



Equality, Diversity & Inclusion Sub-Committee

Date: WEDNESDAY, 5 FEBRUARY 2025
Time: 1.45 pm
Venue: COMMITTEE ROOMS, WEST WING, GUILDHALL

Members: Deputy Andrien Meyers (Chair) Caroline Haines (Ex-Officio Member)
Joanna Tufuo Abeyie (Deputy Florence Keelson-Anfu
Chairman) Gregory Lawrence
Deputy Randall Anderson Charles Edward Lord, OBE JP
Alderman Sir Charles Bowman Judith Pleasance
Deputy Peter Dunphy Deputy Henry Pollard
Mary Durcan

Enquiries: **Kate Doidge**
Kate.Doidge@cityoflondon.gov.uk

Accessing the virtual public meeting

Members of the public can observe all virtual public meetings of the City of London Corporation by following the below link:

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

A recording of the public meeting will be available via the above link following the end of the public meeting for up to one civic year. Please note: Online meeting recordings do not constitute the formal minutes of the meeting; minutes are written and are available on the City of London Corporation's website. Recordings may be edited, at the discretion of the proper officer, to remove any inappropriate material.

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

Ian Thomas CBE
Town Clerk and Chief Executive

AGENDA

Part 1 - Public Agenda

1. **APOLOGIES**

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

3. **MINUTES**

To approve the public minutes and non-public summary of the meeting held on 22nd November 2024.

For Decision
(Pages 5 - 10)

4. **EQUALITY INFORMATION REPORT 2024**

Report of the Chief Strategy Officer.

For Decision
(Pages 11 - 80)

5. **EQUITY, EQUALITY, DIVERSITY AND INCLUSION REVIEW UPDATE**

Report of the Chief Strategy Officer.

For Information
(Pages 81 - 92)

6. **EMPLOYMENT RIGHTS BILL UPDATE AND HR POLICY FRAMEWORK**

Report of the Executive Director of HR and Chief People Officer.

For Information
(Pages 93 - 110)

7. **PEOPLE STRATEGY BI-ANNUAL PROGRESS REPORT 1: APRIL 2024 TO SEPTEMBER 2024**

Report of the Executive Director of HR and Chief People Officer.

For Information
(Pages 111 - 162)

8. **BECKFORD AND CASS STATUE PROJECT WEBPAGES**

Report of the Head of Profession (Culture).

(Note: Appendices 1 – 4 are Non-Public and can be found at Agenda Item 13).

For Discussion
(Pages 163 - 172)

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

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

11. **EXCLUSION OF THE PUBLIC**

MOTION: That under Section 100(A) of the Local Government Act 1972, the public be excluded from the meeting for the following item(s) 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 Items

12. **NON-PUBLIC MINUTES**

To approve the non-public minutes of the meeting held on 22nd November 2024.

For Decision
(Pages 173 - 174)

13. **BECKFORD AND CASS STATUE PROJECT WEBPAGES**

Non-Public Appendices 1 – 4 of Agenda Item 8.

For Discussion
(Pages 175 - 230)

14. **EVENTS AND VENUE ACCESSIBILITY**

Report of the City Remembrancer.

For Information
(Pages 231 - 240)

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

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

EQUALITY, DIVERSITY & INCLUSION SUB-COMMITTEE

Friday, 22 November 2024

Minutes of the meeting of the Equality, Diversity & Inclusion Sub-Committee held at Committee Rooms, West Wing, Guildhall on Friday, 22 November 2024 at 10.00 am

Present

Members:

Deputy Andrien Meyers (Chair)
Deputy Randall Anderson
Caroline Haines (Ex-Officio Member)

Officers:

Sarah Guerra	- Equalities Director
Alice Reeves	- Corporate Strategy & Performance
Sacha Than	- Corporate Strategy & Performance
Cindy Vallance	- People and Human Resources
Holly Booth	- Remembrancer's Department
Matthew Cooper	- Town Clerk's Department
Mark Gettleson	- Town Clerk's Department
Gregory Moore	- Deputy Town Clerk
Kate Doidge	- Town Clerk's Department

1. APOLOGIES

Apologies were received from Joanna Abeyie (Deputy Chair), Alderman Sir Charles Bowman, Deputy Peter Dunphy, Florence Keelson-Anfu, Deputy Charles Lord, Judith Pleasance, and Deputy Henry Pollard.

Deputy Peter Dunphy, Florence Keelson-Anfu, Judith Pleasance, and Deputy Henry Pollard observed the meeting online.

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

There were no declarations.

3. MINUTES

RESOLVED – That the public minutes and non-public summary of the meeting held on 4th September 2024 be approved as an accurate record.

4. INTRODUCTION TO THE EQUALITIES DIRECTOR

The Sub-Committee welcomed Sarah Guerra, the new Equalities Director for the City of London Corporation.

5. EQUITY, EQUALITY, DIVERSITY & INCLUSION (EEDI) REVIEW UPDATE

The Sub-Committee received a report of the Chief Strategy Officer, concerning the activities since the last meeting of the Sub-Committee in relation to the Equity, Equality, Diversity and Inclusion (EEDI) Review. It was noted by the

Sub-Committee that the consultants were now able to survey 4,000 respondents, an increase from the original 200. This meant that the survey would be sent to all staff and all Members of the Court of Common Council.

Following a query, the Sub-Committee heard that there had been a total of 3 bids through the procurement process. Some consultants had been directly targeted via suggestions through the City Corporation's networks, whilst others had been targeted via the responsible procurement platform. There were 2 people from the successful consultancy leading the review, who would receive support from City Corporation officers.

It was intended for the consultants to present the baseline findings to the Sub-Committee at its meeting in February 2025. The recommendations following the completion of the review would then be received by the Sub-Committee for decision at its meeting in June 2025.

It was queried how it was determined what matters were in and out of scope for the review. The response was that those that were out of scope were part of pre-existing workstreams, such as the HR Policy Framework Review or pay, reward and TCs which was being looked at as part of the People Strategy. Other elements, such as Elections or Lord Mayor's Show would be difficult to incorporate due to the agreed timescales of the Review. Work had taken place to ensure the consultants were briefed appropriately across those areas and officers from across the Corporation would be providing the consultants with clear overviews to understand the out-of-scope workstreams. However, depending on the recommendations that the consultants proposed in April 2025, the focus could then be revisited as part of Phase 2.

RESOLVED – That the report be received, and its contents noted.

6. **SOCIAL MOBILITY EMPLOYER INDEX BENCHMARKING UPDATE**

The Sub-Committee received a report of the Chief Strategy Officer, concerning the City Corporation's result and ranking for the Social Mobility Employer Index for 2024.

A Member queried what could be done to push the initiatives in departments including Environment Department and Department of Community and Children's Services, noting that Environment Department had a wide range of employees. The Sub-Committee heard that the Equalities Director was in early conversations with the Executive Director of Environment, focusing on the diversity of the workforce and the challenges and barriers, to develop a plan together.

Members raised that the number of employers part of the Social Mobility Foundation had not expanded further. It was noted that it was a question of whether the City Corporation was utilising its convening power with sufficient impact. This topic would further be expanded upon in the next item.

It was questioned why the City Corporation's ranking in the Social Mobility Index had fluctuated throughout the years. The response was that the approach

to the Social Mobility Index had changed over time, including how the submission was structured which may have contributed to the fluctuation. In terms of aims for next year's submission, this depended on the City Corporation's capability to reach them.

RESOLVED – That the report be received, and its contents noted.

7. **PROGRESS TOGETHER UPDATE**

The Sub-Committee welcomed the CEO of Progress Together. The Sub-Committee were sighted on a presentation, which covered the purpose of Progress Together, the importance of promoting socio-economic diversity, the challenges of meeting this target. Following the presentation, the Sub-Committee asked questions and made comments, summarised below:

- Referencing discussion in an earlier item, it was queried what could be done to expand the numbers of organisations involved in social mobility and socio-economic diversity. The response was that it may be that organisations were currently doing very little with socio-economic diversity and mobility and thus did not communicate this publicly. However, there was also a lot of public anti-EDI rhetoric that meant that was organisations were not publicly communicating or sharing their work on EDI. Continued silence on this topic would mean that the targets of improving socio-economic diversity would not be met, and removing this stigma was one of the biggest challenges.
- It was raised that the work of Progress Together should not be viewed or operate in isolation, with the Member highlighting the Women Pivoting to Digital Taskforce. This Taskforce also aimed for cultural change, and the City Corporation had role in providing opportunity and visibility for both these matters.
- One of the aims of Progress Together was to facilitate a shift to skills-based organisations. However, it was noted that for global organisations, diversity was defined differently within different contexts – for instance, socio-economic diversity appeared to be a particular issue for the UK, which made it more difficult for global organisations to understand its importance. With 50% of Progress Together's organisations being international, and it was a question of facilitating difficult conversations and being aware of the language used when talking with global peers.
- It was noted that many investors were interested in socio-economic diversity, and a Member queried whether if there was progress with investing in venture capital, for instance. The response was that these were often the hardest markets to break into, and there was not much progress in venture capital. However, there was a real opportunity for local authority pension funds and investment, and the City Corporation had influence in pushing this matter.

RESOLVED – That the report be received, and its contents noted.

8. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE SUB COMMITTEE**

There were no questions.

9. **ANY OTHER BUSINESS THAT THE CHAIR CONSIDERS URGENT**
Referral regarding Member E-mail

The Sub-Committee noted that the Chairman of Policy & Resources, at the last meeting of the Court of Common Council, had indicated his intention to refer a matter concerning a particular email to the Sub-Committee. This was raised at the recent meeting of the Policy & Resources Committee, and the Committee agreed to invite the Sub-Committee to consider this matter. The Sub-Committee were invited to consider if there was any action that it wished to take, under paragraph E of its terms of reference.

The Sub-Committee discussed the possible actions it could take, including suggesting guidance to members that any communications sent by Members, even if it was not produced by the Member, that could be misconstrued as offensive was the same as it if it had been produced by the Member. There were also links to Member development and training, especially in relation to the upcoming elections in 2025, and the requirement of mandatory training on certain matters. However, the Sub-Committee did note that these matters were not within its remit.

It was therefore agreed that the Sub-Committee refer this matter to the Member Development and Standards Sub-Committee under its responsibilities for the City of London Corporation Member Code of Conduct. It was also agreed that the Sub-Committee further recommended considering further Member training, including what training would be mandatory and how this could be enforced.

RESOLVED – That the Equality, Diversity & Inclusion Sub-Committee note the referral from the Policy & Resources Committee, and invite the Member Development and Standards Sub-Committee to consider the matter under its responsibility in overseeing the City of London Corporation’s Member Code of Conduct, with a further recommendation to the Member Development and Standards Sub-Committee to consider further Member training, including what training is mandatory and consider how this may be enforced.

10. **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 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.

11. **NON-PUBLIC MINUTES**

RESOLVED – That the non-public minutes of the previous meeting held on 4th September 2024 be approved as an accurate record.

12. **EVENTS AND VENUE ACCESSIBILITY**

The Sub-Committee received a report of the City Remembrancer, concerning an update on venue accessibility and processes for events at the City Corporation.

13. NON PUBLIC QUESTIONS ON MATTERS RELATING TO THE WORK OF THE SUB COMMITTEE

There were no non-public questions.

14. ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE SUB COMMITTEE AGREE SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED

One item of non-public urgent business was raised.

The meeting ended at 11.27 am

Chairman

Contact Officer: Kate Doidge
Kate.Doidge@cityoflondon.gov.uk

This page is intentionally left blank

City of London Corporation Committee Report

Committee(s): Equality, Diversity and Inclusion Sub-Committee	Dated: 5 th February 2025
Subject: Equality Information Report 2024	Public report: For Decision
This proposal: <ul style="list-style-type: none"> • Delivers Corporate Plan 2024-29 outcomes • Provides statutory duties 	Diverse Engaged Communities Providing Excellent Services Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017
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:	Dionne Corradine, Chief Strategy Officer
Report author:	Alice Reeves, Assistant Director of Corporate Performance & Analysis

Summary

This report seeks approval to publish the City of London Corporation’s Equality Information Report 2024 to meet our responsibilities under the Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017¹. This requires City Corporation to publish annually, in a manner that is accessible to the public, information relating to the protected characteristics of its employees and other persons affected by its policies and practices. This Equality Information Report covers the period 1 April 2023 to 31 March 2024, and will be published on our website once approved - the deadline for publication is 30 March 2025.

