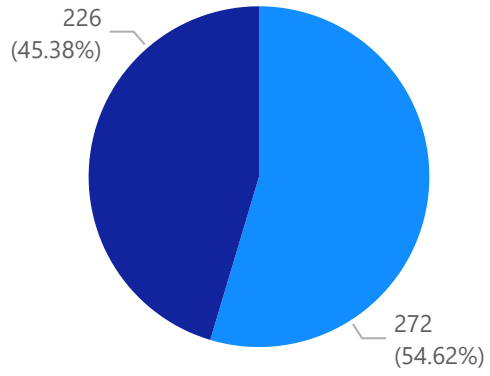
2020-2021 Starters by Sexual Orientation



Starters by Sexual Orientation

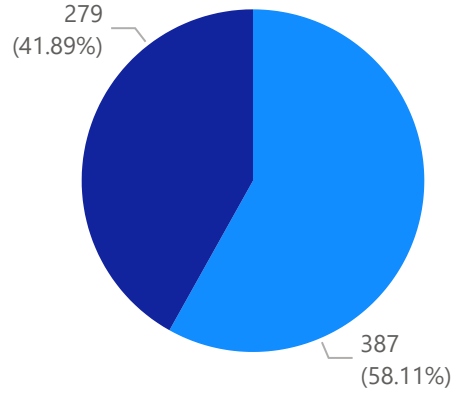


2023/2024 Leavers by Sex



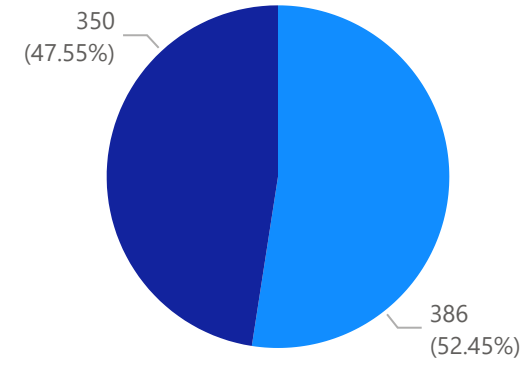
Sex:People
 ● Female
 ● Male

2022/2023 Leavers by Sex



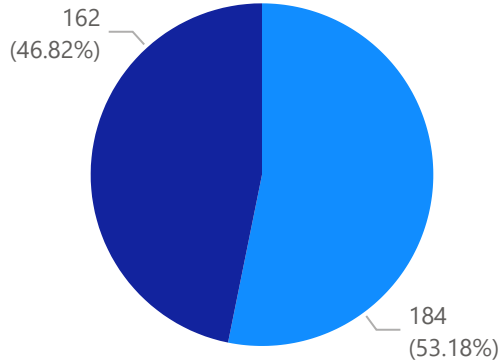
Sex:People
 ● Female
 ● Male

2021/2022 Leavers by Sex



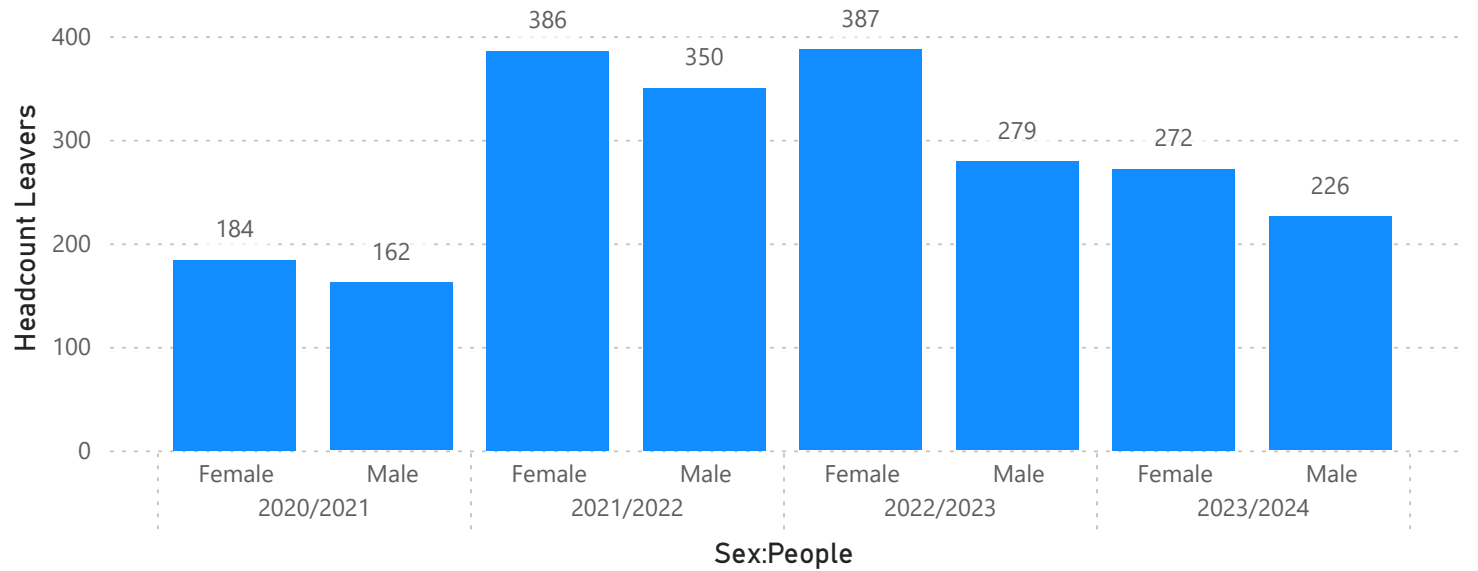
Sex:People
 ● Female
 ● Male

2020/2021 Leavers by Sex

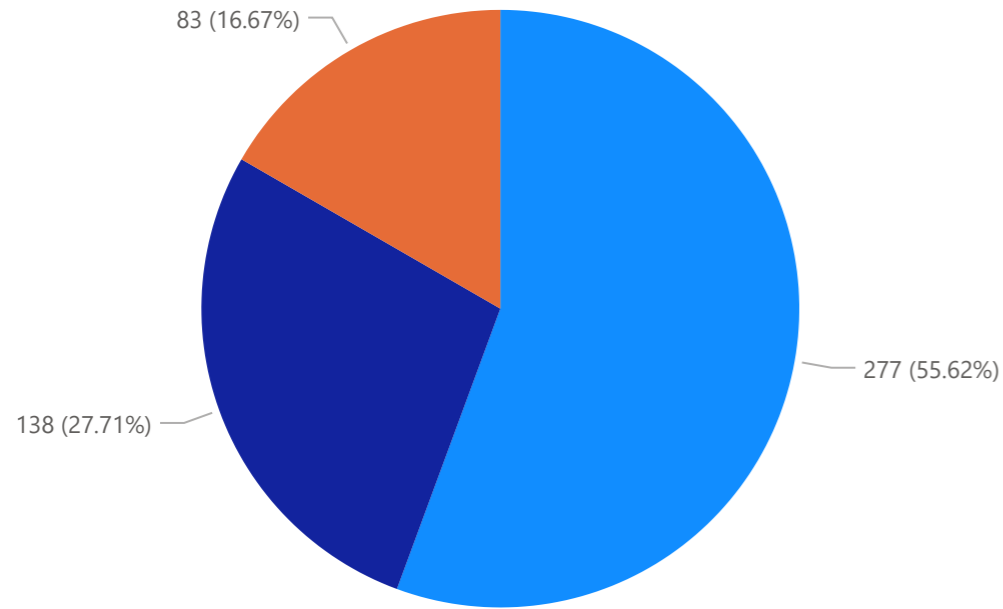


Sex:People
 ● Female
 ● Male

2021 Leavers by Sex

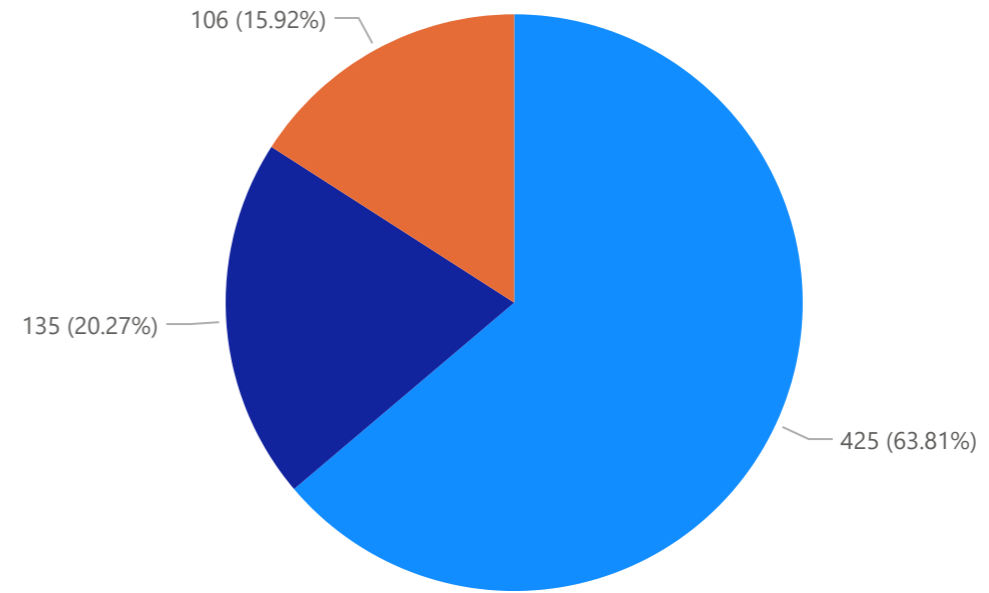


2023-2024 Leavers by Ethnicity



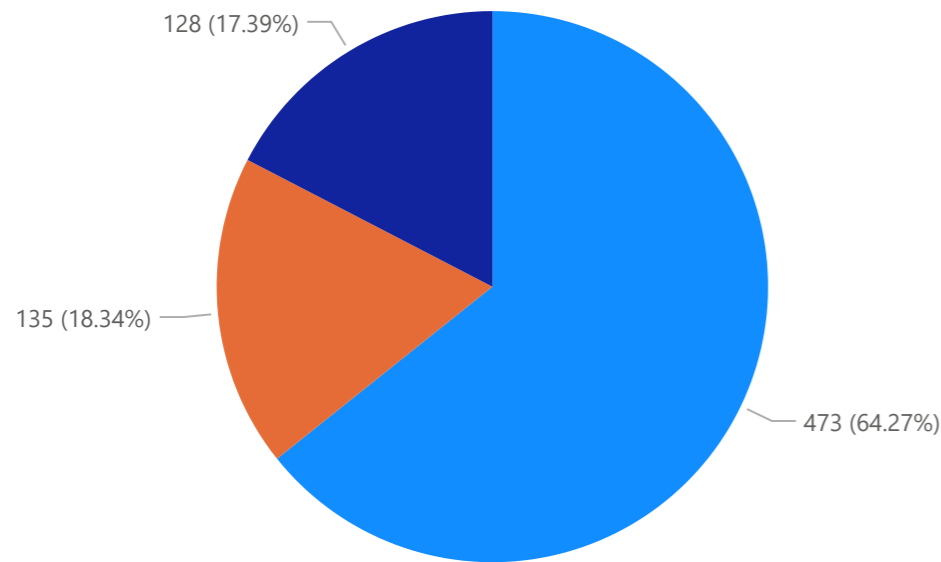
Ethnicity Leavers
 ● White
 ● Not known
 ● Global Majority

2022-2023 Leavers by Ethnicity



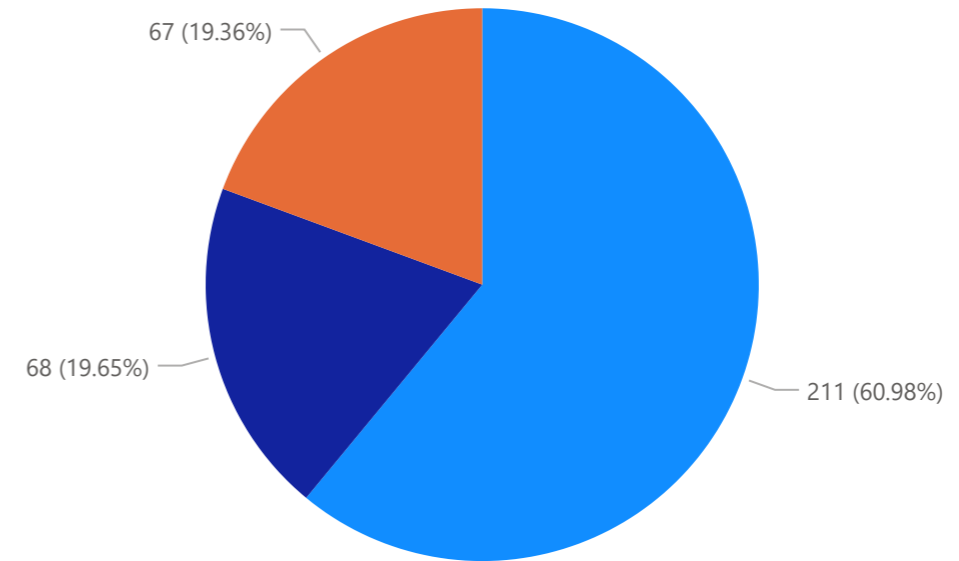
Ethnicity Leavers
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 ● Global Majority

2021-2022 Leavers by Ethnicity



Ethnicity Leavers
 ● White
 ● Global Majority
 ● Not known

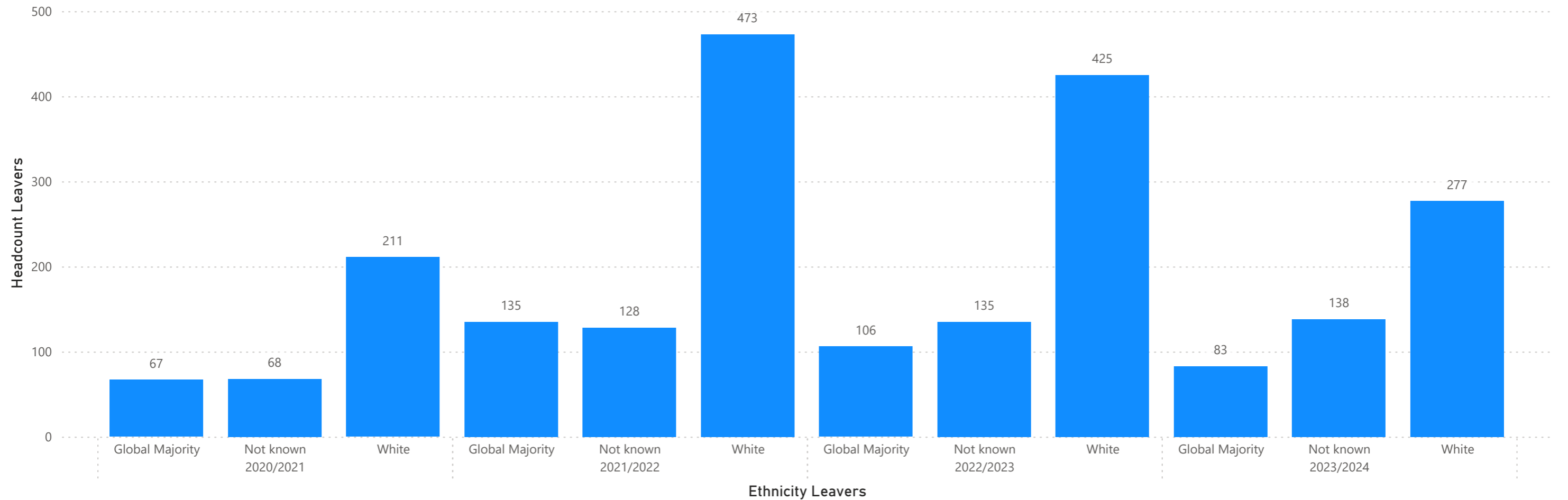
2020-2021 Leavers by Ethnicity



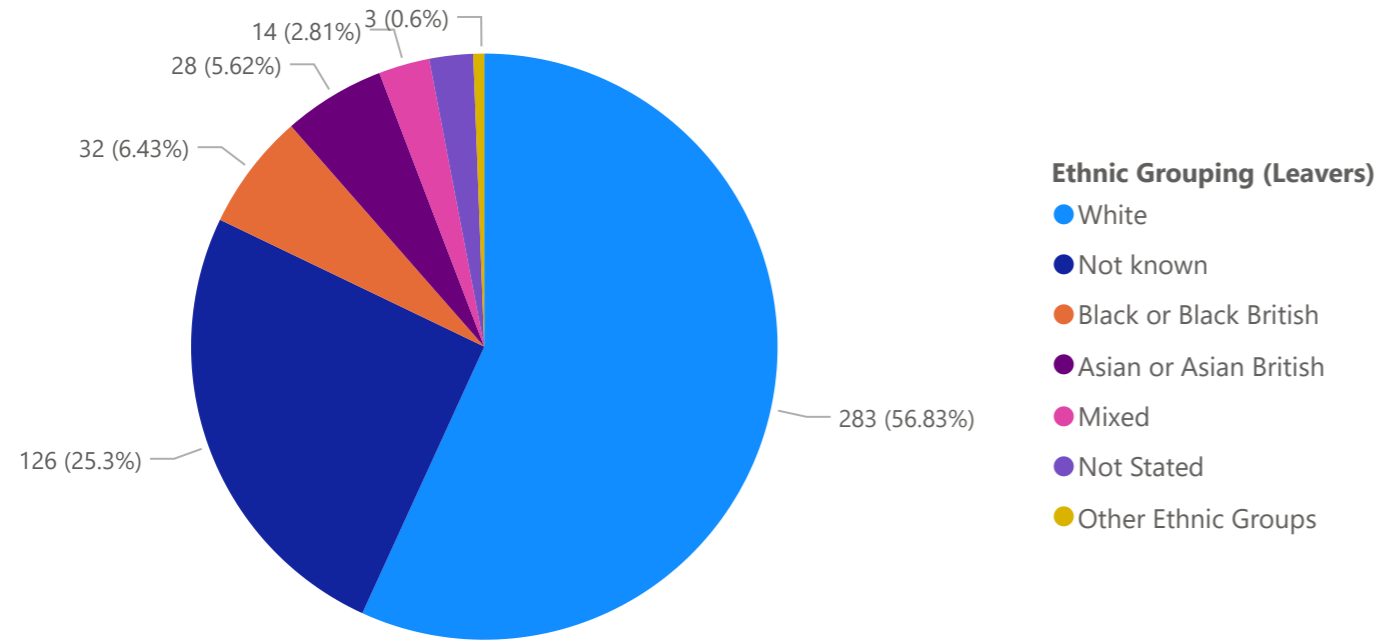
Ethnicity Leavers
 ● White
 ● Not known
 ● Global Majority

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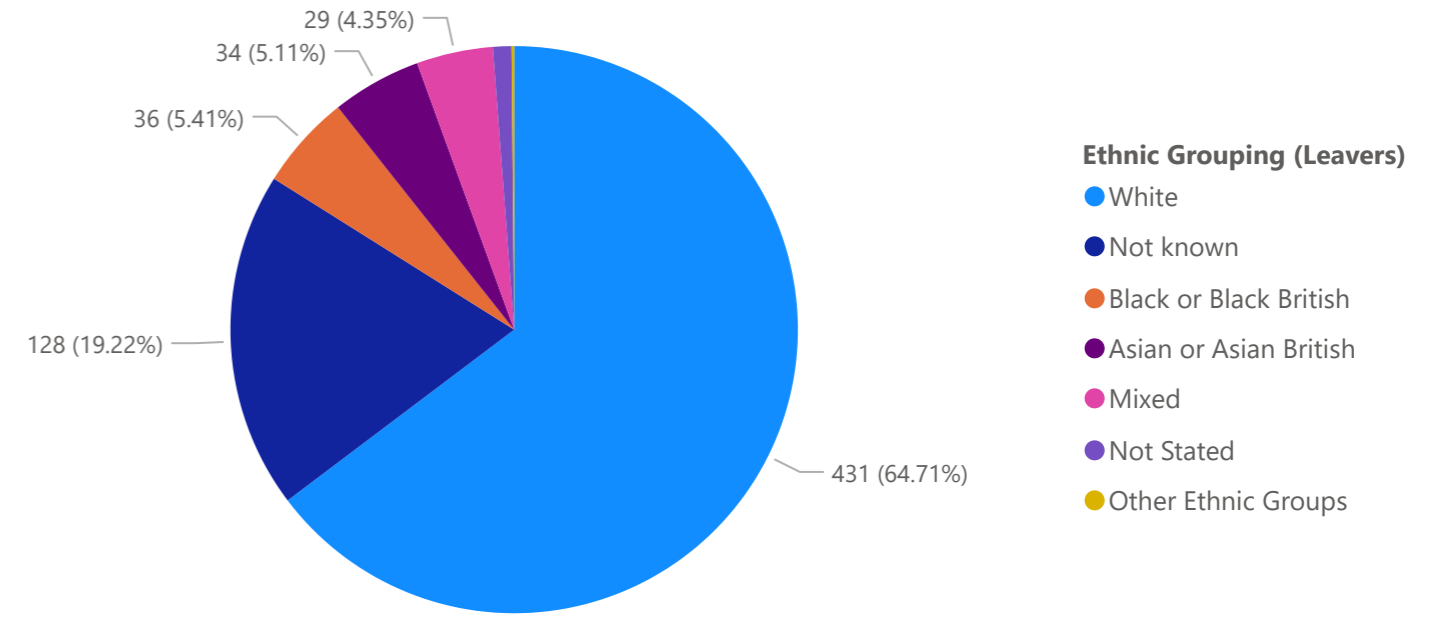
Leavers by Ethnicity



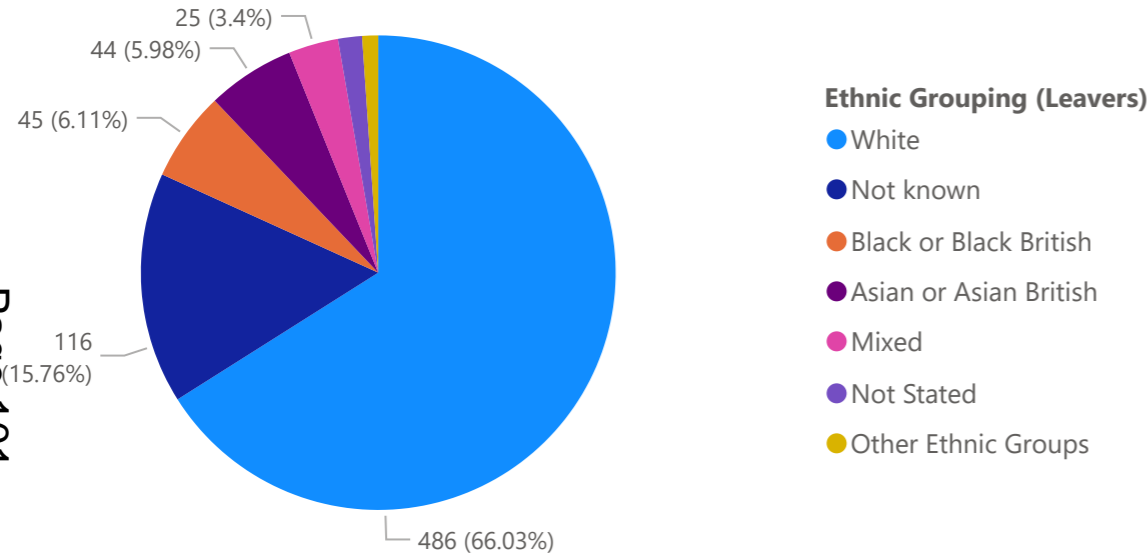
2023-2024 Leavers by Ethnic Grouping



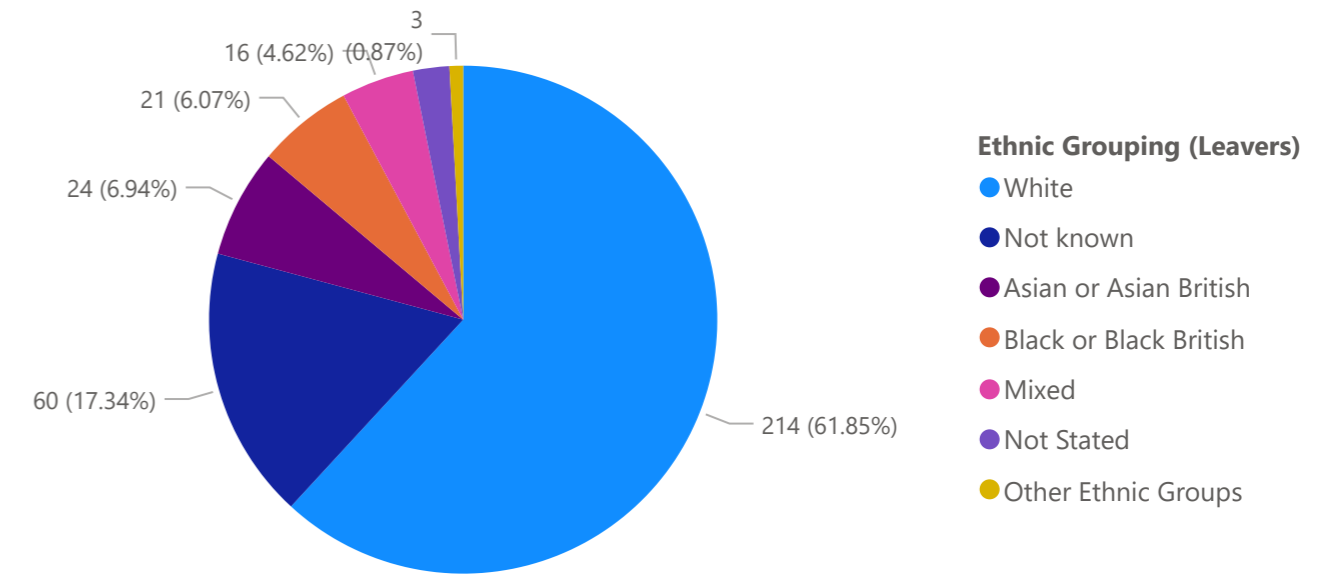
2022-2023 Leavers by Ethnic Grouping



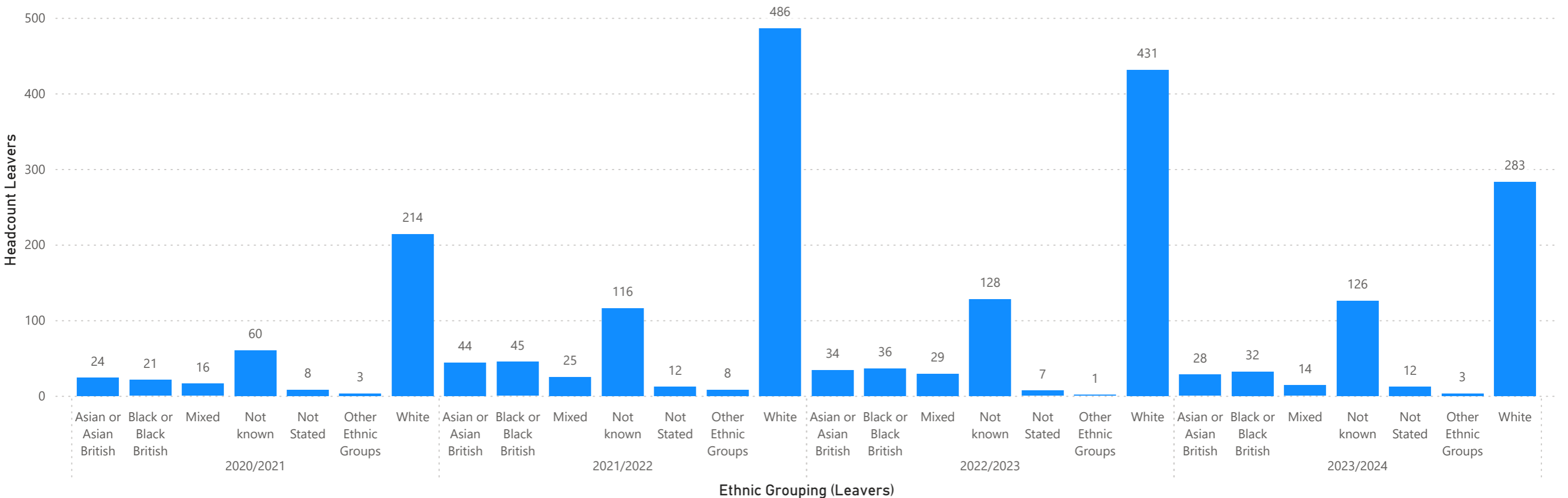
2021-2022 Leavers by Ethnic Grouping



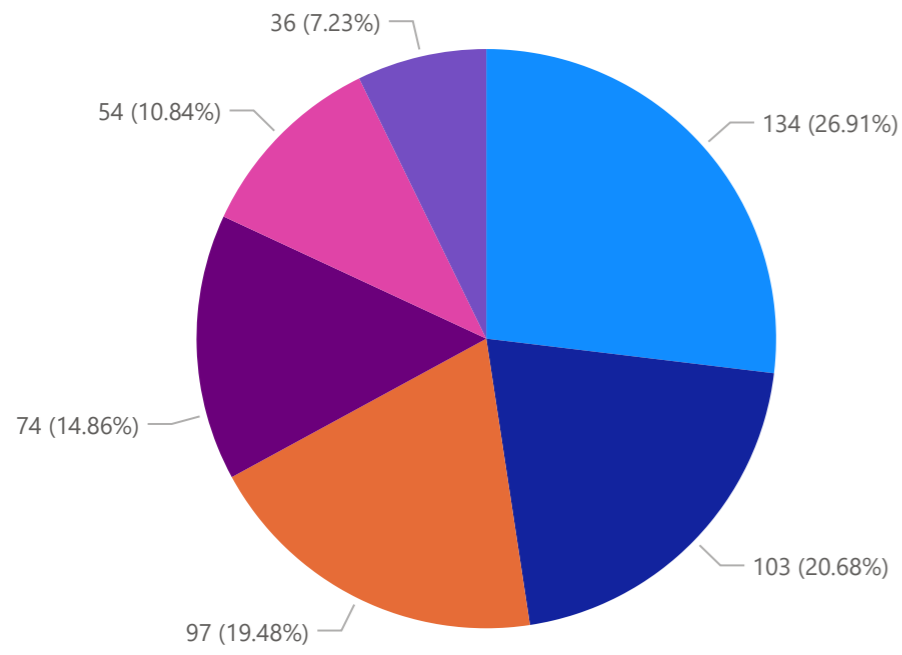
2020-2021 Leavers by Ethnic Grouping



Leavers by Ethnic Grouping



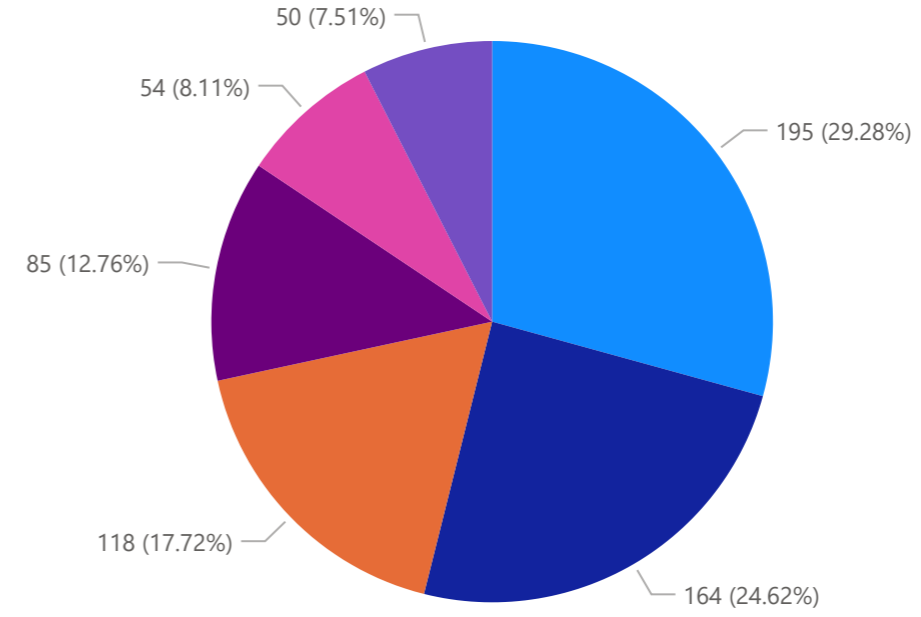
2023-2024 Leavers by Age



Age (Years)@Leaving:People+

- 25-34
- 35-44
- 55-64
- 45-54
- >24
- 65+

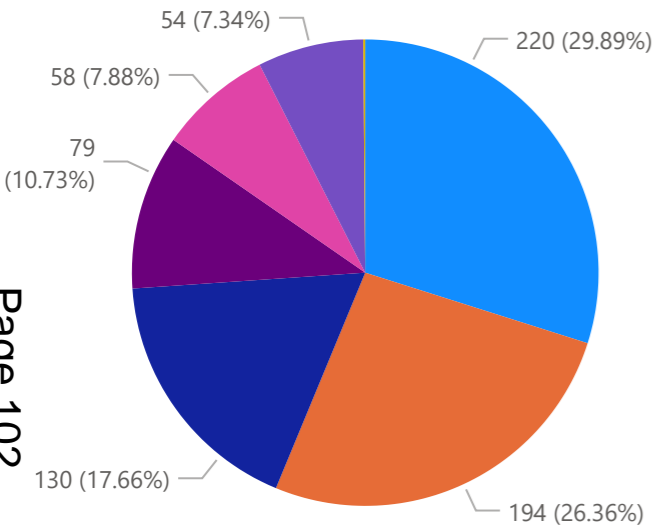
2022-2023 Leavers by Age



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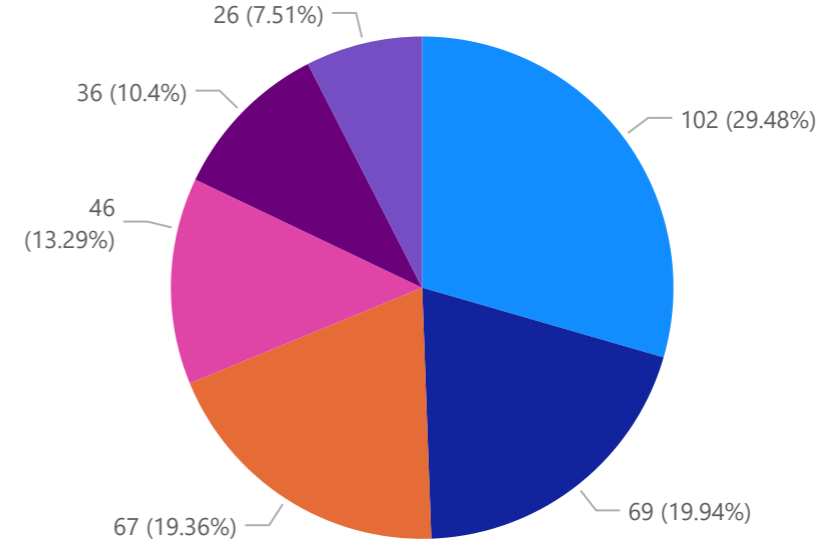
2021-2022 Leavers by Age



Age (Years)@Leaving:People+

- 25-34
- 55-64
- 35-44
- 45-54
- >24
- 65+
- 17

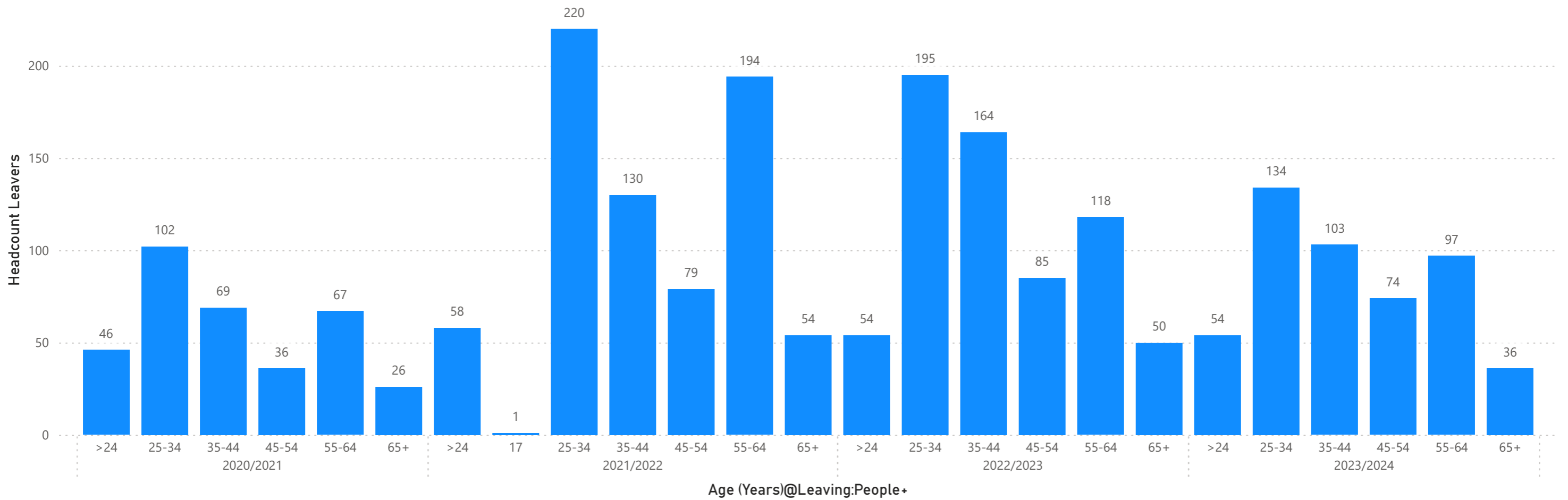
2020-2021 Leavers by Age



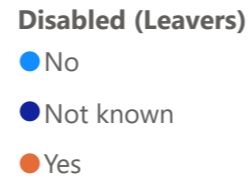
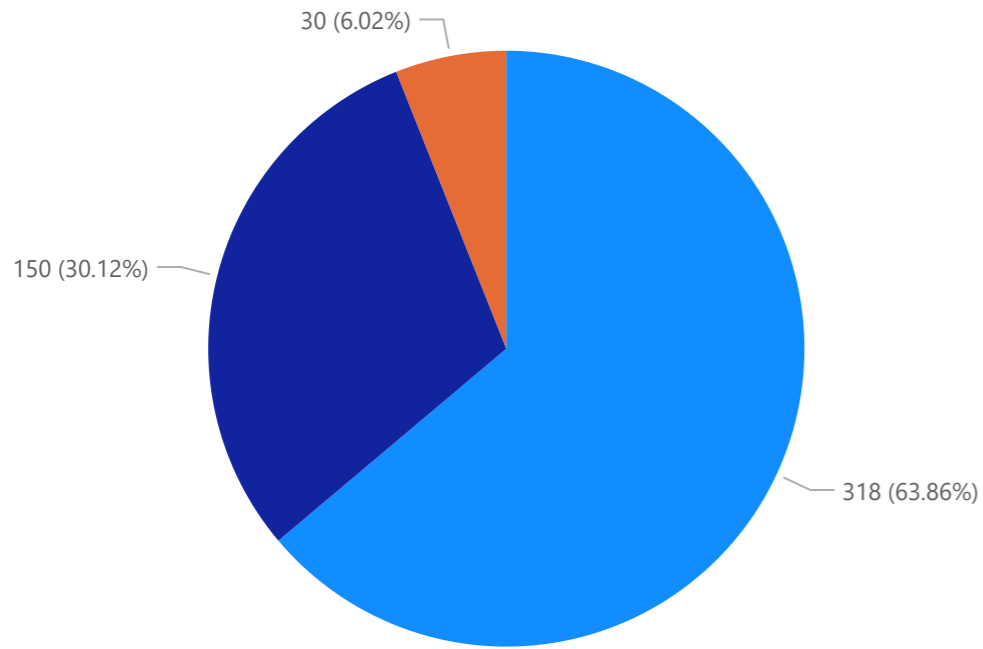
Age (Years)@Leaving:People+

- 25-34
- 35-44
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- >24
- 65+

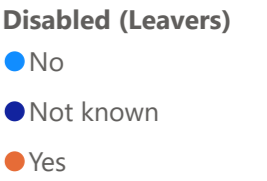
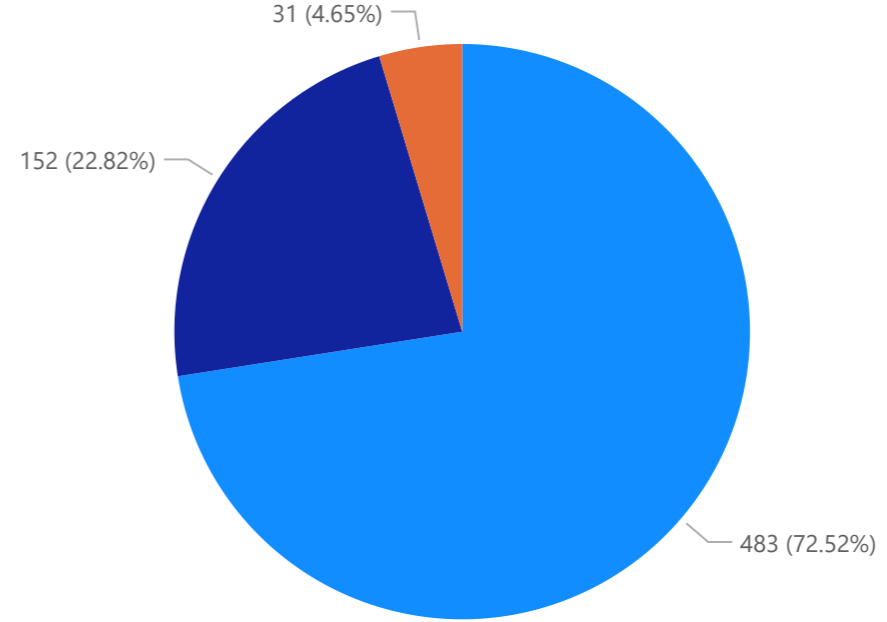
Leavers by Age



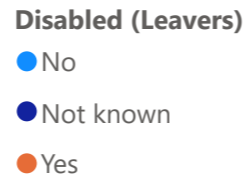
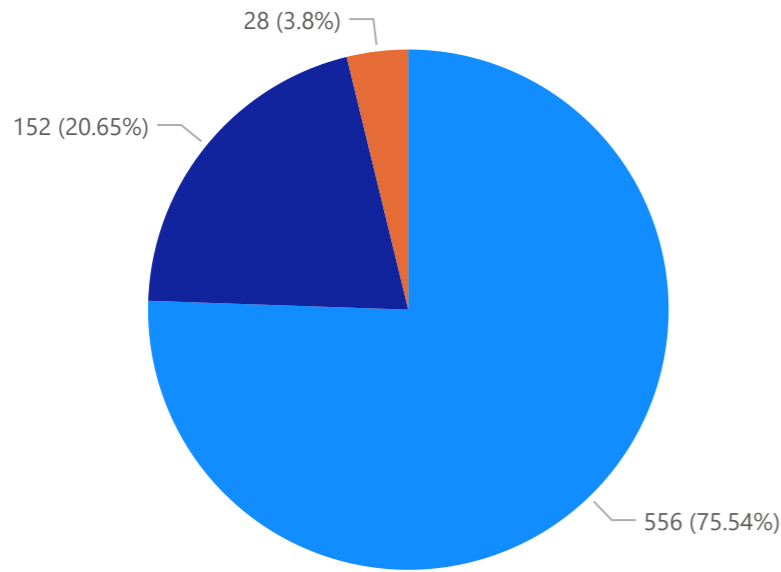
2023-2024 Leavers by Considered Disabled?



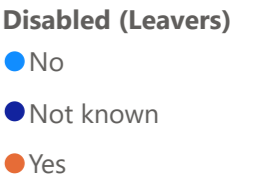
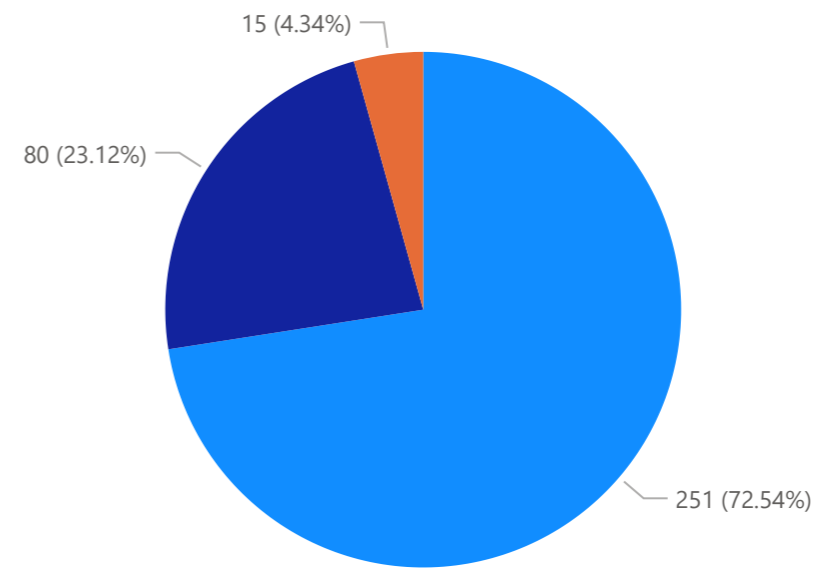
2022-2023 Leavers by Considered Disabled?



2021-2022 Leavers by Considered Disabled?

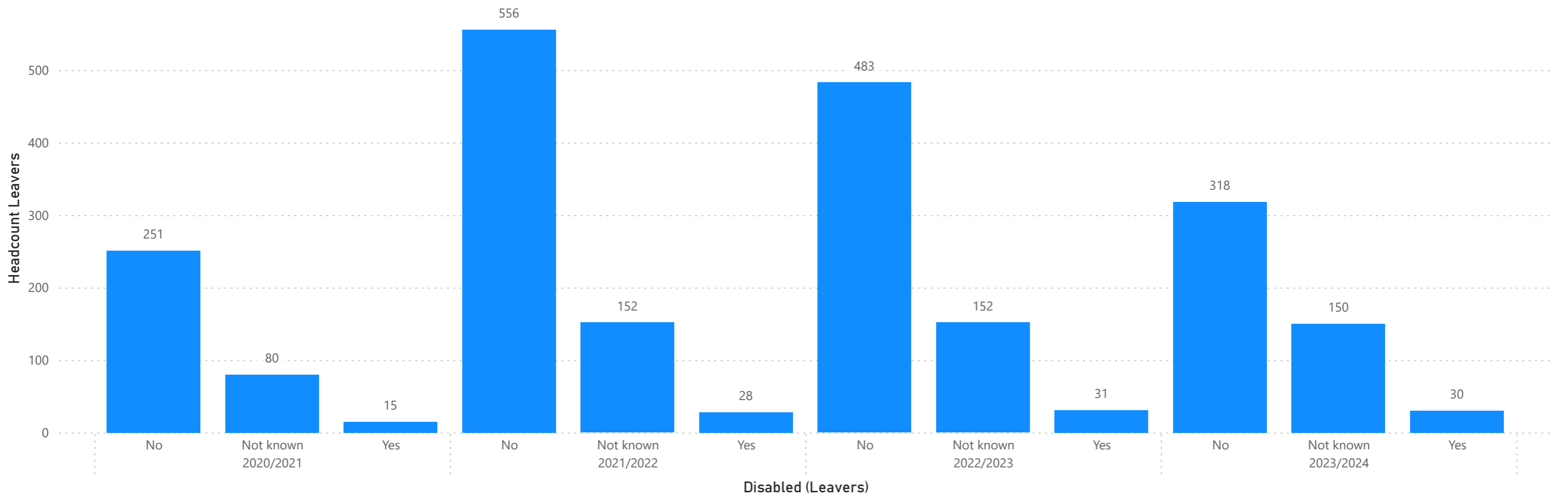


2020-2021 Leavers by Considered Disabled?