Recommendation(s)

Members are asked to:

- Endorse the Equality Information Report 2024 provided at **Appendix 1** for publication on the City Corporation’s external website by 30 March 2025, thereby fulfilling our legislative responsibilities.

¹ [The Equality Act 2010 \(Specific Duties and Public Authorities\) Regulations 2017](#)

- Note the continued commitment to improving the quality of Equity, Equality, Diversity and Inclusion (EEDI) data on employees and service users, and the progress made to date on encouraging employees to share their diversity data.

Main Report

Background

1. The Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017 requires the City Corporation to publish annually, in a manner that is accessible to the public, information relating to the protected characteristics of its employees and other persons affected by its policies and practices. The deadline for publishing the annual report is 30 March.
2. The Equality Information Report 2023 was completed following a Compliance Health Check to ensure that the City Corporation was compliant at a strategic level in its equality duties and commitments. This identified several improvements that could be made to ensure full compliance in our equalities disclosures.
3. The 2023 report was endorsed by Members in the EDI Sub-Committee meeting held on 21 March 2024 and was subsequently published on the City Corporation's website². This report was produced with a new format and additional content to ensure its compliance with the Equality Act 2010 and to improve its utility for Members and Officers.

Current Position

4. The Equality Information Report 2024 is provided as appendix 1 and follows the same content and format guidelines as the 2023 report. The purpose of the report is to ensure our compliant disclosure of equalities data for 2023/24. It should be considered alongside other documents (such as the Pay Gap Report) and our ongoing work on inter-and-intrasectionality and impact, which exist separate to our statutory obligations around disclosure of data. To meet our requirements under the Equality Act 2010, it has been produced formatted to maximise accessibility around structuring, font size, colour scheme, alt-text, and compatibility with screen reader software.
5. The report covers the period from 1 April 2023 to 31 March 2024, and features comparative data for the previous 12-month period where appropriate. It includes:
 - a. An employee profile in respect of the nine protected characteristics set out in the Equality Act 2010 (Section A)
 - b. An analysis of salary and grade profile by certain protected characteristics (Section B)
 - c. Service user equalities data in respect of Adult and Children's Social Care, Education Support for Children, Rough Sleepers, Housing and Homelessness, and Adult Skills and Education (Section C).
6. Because of the relatively low numbers of individuals being reported on for data collected by the City Corporation (on employees and users of statutory services)

² [Equality and inclusion - City of London](#)

it has at times been necessary to aggregate categories to maintain the integrity of the data and comply with GDPR requirements to ensure no individuals are easily identifiable. Where it is not possible to aggregate categories to maintain anonymisation, or aggregation would be detrimental to the wider analysis, exact data labels or entries have been redacted.

7. Section A, the employee profile data, reflects the City Corporation's workforce on 31 March 2024. It covers both full and part-time employees, and directly employed temporary staff, but excludes casual and agency workers, contractors and consultants. Its scope consists of the employees of the departments of the City Corporation and its Institutions³. City of London Police Officers are not included as this data is reported separately to the City of London Police Authority Board. This data was previously presented as part of the Annual Employee Profile to the Corporate Services Committee meeting held on 3 July 2024⁴.
8. Information is drawn from basic payroll and HR information system data. Whilst some characteristics are collected on all employees (e.g. age), additional sensitive information is voluntarily shared by employees through the self-service facility on the HR information system. Employees may also actively indicate they prefer not to share information on certain characteristics. This means that not all the categories include 100% data capture. The percentage breakdown of characteristics is presented as a proportion of the number of employees sharing data, not the total number of employees for optimal accuracy.
9. 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, in comparison with our workforce. Data is presented on the residential population of the City of London, workers at businesses based within the City of London (where available), and the wider populations of London and England & Wales. Residential data is drawn from the 2021 Census, and workforce data from the Annual Population Survey⁵. We are confident these are the most comprehensive, accurate, and appropriate sources for comparative data.
10. Section B provides details of salaries and grades for City Corporation employees in relation to protected characteristics. The definitions of employees and protected characteristics are as in Section A. The protected characteristics of Gender Reassignment and Gender Identity, Legal Partnership Status and Pregnancy and Maternity have been excluded from this section, as the data held when broken down by grade does not meet the standard for GDPR compliant disclosure.

³ 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.

⁴ Item 5 – Annual Employee Profile Report 2023-2024. Please see Background Papers for further detail.

⁵ Census and Annual Population Survey was accessed via the Nomis, a service provided by Office for National Statistics, as a platform to publish statistics related to population, society and the labour market at national, regional and local levels. including data from current and previous censuses:

[Nomis - Official Census and Labour Market Statistics](#)

11. Information on the City Corporation's gender pay gap for 2023/24 will be reported and published on the government portal by 30 March 2024 as required by legislation; the report will also be published on the City Corporation website in due course⁶. Detailed information on pay gaps (gender, ethnicity, disability) for this period will be also presented as part of the annual Pay Gap Report later this year.
12. Section C captures equalities data on people who are impacted by the City Corporation's statutory services and policies. Protected characteristic and demographic data related to users of our statutory services and policies have been collected wherever possible, though noting that in some areas numbers are extremely low so have not been published to ensure GDPR compliance.
13. Improvement have been made to the report compared to the previous iteration to enhance the quality and scope of data presented, and much effort has been underway since summer 2024 to encourage and improve data disclosure rates. However, this report covers the period up to March 2024, so will not yet reflect these changes – which will be visible in next year's report (FY2024-25). This means that for this report it is not yet possible to include detailed analysis of characteristics such as social mobility and care leavers⁷. This will change for the next reporting period.
14. Activity to improve data and the sharing of diversity information (as part of the People Strategy 2024-29 and Equality Objectives 2024-29) during 2024 includes the development of a consistent set of Equity, Equality, Diversity and Inclusion (EEDI) questions are used across the board at various stages of the employee life cycle, inclusive language in line with current good practice that aligns more closely with external data sources (such as the Census) for better benchmarking. There has been an ongoing coordinated communications campaign which seeks to encourage data sharing with a particular focus to improve declaration rates on socio-economic diversity and other areas where disclosure rates are lower. All of this will be reflected in the next iteration of the report.
15. Work is also ongoing to improve the provision and reporting of Equity, Equality, Diversity and Inclusion (EEDI) data within the City Corporation, including closer alignment of various annual reports, (such as this Equalities Information Report, the Annual Employee Profile Report, and other reports which rely on similar workforce data).

Options

16. Recommended: Members of the Equality, Diversity & Inclusion Sub-Committee endorse the Equality Information Report 2024 provided at Appendix 1 for

⁶ The report will be published on the Equality and Inclusion section of the City Corporation's external website, alongside previous iterations: [Equality and inclusion - City of London](#)

⁷ Following a resolution of the Court of Common Council in January 2024, the City Corporation recognises care experienced as if it were a protected characteristic where practicable, and approved the City of London's Specific Policy, 'Care Experienced as a Protected Characteristic': [Court of Common Council - Thursday, 11th January, 2024 - Item 9 Care Experience as a Protected Characteristic](#)

publication on the City Corporation's external website by 30 March 2025, thereby fulfilling our statutory responsibilities.

17. Not recommended: Members decide that the Equality Information Report 2024 should be redrafted, and, once this has occurred, authorise the Chair and Deputy Chair to endorse the report for publication on the City Corporation's external website by 30 March 2025, thereby fulfilling our legislative responsibilities.
18. Not recommended: Members decide that the Equality Information Report 2024 should be redrafted and returned to them for later endorsement. As the next meeting of the Equality, Diversity & Inclusion Sub-Committee is scheduled for 16 June 2025, the report would not be published under after our statutory deadline, meaning the City Corporation would be in breach of its legislative responsibilities.

Proposals

19. The publication of the Equalities Information Report 2024 fulfils our statutory responsibilities. The report also supports our People Strategy 2024-2029 and our Equality Objectives 2024-2029, in that it provides data and analysis to understand the diversity and makeup of our staff and service users, and where we need to make changes or improve as an organisation.
20. It also forms part of our continued commitment to improving the quality of Equality, Diversity and Inclusion (EEDI) data on employees and service users. Further progress on encouraging employees to share diversity data and enhancing the provision, alignment, and utility of our reporting will be demonstrated in future iterations.

Corporate & Strategic Implications

Strategic implications – The Equalities Information Report, and activity required to facilitate its production and improvement, aligns with the outcomes of the Corporate Plan 2024-2029 (specifically Diverse Engaged Communities and Providing Excellent Services), with the People Strategy 2024-2029, and the City Corporation's Equalities Objectives 2024-2029.

Financial implications – None.

Resource implications – The delivery of improvements to data quality, provision, and reporting to satisfy statutory requirements and achieve the City Corporation's EEDI ambitions requires ongoing resource and collaboration between the Corporate Strategy and Performance (Performance & Analysis and EEDI functions) and People & HR.

Legal implications – The Public Sector Equality Duty (s.149 of the Equality Act 2010) requires public bodies to publish an annual Equality Information Report.

Risk implications – Not publishing an annual Equality Information Report in manner accessible to the public poses legal and reputational risks.

Equalities implications – The Equality Information Report 2024 provides an overview of the diversity of the City Corporation's employees and service users in respect of the protected characteristics set out in the Equality Act 2010. Equalities information is integral to the City Corporation having due regard to the three aims of the Public Sector Equality Duty (to

eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Equality Act 2010; to advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it; to foster good relations between persons who share a relevant protected characteristic and persons who do not share it). To meet our requirements under the Equality Act 2010, it has been produced formatted to maximise accessibility around structuring, font size, colour scheme, alt-text, and compatibility with screen reader software

Climate implications – None.

Security implications – None.

Conclusion

21. The Equality Information Report 2024 fulfils our obligations under the Equality Act 2010 and presents insights and analysis into the diversity of our employees and the communities we operate within.

22. We are committed to improving the provision and reporting of Equity, Equality, Diversity and Inclusion (EEDI) data within the City Corporation, including on additional characteristics and closer alignment of various annual reports.

Appendices

- Appendix 1 – City of London Corporation Equality Information Report 2024

Background Papers

- [City of London Corporation Equality Information Report 2023](#)
- [Annual Employee Profile Report 2023 - 2024 \(Cover Paper\)](#)
- [Annual Employee Profile Report 2023 - 2024 \(Appendix 2 Annual Workforce Report - Trend Data\)](#)

Alice Reeves

Assistant Director of Corporate Performance & Analysis

T: 07834 385 625

E: alice.reeves@cityoflondon.gov.uk

City of London Corporation

Equality Information Report 2024

Date Range: 1 April 2023 to 31 March 2024



Contents

Introduction	2
Who we are.	2
Scope and Methodology	3
A. Comparative Equalities Data	7
1. Age.....	7
2. Disability.....	10
3. Ethnicity.....	12
4. Gender Reassignment and Gender Identity	14
5. Legal Partnership Status	16
6. Pregnancy and Maternity	18
7. Religion or Belief	20
8. Sex.....	22
9. Sexual Orientation.....	23
B. City of London Corporation Salary and Grade Profile	25
1. City of London Corporation Headcount by Grades.....	25
2. City of London Corporation Salary Scales.....	26
3. Age.....	28
4. Disability.....	30
5. Ethnicity.....	32
6. Religion or Belief	34
7. Sex.....	36
8. Sexual Orientation.....	37
C. Service User Data	39
1. Adult and Children’s Social Care Provision	39
2. Education Support for Children	43
3. Rough Sleepers	46
4. Housing and Homelessness.....	49
5. Adult Skills and Education Service	59

Introduction

The Equality Act 2010 (Public Sector Equality Duty) requires the City of London 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.

Who we are.

The City of London Corporation (CoLC) is the governing body of the City of London ('the City' or 'Square Mile'), and is dedicated to a vibrant and thriving City, supporting a diverse and sustainable London within a globally successful UK. We look after the City on behalf of all who live, study, work, and visit; providing modern, efficient, and high-quality local services and policing for all.