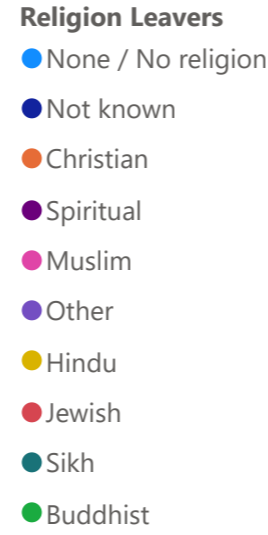
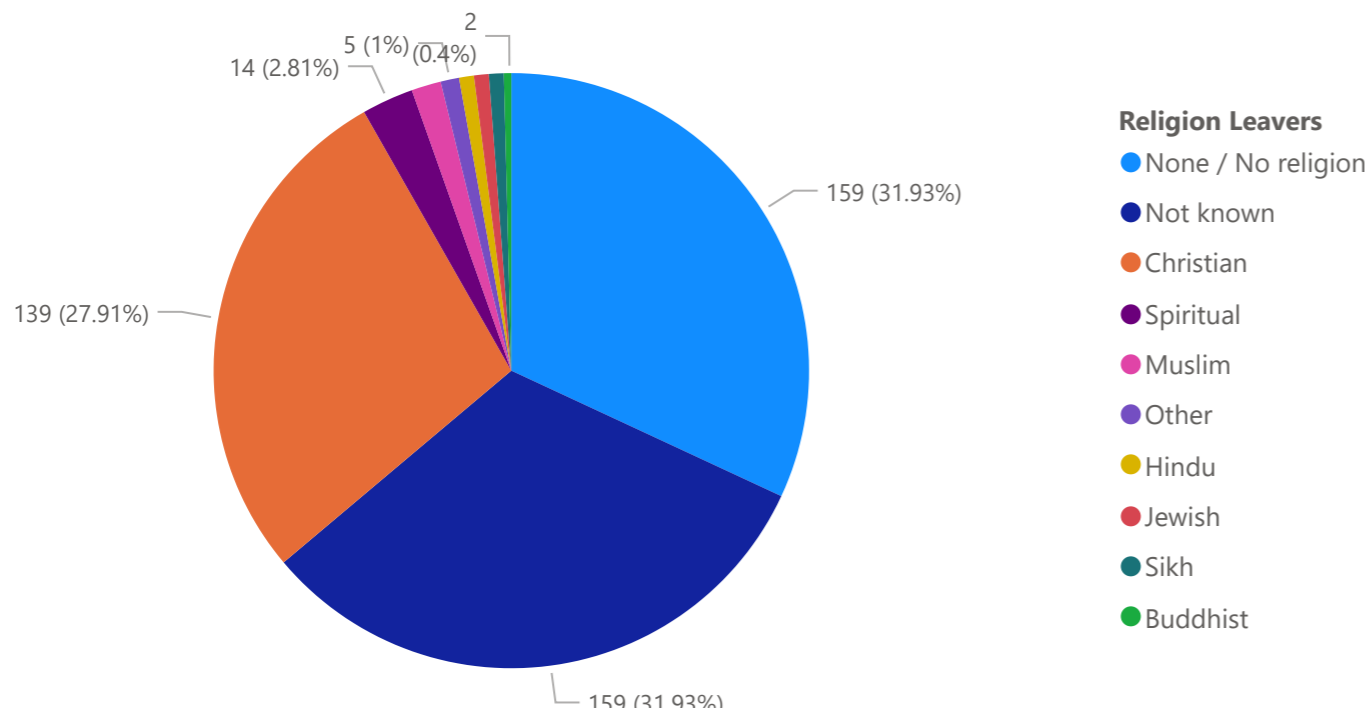


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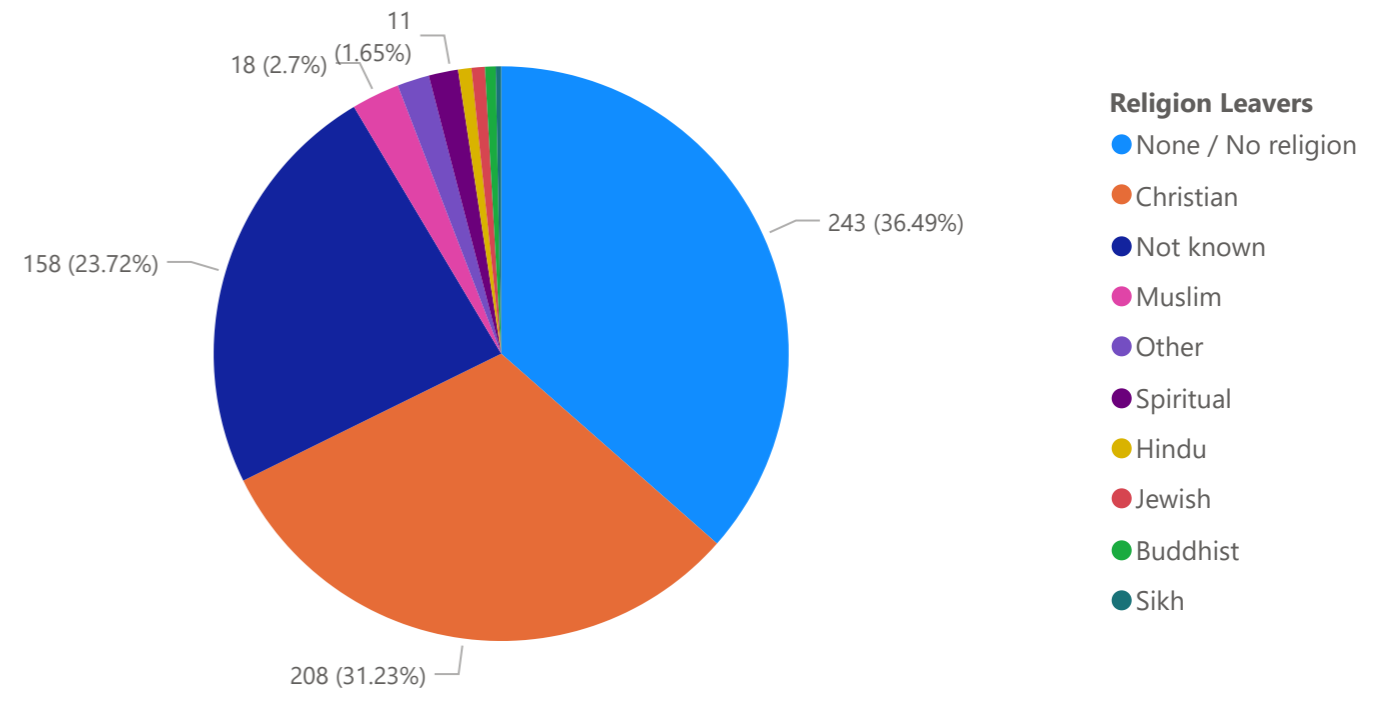
Leavers by Considered Disabled?



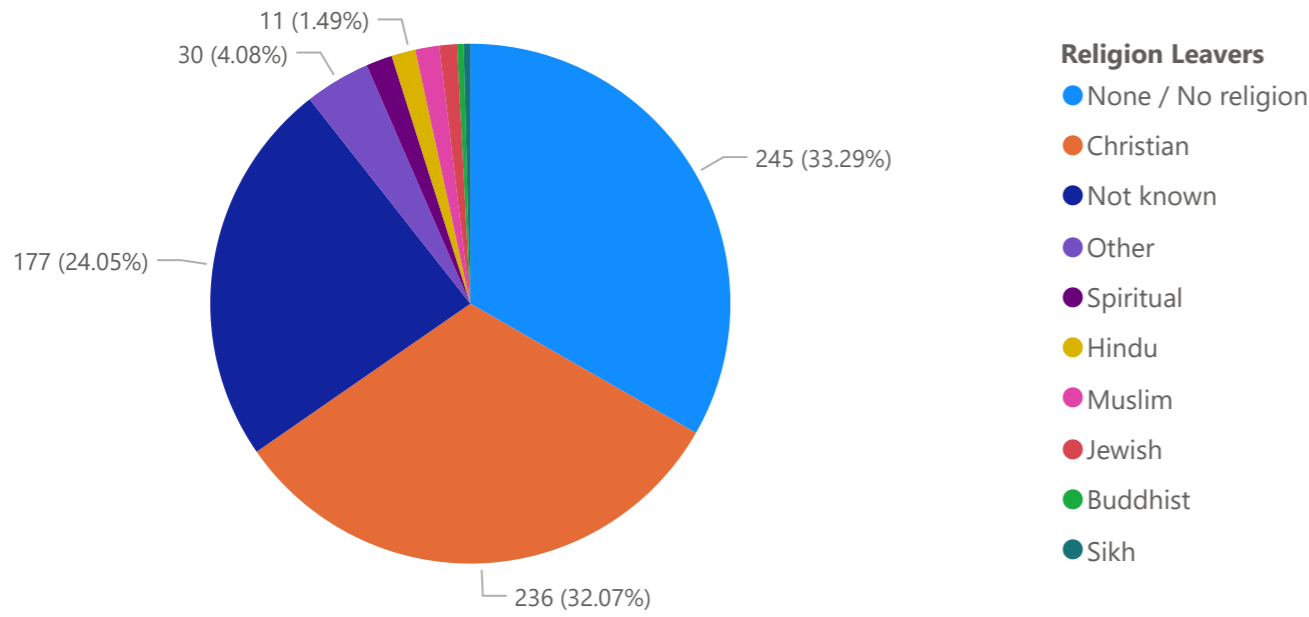
2023-2024 Leavers by Religion



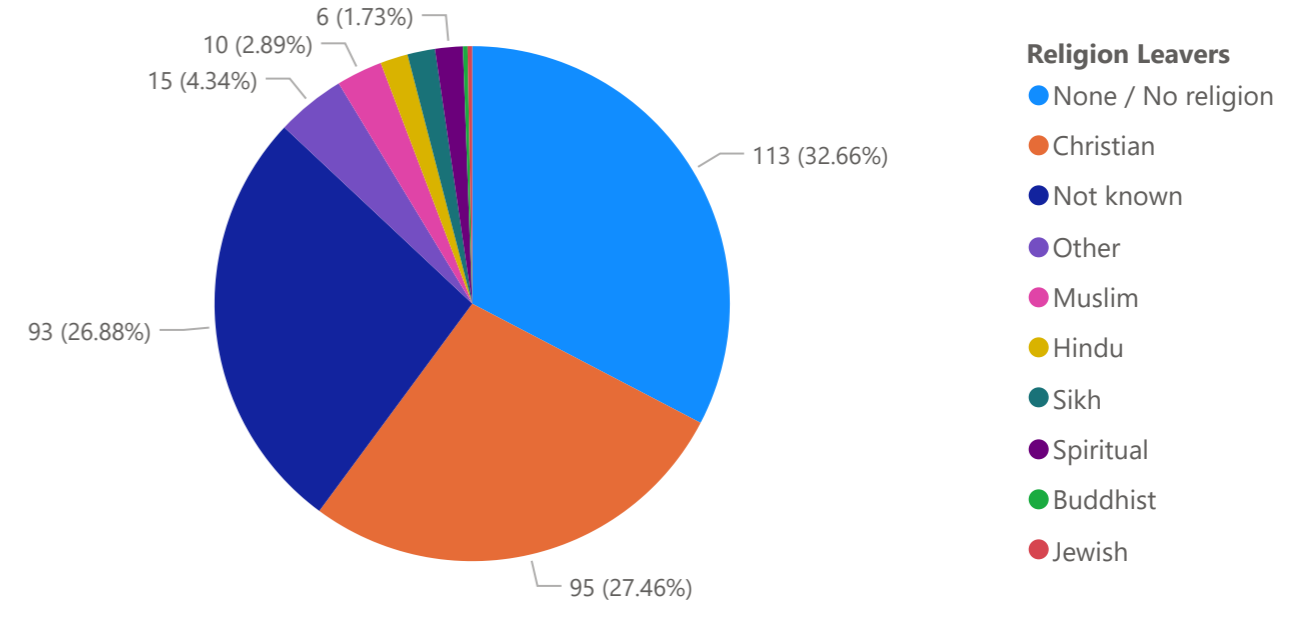
2022-2023 Leavers by Religion



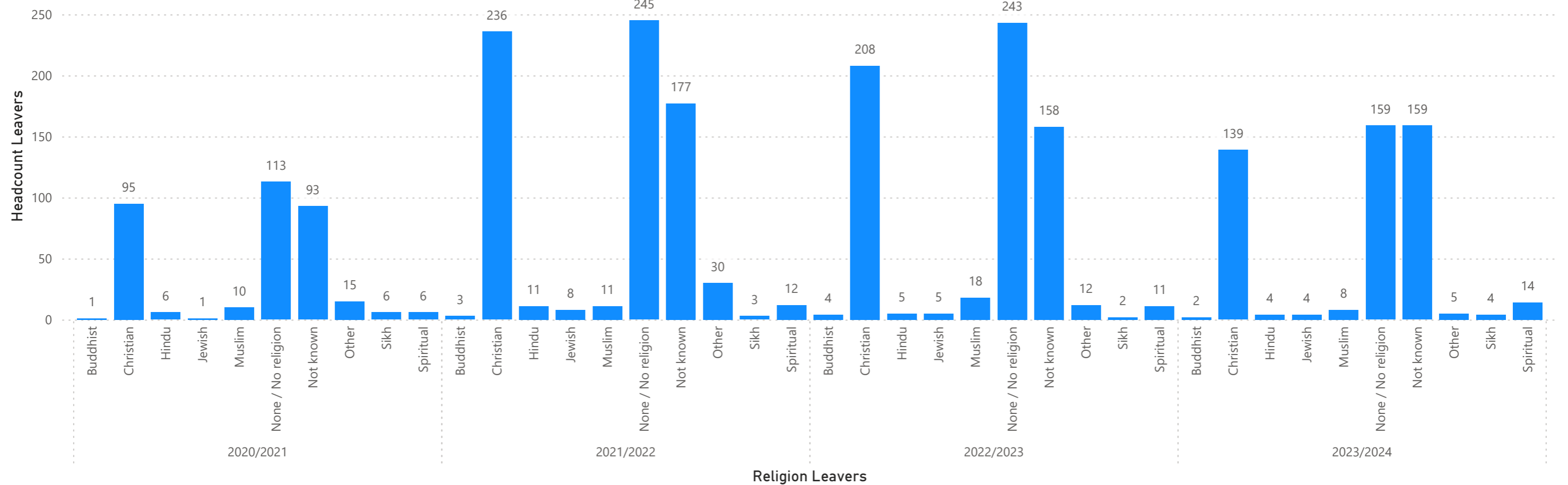
2021-2022 Leavers by Religion



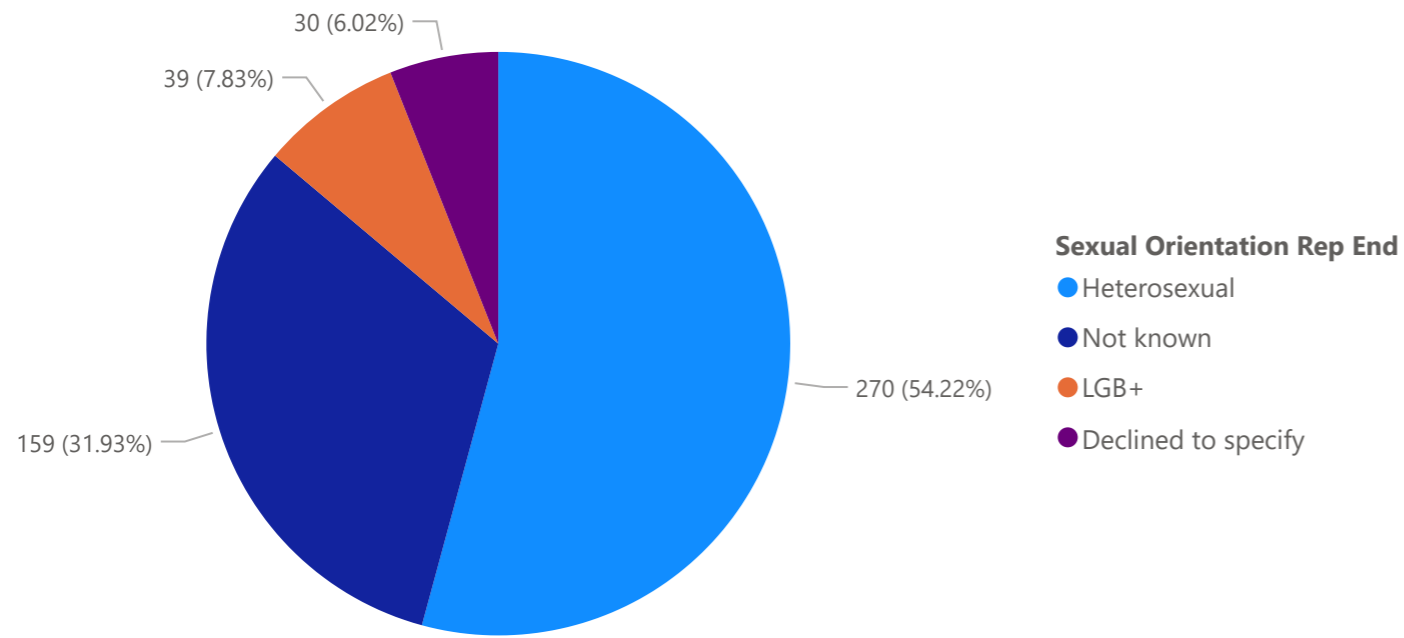
2020-2021 Leavers by Religion



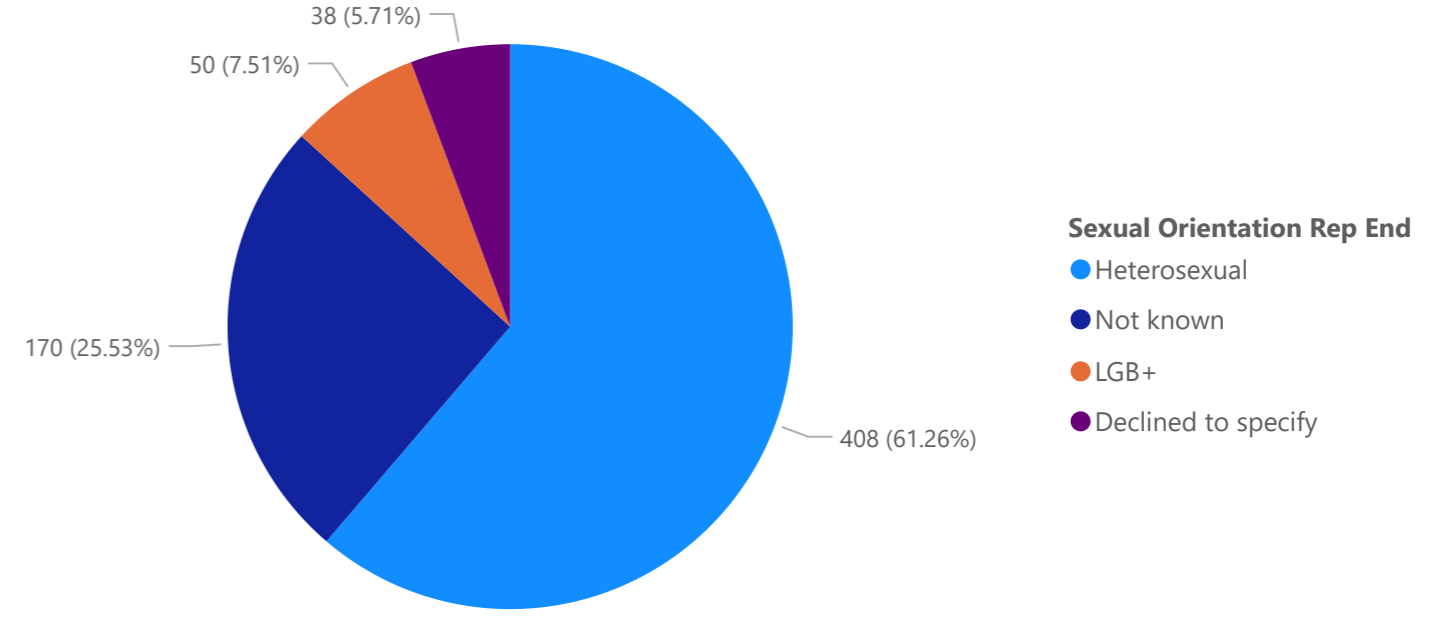
Leavers by Religion



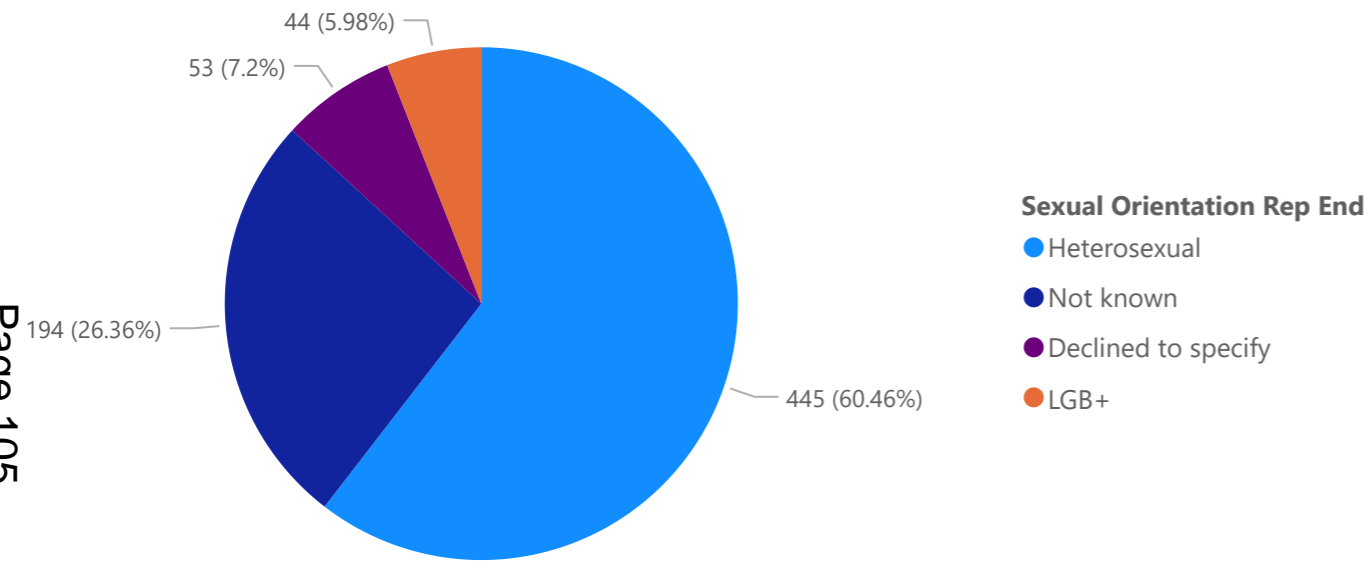
2023-2024 Leavers by Considered Disabled?



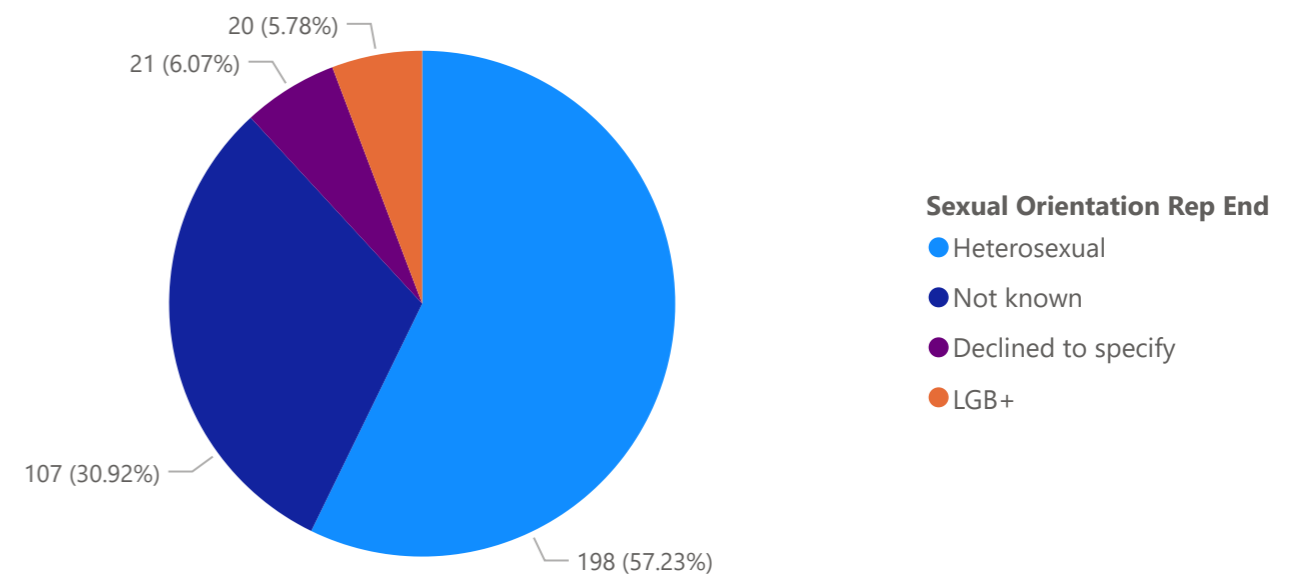
2022-2023 Leavers by Considered Sexual Orientation



2021-2022 Leavers by Considered Sexual Orientation

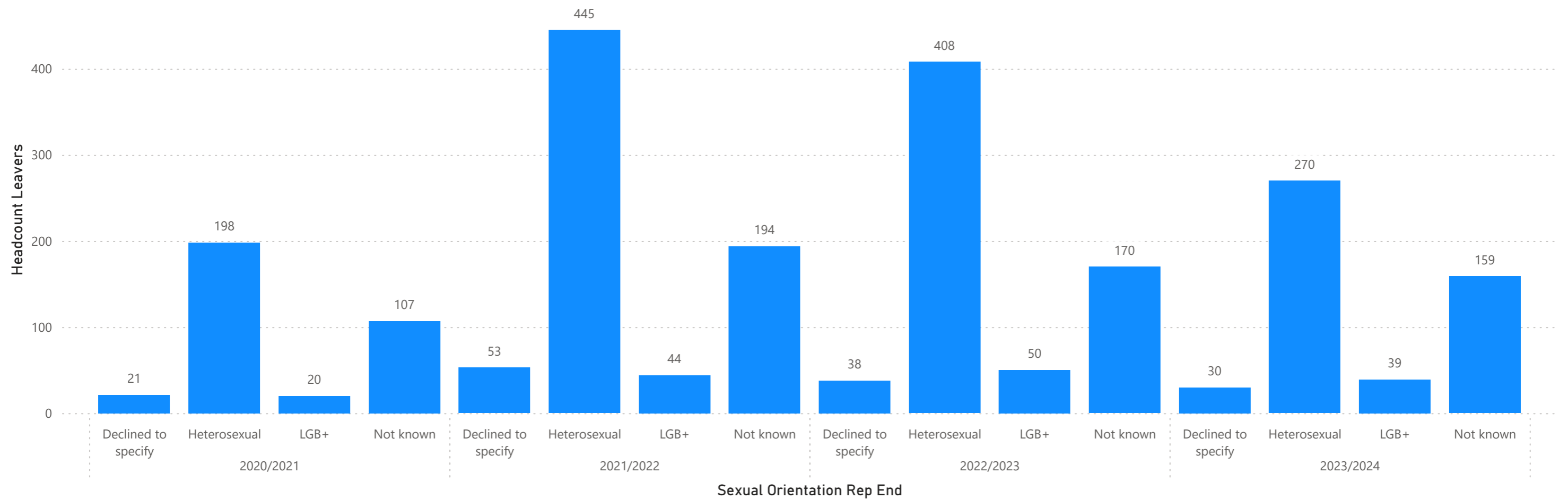


2020-2021 Leavers by Considered Sexual Orientation

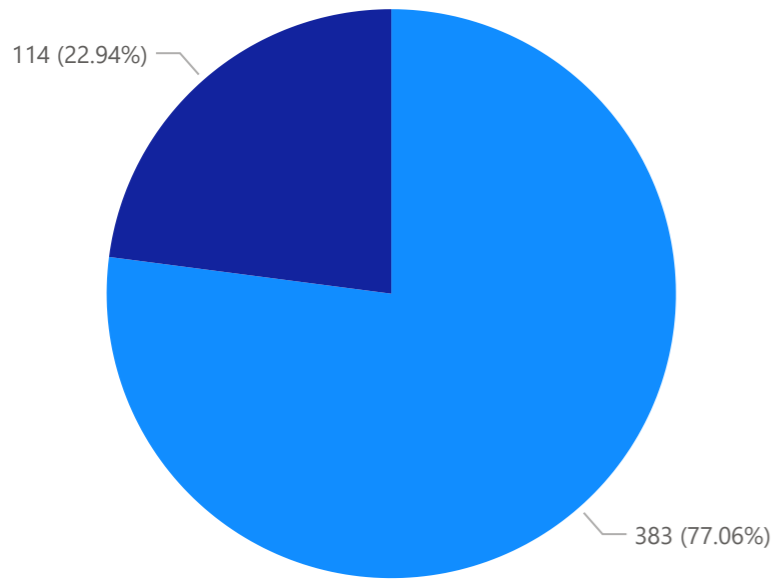


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Leavers by Considered Sexual Orientation



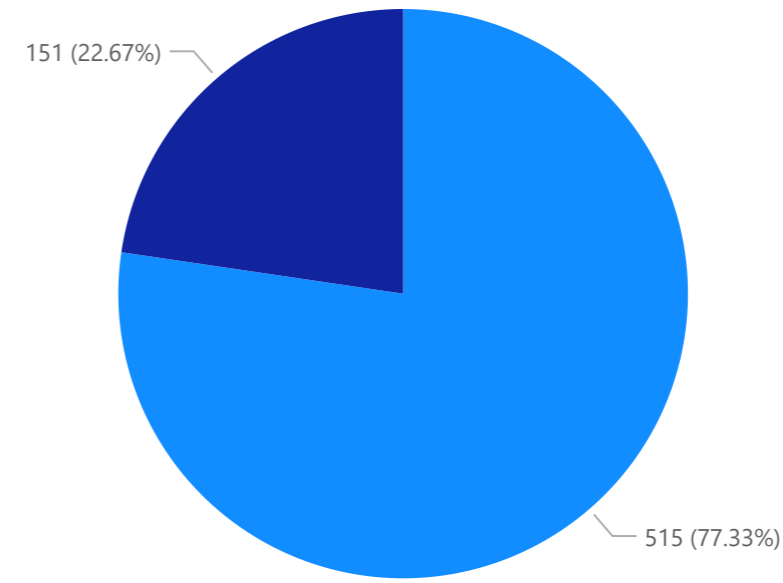
2023-2024 Leavers - Reason



Leaving Reason - Voluntary vs Invol...

- Voluntary
- Involuntary

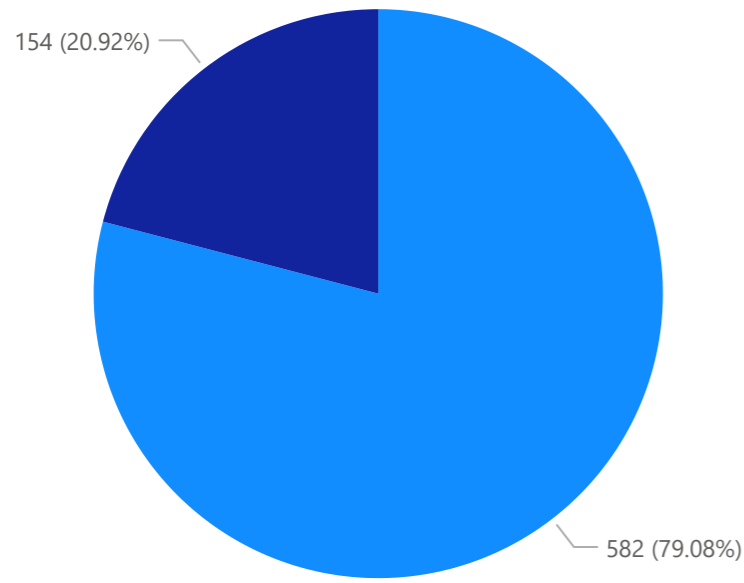
2022-2023 Leavers - Reason



Leaving Reason - Voluntary vs Invol...

- Voluntary
- Involuntary

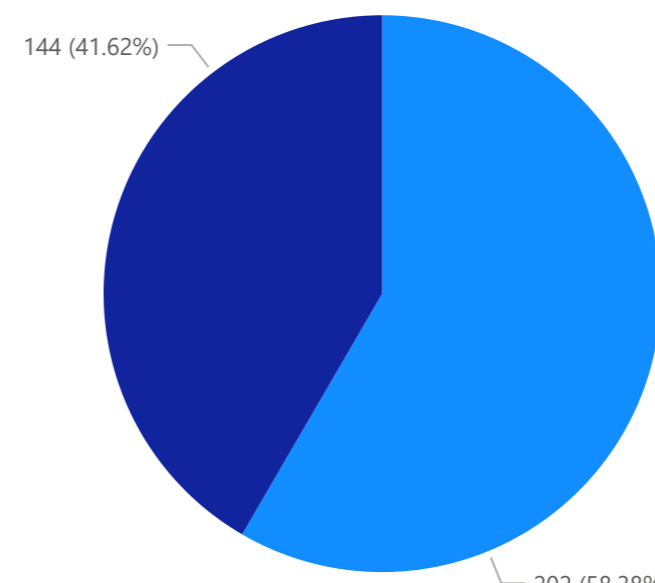
2021-2022 Leavers - Reason



Leaving Reason - Voluntary vs Invol...

- Voluntary
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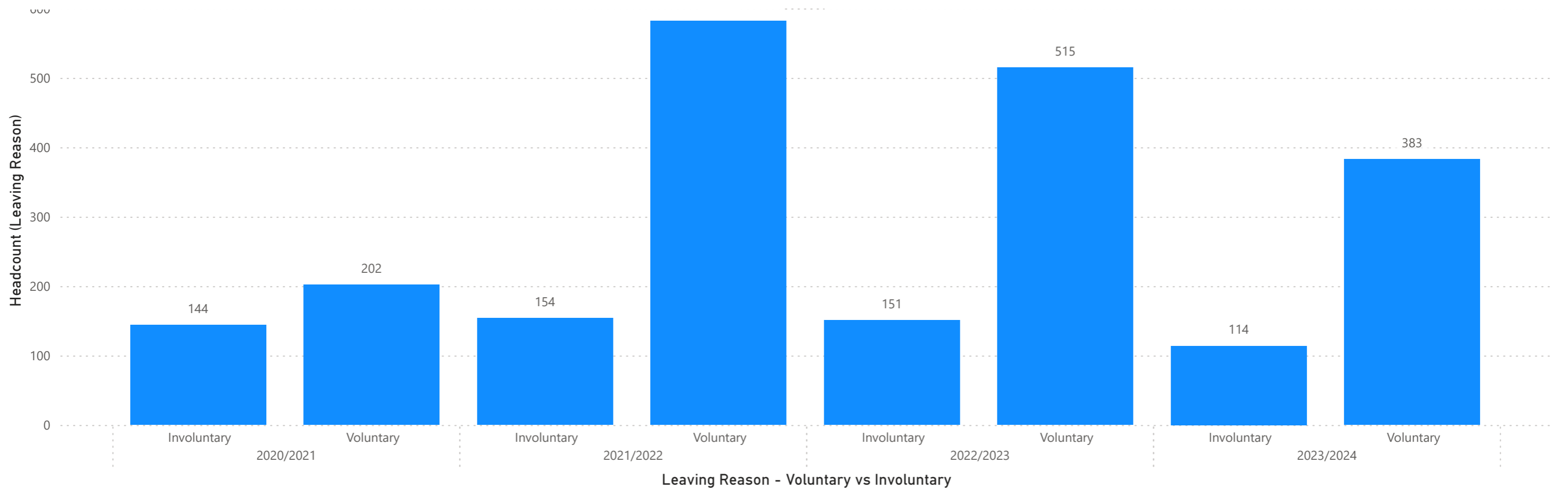
2020-2021 Leavers - Reason



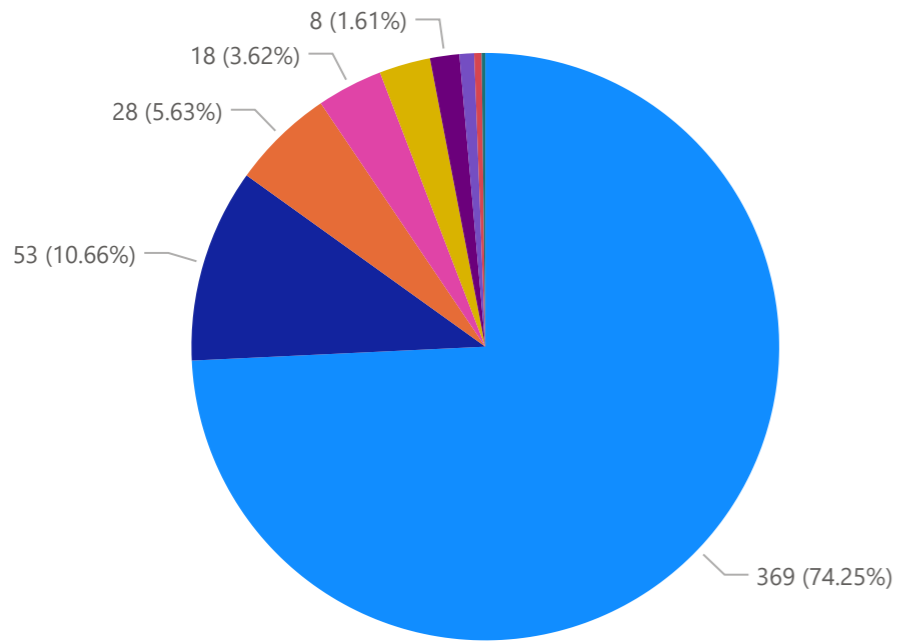
Leaving Reason - Voluntary vs Invol...

- Voluntary
- Involuntary

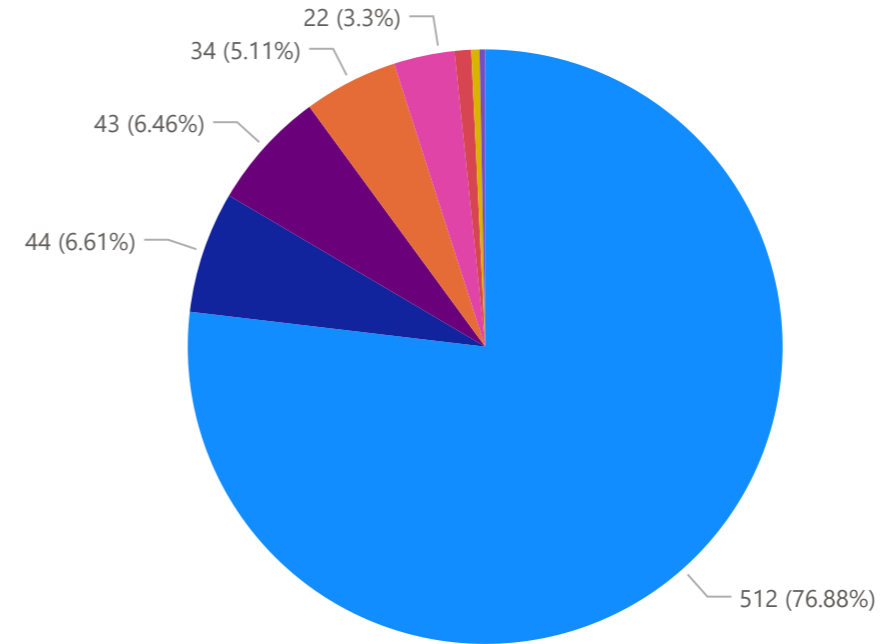
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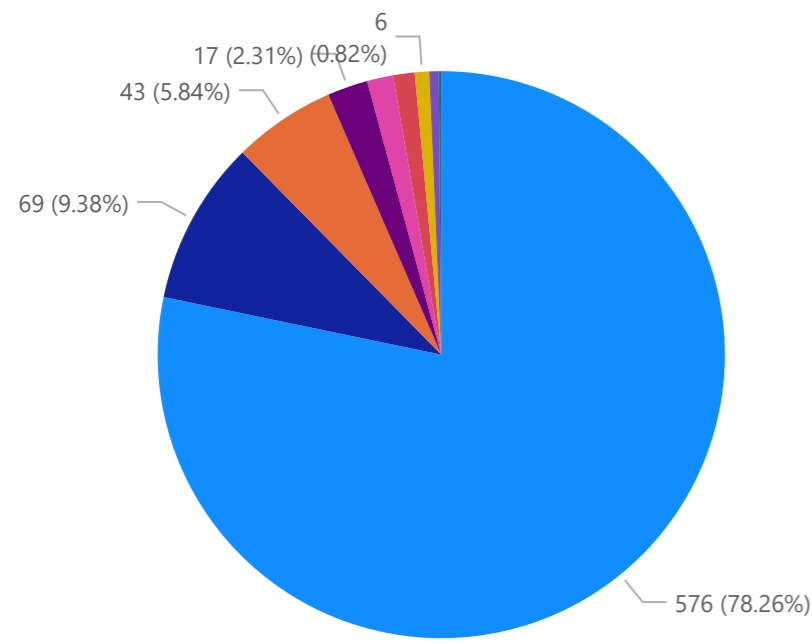
2023-2024 Leavers - Reason



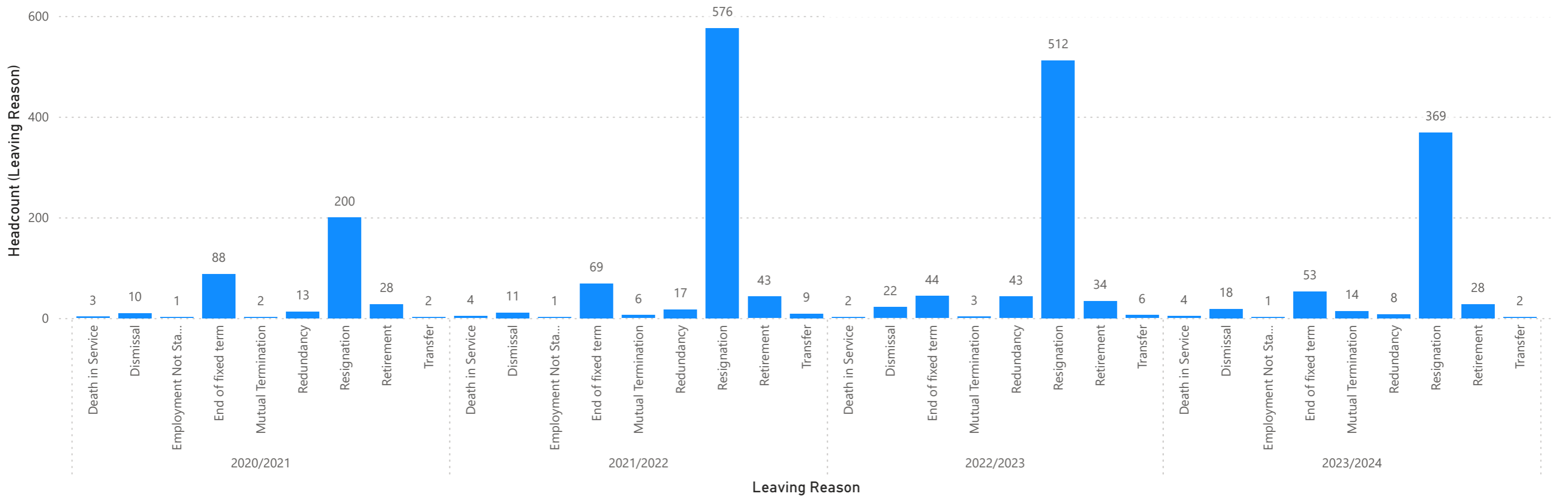
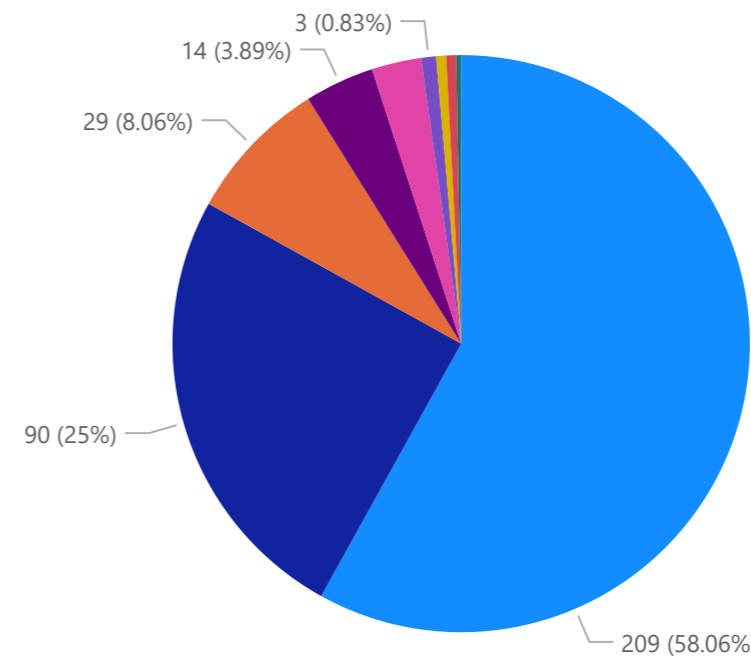
2022-2023 Leavers - Reason



2021-2022 Leavers - Reason

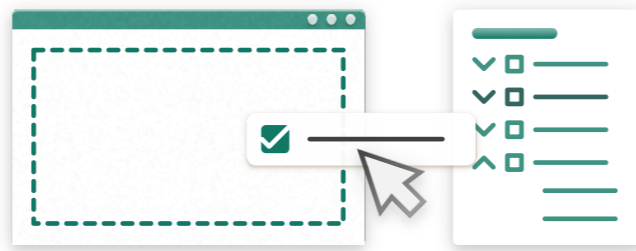


2020-2021 Leavers - Reason



Build visuals with your data

Select or drag fields from the **Data** pane onto the report canvas.



Agenda Item 6

| | |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------|
| Committee(s) | Dated: |
| Equality, Diversity & Inclusion Sub-Committee Corporate Services Committee | 26 June 2024 03 July 2024 |
| Subject: Gender, Ethnicity and Disability Pay Gaps (March 2023 Snapshot) | Public |
| Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly? | <ul style="list-style-type: none"> • 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: Alison Littlewood, Executive Director of Human Resources and Chief People Officer | For information |
| Report authors: Chris Fagan, Head of Reward & Benefits Alice Reeves, Assistant Director of Corporate Performance & Analysis & Interim EDI Director | |

Summary

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 report (appendix 1) provides the City Corporation’s Gender, Ethnicity and Disability Pay Gaps as at March 2023. For the first time this year the Ethnicity pay gap data has been analysed based on aggregated groups rather than a binary analysis to provide more depth.

The City Corporation has little to no gender pay gap across its workforce and the long-term direction of travel in other measures is somewhat positive. Overall, figures remain broadly consistent with those reported in previous years, with small positive shifts in some measures from March 2022 that seem to be indicative of a longer-term positive trend in most pay gap figures. Work is underway to improve the quality of our data upon which this analysis is based, specifically to increase our disclosure rates. Better data, will make reporting more robust and allow us to report on wider 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

Section 1: Background & Context

1. Through the Corporate Plan 2024-29 and the People Strategy 2024-29, we are establishing a clear vision, strategy and action plan to ensure we continuously improve our culture, ethos and approaches to support current and prospective workforce to feel that they belong and fit, and feel actively engaged with the City Corporation, its ambitions and priorities. 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 and we will through this process ensure that we provide flexible, sustainable, fair, equitable and transparent reward and recognition opportunities for our people.
 - A holistic review of our benefits offer, alongside the launch of Ambition 25. These will help us attract 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 EDI training offering with a focus on awareness-raising, skills-building and the development of an inclusive culture, including coaching and embedding EDI 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 EDI principles throughout.
 - Continue to improve data and insights, including improving data gathering through extensive and sustained communications in partnership with EDI 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. 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 publish both the Ethnicity Pay Gap (EPG) and Disability Pay Gap (DPG) annually.

3. 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 bonuses 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

4. Pay relates to the 'snapshot date' of 31 March 2023, 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.

5. 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. In the period in question, Contribution Payments, discretionary bonuses paid to employees at the top of Grades D-J who have demonstrated a high level of performance that would normally be included, were not paid.

6. For the purposes of 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 17.0% (compared to 18.0% the previous snapshot date).
- 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. The level of non-disclosure for disability is 25.6% (compared to 23.0% the previous snapshot date).
- g. In accordance with the General Data Protection Regulations and the Data Protection Act 2018, all employees have been sent a privacy notice describing 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.

Section 2: Analysis

- 7. The City Corporation’s gender, ethnicity and disability pay gaps as at the snapshot date of 31 March 2023 are shown in full at Appendix 1 of this report, which also includes analysis. The total headcount used for the mean and median pay gaps was 4,988 (this excludes police officers), noting that there has been an increase from 4,503 in the previous year as a result of organisational change and the numbers of casuals engaged at the time of the snapshot.
- 8. This analysis headlines from the Appendix are:
(Note: Bracketed figures represent the 2022, 2021 and 2020 reported figures)

Gender Pay Gap

- 9. Gender Pay Gap
 - a. **Median Pay Gap is 0.0%** (2.7%; 2.2%; 0.0%); and
 - b. **Mean Pay Gap is 4.5%** (4.5%; 7.1%; 5.6%).

Ethnicity Pay Gap

- 10. In April 2023, the Government published guidance for those employers who want to report Ethnicity Pay Gaps voluntarily, to develop a consistent, methodological approach to ethnicity pay reporting. A key suggestion is not to aggregate ethnicity categories where possible. We have not chosen to follow the guidance in its entirety, as breaking down our ethnicity categories provided more than 200 individual pay gaps. We have chosen to breakdown to aggregated categories (i.e. Asian; Black; Mixed; Other Ethnic Groups; White; and Prefer not to say/No response), and to compare the pay gap to the overall workforce, rather than each other category. This results in six pay gap figures. We will continue to review our approach annually and look at examples elsewhere on how we can meaningfully present a more detailed analysis. For the 2023 snapshot, we have also undertaken the binary analysis as per the 2022 snapshot, to allow historic comparison.

11. As highlighted in previous years, the levels of non-disclosure on ethnicity continue to remain relatively high, with 17% not disclosing (down from 18%). Activity to improve levels of disclosure continues, especially among our institutions and capturing this for casual workers. This will support stronger analysis in the future.

12.A: Ethnicity Pay Gap – Binary:

- a. **Median Pay Gap 13.2%** (14.7%; 15.7%; 17.1%);
- b. **Mean Pay Gap 16.7%** (17.4%; 16.8%; 19.1%).