We have a long history, a unique constitution, our own Lord Mayor, and a dedicated police service keeping the City safe and leading the national police response on economic crime. Our independent and non-partisan political voice and convening power enables us to promote the interests of people and organisations across London and the UK and play a valued role on the world-stage.

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.

We protect and conserve 19 major green spaces in London and Southeast England – including Hampstead Heath and Epping Forest – and approximately 180 smaller ones in the Square Mile. They include important wildlife habitats, sites of scientific interest and national nature reserves. They are protected from being built on by special legislation.

We are the port health authority for London, 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.

We are the sole trustee of City Bridge Foundation, which is a world-class bridge owner and responsible for five Thames crossings at no cost to the taxpayer. City Bridge Foundation is also London's biggest independent charity funder, providing charitable funding and broader resources to help all individuals and communities to thrive, especially those experiencing disadvantage and marginalisation.

The City Corporation provides local government services for our 8,600 residents (Census 2021) and 678,000 City workers (Office for National Statistics) based in the Square Mile. To be truly representative of its population, businesses and other organisations registered in the Square Mile are entitled to nominate voters to City elections so that, alongside registered residents, they can have a say on the way the City Corporation is run.

Scope and Methodology

This report consists of three sections, each providing equalities information on a different cohort of people impacted by policies and practices and the City of London Corporation, or through a different lens.

We are undertaking extensive work on our equalities data to allow us to better understand our stakeholders and those affected by our policies and practices, to improve our overall service offering and delivery. This work forms part of the delivery of our Equalities Objectives¹ and People Strategy² and includes a campaign to improve levels of disclosure and improvements to our recording processes to enhance data quality.

A: Comparative Equalities Data

This section provides comparative information on three groups that the City Corporation's policies and practices have an impact on; our workforce, the residents of the Square Mile, and employees who work in businesses and workplaces based in the Square Mile.

Our workforce data covers both full-time and part-time employees, and directly employed temporary staff. Casual and agency workers, contractors and consultants are not included³. The data includes employees of the departments of the City Corporation and its 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. However, City of London Police Officers have not been included as this data is reported separately to the City of London Police Authority Board.

The data reflects the workforce recorded as of 31 March 2024 (abbreviated to FY 2024), unless otherwise stated. On this date, there were a total of 4,298 employees across the departments and functions in scope, covering a wide range of service areas. Where possible, workforce data is compared to a snapshot of the workforce recorded as of 31 March 2023 (abbreviated to FY 2023).

Information is drawn from basic payroll and the HR information system data. Whilst some characteristics are collected on all employees (e.g. age), additional sensitive information can be shared on a voluntary basis by employees through the self-service facility on the HR information system. Employees may also actively indicate they prefer not to share information on certain characteristics. This means that not all the categories include 100% data capture, with the proportion sharing data indicated on each page. The percentage breakdown of characteristics is presented as a proportion of the number of employees sharing data, not the total number of employees.

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.

¹ Full details on our Equality Objectives can be found on the City Corporation's website: [Equality and inclusion - City of London](#)

² Full details on our People Strategy can be found on the City Corporation's website: [Our People Strategy 2024-29 - City of London](#)

³ Equalities data is not currently available for casual and agency workers, contractors and consultants, as their data is not recorded within the HR information system from which data on directly employed workforce is drawn.

The workforce data covers nine protected characteristics, based on those 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. The 2021 Census was the first iteration to collect data on gender reassignment, through a question on gender identity. The question 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. As per this standard, this report collects and presents data using the terms gender reassignment and gender identity.
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. Data on this characteristic is now usually collected through questions about Marital or Legal Partnership Status and will be referred to in this report using the latter term.
5. **Pregnancy and Maternity:** Protection extends to pregnancy and the period after childbirth. Discrimination against breastfeeding women is also covered.
6. **Race:** A social category that encompasses shared cultural traits, national origins, and historical experiences among a group of people. It is characterised by common language, religion, customs, and traditions, and is used to classify individuals into specific groups. As per the UK government guidelines⁴, UK census standards, and the internal recording standards of the City Corporation, this report collects and presents data using the term ethnicity, as opposed to race, which is the characteristic as specifically defined in the Equality Act 2010.
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.

⁴ [Writing about ethnicity - GOV.UK](#)

To supplement our workforce data, 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. The primary group impacted in this way are the residents of the City of London.

Much of the data used to understand our context and impact is collected from the 2021 Census for the geographic areas of the City of London, London, and England and Wales. These have been chosen to reflect the broad remit of the City Corporation, as an organisation with local, national, and international reach. England and Wales have been chosen as a proxy for a national view as the most recent Scottish census was conducted separately and a year later than in England and Wales due to the COVID-19 pandemic.

The 2021 Census indicated that the City of London has a population of 8,600 residents (to the nearest 100), an increase of 16.6% from 7,400 in the 2011 Census, significantly higher as a percentage increase than the 7.7% increase across London and 6.3% increase across England and Wales. However, as the City of London has a small population, relatively small numerical changes may cause large percentage change. This makes any analysis less robust than looking at a larger population.

We are confident the 2021 data is adequate for comparison of the residential population, as shifts in population data occur at a relatively slow pace. The Annual Population Survey⁵ does not present data on several of the characteristics this report presents data on, so census data remains the most consistent and comprehensive source of data on the residential population. This remains under review.

A further group affected by our services and policies are employees who work in businesses and workplaces based in the City of London. As of September 2023, there were 678,000 workers in the City of London, over half of which are based in financial and professional services sector. In accordance with the City Statistics Briefing⁶, data from the Annual Population Survey relating to workplaces has been used to present demographic information on City workers.

In order that the data is consistent across categories, all Annual Population Survey data refers to a snapshot of the 12 months to September 2023⁷. 2021 Census data, comparative data for 2011, and Annual Population Survey data was downloaded from the ONS Nomis service in November 2024⁸.

⁵ The Annual Population Survey (APS) is a continuous household survey, covering the UK. The topics covered include employment and unemployment, as well as housing, ethnicity, religion, health and education. Its purpose is to provide information on important social and socio-economic variables at local levels. The published statistics enable monitoring of estimates between censuses for a range of policy purposes and provide local area information for labour market estimates.

⁶ The City Statistics briefing is produced by the City Corporation to present information on the City of London's role as a global business hub for financial and related professional services. It provides facts and figures about employment and firms located within the City, as well as highlighting recent changes to the City as a workplace. The latest briefing, which also contains the data used in this report, can be found on the City Corporation's website: [City statistics briefing - City of London](#)

⁷ At time of publication, the latest Annual Population Survey data available from the ONS was for the 12 months to June 2024. However, some data published in the City Statistics Briefing was commissioned from the ONS via a bespoke request and not the general release. This report therefore presents the most recent data in a period relevant to the other datasets used.

⁸ Nomis is a service provided by Office for National Statistics, as a platform to publish statistics related to population, society and the labour market at national, regional and local levels. including data from current and previous censuses: [Nomis - Official Census and Labour Market Statistics](#)

B. City of London Corporation Salary and Grade Profile

This section provides details of salary and gradings for City Corporation employees in relation to protected characteristics. The definitions of employees and protected characteristics are as in Section A.

Please note that the protected characteristics of Gender Reassignment and Gender Identity, Legal Partnership Status and Pregnancy and Maternity have been excluded from this section, as the data held when broken down by grade does not allow analysis and for GDPR compliant disclosure due to low numbers.

To maintain anonymity with regards to protected characteristics, grades have been grouped for further analysis. Further information on City Corporation grading and salary can be found in our Pay Policy Statement, published on the City Corporation website: [Pay Policy Statement - City of London](#)

As with Section A, data will only be presented on those employees who have shared information. The proportion sharing data is indicated on each page.

C. Service User Data

This section captures equalities data on people who are affected by the City of London Corporation's statutory services and policies. Information is provided for six service areas:

- Adult and Children's Social Care Provision
- Education Support for Children
- Rough Sleepers
- Housing and Homelessness
- Adult Skills and Education Service

Protected characteristic and demographic data related to those affected by our statutory services and policies has been collected wherever possible, though noting that in some areas numbers are extremely low so have not been published to ensure data is not identifiable.

Categorisation and Anonymisation

When displayed in isolation, all effort has been made to present data using the categories used within the source system itself. When presented alongside data from other sources (such as comparing employee data to census data in Section A), then categories may be aggregated to ensure valid comparison. In these instances, aggregation, unless otherwise specified, is based on UK Government and Census/Office for National Statistics guidelines.

Because of the relatively low numbers of individuals being reported on for data collected by the City of London Corporation (on its employees and users of statutory services) it has at times been necessary to aggregate categories to maintain the integrity of the data and ensure that no individual/s are easily identifiable. Where it is not possible to aggregate categories to maintain anonymisation, or aggregation would be detrimental to the wider analysis, exact data labels or entries have been redacted. The threshold for the use of this anonymisation varies between section based on the size of the population being interrogated; for example, it is set at <1% of all City Corporation employees in Section A, but rises to <5% in Section B, as the intersection of characteristics and grade groups has the potential to make individuals more identifiable. The threshold for anonymisation is indicated on each page where relevant.

A. Comparative Equalities Data

1. Age

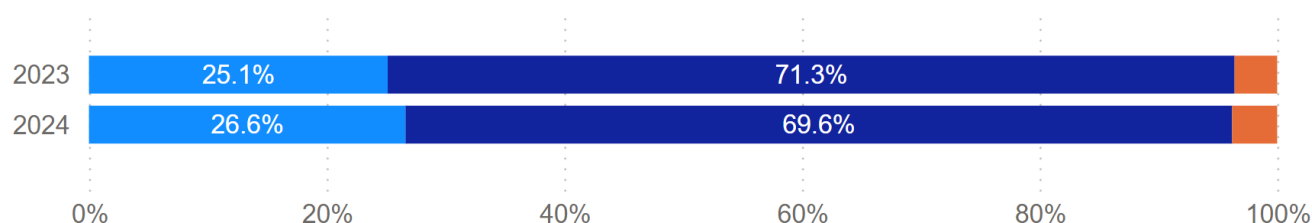
City of London Corporation Data

The City Corporation holds data on age for 100% of employees.

Comparative data between FY 2023 and FY 2024 is only available at an aggregated level. The data shows that for FY 2024 the majority of employees were aged 35 to 64 years. The breakdown between categories was consistent with FY 2023.

Age of City Corporation Employees

● Aged 16 to 34 years ● Aged 35 to 64 years ● Aged 65 years and over

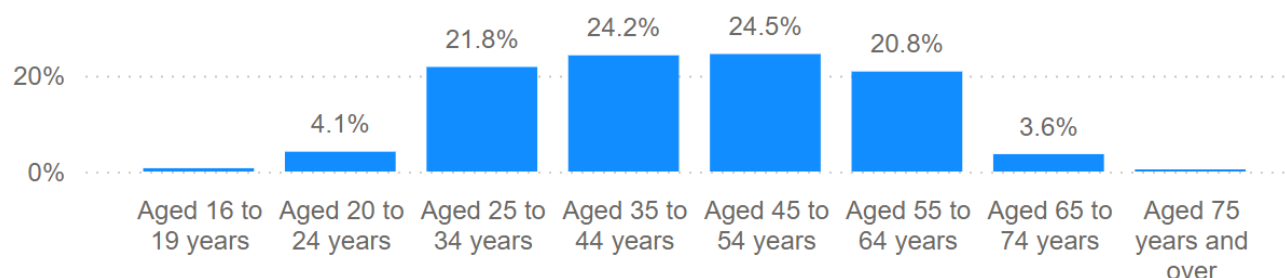


Date	Aged 16 to 34 years	Aged 35 to 64 years	Aged 65 years and over
FY 2023	25.1%	71.3%	3.6%
FY 2024	26.6%	69.6%	3.8%

A more granular breakdown is available for FY 2024. It shows that the vast majority of employees are aged between 25 and 64 years, with the proportions relatively evenly split between 10-year cohorts.

There is a significant drop off in the proportions outside these core age cohorts. Less than 1% of employees were either aged 16 to 19 years or aged 75 years and over.