13.B: Ethnicity Pay Gap – Aggregated Category:

| Ethnic Grouping | Head-count | Median Hourly Rate | Median EPG in Org % | Mean Hourly Rate | Mean EPG in Org % |
|------------------------|-------------------|---------------------------|----------------------------|-------------------------|--------------------------|
| White | 3,256 | £23.15 | -0.56% | £27.44 | -4.43% |
| Not Known | 850 | £20.46 | 11.12% | £25.13 | 4.38% |
| Black | 346 | £19.46 | 15.46% | £22.05 | 16.10% |
| Asian | 320 | £21.44 | 6.86% | £23.58 | 10.28% |
| Mixed | 167 | £21.44 | 6.86% | £24.91 | 5.22% |
| Other Ethnic Group | 49 | £19.46 | 15.46% | £21.00 | 20.10% |
| Total | 4,988 | £23.02 | | £26.28 | |

Disability Pay Gap

14. Employees are asked to indicate whether they have a disability, similarly, job applicants are asked to indicate Yes or No to the statement of “I consider myself to have a disability” (no third option not to disclose is available). Therefore, this indicator does not accurately measure whether an employee meets the definition of “disability” under the Equality Act 2010.

- a. **Median Pay Gap is 7.1%** (2.4%; 7.1%; 8.9%);
- b. **Mean Pay Gap is 6.9%** (8.8%; 8.9%; 10.3%).

Section 4: Corporate and Strategic Implications

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.

Financial Implications: No direct financial implications.

Resource Implications: None related explicitly to this report.

Legal Implications: None

Risk Implications: None

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

Climate Implications: None

Security Implications: None

Section 5: Conclusions and Next Steps

15. Overall, the pay gap figures reported remain broadly consistent with those from previous years, with some positive shifts compared to March 2022. These shifts seem to be indicative of a longer-term positive trend in all pay gap figures. 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.
16. The levels of non-disclosure observed highlights the need to continue to improve our data, especially the levels of disclosure on protected characteristics across employees and casuals. This will enable stronger analysis and greater insight. 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 underway.
17. 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.
18. To support our EDI commitments, we will look to reduce any perceived barriers to engagement and progression and work towards greater pay equity. This will include:
 - Guarantee the robustness of our job evaluation scheme and policy, to ensure that we have equal pay for work of equal value, which provides protection against claims of equal pay. This forms a key element of the Ambition 25 programme.
 - Review 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.
 - Ensure our work and engagement practices, do not preclude or discourage capable individuals, from applying to, be 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 2024: Snapshot Date: 31 March 2023

Background Papers

None

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City of London Corporation
Pay Gap Report 2024
Snapshot Date: 31 March 2023



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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 gap measure the differences between the average pay 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 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 our 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 next 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, beginning with the Ambition 25 project. These will help us attract a diverse array of excellent people. We will increase the clarity and transparency of our roles and how they work together. We will provide assurance that pay and grading is fair. We will support employees to undertake fulfilling and meaningful work that creates organisational success. And we will provide career support to enable progression and improve retention.

Our employees will feel empowered by this greater access to information and opportunities. As a result, we will see reductions in disengagement and resignations due to insufficient role clarity, or pay, reward and opportunity issues. Our people will take responsibility for their individual contributions and be given the tools to learn and gain expertise. With this in mind, we are committed to continuing to reduce pay gaps wherever they exist.

Scope & Methodology

This report reflects payroll data at the snapshot date of 31 March 2023, reported one year in arrears. Its scope, which may differ from other reports, includes:

- All full-time employees and casual workers.
- All departments of the City Corporation and its Institutions¹.
- All professions except for police officers employed by the City of London Police.

Given this, the total headcount used across this report is 4,988 employees. The headcount at the previous snapshot date was 4,503; the increase is due to organisational change and the numbers of casuals engaged at the time of the snapshot.

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 bonuses of employee groups. Where possible, these have been applied to the analysis of Ethnicity and disability Pay Gaps.

These are defined as:

- **Mean Hourly Rate:** the percentage difference between the mean average hourly rate of pay.
- **Median Hourly Rate:** the percentage difference between the midpoints in the ranges of pay.
- **Mean Bonus Payment:** the percentage difference between the mean average bonus payments made in the 12 months prior to the snapshot date.
- **Median Bonus Payment:** the percentage difference between the midpoints in the ranges of bonus payments made in the 12 months prior to the snapshot date.

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.

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 Freeman's School, City of London School, City of London School for Girls, and the City Junior School.

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

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 describing 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.

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

Gender Pay Gap

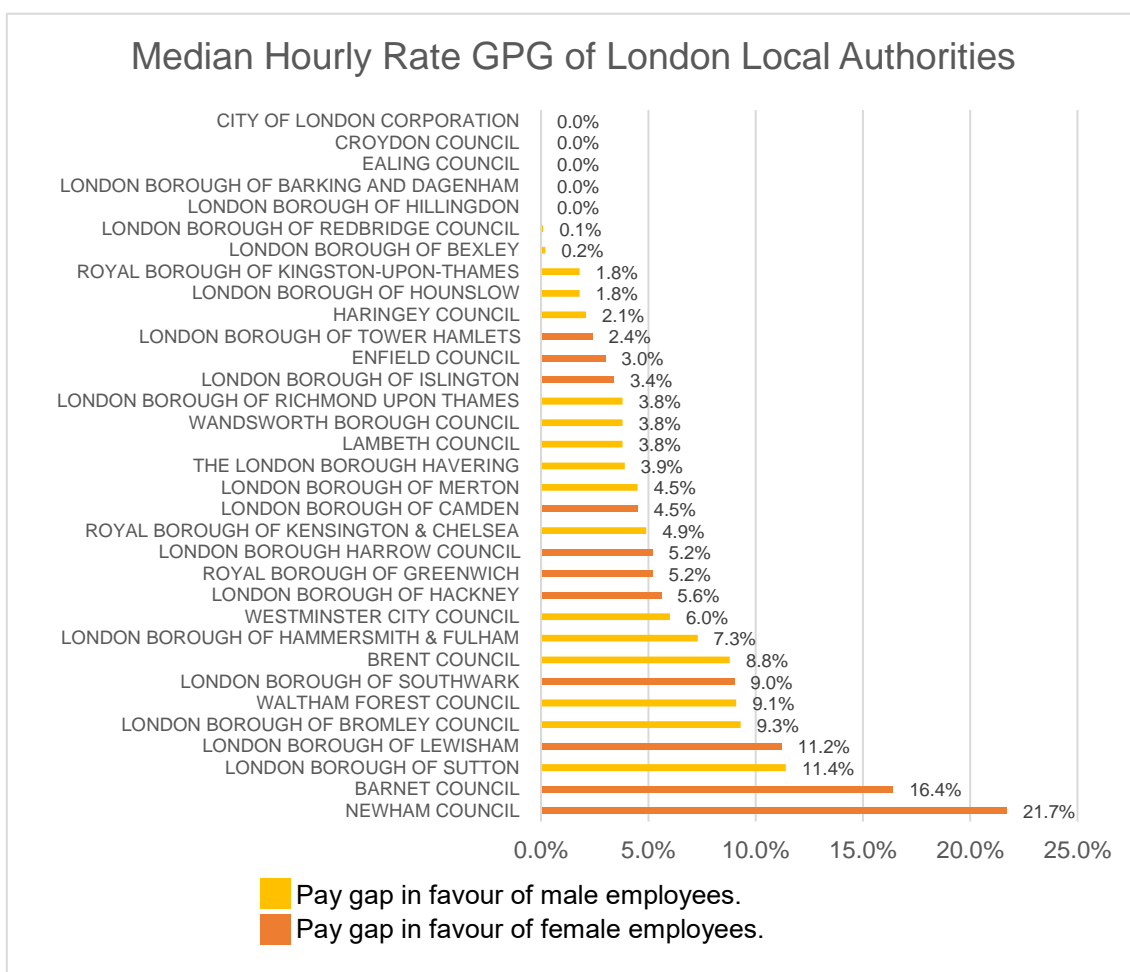
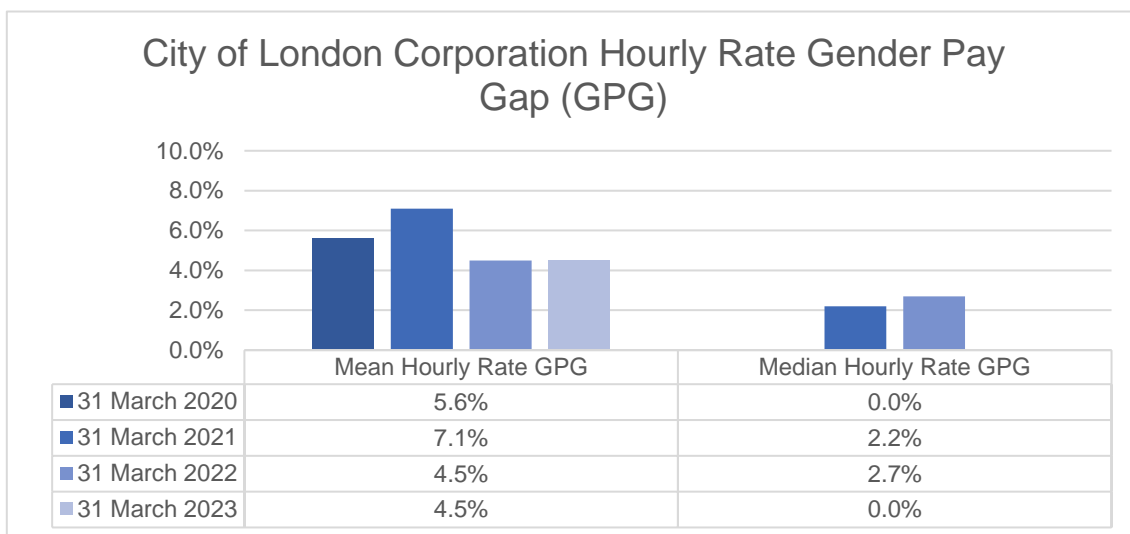
Definition

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 2023 is as follows:



The median hourly rate GPG stood at 0.0% on 31 March 2023. This is consistent with previous years showing that the City Corporation has a minimal median hourly rate GPG².

The GPG for mean hourly pay rates stood at 4.5% on 31 March 2023. This is consistent with the previous year, and lower than snapshot dates in 2020 and 2021.

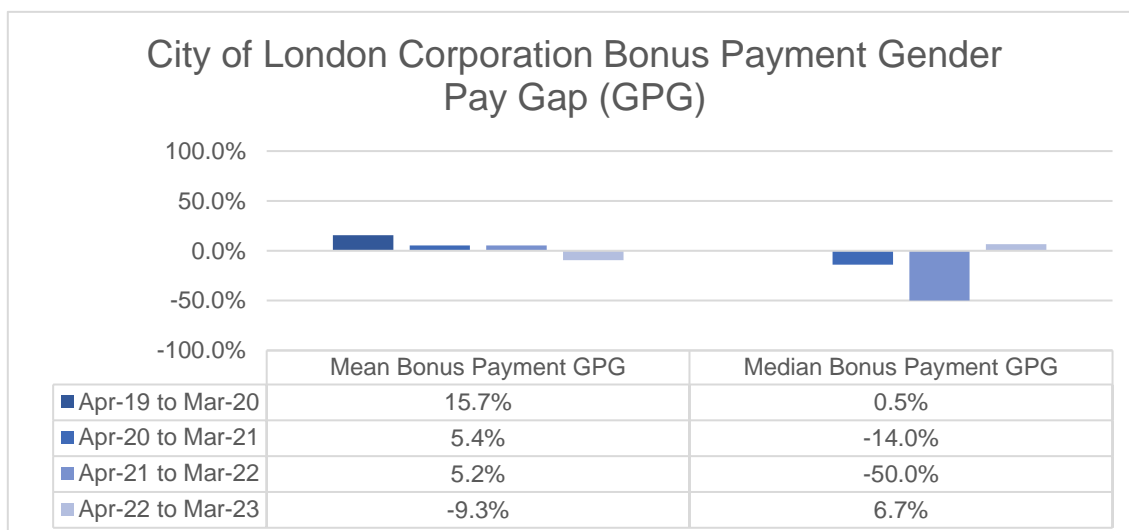
The data therefore indicates that, female and male employees earn the same based on median hourly pay rates and whilst female employees are paid 4.5% less than male employees based on mean hourly pay rates.

The City Corporation has a smaller GPG than national benchmarks; the median hourly rate GPG for all reporting companies in for the snapshot date of 31 March 2023 was 9.0%³. This indicates that, on average, women and men in our organisation are paid similarly based on average hourly pay rates.

Compared to the local government London Boroughs, the City Corporation was one of five London local authorities reporting no median GPG for the snapshot date of 31 March 2023 (down from 9 in 2022). The majority of London Boroughs report a pay gap figure of less than 5% towards men or women (20 out of 33), with only 5 of the 33 reporting a figure larger than the UK average.

Bonus Payments

The City of London Corporation's bonus payment Gender Pay Gap for the twelve months from 1 April 2022 to 31 March 2023 is as follows:

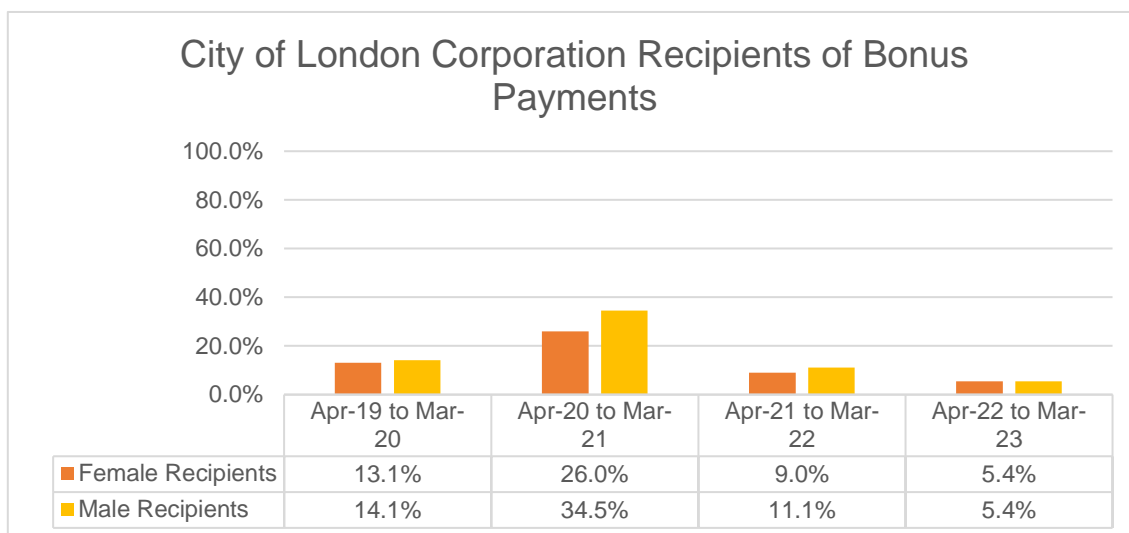


² 2.7% is equivalent to an increment on the City Corporation's pay scale. Fluctuations in the median hourly rate GPG of this order are therefore not indicative of any wider trend. Mathematically speaking, small changes in workforce composition will move the median by a single increment, creating the increase/decrease in GPG.

³ Data taken from Gov.uk Gender Pay Gap Data Service as outlined above. Analysis conducted by PwC on behalf of the Financial Times: [UK's gender pay gap will take decades to close at current rate \(ft.com\)](https://www.ft.com/content/2023/03/21/uk-gender-pay-gap-will-take-decades-to-close-at-current-rate)

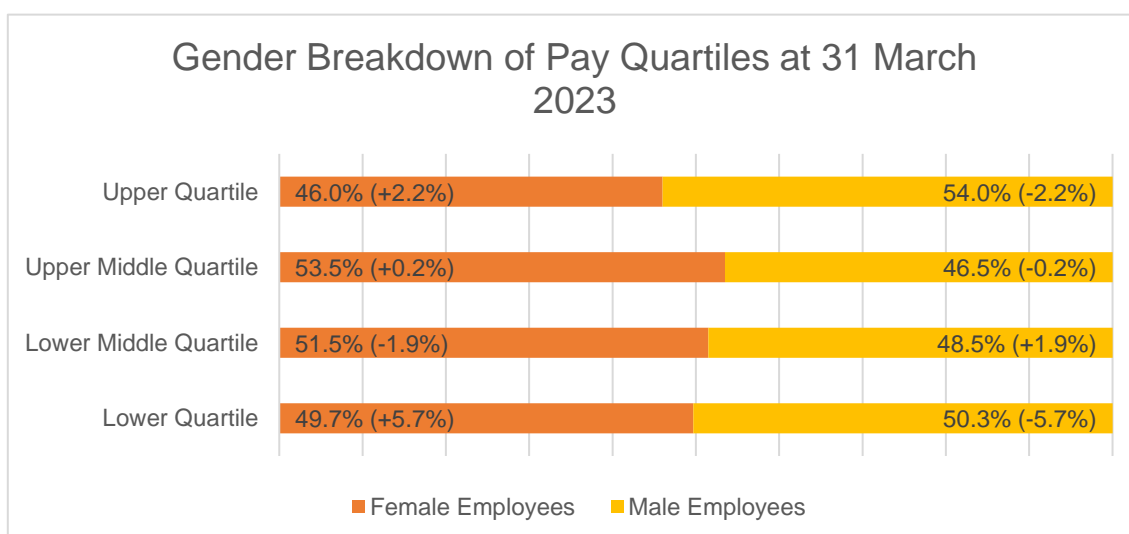
Having narrowed to 5.2% in favour of male employees for April 2021 to March 2022, the mean bonus payment gap has increased to 9.3% in favour of female employees⁴. Conversely, the median bonus payment gap narrowed, from 50.0% in favour of female employees to 6.7% in favour of male employees.

Bonuses were received by 5.4% (9.0%; 26%) of women and 5.4% (11.1%; 34.5%) of men. The reduced percentages made in recent years reflect a period when contribution pay was not operated. The reduced number of bonus payments means that rates are more likely to fluctuate mathematically due to the reduced numbers being compared.



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 2023, with change on the previous year) and table (full breakdown from 2020 to 2023):



⁴ A GPG in favour of female employees appears as a negative number, as GPG is usually calculated as the difference between female and male pay as a proportion of male pay.

| | Lower | | Lower Middle | | Upper Middle | | Upper | |
|---------------|--------|-------|--------------|-------|--------------|-------|--------|-------|
| Snapshot Date | Female | Male | Female | Male | Female | Male | Female | Male |
| 31 March 2020 | 45.7% | 54.3% | 52.2% | 47.8% | 53.2% | 46.8% | 43.9% | 56.1% |
| 31 March 2021 | 49.4% | 50.6% | 50.9% | 49.1% | 50.5% | 49.5% | 43.9% | 56.1% |
| 31 March 2022 | 44.0% | 56.0% | 53.4% | 46.6% | 53.3% | 46.7% | 43.8% | 56.2% |
| 31 March 2023 | 49.7% | 50.3% | 51.5% | 48.5% | 53.5% | 46.5% | 46.0% | 54.0% |

Overall, the proportion of men and women within our workforce are broadly a 50:50% ratio. The ratio of female to male employees within all quartiles remains broadly equal across the four quartiles. The Upper Quartile shows the largest variance (+/- 4% from an equal split), but this is not a significant variation and is a movement towards 50:50 from the previous year.

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. This new guidance has informed our methodology as part of March 2023 reporting.

In reviewing the guidance and determining our approach for the 2023 snapshot. We have chosen not to follow the guidance in its entirety. Breaking down our ethnicity categories to those with more than 50 people, provided more than 200 individual pay gaps. For the 2023 snapshot, we have chosen to breakdown to aggregated categories (see below), and to compare the pay gap to the overall workforce, rather than each other category. This results in six pay gap figures.

We will continue to review our approach annually and look at examples elsewhere on how we can meaningfully present a more detailed analysis. For the 2023 snapshot, we have also undertaken the analysis as per the 2022 snapshot, to allow historic comparison. So for this report, two different forms of EPG analysis have been utilised:

1. A binary analysis, comparing the gap between employees identifying as white to all other ethnic groups, as a proportion of white employees pay.
2. An aggregated category analysis, comparing the gap between each aggregated category as a proportion of the overall workforce. 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.

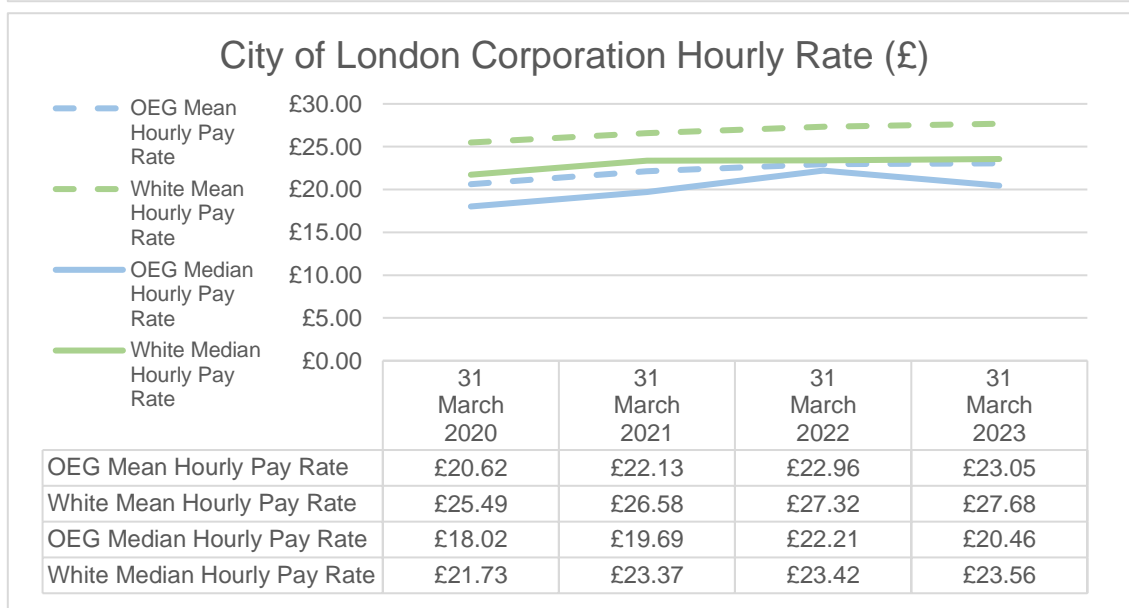
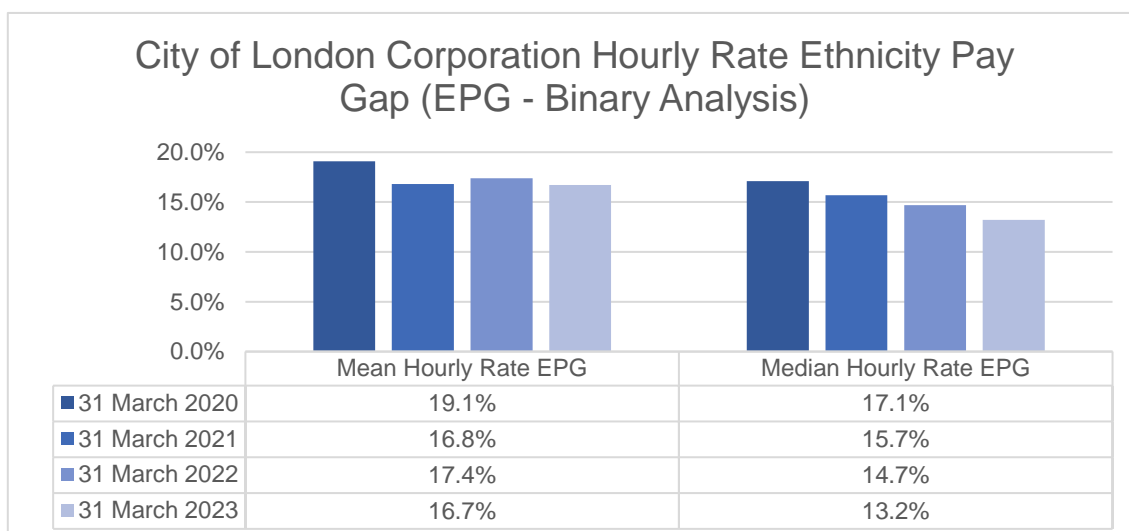
Employees are requested to provide data on their ethnicity via the HR information system, using the standard UK government classifications outlined above. There is no requirement for disclosure, with 17.0% opting to not disclose⁵ (down from 18.0% for the 31 March 2022 snapshot). Accurate analysis is hampered by this, as improving disclosure rates could alter the conclusions drawn in this report, particularly aggregated category analysis, as a reallocation to some of the smaller categories could shift their proportional share significantly.

⁵ This 17% is excluded in its entirety from the Binary EPG Analysis but constitutes the “Not Known” category for the Aggregated Category EPG Analysis.

Binary EPG Analysis

Hourly Rate

The City of London Corporation's hourly rate Ethnicity Pay Gap at the snapshot date of 31 March 2023, using binary analysis, is as follows:



The EPG for median hourly rate was 13.2% and the mean hourly pay rates 16.7% on 31 March 2023. This means that, on average, employees identifying as Black, Asian, Mixed, or other Ethnic Groups in our corporation earn 13.2% less than employees identifying as White based on median hourly pay rates, and 16.7% less based on mean hourly pay rates.

Both measures are a small reduction on the previous year and continue the improving trend of recent years, with the mean EPG narrowing by 3.9% and 2.4% respectively since 2020.

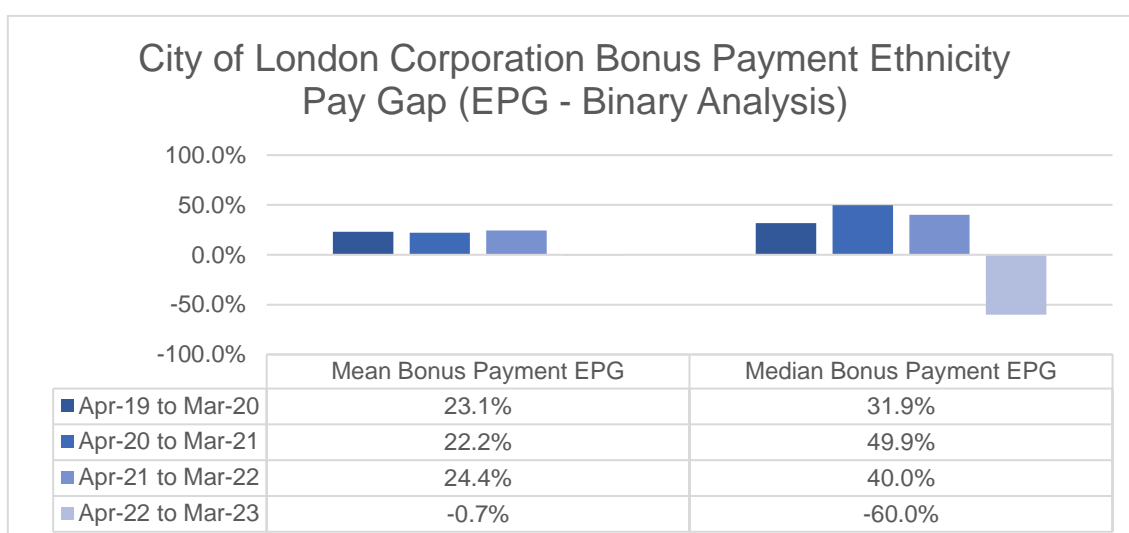
The data therefore indicates that on average employees from other ethnic groups are paid less than their white employees on both metrics. This translates to £4.63 less an hour for the mean rate, and £3.10 less an hour for the median rate, as per the chart below. The gap is not related to pay for the same job, rather, this is reflection of the distribution of the categories across the quartiles of the workforce as outlined below.

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 reported their binary EPG since 2015/16. For the snapshot date of 31 March 2023 Camden reported a median hourly EPG of 11.2% and a mean hourly EPG of 13.3%⁶.

Bonus Payments

The City of London Corporation's bonus payment Ethnicity Pay Gap for the twelve months from 1 April 2022 to 31 March 2023, using binary analysis, is as follows:

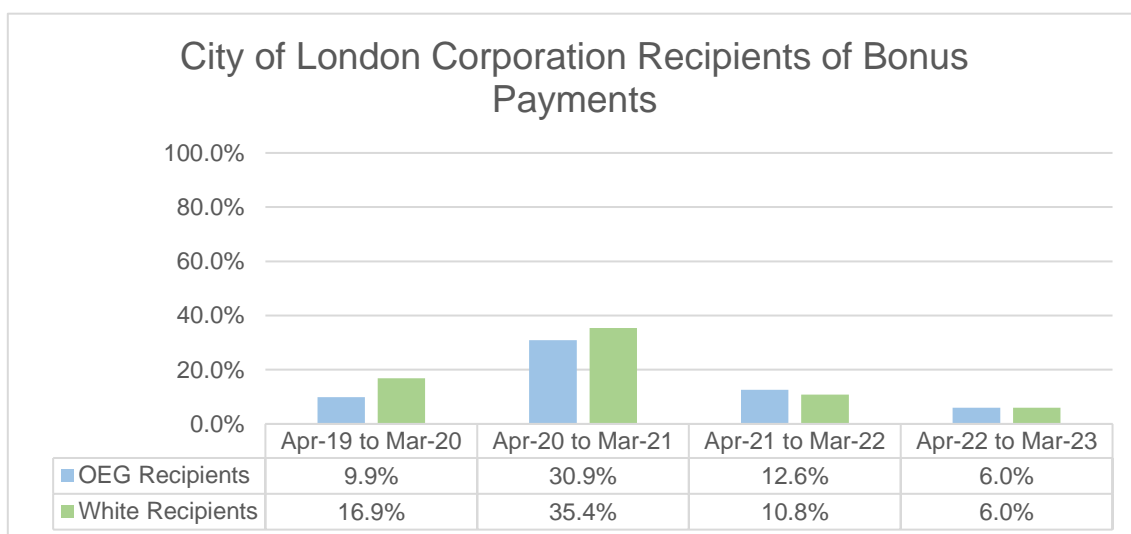
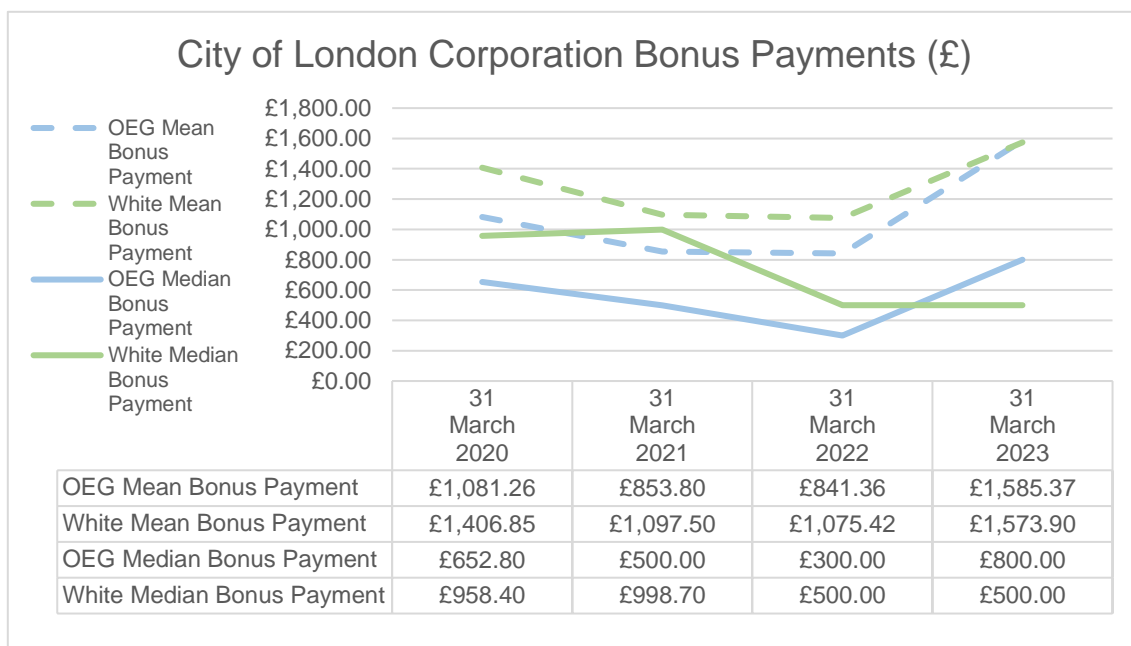


The City Corporation's average ethnicity bonus pay gap was -0.7% having been somewhat static for the three previous years. This measures the difference between Black, Asian, Mixed, or other Ethnic Group employees' bonus pay and White employees bonus pay as a percentage of White employees' pay. There is now therefore very little difference between in mean bonus payments, equating to £11.47 more for employees from other ethnic groups.

The median bonus EPG, fluctuated from 31.9% in favour of white employees to 60.0% in favour of employees from other ethnic groups between 2020 and 2023. The median bonus payment between April 2022 and March 2023 for employees from other ethnic groups was £300 more than the equivalent for white employees.

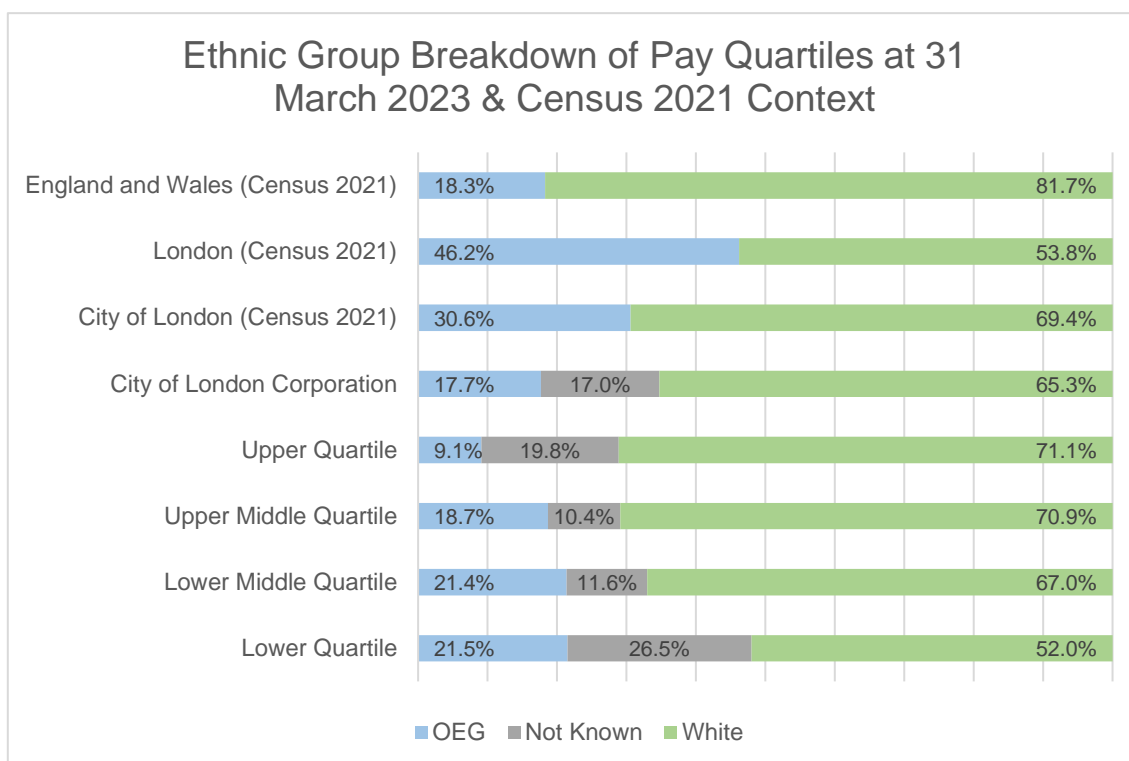
⁶ [London Borough of Camden pay gap report 2022-23 | Open Data Portal](#)

Bonuses were received by 6.0% of all Black, Asian, Mixed, or other Ethnic Group employees and 6.0% of all White employees. As with the Gender Bonus analysis, the relatively low proportion of employees receiving bonus payments, individual cases are more liable to have a greater influence or fluctuation on the calculation of the gap analysis mathematically.



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 2023, alongside contextual data taken from the 2021 Census) and table (full breakdown from 2020 to 2023):



| Snapshot Date | Lower | | | Lower Middle | | | Upper Middle | | | Upper | | |
|---------------|-------|-------|-------|--------------|-------|-------|--------------|-------|-------|-------|-------|-------|
| | OEG | White | N/K | OEG | White | N/K | OEG | White | N/K | OEG | White | N/K |
| 31 March 2020 | 18.2% | 55.7% | 26.1% | 21.4% | 63.3% | 15.3% | 14.4% | 72.9% | 12.7% | 6.8% | 74.0% | 19.2% |
| 31 March 2021 | 16.9% | 54.7% | 28.4% | 20.9% | 62.7% | 16.4% | 14.9% | 71.4% | 13.7% | 8.2% | 75.0% | 16.8% |
| 31 March 2022 | 21.8% | 59.6% | 18.6% | 19.7% | 62.1% | 18.2% | 14.6% | 69.6% | 15.8% | 8.2% | 72.4% | 19.4% |
| 31 March 2023 | 21.5% | 52.0% | 26.5% | 21.4% | 67.0% | 11.6% | 18.7% | 70.9% | 10.4% | 9.1% | 71.1% | 19.8% |

Looking at the quartile analysis, the pay gaps appear to possibly stem from the proportion of Black, Asian, Mixed, or other Ethnic Group employees within each quartile.

The overall proportion of Black, Asian, Mixed, or other Ethnic Group employees in the snapshot, is 18% of all employees. Somewhat below 2021 London Census benchmarks (City of London 30.6%; London 46.2%), but close to the England & Wales Census benchmark (18%). However, the proportions of Black, Asian, Mixed, or other Ethnic Group employees across the quartiles within the Corporation vary somewhat, with the proportion of all employees slightly higher in the two lower quartiles, dropping slightly in the upper middle quartile and then dropping much lower to only 9.1% in the upper quartile.

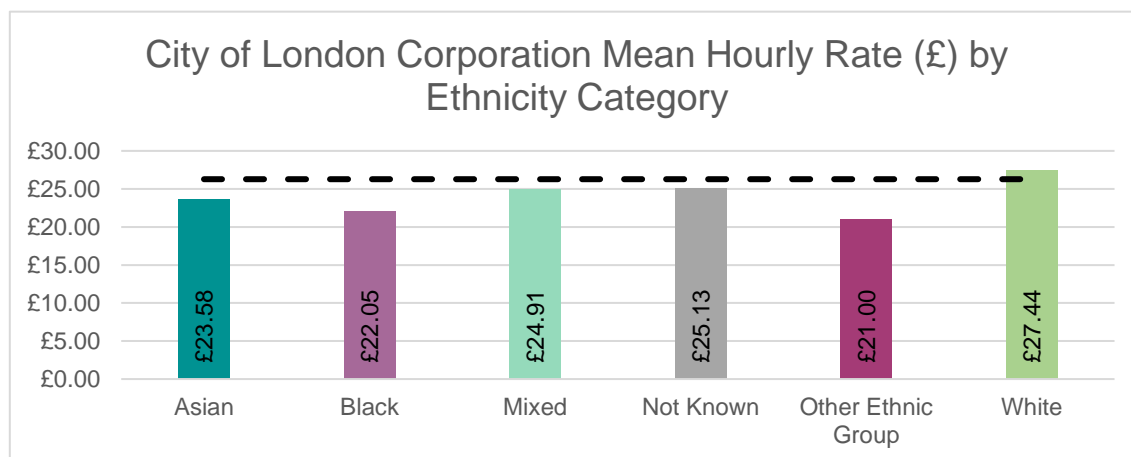
Conversely the proportion of white employees in the City of London Corporation is higher in the Upper and Upper Middle Quartiles than the proportion that makes up the overall population of both the City of London itself. This picture has remained relatively static in the four years between snapshot dates in 2020 and 2023.

Accurate analysis, however, 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 26.5% 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.

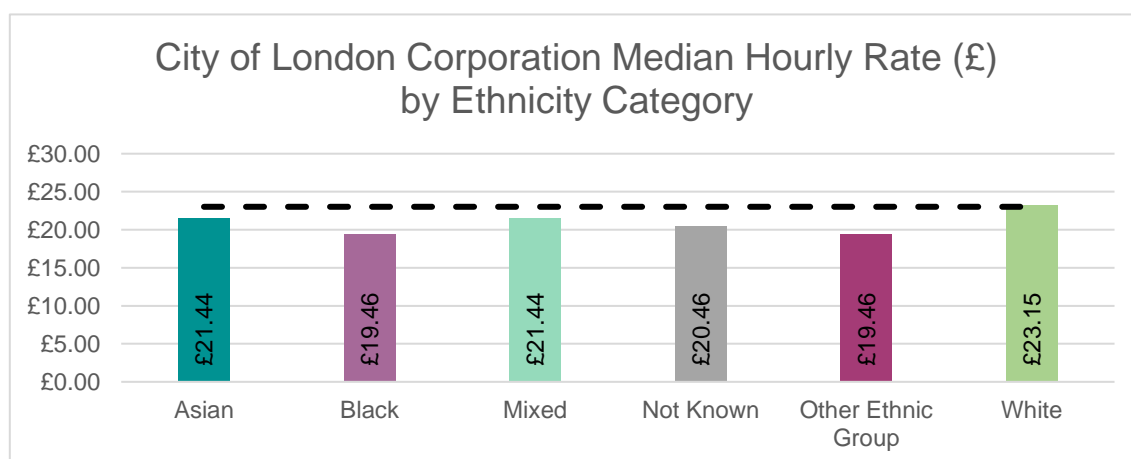
Aggregated Category EPG Analysis

Hourly Rate

The City of London Corporation's hourly rate of pay at the snapshot date of 31 March 2023, broken down into aggregated ethnicity categories, is as follows:

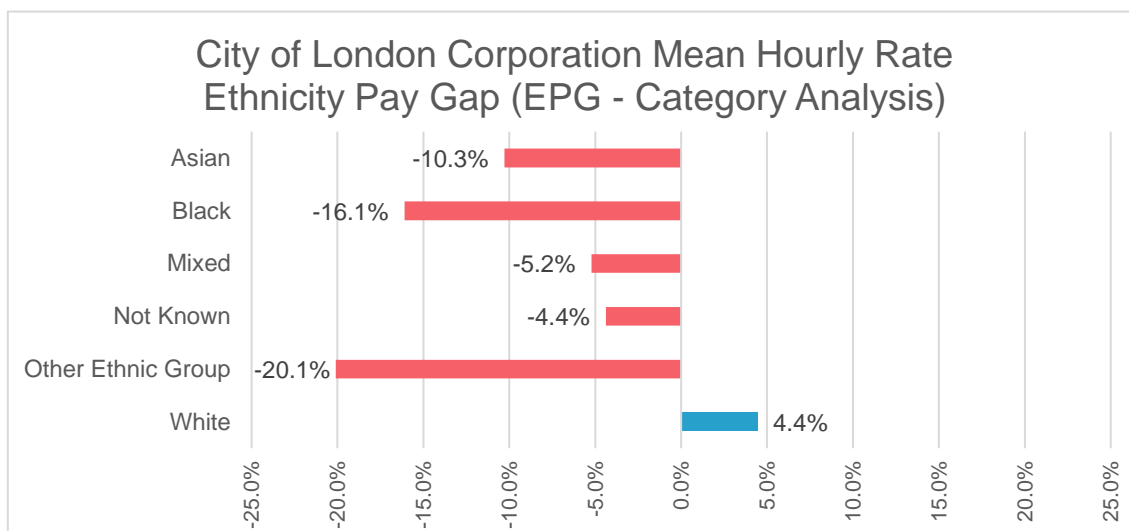


The mean hourly rate of pay across the City Corporation is £26.28. Employees identifying as White are the only category paid more than the mean hourly rate, by £1.16. Employees from all other ethnicity categories are paid less than the mean hourly rate, though this ranges from £1.37 less for employees identifying as from a mixed ethnic background, to £5.28 less for employees identifying as from an otherwise not listed ethnic background.

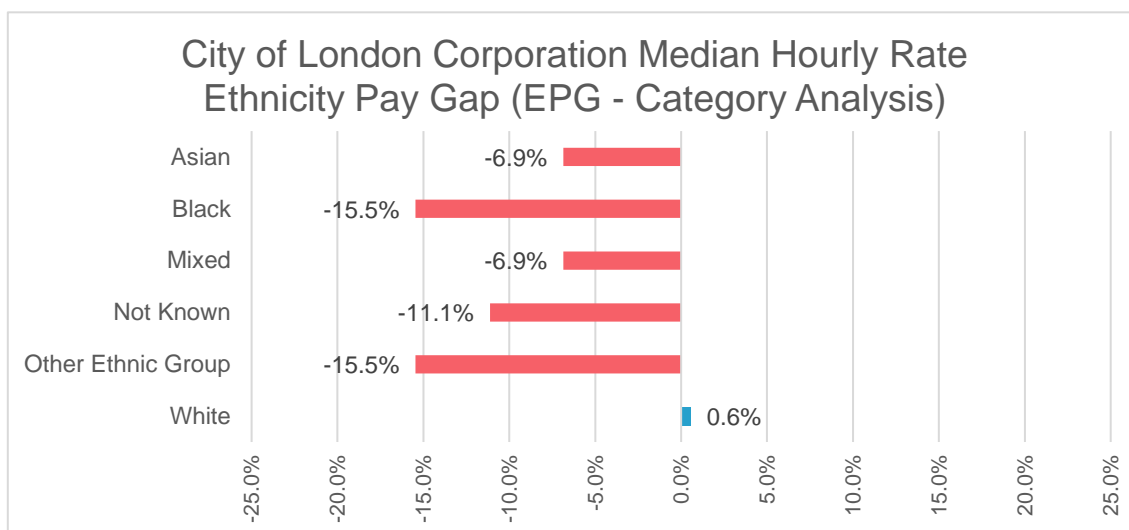


The median hourly rate of pay across the City Corporation is £23.02. As with the mean rate, employees identifying as White are the only category paid more than the median hourly rate, though only by £0.13. Median pay for other ethnicity categories is clustered, with employees identifying as being from Asian or mixed ethnic backgrounds being paid £1.58 less than the median hourly rate, and employees identifying as Black or from an otherwise not listed ethnic background being paid £3.56 less than the median hourly rate.

Based on this data, the City of London Corporation's hourly rate of pay Ethnicity Pay Gap at the snapshot date of 31 March 2023, using aggregated category analysis, is as follows:



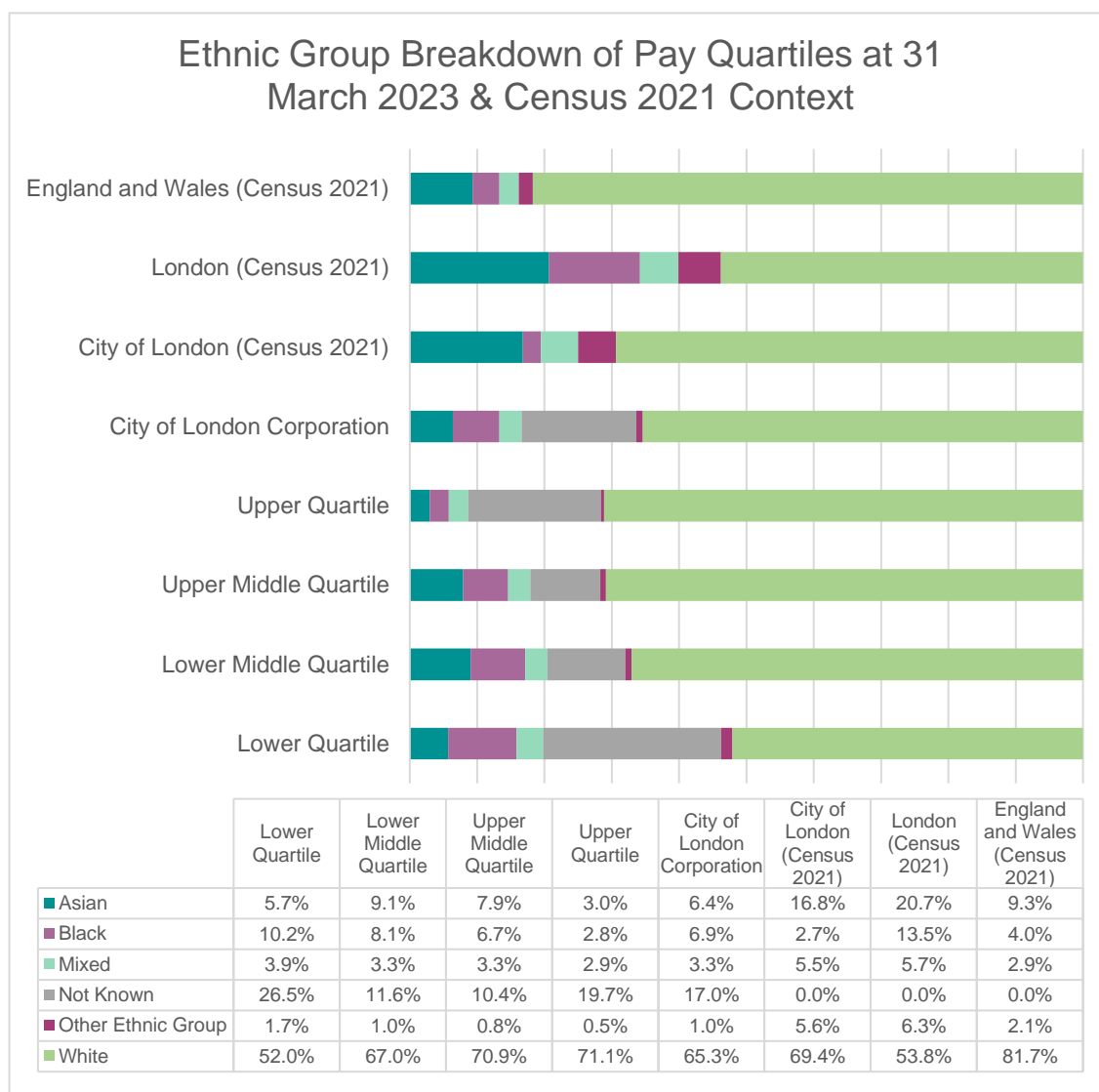
The difference between the mean hourly rate across the City Corporation and that paid to employees identifying as white equates to an EPG of 4.4%. All other ethnicity categories have a negative EPG, with the negative EPG for employees identifying as Asian or Black, or from an otherwise not listed ethnic background exceed 10%, reaching as high as 20.1% for the latter.