Age of City Corporation Employees (FY 2024)

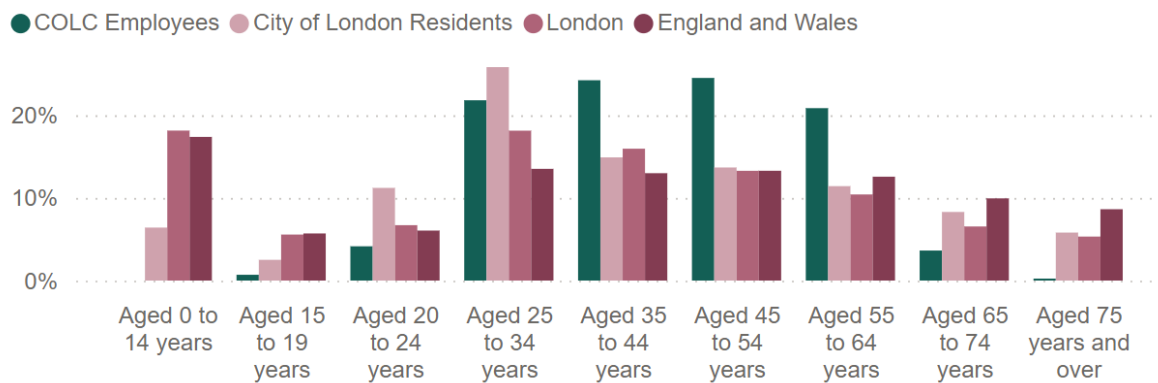


Age Band	COLC Employees (2024)
Aged 16 to 19 years	REDACTED ⁹
Aged 20 to 24 years	4.1%
Aged 25 to 34 years	21.8%
Aged 35 to 44 years	24.2%
Aged 45 to 54 years	24.5%
Aged 55 to 64 years	20.8%
Aged 65 to 74 years	3.6%
Aged 75 years and over	REDACTED

Comparative Data

Comparing the City Corporation's workforce to data from the Census 2021 is imperfect. However, it is notable that the City Corporation employs a large proportion of people aged 35 to 60, compared to its comparative areas, and a smaller proportion aged 20 to 24 years when compared to the City of London itself.

Age of City Corporation Employees and Comparative Areas



Age Band	COLC Employees	City of London Residents	London	England & Wales
Aged 0 to 14 years	0%	6.4%	18.1%	17.4%
Aged 15 to 19 years	REDACTED	2.5%	5.6%	5.7%
Aged 20 to 24 years	4.1%	11.2%	6.7%	6.0%
Aged 25 to 34 years	21.8%	25.8%	18.1%	13.5%
Aged 35 to 44 years	24.2%	14.9%	15.9%	13.0%
Aged 45 to 54 years	24.5%	13.7%	13.3%	13.3%
Aged 55 to 64 years	20.8%	11.4%	10.4%	12.6%
Aged 65 to 74 years	3.6%	8.3%	6.5%	9.9%
Aged 75 years and over	REDACTED	5.8%	5.3%	8.6%

⁹ Percentages marked as REDACTED in this section consist of <1% of City Corporation employees sharing information and cannot be disclosed.

Data is published by the ONS on workers for businesses based in the City of London using differing age brackets to the Census data. This data shows that the majority of workers (54%) are aged 22 to 39 years.

Population	Aged 16 to 21 years	Aged 22 to 39 years	Aged 40 to 64 years
City of London Workers	3.3%	53.7%	43.0%

2. Disability

City of London Corporation Data

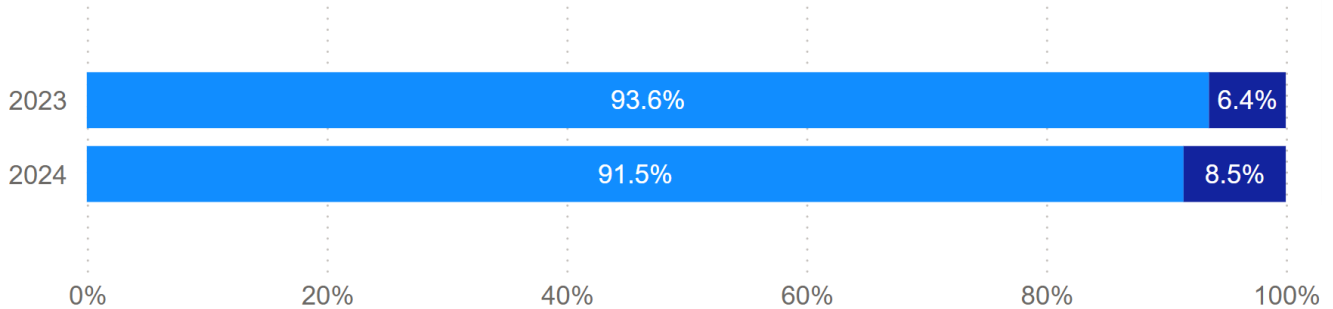
The City Corporation collects data on disability through the question "Are you disabled, have an impairment, long-term health condition or access need?".

73% of City Corporation employees shared information related to disability in FY 2024. This is a small decrease compared to FY 2023.

Employees sharing diversity information	FY 2023	FY 2024
Percentage sharing diversity information	76%	73%
Percentage preferring not to share diversity information	0%	0%
Percentage not sharing diversity information	24%	27%

City Corporation Employees with a disability, impairment, long-term health condition or access need

● No ● Yes



City Corporation Employees identifying as disabled, or having an impairment, long-term health condition or access need	FY 2023	FY 2024
No	93.6%	91.5%
Yes	6.4%	8.5%

The proportion of City Corporation employees sharing that they have a disability, impairment, long-term health condition or access need increased by 2.1% in FY 2024 compared to FY 2023.

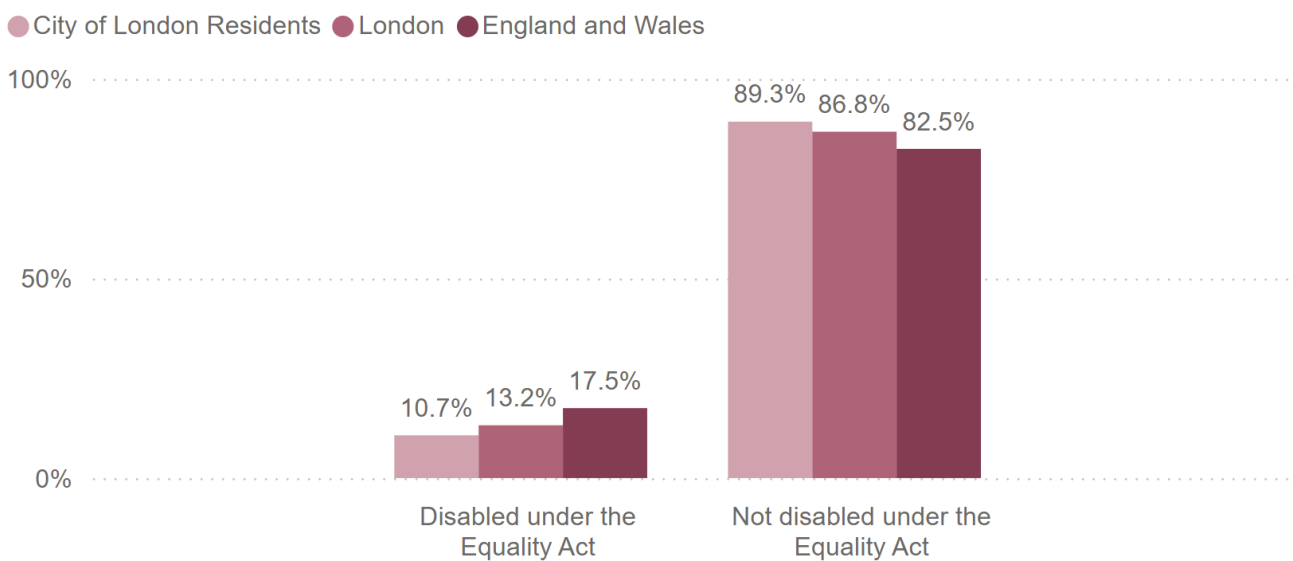
Comparative Data

The question City Corporation employees are asked about disability is not a direct match for the question in the Census 2021 ("Do you have any physical or mental health conditions or illnesses lasting or expected to last 12 months or more?"). This question is based on definition of disability in the Equality Act.

Therefore, we cannot directly compare City Corporation employees to the residents of the City of London, London, or England and Wales as is the case with other sections.

The proportion of disabled residents in the City of London is lower than both London and national levels.

Residents of Comparative Areas Disabled under the Equality Act



Disability categories (Census 2021)	City of London Residents	London	England and Wales
Disabled under the Equality Act	10.7%	13.2%	17.5%
Not disabled under the Equality Act	89.3%	86.8%	82.5%

3. Ethnicity

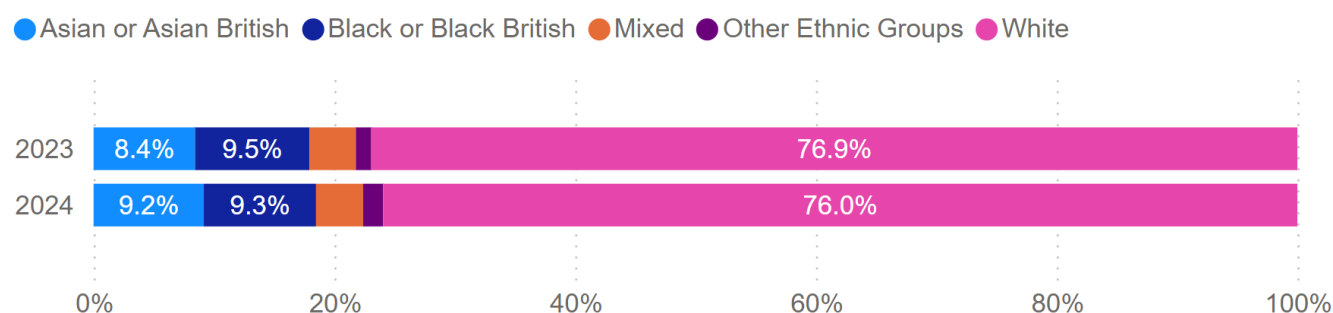
City of London Corporation Data

The City Corporation collects data on ethnicity through the question "What is your ethnicity?". Employees are given a choice of standard categories¹⁰, or are given the option to self-describe.

84% of City Corporation employees shared information related to ethnicity in FY 2024. This is an increase of 4% compared to FY 2023.

Employees sharing diversity information	FY 2023	FY 2024
Percentage sharing diversity information	80%	84%
Percentage preferring not to share diversity information	2%	0%
Percentage not sharing diversity information	18%	16%

Ethnicity of City Corporation Employees



Ethnicity of City Corporation Employees	FY 2023	FY 2024
Asian or Asian British	8.4%	9.2%
Black or Black British	9.5%	9.4%
Mixed	3.9%	3.9%
Other Ethnic Groups	1.3%	1.7%
White	76.9%	76.0%

Over three quarters of those employees sharing information identified as White. In FY 2024, just over 9% of employees identified as either Asian or Asian British, or as Black or Black British.

There has been minimal change in the breakdown between ethnicities when comparing FY 2023 and FY 2024.

¹⁰ Standard categories are based on Office for National Statistics guidelines. Further information can be found here: [List of ethnic groups - GOV.UK](https://www.gov.uk/government/collecting-evidence-on-ethnicity-race-and-religion)

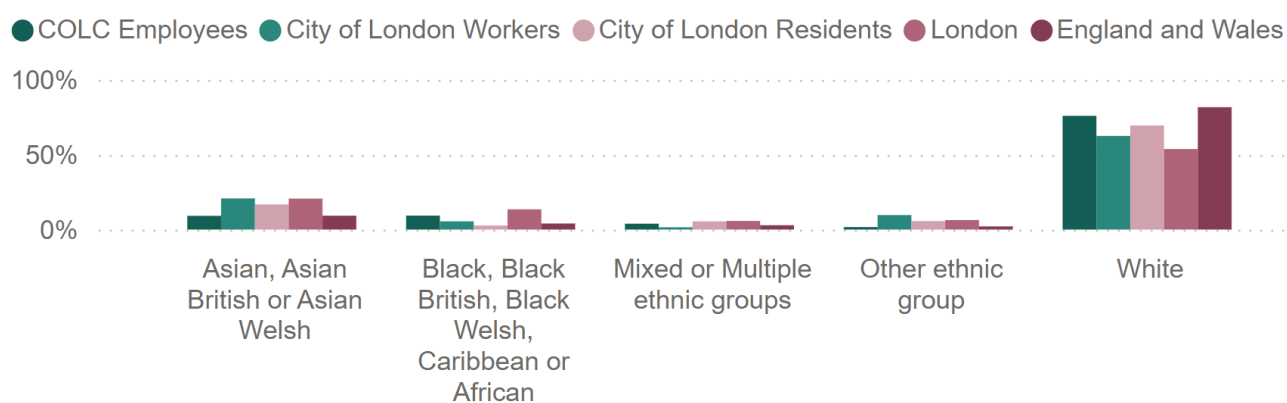
Comparative Data

The proportion of City Corporation employees identifying as White is greater than all comparison areas other than England and Wales. The difference is greatest between the whole of London (+22.2%) and workers at businesses based in the City of London (+16.5%).