There is very little difference between the median hourly rate across the City Corporation and that paid to employees identifying as white, equating to a positive EPG of 0.6%. Overall, the negative median hourly rate EPG for all other categories is narrower than the mean equivalent, except for those identifying as being from a mixed ethnic background. All ethnicity categories than white have a negative median hourly rate EPG, clustered into two levels; 6.9% less than the rate across the whole City Corporation for employees identifying as Asian or from a mixed ethnic background, and 15.5% for those identifying as Black, or from an otherwise not listed ethnic background.

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 2023, alongside contextual data taken from the 2021 Census):



Looking at the split of the different Ethnic Groups across the quartiles, helps to highlight the potential source of the pay gaps identified.

Except for employees identifying as Asian (where there is a higher proportion of employees in the Lower Middle and Upper Middle Quartiles), employees identifying as an ethnicity other than White (Black, Mixed, and Other Ethnic Group) make up a larger proportion of the Lower Quartile than those higher up the pay bands. The decrease is most significant for employees identifying as Black, falling from 10.2% of the Lower Quartile, to 2.8% of the Upper Quartile.

As outlined above, accurate analysis of both the representative nature of the City Corporation compared to geographic contexts, and the composition of pay quartiles, is hampered by the lack of disclosure across all quartiles, particularly the Lower and Upper Quartiles. This is particularly the case for aggregated category analysis, as a reallocation to some of the smaller categories could shift their proportional share significantly.

Disability Pay Gap

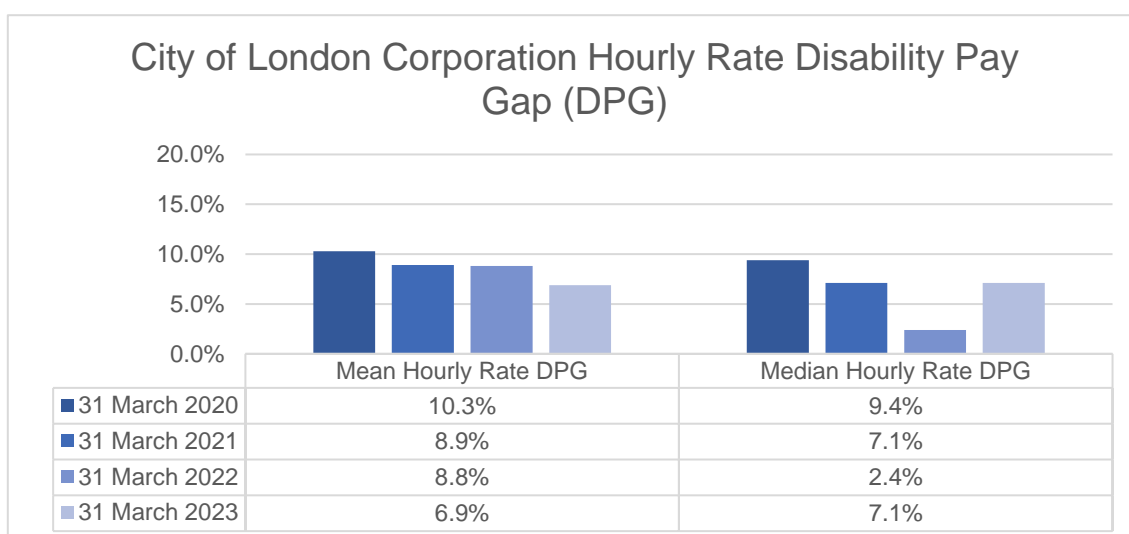
Definition

There are currently no UK Government requirements or guidelines for the calculation of the Disability Pay Gap, nor no statutory instrument or national database for benchmarking. As such, the City of London Corporation chooses to voluntarily calculate its Disability Pay Gap using data that employees are asked to voluntarily self-certify as “Disabled” or “Not Disabled”. It is therefore important note that his indicator does not accurately measure whether an employee meets the definition of “disability” under the Equality Act 2010.

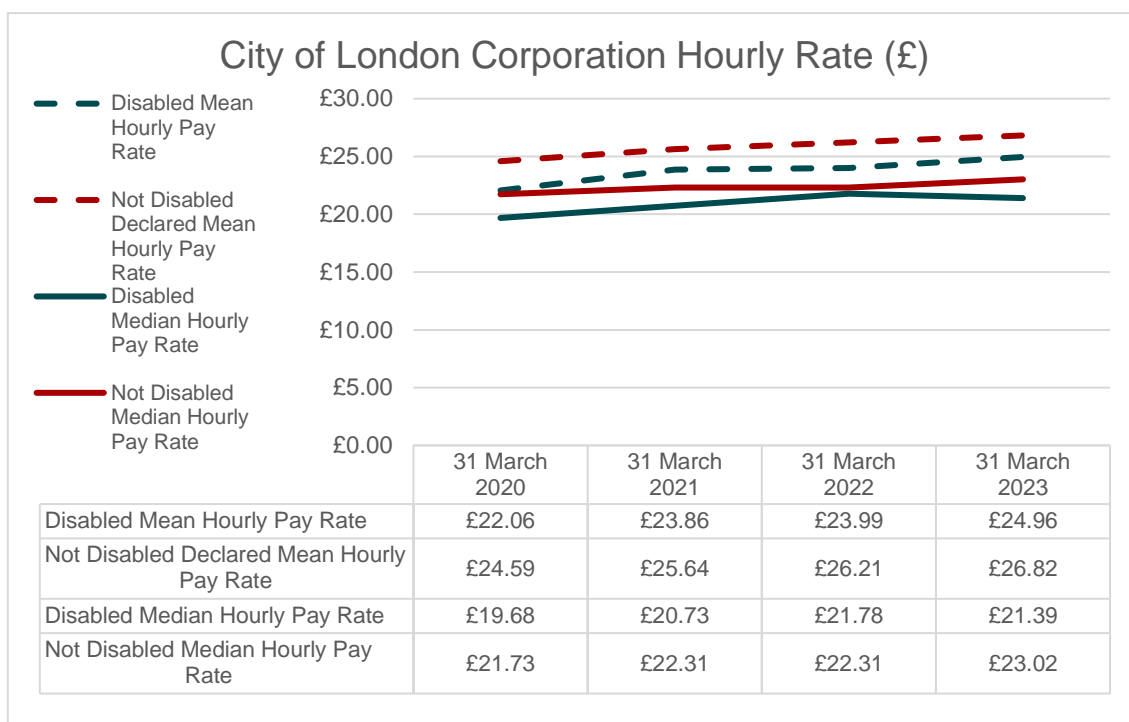
For the snapshot date of 31 March 2023, the non-disclosure rate for disability data for all City Corporation employees is 25.2%.⁷ The below analysis must therefore be considered in the context of a confirmed self-certification either as disabled or not for a quarter of employees, and the significant degree of difference an increased disclosure rate could make.

Hourly Rate

The City of London Corporation’s hourly rate Disability Pay Gap at the snapshot date of 31 March 2023 is as follows:



⁷ This is an aggregate of employees providing data under the category “Declined to specify” and those who leave the field blank.



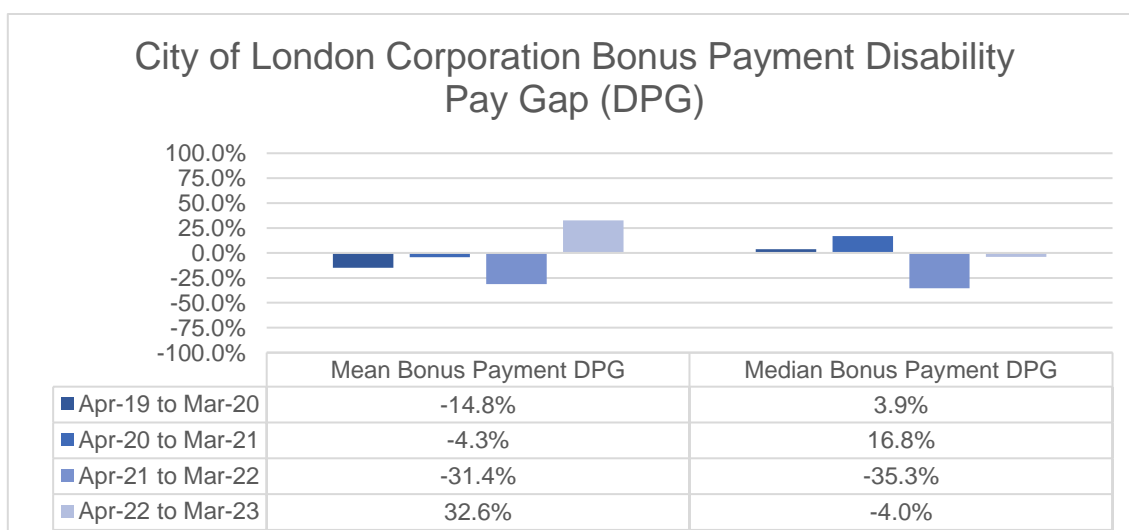
The DPG for mean hourly pay rates stood at 6.9% on 31 March 2023. This continues the downward trend of recent years, with the mean DPG narrowing by 3.4% since 2020.

The median hourly rate DPG stood at 7.1% on 31 March 2023. Whilst this is below the median hourly rate in 2020 (9.4%), the median EPG widened by 4.7% compared to 2022.

The data therefore indicates that employees who identify as disabled are on average paid less than employees who identify as not disabled on both metrics. This translates to £1.86 less an hour for the mean rate, and £1.63 less an hour for the median rate, as per the chart below.

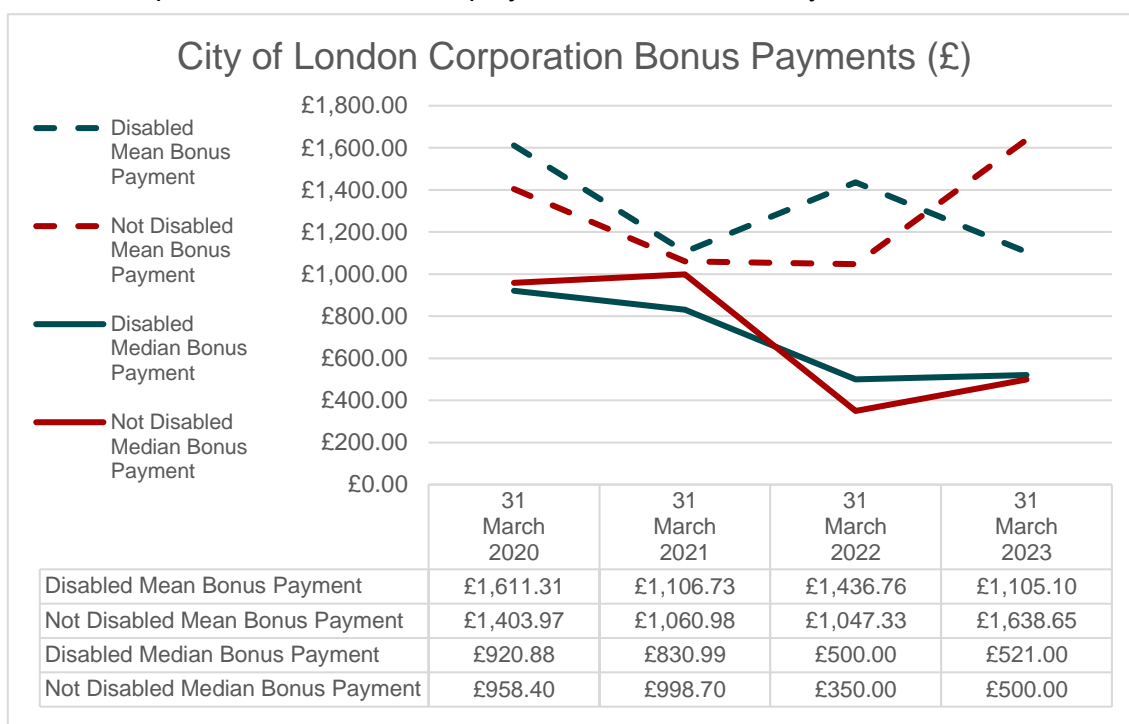
Bonus Payments

The City of London Corporation's bonus payment Disability Pay Gap for the twelve months from 1 April 2022 to 31 March 2023 is as follows:

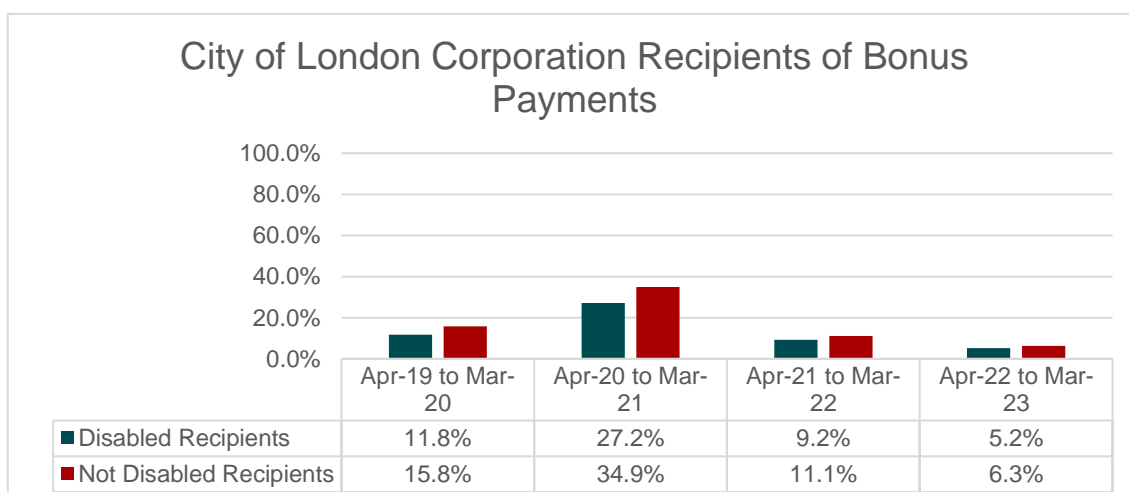


The mean bonus payment DPG has largely trended from being in favour of those identifying as disabled to those who do not, with a movement of 47.4% since April 2019 to March 2020, to the figure of 32.6%. This equates to £533.55 more for employees who do not identify as disabled. The mean bonus payment for those identifying as disabled has also fallen in real terms over those four years by £506.21, whereas the equivalent for those who do not identify as disabled rose by £234.68.

The median bonus DPG sits at 4.0% in favour of those who do not identify as disabled, compared to 3.9% in favour of employees who do not identify as disabled four years prior. However, this gap is roughly equivalent to where it was for April 2019 to March 2020 in cash terms (£37.52). Bonus payment fell in real terms by £399.88 for employees who identify as disabled, compared to £458.40 for employees who do not identify as disabled.

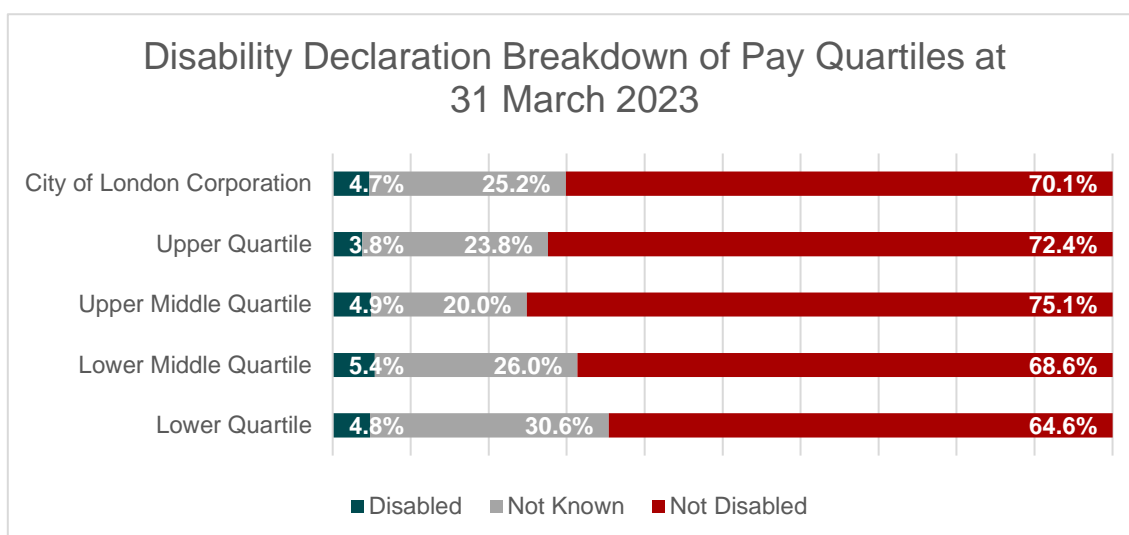


As has been outlined above, large fluctuations in the bonus payment DPG can largely be attributed to the changing proportion of overall employees in receipt of bonus payments. Whilst overall rate of receipt has declined, 6.3% of employees who do not identify as disabled received a bonus, compared to 5.2% of employees who identify as disabled.

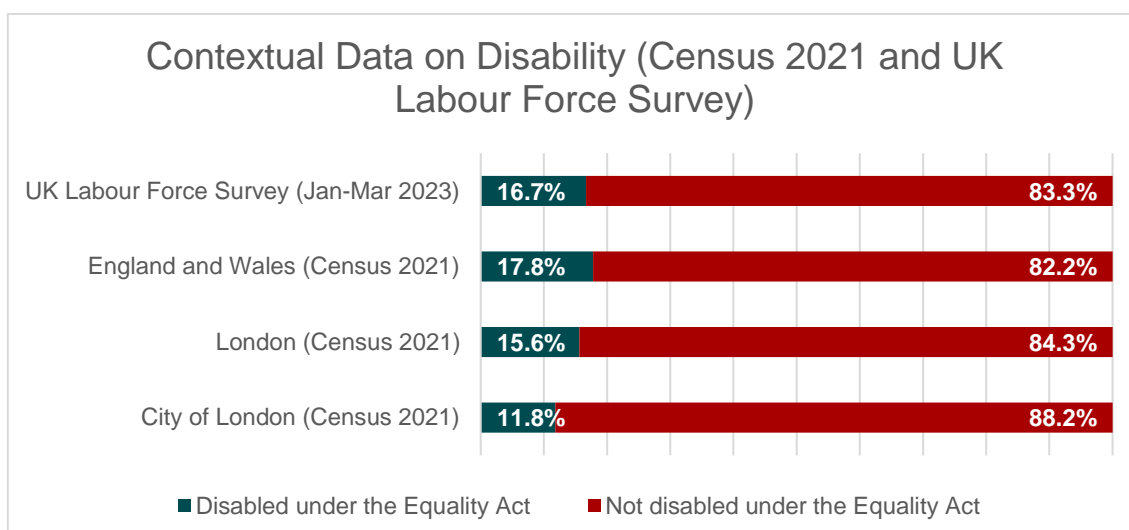


Pay Quartiles

The distribution of employees by whether they self-certify as disabled or not by pay quartiles in the City of London Corporation is presented in the below chart (snapshot date 31 March 2023) and table (full breakdown from 2020 to 2023). Alongside this is a table showing the proportion of individuals Disabled/Not Disabled under the Equality Act according to the 2021 Census. Whilst this is not an exact comparator, it does provide some context for the non-disclosure rate amongst City Corporation employees:



| Snapshot Date | Lower | | | Lower Middle | | | Upper Middle | | | Upper | | |
|---------------|----------|--------------|-------|--------------|--------------|-------|--------------|--------------|-------|----------|--------------|-------|
| | Disabled | Not Disabled | N/K | Disabled | Not Disabled | N/K | Disabled | Not Disabled | N/K | Disabled | Not Disabled | N/K |
| 31 March 2020 | 4.0% | 68.6% | 27.4% | 4.0% | 75.7% | 20.3% | 3.5% | 78.5% | 18.0% | 2.0% | 73.4% | 24.6% |
| 31 March 2021 | 3.8% | 66.9% | 29.3% | 4.6% | 73.8% | 21.6% | 3.9% | 77.6% | 18.5% | 2.1% | 74.8% | 23.1% |
| 31 March 2022 | 5.2% | 73.5% | 21.3% | 4.5% | 72.0% | 23.5% | 3.9% | 75.3% | 20.8% | 2.8% | 71.8% | 25.4% |
| 31 March 2023 | 4.8% | 64.4% | 30.8% | 5.4% | 68.6% | 26.0% | 4.9% | 75.1% | 20.0% | 3.8% | 72.4% | 23.8% |



The proportion of employees self-certifying as disabled is fairly similar across pay quartiles, ranging from 3.8% in the Upper Quartile, to 5.4% in the Lower Middle Quartile. The proportion of employees self-certifying as disabled increased across all quartiles between the snapshot dates of 31 March 2020 and 31 March 2023. The largest increase was seen in the Upper Quartile, rising from 2.0% to 3.8%.

However, any analysis of disability across the pay quartiles is hampered by the high non-disclosure rate. Levels of non-disclosure exceed 20.0% across all quartiles, reaching 30.8% for the Lower Quartile.

Whilst this has a significant impact on the accuracy of any conclusions from quartile analysis and the wider DPG, we can make some inferences based on contextual data about the wider UK population. This data suggests that disability is being under-disclosed by employees of the City Corporation, as the UK Labour Force Survey puts the proportion of employees with a disability in the UK workforce at 16.7% for the equivalent period to the snapshot date. Similar percentages appear when examining the wider population of London, and England and Wales, as appearing in the 2021 Census.

Conclusion and Next Steps

Overall, the pay gap figures reported remain broadly consistent with those from previous years, with some positive shifts compared to March 2022. These shifts seem to be indicative of a longer-term positive trend in all pay gap figures. 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.

The high levels of non-disclosure observed highlights the need to continue to improve our data, especially the levels of disclosure on protected characteristics across employees and casuals. This will enable stronger analysis and greater insight. 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 planned for Q1- Q2 2024/25. Ahead of this, significant work has been carried out to ensure that our EDI questionnaires and Equal Opportunities forms are in line with best practice and reflective of our workforce and the communities we serve.

The City of London 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.

As part of our future pay gap reporting we will carry out further analysis on the reasons for disparity to support our EDI commitments, 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, to ensure that we have equal pay for work of equal value, which provides protection against claims of equal pay. 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, are actively monitored and moderated.
- Ensuring our work and engagement practices do not preclude or discourage capable individuals from applying to, be appointed, and progressing within the organisation (e.g. recruitment activities; where we advertise; the benefits we offer; our support for flexible working).

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| | |
|-----------------------------------------------------------------------------------------------------------|--------------------------------------------|
| Committee(s): Corporate Services Committee | Dated: 3 rd July 2024 |
| Subject: Health & Safety Update | Public |
| Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly? | 1,2,3,4,5,8,9,10,11,12 |
| 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: Greg Moore, Interim Deputy Town Clerk | For Information |
| Report author: Oliver Sanandres, Director of Health & Safety and Head of Profession (Interim) | |

Summary

The purpose of this report is to provide the Corporate Services Committee with a health and safety update for May and June. We have progressed completion with the recommendations in the Quadriga audit to 50% from 48%, up two percent since the last update in May. We remain broadly on track with the safety improvement work plan; however, we are two months behind schedule in deploying Safe365 assessments and have had to delay until July. The digitisation work is making good progress with our refreshed incident reporting system moving into beta testing phase in July. Health & Safety Governance training was delivered to members. The report also contains an update on the workplace violence initiatives run to date, as a request from the May committee meeting.

Recommendation(s)

This paper is for information only.

Main Report

Background

1. The Health & Safety forward work plan for 2024 is now fully in motion, this will drive larger, core pieces of work that will refresh our Safety Management Framework and will close off the remainder of the findings from the external audit. Attached at **Appendix 1** is an updated tracker of the workstreams.
2. As a result of this workplan, closure of the recommendations from the Quadriga report, (the Health & Safety review initiated by the Town Clerk) have progressed to 50% of actions complete, an increase of two percent from the update in May. 13 actions are now complete, and 11 actions remain in flight. All the recommendations are now in progress. The Barbican and the Central Criminal Court are making progress against the Quadriga findings in respect of ensuring adequate competent cover. Barbican have appointed a Chartered Safety Professional into a new Head of Health & Safety role and The Central Criminal Court are at the interviewing stages.

Current position

Strategic Workplan Progress

3. We remain broadly on track with the strategic work plan. The main delay has been with the procurement of the Safe365 assurance tool. We are now two months behind with this

programme. Timelines have been adjusted and are now working to deploy the 44 assessments through July and August. The Executive Leadership Board will be trained on the new software at their session in June. This will include a review of the mechanisms in place organisationally to develop Director safety knowledge. A workshop will also be held with this Committee in September to prepare it for receipt of the Safe365 data enabling committee to interpret the results which are planned to be brought before Committee at the September meeting.