It therefore follows that the proportion of City Corporation employees in all other ethnicity categories are smaller than London-related comparison areas, particularly for Asian or Asian British workers (-11.6%) and residents (-7.6%) based in the City of London.

20.8% of City of London workers identified as Asian or Asian British, the same proportion as resident across London. Comparatively, only 5.5% of workers identified as Black or Black British, less than resident across London (-8.0%) and City Corporation employees (-3.8%).

Ethnicity of City Corporation Employees and Comparative Areas



Ethnicity categories (Census 2021)	COLC Employees	City of London Workers	City of London Residents	London	England and Wales
Asian, Asian British or Asian Welsh	9.2%	20.8%	16.8%	20.7%	9.3%
Black, Black British, Black Welsh, Caribbean or African	9.3%	5.5%	2.7%	13.5%	4.0%
Mixed or Multiple ethnic groups	3.9%	1.5%	5.4%	5.7%	2.9%
Other ethnic group	1.7%	9.7%	5.6%	6.3%	2.1%
White	76.0%	62.5%	69.5%	53.8%	81.7%

4. Gender Reassignment and Gender Identity

City of London Corporation Data

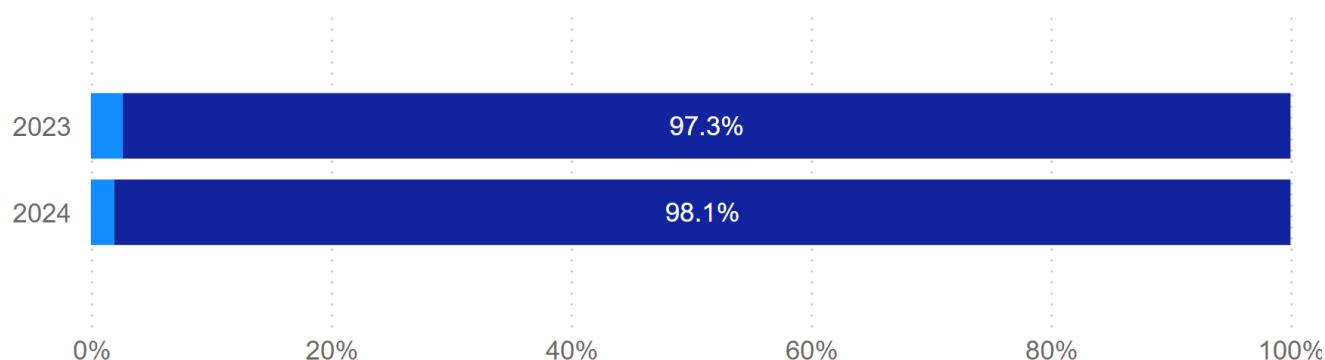
The City Corporation collects data on gender reassignment and gender identity through the question "Are you trans?".

20% of City Corporation employees shared information related to gender reassignment and gender identity in FY 2024, with <1% indicating they would prefer not to share information. The proportion sharing information increased by 11% compared to FY 2023.

Employees sharing diversity information	FY 2023	FY 2024
Percentage sharing diversity information	9%	20%
Percentage preferring not to share diversity information	REDACTED ¹¹	REDACTED
Percentage not sharing diversity information	91%	79%

Gender Identity of City Corporation Employees

● Gender is different to at birth ● Gender is same as at birth



Gender Identity of City Corporation Employees	FY 2023	FY 2024
Gender is different to at birth	2.7%	1.9%
Gender is same as at birth	97.3%	98.1%

Of those sharing information, the proportion of employees identifying as trans in FY 2024 was 2.7%. This is a small decrease on FY 2023, though this may be influenced by the increase in the proportion of employees sharing information.

Comparative Data

¹¹ Percentages marked as REDACTED in this section consist of <1% of City Corporation employees sharing information and cannot be disclosed.

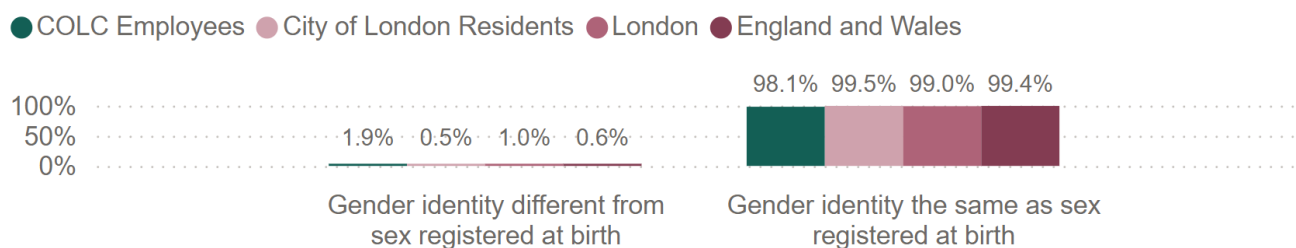
As with City Corporation data, the percentage breakdown of data on gender reassignment and gender identity for comparative areas excludes those that did not share information.

Census respondents sharing diversity information	City of London Residents	London	England and Wales
Percentage sharing diversity information	92.6%	92.1%	94.0%
Percentage preferring not to share diversity information	7.4%	7.9%	6.0%

The City Corporation has a higher proportion of employees identifying as trans than the comparative areas. However, this may be influenced by the comparatively low proportion sharing information compared to the Census 2021.

Information on specific gender identity sub-categories is presented for Census 2021 data only, as this information is not currently recorded for City Corporation employees in a directly comparable manner.

Gender Identity of City Corporation Employees and Comparative Areas



Gender identity categories and sub-categories (Census 2011 only)	COLC Employees	City of London Residents	London	England & Wales
Gender identity different from sex registered at birth	1.9%	0.5%	1.0%	0.6%
<i>All other gender identities</i>	<i>Data not collected</i>	0.0%	0.1%	0.0%
<i>Gender identity different from sex registered at birth but no specific identity given</i>	<i>Data not collected</i>	0.1%	0.5%	0.3%
<i>Non-binary</i>	<i>Data not collected</i>	0.2%	0.1%	0.1%
<i>Trans man</i>	<i>Data not collected</i>	0.1%	0.2%	0.1%
<i>Trans woman</i>	<i>Data not collected</i>	0.2%	0.2%	0.1%
Gender identity the same as sex registered at birth	98.1%	99.5%	99.0%	99.4%

5. Legal Partnership Status

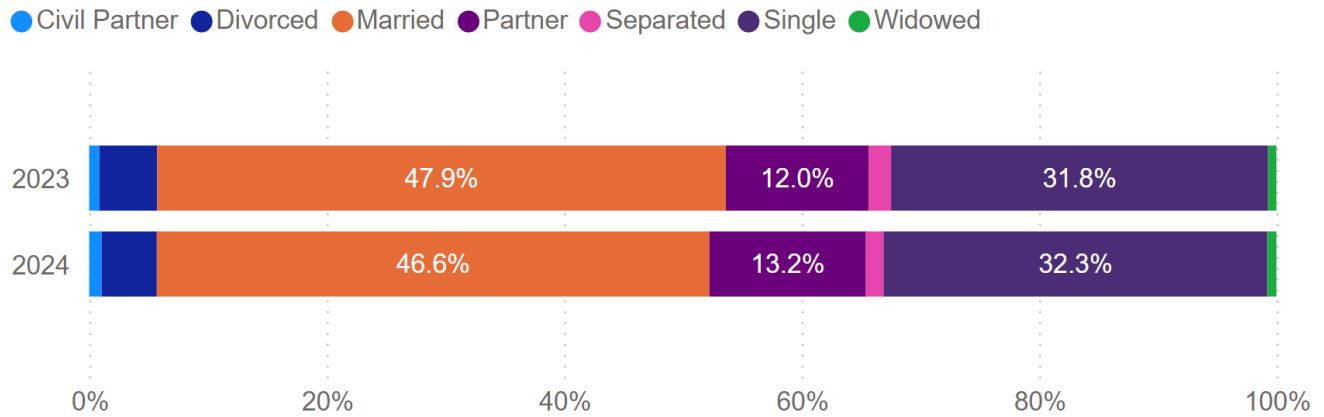
City of London Corporation Data

The City Corporation collects data on legal partnership status through the question "What is your marital status?".

64% of City Corporation employees shared information related to legal partnership status in FY 2024. This is the same proportion as FY 2023.

Employees sharing diversity information	FY 2023	FY 2024
Percentage sharing diversity information	64%	64%
Percentage preferring not to share diversity information	2%	REDACTED ¹²
Percentage not sharing diversity information	34%	36%

Legal Partnership Status of City Corporation Employees



Legal Partnership Status of City Corporation Employees	FY 2023	FY 2024
Civil Partner	REDACTED	REDACTED
Divorced	4.9%	4.6%
Married	47.9%	46.6%
Partner	12.0%	13.2%
Separated	1.9%	1.5%
Single	31.8%	32.3%
Widowed	REDACTED	REDACTED

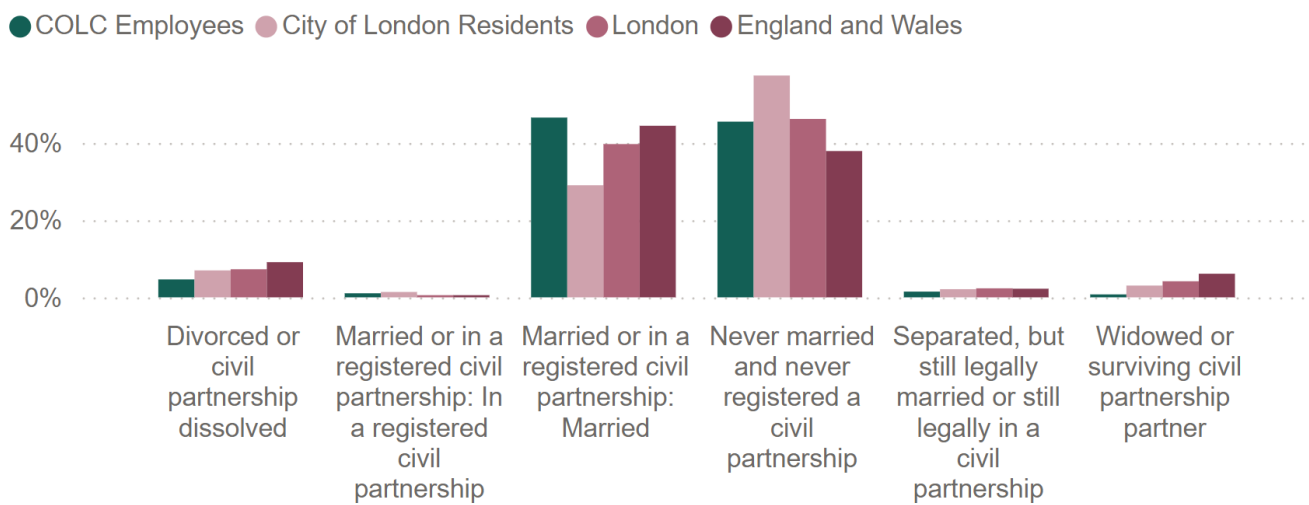
¹² Percentages marked as REDACTED in this section consist of <1% of City Corporation employees sharing information and cannot be disclosed.

Married is the category to which the greatest proportion of City Corporation employees belong, followed by Single. The distribution of employees between categories remained consistent in 2024 compared to the previous year.

Comparative Data

The City Corporation has a higher percentage of employees married or in a civil partnership than the comparison areas, particularly compared to the City of London (+17%). There is a similar proportion of employees who have never been married or in a civil partnership (an aggregate of those identifying as Single or having a Partner) to London, but lower than the City of London (-13%).

Legal Partnership Status of City Corporation Employees and Comparative Areas



Legal partnership status categories	COLC Employees	City of London Residents	London	England & Wales
Divorced or civil partnership dissolved	4.6%	7.0%	7.3%	9.1%
Married or in a registered civil partnership: In a registered civil partnership	REDACTED	1.4%	0.3%	0.2%
Married or in a registered civil partnership: Married	46.6%	29.0%	39.7%	44.4%
Never married and never registered a civil partnership	45.5%	57.4%	46.2%	37.9%
Separated, but still legally married or still legally in a civil partnership	1.5%	2.1%	2.3%	2.2%
Widowed or surviving civil partnership	REDACTED	3.1%	4.2%	6.1%

6. Pregnancy and Maternity

City of London Corporation Data

The City Corporation reports information on pregnancy and maternity based on leave booked within the financial year. The table below presents the number of employees taking Maternity or Paternity Leave in FY 2023 and FY 2024.

Shared Parental Leave is reported under Paternity Leave. Often employees taking Maternity Leave will also take Share Parental Leave.

Date	Employees taking maternity leave	Employees taking paternity leave
FY 2023	101	71
FY 2024	47	47

Comparative Data

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 Data Set (MSDS), to provide relevant comparative information.

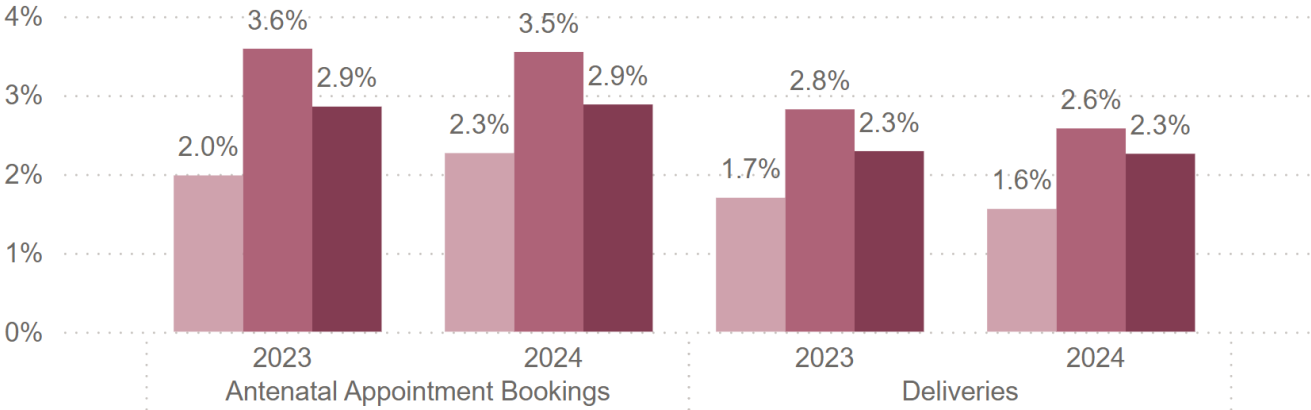
The table below displays aggregated monthly data for FY 2023 and FY 2024, on the number of antenatal appointments booked and the number of deliveries, across three geographic dimensions: those with the City of London as their local authority of residence, bookings/deliveries within the London Commissioning Region, and bookings/deliveries across all the areas reporting to NHS England.

Antenatal appointments and deliveries	City of London	London	England
Antenatal Appointment Bookings			
FY 2023	70	129,235	658,915
FY 2024	80	127,755	665,195
Deliveries			
FY 2023	60	101,550	528,570
FY 2024	55	92,835	520,860

The chart and table below display the data on antenatal appointment bookings and deliveries as a percentage of the adult female population of that area. Please note that this is to give an indication of trends rather than a definitive measure, as the methodology is imperfect (i.e. there may be double counting for those with multiple pregnancies within a 12-month period, it excludes any under-18s who may be pregnant).

Antenatal Appointments and Deliveries (NHS England MSDS) as a % of Adult Female Population

Area ● City of London ● London ● England



Antenatal appointments and deliveries as a percentage of adult female population	City of London	London	England
Antenatal Appointment Bookings			
FY 2023	2.0%	3.6%	2.9%
FY 2024	2.3%	3.5%	2.9%
Deliveries			
FY 2023	1.7%	2.8%	2.3%
FY 2024	1.6%	2.6%	2.3%

7. Religion or Belief

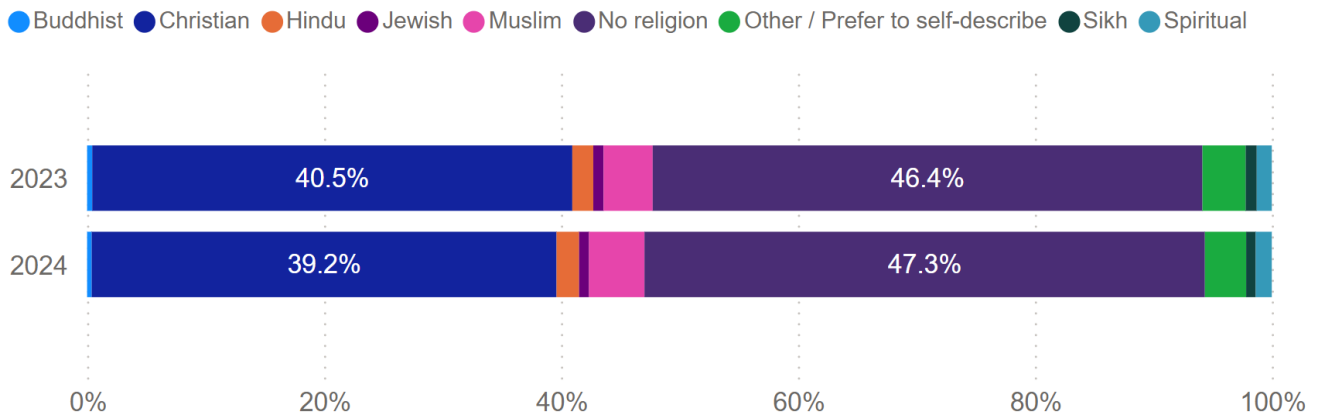
City of London Corporation Data

The City Corporation collects data on religion or belief through the question "What is your religion?".

52% of City Corporation employees shared information related to religion or belief in FY 2024. This is a small decrease compared to FY 2023.

Employees sharing diversity information	FY 2023	FY 2024
Percentage sharing diversity information	74%	72%
Percentage preferring not to share diversity information	0%	REDACTED ¹³
Percentage not sharing diversity information	26%	27%

Religion or Belief of City Corporation Employees



Religion or Belief of City Corporation Employees	FY 2023	FY 2024
Buddhist	REDACTED	REDACTED
Christian	40.5%	39.2%
Hindu	1.8%	1.9%
Jewish	REDACTED	REDACTED
Muslim	4.1%	4.7%
No religion	46.4%	47.3%
Other / prefer to self-describe	3.6%	3.5%
Sikh	REDACTED	REDACTED
Spiritual	1.3%	1.4%

¹³ Percentages marked as REDACTED in this section consist of <1% of City Corporation employees sharing information and cannot be disclosed.

No religion is the category to which the greatest proportion of City Corporation employees belong, followed by Christian. All categories saw a variance of smaller than +/- 1% in FY 2024 compared to the previous year.

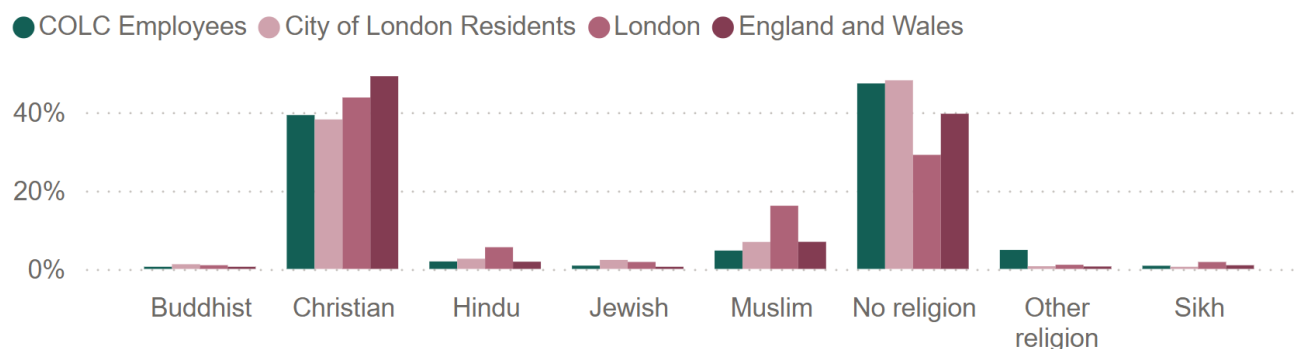
Comparative Data

As with City Corporation data, the percentage breakdown of data on religion or belief for comparative areas excludes those that did not share information.

Census respondents sharing diversity information	City of London Residents	London	England and Wales
Percentage sharing diversity information	91.1%	93.0%	94.0%
Percentage preferring not to share diversity information	8.9%	7.0%	6.0%

The City Corporation has a similar proportion of Christian employees as the City of London, but lower than London (-4.5%) and England and Wales (-9.9%). Conversely, there is a greater proportion of employees with no religious belief, particularly when compared to London (-18.2%). The City Corporation also has a notably greater proportion of employees identifying as another religion (4.8%, compared to 1% or lower for the comparator areas).

Religion or Belief of City Corporation Employees and Comparative Areas



Religion or Belief categories	COLC Employees	City of London Residents	London	England & Wales
Buddhist	REDACTED	1.2%	0.9%	0.5%
Christian	39.2%	38.1%	43.7%	49.1%
Hindu	1.9%	2.6%	5.5%	1.8%
Jewish	REDACTED	2.3%	1.8%	0.5%
Muslim	4.7%	6.9%	16.1%	6.9%
No religion	47.3%	48.1%	29.1%	39.6%
Other religion	4.8%	0.7%	1.1%	0.6%
Sikh	REDACTED	0.1%	1.8%	0.9%

8. Sex

City of London Corporation Data

The City Corporation holds data on sex for 100% of employees.

Whilst the proportion of female employees has increased by 1.1% between FY 2022 and FY 2024, the overall split remains around 50/50.

Sex of City Corporation Employees	FY 2022	FY 2023	FY 2024
Female	50.0%	50.3%	51.1%
Male	50.0%	49.7%	48.9%

Comparative Data

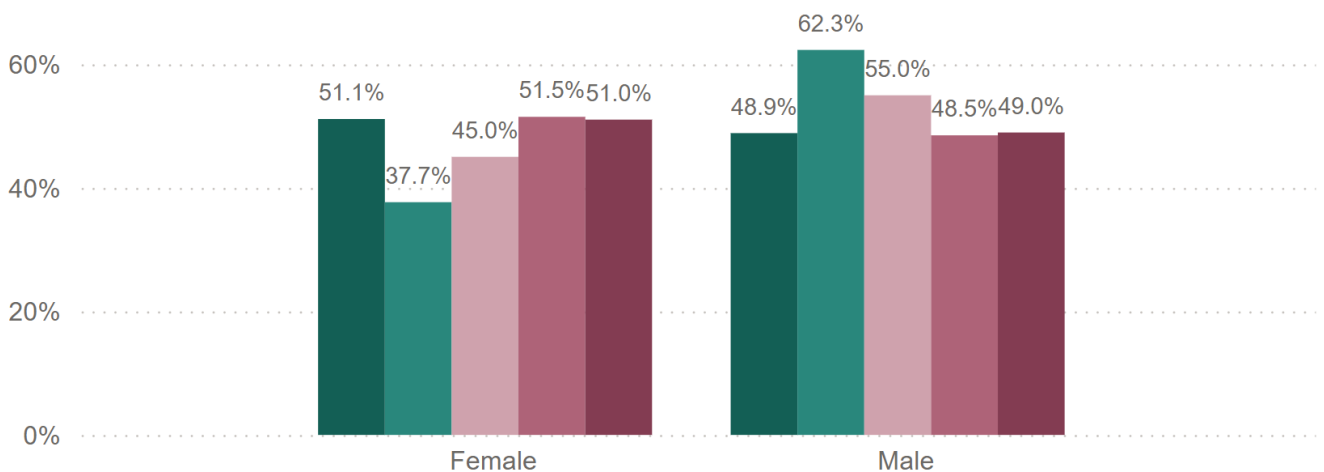
The City Corporation has a similar ratio between females and males as London and England and Wales, with a near 50/50 split.