4. Officers continue to scope the Health & Safety training programme and have met with accredited IIRSM (International Institute of Risk and Safety Management / IOSH (Institute of Occupational Safety & Health) training providers to create the content. Financial resource has now been secured for these programmes.
5. The first health & safety for governors training, aimed at Members, was delivered on the 17th May, seven members attended. The session sought to educate and update Members on discharging their governance responsibilities under health and safety legislation. This was achieved through a series of discussions, examples, and insights into the impacts of governing safety. The session was delivered by internal and external experts who provided relevant examples of what good practice looks like.
6. The session was engaging, despite of the two and a half hours duration and received 100% post session evaluation and feedback. All respondents felt that the objectives of the session had been met, that the presenters were knowledgeable and able to answer all their questions and that they would recommend this offering to their colleagues and peers. Comments made in support of the session included “this is a must watch for all Members”; a suggestion was made to run this session prior to a committee meeting to capture Members and increase attendance. In future, it is our intent to align this as an induction item for all newly elected Members, as part of the broader Member Development and Induction Programme.
7. The Safety team has also set its first training session aimed at ‘accountable’ leaders. Typically, Directors and members of the Executive Leadership Board. It will form part of the Senior Leadership competence development programme; the first topic is on fire and will be delivered in September.
8. As previously reported our accident data is currently unreliable. To help with this, work continues to refresh the incident reporting and investigation module. This improvement will allow us to better assure and capture more accurate data and generate better insights. The system will be also able to track actions until completion and escalate non-completed actions to leaders, a system limitation of our current system.

Work related violence

9. Following on discussion at the May Committee an update was requested on our initiatives addressing violence in the workforce. Our continuous efforts are aimed at ensuring a safe and supportive environment for all employees. Below are the key developments and plans:

New Conflict Management Training

10. Training has been commissioned and piloted. We have recently partnered with a specialised conflict management training company to support our front-facing employees. This initiative aims to equip them with essential skills to manage and de-escalate conflicts effectively. Training sessions have already begun and cover various scenarios that employees may encounter in their role. four classes have been held with a total 48 staff trained. A further ten classes are planned to run from July 1st planned as part of the

development programmes we have in place for natural environment. Feedback from our people has been positive.

11. Upcoming further Initiatives we have planned include a specific pilot programme to support teams in the Natural Environment, this planned to start Q3 2024. This is a comprehensive pilot program. Key components of this programme include:

- Managers Programme: Targeted training for managers to improve their ability to handle workplace conflicts and support their teams.
- Transaction Support from People and HR: Dedicated support from our People and HR teams to assist in managing employee relations.
- Mental Health Awareness Training: Programmes designed to increase awareness and understanding of mental health issues, aiming to foster a supportive work environment.
- Conflict Management Training: A significant portion of the programme will focus on conflict management, ensuring all employees are well-prepared to handle and resolve conflicts peacefully.

12. The Strategic Health & Safety Board will take violence as a topic for discussion at its next session in July. It will review the available data and decide on further workstreams as necessary. With the reintroduction of the Senior Leadership Forum in July 2024, there will also be an opportunity to re-emphasise to all senior leaders the expected leadership behaviours in managing this risk if part of their teams' risk profile and the part they play in setting a psychologically safe workplace in which to raise this and show trustworthy leadership in acting promptly. We believe these initiatives will play a crucial role in creating a safer and more harmonious workplace.

Live Issues

13. To aid Committee in tracking progress of key safety risk management programmes across the organisation, we will include key ones in these reports.

Power Substation risk

14. As of 14th June, 95% of the property portfolio has been reviewed and 136 UKPN locations identified. Of these, 73 are known to be Internal (inside a property so potential high risk), eight external but within six metres of the property (so a moderate risk to the property should a fire occur) and two external and greater than six meters from the property (low risk). 53 have yet to be confirmed.

| Transformer present Occupying Department | Yes |
|-----------------------------------------------------|------------|
| Barbican Centre | 4 |
| City Bridge Foundation | 1 |
| City of London School | 1 |
| City Surveyor | 44 |
| Deputy Town Clerk | 4 |
| Environment | 12 |
| Police | 2 |
| DCCS | 62 |
| GSMD | 3 |
| CLSG | 2 |
| Freemen's School | 1 |

| | |
|--------------------|------------|
| Grand Total | 136 |
|--------------------|------------|

| Occupying Department | Internal | External <6m | External >6m | Not known |
|-----------------------------|-----------------|------------------------|------------------------|------------------|
| Barbican Centre | 2 | | | 2 |
| City Bridge Foundation | | | | 1 |
| City of London School | | | | 1 |
| City Surveyor | 18 | 1 | | 25 |
| Deputy Town Clerk | 2 | | | 2 |
| Environment | | | 1 | 11 |
| Police | | | | 2 |
| DCCS | 46 | 7 | | 9 |
| GSMD | 3 | | | |
| CLSG | 2 | | | |
| Freemen's School | | | 1 | |
| Grand Total | 73 | 8 | 2 | 53 |

15. Once the review is completed which is targeted for end of June, leases will be reviewed to identify responsibilities for maintenance and repairs, and UKPN contacted for relevant health and safety information, such as fire and asbestos risk assessments for areas they control.

Building Safety Case Progress

16. 35 HRBS identified. This includes newly added Mansion House which was only last week identified as in scope due to an error in measuring building height last year during the original review of the portfolio. Guildhall will have their safety case complete by end of June. CCC has yet to engage a provider. Advice has been given to proceed with an identified contractor.

17. Housing is our most complex area. The local team have created a template and are currently collecting data. **Appendix 2** contains an updated list of progress to date.

Corporate & Strategic Implications

Strategic implications – None at this stage

Financial implications – None at this stage

Resource implications – None at this stage.

Legal implications – None at this stage.

Risk implications – None at this stage.

Equalities implications – None at this stage.

Climate implications – None at this stage.

Security implications – None at this stage.

Conclusion

18. In conclusion, our health and safety initiatives continue to make progress, with the completion of the Quadriga audit recommendations increasing to 50% complete. Two significant recruitment exercises demonstrate clear action in addressing some of the competence gaps identified from the external audit. Despite a two-month delay in deploying the Safe365 assessments we remain on track to complete these by August. The digitisation of our incident reporting system is on track, and beta testing will commence July. The successful delivery of health and safety governance training to members, alongside workplace violence initiatives and the planned training for our senior leaders highlights our ongoing commitment to creating a safer work environment.

Recommendation: Members are asked to note the report for information.

Oli Sanandres

Director of Health & Safety (Interim)

E: oliver.sanandres@cityoflondon.gov.uk

Appendices

Appendix 1 – Quadriga Action tracker and Roadmap

Appendix 2 – RAG rated Building Safety Case Tracker

R= Complex
A= Medium
G = Simple

MAJOR - Out of Scope of Corp H&S Team or >£500,000
MEDIUM - Not sufficient budget but <£250,000K
MINOR - Accommodated under current Budget Plan
NONE - No spend required, Officer time

R= Not started /
Progress delayed
A= In flight
G = Delivered

| Recommendation Number | Recommendation | WorkPlan Reference | Legal Requirements | Time Frame & Complexity | Financial Impact | Departments Involved | Remarks | Tracker |
|-----------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------|------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------|
| 1 | It is recommended that for the higher risk areas of the Corporation, as identified in the above structure diagram and including the Barbican and Markets, a minimum number in terms of numbers and qualifications of health and safety advisers should be established, with a view to any safety adviser who is either the sole practitioner or a head of a small function, should be developed to Chartered status of the Institution of Occupational Safety and Health. | #1 | The Management of Health and Safety at Work Regulations 1999 | 3-6 Months | MAJOR | Expected numbers of competent people based on Risk Profile and like for like benchmarking and Col App: M&TS x 3 (-2) BAR x 3 (-1) ERV x 2 (-1) ColP x 3 (-2) CCC x 1 (-1) DCCS 2 (-0) (contractors) CS x 2 (1.5) REM x 1 (1.5) | H&S talent at Chartered level. 5 yrs relevant experience (between £50k-70k) appx £480,000 in salaries across four departments. Salary taken at mid point BAR recruited to new role - Head of Health & Safety | |
| 2 | A programme of regular training and updating of part time staff in the health and safety professional network should be introduced and delivered by the corporate team to ensure such staff are kept up to date and are aware of legislative changes, new policies and key issues. | #1 | The Management of Health and Safety at Work Regulations 1999 | 1-3 Months | MINOR | L&D Corp H&S | Corporate Membership of the London Health & Safety Study Group secured. Legal update session delivered to the Health & Safety Professionals Network on the 29th February as our first Kick Off. Second meeting of H&SPN held 30 Jun 24. Corporate Membership of the London Health & Safety Study Group secured. Legal update session to be delivered to the Health & Safety Professionals Network on the 29th February as our first kick off | |
| 3 | For those in full time Health and Safety Professional roles, a regular programme of updates and continuing professional development should be provided in a regular corporate update programme between two and four times per year. For those in full time roles, who are not currently Chartered Members of the Institution of Occupational Health, the training and CPD programme for those individuals should be aimed at achieving this status. | #1 | The Management of Health and Safety at Work Regulations 1999 | 1-3 Months | MINOR | Corp H&S | Legal update session to be delivered to the Health & Safety Professionals Network on the 29th February as our first kick off | |
| 4 | All professional safety practitioners within the corporate team (other than the Fire Safety Adviser) should have a programme of training and development to achieve Chartered status of the Institution of Occupational Health and Safety. It is also recommended that when recruiting to the team there should be an expectation of either recruiting those of Chartered Status or if, this is not possible, those who are near being able to achieve it with an appropriate training and development programme put in place to achieve this status. | #1 | The Management of Health and Safety at Work Regulations 1999 | 1-3 Months | MINOR | Corp H&S | Central team are all working towards Chartered OR qualifications. This has now been set as an objective in appraisals | |
| 5 | It is recommended that the Health and Safety Director becomes a member of the Executive Leadership Board, or if this is not possible provides a regular input to each meeting. As a significant proportion of the major risks to the organisation are health and safety risks it would be appropriate for the Health and Safety Director to have an involvement in this meeting. | #4 | The Management of Health and Safety at Work Regulations 1999 | 1-3 Months | NONE | SLT decision | SLT to be updated Monthly. Template and format being agreed. First update to happen in March. This will be strengthened by the new SSB group being recognised by ELB as a sub group. This aligns SSB as a strategic consideration of the organisation. Strategic Safety Board has been progressed. This will become live once our Policy is approved. This will be completed 22nd July. | |
| 6 | It is recommended that consideration is given to forming a Health and Safety Board with the broad terms of reference and membership of the existing Health and Safety Committee (other than employee consultation and Trade Union Members) and a separate Committee is established for the sole purpose of consultation with employee representatives under the above Regulations. This would give more effective consultation with the Trade Unions (who have expressed a number of serious concerns on health and safety). Given the fact that all other Committees in the organisation have Member representation it may be necessary to rename the consultative Committee with a different name to make it clear this is not a member led Committee. There is no legal requirement under the Safety Representatives and Safety Committees Regulations 1977 for a consultative committee formed to fulfil the requirements of the Regulations to be actually called a committee in the title. | #4 | The Safety Representatives and Safety Committees Regulations 1977 | 3-6 Months | NONE | Corp H&S | | |
| 7 | It is recommended that job descriptions for managers include specific responsibilities for health and safety relevant to their role. | People Strategy | The Management of Health and Safety at Work Regulations 1999. | 3-6 Months | NONE | HR | Information from Health & Safety fed into the Korn Ferry Review as part of Ambition 25 | |
| 8 | The IOSH approved Managing Safety training introduced for managers needs to also relate to the Corporation's policies and procedures. It is recommended that the current programme is extended by at least half a day to provide a session on these aspects. This training could be provided by relevant members of the Corporate health and safety team. This will enable managers to relate the principles discussed in the training to the actual practical procedures of the corporation. | #3 | The Management of Health and Safety at Work Regulations 1999. | 6 Months + | MEDIUM | Corp H&S L&D | Started. Exploratory conversations with IOSH/IRSM providers have started. | |
| 9 | A programme of relevant health and safety training both for Members and Senior Management and Directors should be introduced. For Senior Management and Directors, the one day IOSH approved safety for Executives and Directors would be appropriate. For Members, either this course or a bespoke two to three hour programme would be appropriate. For Members it may be possible and appropriate for the Director of Health and Safety to deliver this training. | #3 | Section 2 (2)(c) Health and Safety at Work etc. Act 1974 | 3-6 Months | MEDIUM | Corp H&S L&D CBMS | Conversion has commenced with June Haynes. Permission sought and given from the Chief for Members sessions to commence in May. | |
| 10 | The Health, Safety and Wellbeing Policy is well written and should be finalised and adopted taking account of the changes needed following the removal of the Chief Operating Officer. References to the relevant legal requirements that the Policy is intended to fulfil should be included, specifically Section 2(3) of the Health and Safety at Work etc. Act 1974, Regulation 7 of the Management of Health and Safety at Work Regulations 1999 and Regulation 4 of the Construction (Design and Management) Regulations 2015. | #1 | Section 2 (3) Health and Safety at Work etc. Act 1974 | 1-3 Months | NONE | Corp H&S | Approved April 10th | |
| 11 | It should be ensured that in providing services to the Lord Mayor's Show Limited that a detailed health and safety policy for the organisation is produced and this includes clarity of the provision of competent health and safety advice to the organisation. | #4 | Section 2 (3) Health and Safety at Work etc. Act 1974 | 3-6 Months | NONE | Corp H&S | Confirmed advice is in place. | |
| 12 | The Fire Safety Policy should be revised to remove references to Chief Officers either being or appointing "Responsible Persons" under the provisions of the Regulatory Reform (Fire Safety) Order 2005 and should correctly identify the corporate employee (normally the Corporation) as the Responsible Person. In addition, the Accountable Person and Principal Accountable Person should be properly defined as corporate entity. Reference to the Fire Safety (England) Regulations should be included in the Policy as should be the responsibilities of the Corporate Health and Safety Committee. | #1 | The Regulatory Reform (Fire Safety) Order 2005 | 1-3 Months | NONE | Corp H&S | Review is underway. | |
| 13 | The Fire Safety Policy should be amended to define what is meant by a low risk premises where an employee of the City of London Corporation would carry out the fire risk assessments and the training and experience of those undertaking such fire risk assessments. | #1 | The Building Safety Act 2022 The Regulatory Reform (Fire Safety) Order 2005 | 1-3 Months | NONE | Corp H&S | Review complete. | |
| 14 | It is recommended that the funding of the Occupational Health Department is reviewed so that relevant contributions are placed on the City of London Police when more work such as extensive recruitment is undertaken. | #1 | No specific legal requirement | 6 Months + | MAJOR | HR CoLP | HR have started a review on use. New Data has supported these conversations which will continue to be developed and explored. Timeline extended to 12 months after the initial safety management framework is in place. | |
| 15 | The overall arrangements for managing contractors, not under the control of City Surveyors, should be reviewed and a clear policy put in place under the Construction (Design and Management) Regulations 2015 including requirements for the appointment of Principal Contractors and Principal Designers and checking construction phase plans are in place. Training and authorisation should also be provided for those appointing contractors that are not under the control of City Surveyors and approved contractors list should be established as a mandatory requirement for engaging contractors within the Corporation. | #1 | The Construction (Design and Management) Regulations 2015 | 12 months | MEDIUM | Corp H&S CS PROC | Complexity has increased. Timeline extended to 12 months after the initial safety management framework is in place. | |
| 16 | It is recommended that the overall arrangement for monitoring property and plant health and safety issues in areas not controlled by City Surveyors is reviewed with a view to it coming under more central control and management. It is understood that this recommendation has already been made in a Property Health and Safety Report to the June 2023 Executive Leadership Board. | #1 | The Electricity at Work Regulations 1989 The Lifting Equipment and Lifting Operations Regulations 1998 The Pressure Systems Regulations 2000 The Control of Asbestos Regulations 2012 | 12 months | MEDIUM | Corp H&S | Two systems currently being explored: SharePoint to drive safety processes & Safe365 to provide our assurance capability. Currently in Business Requirement Document preparation stage. | |
| 17 | A centrally based software system which is capable of allowing the recording and monitoring for risk assessments, the monitoring of close out of actions on risk assessments, employee health and safety training records so that outstanding training can be identified, and accident reporting should be introduced. There are various standard systems on the market that will enable this action and in the case of training and accident records this will obviously need to interface with existing HR systems. | #2 | The Management of Health and Safety at Work Regulations 1999 | 6 Months + | MAJOR | Corp H&S DITS HR | | |
| 18 | A thorough review should be undertaken of all areas where corporate health and safety policies and procedures should be introduced to cover all relevant areas of the Corporation and existing policies should be reviewed for accuracy and current legal requirements. | #1 | The Management of Health and Safety at Work Regulations 1999 | 3-6 Months | MINOR | Corp H&S | Will be an output of the Safety Mgt Framework review. | |
| 19 | It is recommended that action is taken to address the issues raised in Section 16 of this report identified during the site visits. | #1 | The Confined Spaces Regulations 1997 Section 2 (2) Health and Safety at Work etc Act 1974 The Provision and Use of Work Equipment Regulations 1998 The Electricity at Work Regulations 1989 | In flight (see below) | MEDIUM | TB Port Health Smithfield | In flight with Departments, see below. | |

a. Tower Bridge

The counterweights, when moving downwards, then cross a low level walkway and doorway inside the bridge structure. Whilst the staff were very aware of the risk of crushing anyone that had entered this area and there were procedures in place to prevent this, there was no physical interlocking arrangement.

In addition, the publicly accessible machine room had an exhibit of the original machinery of the bridge which was powered by electric motors. The public were prevented from accessing this by a guardrail and fence but there was no physical interlocking to prevent cleaners being killed by the machinery if it started when they were cleaning it inside the enclosure. Again, a physical interlocking system should be introduced to ensure that the

b. London Gateway and Tilbury Ports

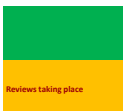
Environmental Health Staff, as part of their role, would enter engine rooms on ships some of which may be regarded as confined spaces. However, unlike some other authorities, they were not provided with gas monitors or training in their use to detect if the atmosphere in such spaces was dangerous. On some occasions a whole consignment of food had to be unpacked in an enclosed freezer room (-18C) without windows but it was not known if emergency lighting was present in the room or was tested. It is recommended that this is established from those in control of the premises at the River Control Point

c. Smithfield Market

It was noted that the market appeared to have cast iron columns supporting the roof which were particularly vulnerable to forklift truck impact. This did not appear to have been considered and should be reviewed as if these areas cast iron, then they should be protected from forklift truck impact. A more detailed review should also be undertaken on the use of mains voltage high pressure water jetting equipment due to the electric shock risk to establish if this can be switched to 110 volt centre tapped earth supply and equipment.

Evidence

Physical interlocking would not be reasonably practicable. The process is very slow moving and the checks, while administrative are sufficient to ensure the lift does not start until the check procedures are complete. There is also a refuge should anyone ever be trapped in the bascule chamber.



Reviews taking place



Confined space activity ceased. No ongoing work permitted. Uncontrolled - communicated to Dept for investigation. Pillars confirmed as steel. Protected by isolation as a non live item. Safe by straps confirmed by electricians.

E-mail trail and evidence seen

E-mail trail and evidence seen

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Appendix 2 - RAG Rated Building Safety Case Tracker

| Property Name | Department | Building in scope | Registered with BSR | Key building information submission | BSR Tranche | Safety case data review | Safety case report written | Safety case report requested by BSR | Building safety certificate |
|------------------------|---------------|-------------------|---------------------|-------------------------------------|-------------|-------------------------|----------------------------|-------------------------------------|-----------------------------|
| Cromwell Tower | DCCS | Yes | Yes | Completed | 1 | Started | Started | Not started | Not started |
| Lauderdale Tower | DCCS | Yes | Yes | Completed | 1 | Started | Started | Not started | Not started |
| Petticoat Tower | DCCS | Yes | Yes | Completed | 1 | Not started | Started | Not started | Not started |
| Shakespeare Tower | DCCS | Yes | Yes | Completed | 1 | Started | Started | Not started | Not started |
| Andrewes House | DCCS | Yes | Yes | Completed | 2-TBC | Not started | Not started | Not started | Not started |
| Ben Jonson House | DCCS | Yes | Yes | Completed | 2-TBC | Not started | Not started | Not started | Not started |
| Centre Point | DCCS | Yes | Yes | Completed | 2-TBC | Not started | Started | Not started | Not started |
| Defoe House | DCCS | Yes | Yes | Completed | 2-TBC | Not started | Not started | Not started | Not started |
| East Point | DCCS | Yes | Yes | Completed | 2-TBC | Not started | Started | Not started | Not started |
| Great Arthur House | DCCS | Yes | Yes | Completed | 2-TBC | Not started | Started | Not started | Not started |
| Thomas More House | DCCS | Yes | Yes | Completed | 2-TBC | Not started | Not started | Not started | Not started |
| West Point | DCCS | Yes | Yes | Completed | 2-TBC | Not started | Started | Not started | Not started |
| Breton House | DCCS | Yes | Yes | Completed | 3-TBC | Not started | Not started | Not started | Not started |
| Bryer Court | DCCS | Yes | Yes | Completed | 3-TBC | Not started | Not started | Not started | Not started |
| Bunyan Court | DCCS | Yes | Yes | Completed | 3-TBC | Not started | Not started | Not started | Not started |
| Frober Crescent | DCCS | Yes | Yes | Completed | 3-TBC | Not started | Not started | Not started | Not started |
| Gilbert House | DCCS | Yes | Yes | Completed | 3-TBC | Not started | Not started | Not started | Not started |
| John Fundle Court | DCCS | Yes | Yes | Completed | 3-TBC | Not started | Not started | Not started | Not started |
| Mountjoy House | DCCS | Yes | Yes | Completed | 3-TBC | Not started | Not started | Not started | Not started |
| Petticoat Square | DCCS | Yes | Yes | Completed | 3-TBC | Not started | Not started | Not started | Not started |
| Seddon House | DCCS | Yes | Yes | Completed | 3-TBC | Not started | Not started | Not started | Not started |
| Speed House | DCCS | Yes | Yes | Completed | 3-TBC | Not started | Not started | Not started | Not started |
| Willoughby House | DCCS | Yes | Yes | Completed | 3-TBC | Not started | Not started | Not started | Not started |
| Colechurch House | DCCS | Yes | Yes | Completed | 4-TBC | Not started | Not started | Not started | Not started |
| Collinson Court | DCCS | Yes | Yes | Completed | 4-TBC | Not started | Not started | Not started | Not started |
| Horace Jones House | DCCS | Yes | Yes | Completed | 4-TBC | Not started | Not started | Not started | Not started |
| Kinefold House | DCCS | Yes | Yes | Completed | 4-TBC | Not started | Not started | Not started | Not started |
| Lambfold House | DCCS | Yes | Yes | Completed | 4-TBC | Not started | Not started | Not started | Not started |
| Penfields House | DCCS | Yes | Yes | Completed | 4-TBC | Not started | Not started | Not started | Not started |
| Proctor House | DCCS | Yes | Yes | Completed | 4-TBC | Not started | Not started | Not started | Not started |
| Tovy House | DCCS | Yes | Yes | Completed | 4-TBC | Not started | Not started | Not started | Not started |
| Central Criminal Court | CSD-CCC | Yes | Yes | Completed | 5-TBC | Not started | Not started | Not started | Not started |
| Guildhall West Wing | CSD-Guildhall | Yes | Yes | Completed | 5-TBC | Completed | Started | Not started | Not started |
| Mansion House | Town Clerks | Yes | Unconfirmed | Not started | 5-TBC | Not started | Not started | Not started | Not started |

| | | | | | | | | | |
|--------------------|------|-----|-----|-----------|-------|-------------|-------------|-------------|-------------|
| Twelve Acres House | DCCS | Yes | Yes | Completed | 5-TBC | Not started | Not started | Not started | Not started |
|--------------------|------|-----|-----|-----------|-------|-------------|-------------|-------------|-------------|

CORPORATE SERVICES COMMITTEE FORWARD PLAN

| | 3 July-24 | 11 September-24 | 23 October-24 | 27 November-24 |
|-------------------------------------------------------------|-------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------|
| Standing Annual Items | CSC Forward Agenda Health & Safety Pay Gap Report Annual Workforce Report | CSC Forward Agenda Health & Safety | CSC Forward Agenda Health & Safety | CSC Forward Agenda Health & Safety |
| HR Department Reports | Ambition 25 Staff Survey Results Recruitment - Commissioner of City of London Police | Ambition 25 Policy Review Framework Wellbeing Review Mandatory Training Workforce Planning People & HR Transformation Plan Update Workplace Attendance - Analysis | Ambition 25 Volunteering – Fund of Post ET Cases and Settlement Agreements Whistleblowing policy | Ambition 25 Member Involved Recruitment People Strategy –Bi-annual Update |
| Other Department Reports e.g. MFS, Restructures etc. | CCC Cleaning Team Report – City Surveyors City of London Children’s Centre Services – Review | | | |

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