By comparison the City of London has notably fewer female residents than male, by a factor of ten percentage points.

The difference is even greater when looking at workers at businesses based in the City of London, where only 37.7% are female.

Sex of City Corporation Employees and Comparative Areas

● COLC Employees ● City of London Workers ● City of London Residents ● London ● England and Wales



Sex	COLC Employees	City of London Workers	City of London Residents	London	England & Wales
Female	51.1%	37.7%	45.0%	51.5%	51.0%
Male	48.9%	62.3%	55.0%	48.5%	49.0%

9. Sexual Orientation

City of London Corporation Data

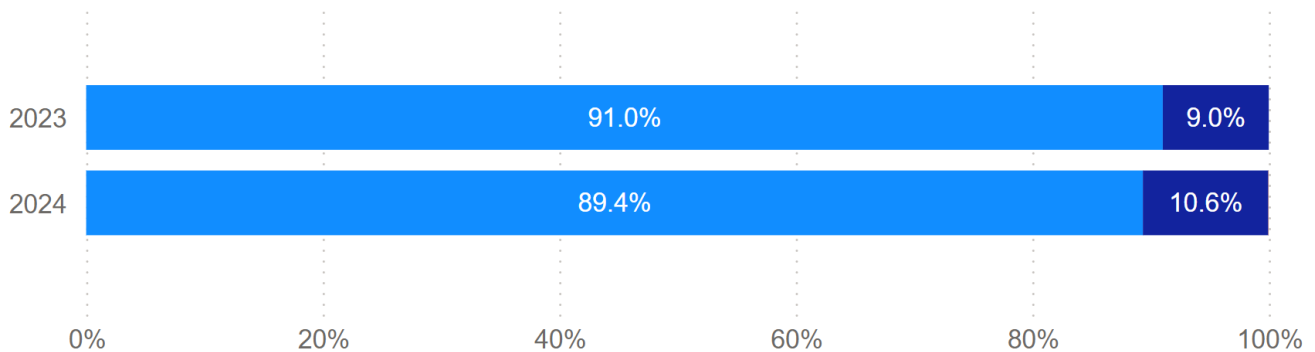
The City Corporation collects data on sexual orientation through the question "What is your sexual orientation?".

64% of City Corporation employees shared information related to sexual orientation in FY 2024, with 5% indicating they would prefer not to share information. These proportions are similar to FY 2023.

Employees sharing diversity information	FY 2023	FY 2024
Percentage sharing diversity information	65%	64%
Percentage preferring not to share diversity information	5%	5%
Percentage not sharing diversity information	30%	31%

Sexual Orientation of City Corporation Employees

● Heterosexual ● LGB+ ● Prefer to self-describe



Sexual Orientation of City Corporation Employees	FY 2023	FY 2024
Heterosexual	91.0%	89.4%
LGB+	9.0%	10.6%
Prefer to self-describe	0.0%	REDACTED ¹⁴

¹⁴ Percentages marked as REDACTED in this section consist of <1% of City Corporation employees sharing information and cannot be disclosed.

Comparative Data

As with City Corporation data, the percentage breakdown of data on sexual orientation for comparative areas excludes those that did not share information.

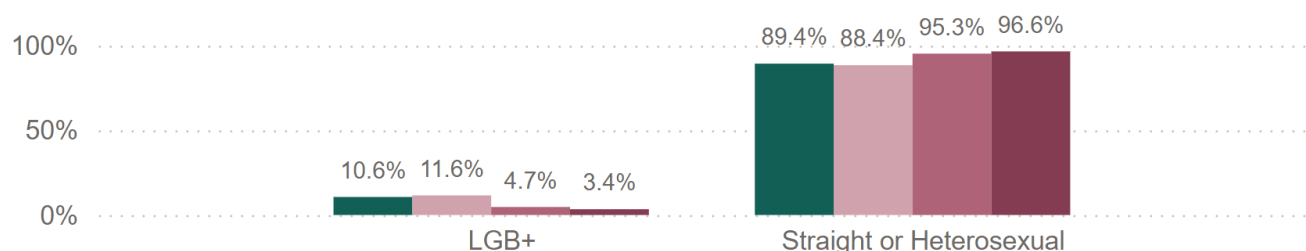
Census respondents sharing diversity information	City of London Residents	London	England and Wales
Percentage sharing diversity information	89.6%	90.5%	92.5%
Percentage preferring not to share diversity information	10.4%	9.5%	7.5%

The City Corporation has a similar percentage of employees who identify as LGB+ compared to the City of London. The proportion of City Corporation employees and City of London residents identifying as LGB+ is 6-8% higher than London and England and Wales.

Information on specific sexual orientation sub-categories is presented for Census 2021 data only, as this information is not currently recorded for City Corporation employees in a directly comparable manner.

Sexual Orientation of City Corporation Employees and Comparative Areas

● COLC Employees ● City of London Residents ● London ● England and Wales



Sexual orientation categories and sub-categories (Census 2011 only)	COLC Employees	City of London Residents	London	England & Wales
LGB+	10.6%	11.6%	4.7%	3.4%
<i>All other sexual orientations</i>	<i>Data not collected</i>	0.1%	0.3%	0.2%
<i>Asexual</i>	<i>Data not collected</i>	0.1%	0.1%	0.1%
<i>Bisexual</i>	<i>Data not collected</i>	2.6%	1.7%	1.4%
<i>Gay or Lesbian</i>	<i>Data not collected</i>	8.5%	2.5%	1.7%
<i>Pansexual</i>	<i>Data not collected</i>	0.2%	0.1%	0.1%
<i>Queer</i>	<i>Data not collected</i>	0.1%	0.1%	0.0%
Straight or Heterosexual	89.4%	88.4%	95.3%	96.6%

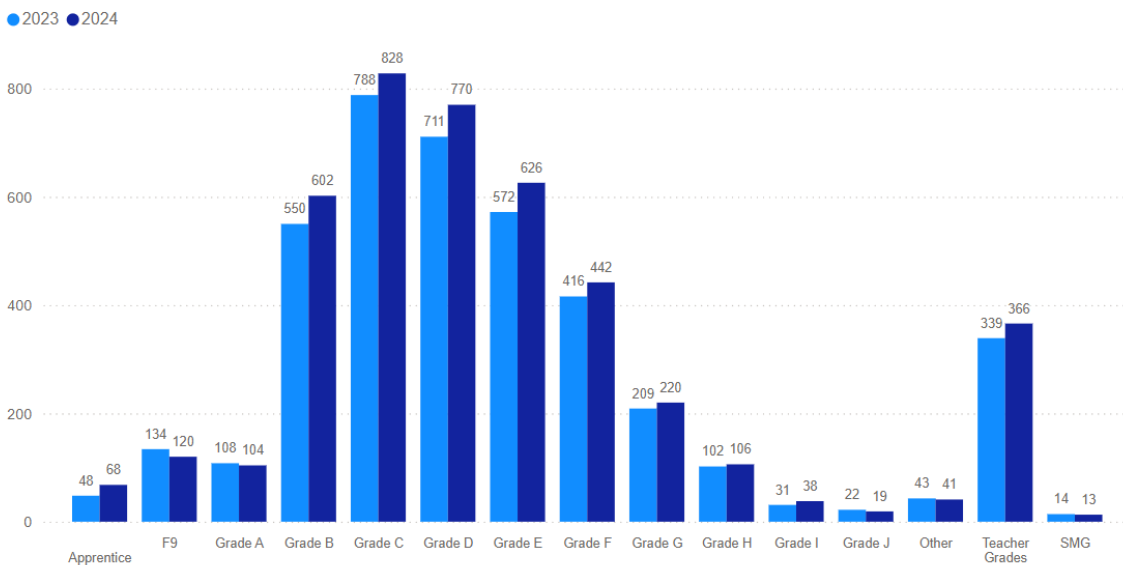
B. City of London Corporation Salary and Grade Profile

1. City of London Corporation Headcount by Grades

The table and chart on this page show the breakdown of the City Corporation workforce by grade at the snapshot date for FY 2023 and FY 2024.

Please note that the total headcount per grade exceeds the headcount for the organisation at the snapshot date. This is due to some employees occupying more than one position, and therefore they will be counted multiple times.

City Corporation Employees by Grade



Grade	FY 2023	FY 2024
Apprentice	48	68
F9	134	120
Grade A	108	104
Grade B	550	602
Grade C	788	828
Grade D	711	770
Grade E	572	626
Grade F	416	442
Grade G	209	220
Grade H	102	106
Grade I	31	38
Grade J	22	19
Other	43	41
Teacher Grades	339	366
Senior Management Grades (SMG)	14	13

2. City of London Corporation Salary Scales

The table and chart on this page show minimum and maximum salaries of the City Corporation employees by grade for FY 2024.

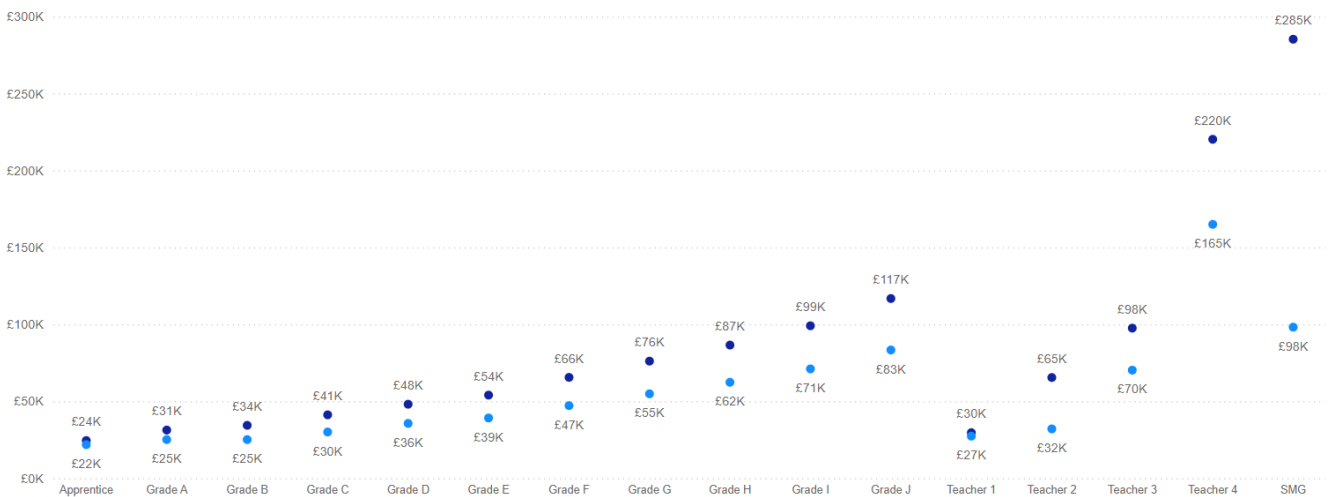
The pay of City Corporation employees is determined locally. This differs from most other Local Authorities whose pay is governed by the National Joint Council for Local Government (NJC).

Due to the range of roles and salaries within Teacher Grades, they have been broken down into sub-categories for the purpose of displaying salary scales. F9 Grades and Other Grades have no fixed values, so no minimum or maximum salary can be provided.

Further information on City Corporation grading and salary can be found in our Pay Policy Statement: [Pay Policy Statement - City of London](#)

Minimum and Maximum Salaries for FY 2024

● Maximum Salary (£) ● Minimum Salary (£)



Grade	Minimum Salary (£)	Maximum Salary (£)
Apprentice	£21,810	£24,470
F9	No fixed value	No fixed value
Grade A	£25,090	£31,290
Grade B	£25,090	£34,360
Grade C	£30,030	£41,180
Grade D	£35,630	£48,080
Grade E	£39,130	£53,990
Grade F	£47,180	£65,540
Grade G	£54,860	£76,100
Grade H	£62,360	£86,530
Grade I	£71,040	£99,070
Grade J	£83,350	£116,790
Teacher 1: Unqualified / New Teacher	£27,340.00	£29,590.00
Teacher 2: Main Scale	£32,040.00	£65,470.00
Teacher 3: Assistant / Deputy Head Teacher	£70,240.00	£97,550.00
Teacher 4: Head Teacher	£165,010.00	£220,290.00
Senior Management Grades (SMG) ¹⁵	£93,190	£285,350

¹⁵ The pay scales for individual roles within the Senior Management Grades are published alongside the Pay Policy Statement: [SMG Grade Range - City of London](#)

3. Age

Information Shared by Grade Groups

The City Corporation holds data on age for 100% of employees.

Breakdown by Grade Groups

The largest proportional share of a single grade group can be amongst Apprentices, where over half are aged 20 to 24 years. This is unsurprising, given the specific requirements of the apprenticeship programme. Apprentices are the only grade groups with a significant proportion of employees aged 24 and under. F9 and Grades A-D are the only other grade groups to contain any younger employees. This is likely reflective of education and training requirements in job specifications (e.g. a degree and a PCGE or equivalent for a teacher).

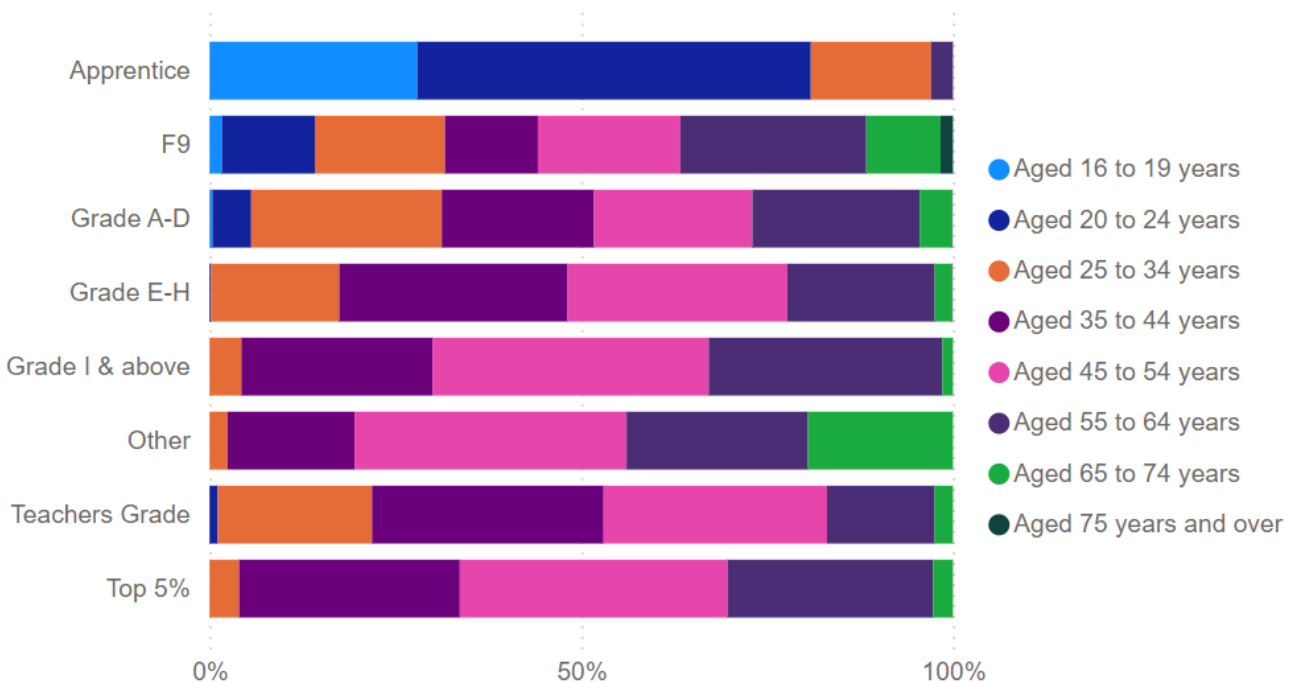
As grades ascend the salary scale, we see an increasing proportion falling into older ages brackets. Whilst Grades A-D are fairly evenly split between the four age brackets between 25 and 64 years, Grades E-H and Grades I & above show a higher proportion of older employees.

Teacher Grades, like Grades A-D, are also fairly equitably split across the major working age brackets. F9 and Other Grades are the only grade groups with a disclosable proportion of employees aged 65 years and over.

Top 5% of Employees by Earnings

93% of the Top 5% of employees are aged between from 35 and 64 years old, split fairly evenly between three 10-year age brackets. None of the Top 5% are aged between 16 and 24 years, or over the age of 75 years.

Age of City Corporation Employees by Grade Group



Age	Apprentice	F9	Grade A-D	Grade E-H
Aged 16 to 19 years	27.9%	REDACTED ¹⁶	REDACTED	0.0%
Aged 20 to 24 years	52.9%	12.5%	5.2%	REDACTED
Aged 25 to 34 years	16.2%	17.5%	25.6%	17.2%
Aged 35 to 44 years	0.0%	12.5%	20.5%	30.7%
Aged 45 to 54 years	0.0%	19.2%	21.3%	29.6%
Aged 55 to 64 years	REDACTED	25.0%	22.5%	19.8%
Aged 65 to 74 years	0.0%	10.0%	REDACTED	REDACTED
Aged 75 years and over	0.0%	REDACTED	REDACTED	REDACTED

Age	Grade I & above	Other	Teacher	Top 5%
Aged 16 to 19 years	0.0%	0.0%	0.0%	0.0%
Aged 20 to 24 years	0.0%	0.0%	REDACTED	0.0%
Aged 25 to 34 years	REDACTED	REDACTED	20.8%	REDACTED
Aged 35 to 44 years	25.7%	17.1%	31.1%	29.7%
Aged 45 to 54 years	37.1%	36.6%	30.1%	36.0%
Aged 55 to 64 years	31.4%	24.4%	14.5%	27.7%
Aged 65 to 74 years	REDACTED	19.5%	REDACTED	REDACTED
Aged 75 years and over	0.0%	0.0%	0.0%	0.0%

¹⁶ Percentages marked as REDACTED in this section consist of <5% of City Corporation employees in the specified grade group sharing information and cannot be disclosed

4. Disability

Information Shared by Grade Groups

73% of City Corporation employees shared information relating to disability.

The proportion of employees sharing information varies between grade groups. Both F9 and Teacher Grades showed low levels of information sharing (58% and 43% respectively) compared to the other grade groups.

The groups with the highest proportion of employees sharing information were Apprentices and Grades I & above, both with 90%.

Grade Group	Percentage sharing diversity information	Percentage preferring not to share diversity information	Percentage not sharing diversity information
Apprentice	90%	0%	10%
F9	58%	0%	43%
Grade A – D	75%	0%	25%
Grade E – H	80%	0%	20%
Grade I and above	90%	0%	10%
Other	88%	0%	12%
Teacher	43%	0%	57%
Top 5%	87%	0%	13%

Breakdown by Grade Groups

The majority of employees across grade groups identified themselves as not having a disability, impairment, or long-term health condition.

The only grade group with proportion of employees with a disability, impairment, or long-term health condition greater than 10% was Apprentices, with 13.1%.

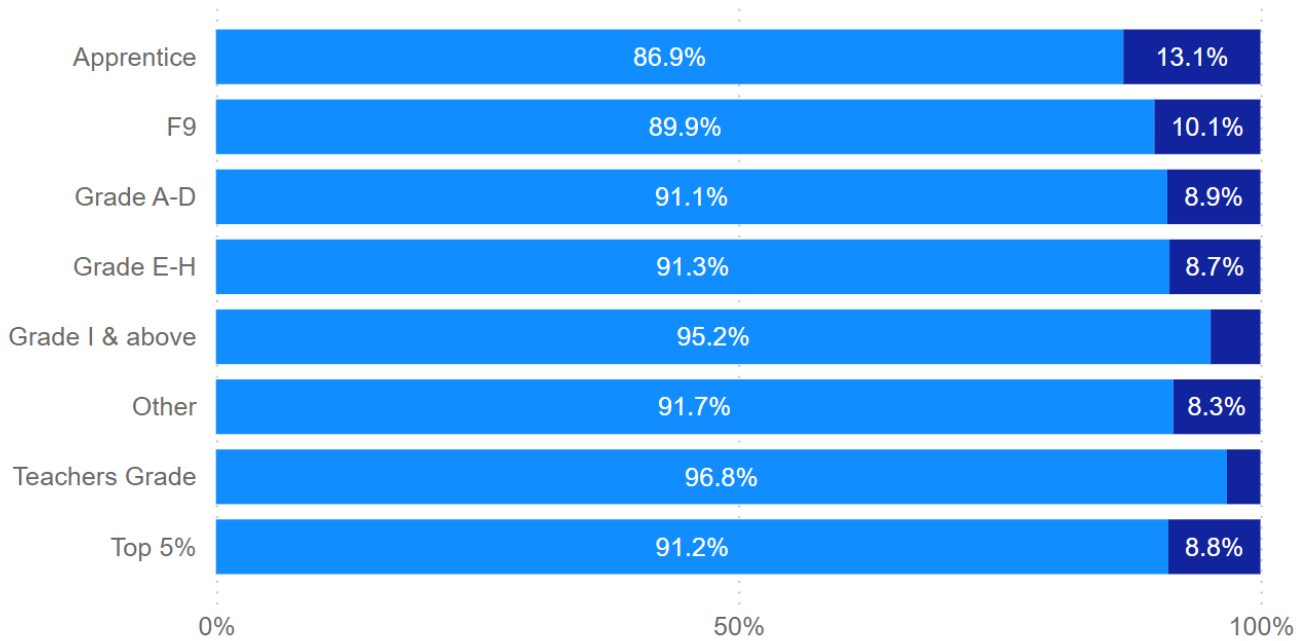
The grade groups with the lowest proportion of employees with a disability, impairment, or long-term health condition were Grade I & above and Teacher Grades, with 4.8% and 3.2% respectively.

Top 5% of Employees by Earnings

8.8% of the Top 5% of employees disclosing data identified themselves as having a disability, impairment or long-term health condition.

City Corporation Employees disclosing a disability, impairment, long-term health condition or access need by Grade Group

● No ● Yes



Grade Group	City Corporation employees not disabled, impaired, or with a long-term health condition or access need	City Corporation employees identifying as disabled, or having an impairment, long-term health condition or access need
Apprentice	86.9%	13.1%
F9	89.9%	10.1%
Grade A – D	91.1%	8.9%
Grade E – H	91.3%	8.7%
Grade I and above	95.2%	4.8%
Other	91.7%	8.3%
Teacher	96.8%	3.2%
Top 5%	91.2%	8.8%

5. Ethnicity

Information Shared by Grade Groups

84% of City Corporation employees shared information relating to ethnicity.

The proportion of employees sharing information varies between grade groups. Both F9 and Teacher Grades showed low levels of information sharing (63% and 46% respectively) compared to the other grade groups.

More than 80% of employees in all other grade groups shared information. The group with the highest proportion sharing information were Grades E - H, at 91%.

Grade Group	Percentage sharing diversity information	Percentage preferring not to share diversity information	Percentage not sharing diversity information
Apprentice	90%	0%	10%
F9	63%	0%	37%
Grade A – D	88%	0%	12%
Grade E – H	91%	0%	9%
Grade I and above	87%	0%	13%
Other	83%	0%	17%
Teacher	46%	0%	54%
Top 5%	91%	0%	9%

Breakdown by Grade Groups

The majority of employees across all grade groups disclosing data identified themselves White. The proportion of White employees in all grade groups except Apprentices and Grades A-D was greater than 80%. The grade groups with the largest proportion of White employees were Other Grades (97%), following by Teacher Grades (92%).

The largest groups from ethnicities other than White were Asian or Asian British Apprentices (20% of Apprentices disclosing data) and Asian or Asian British or Black or Black British employees Grades A-D (10% and 12% respectively).

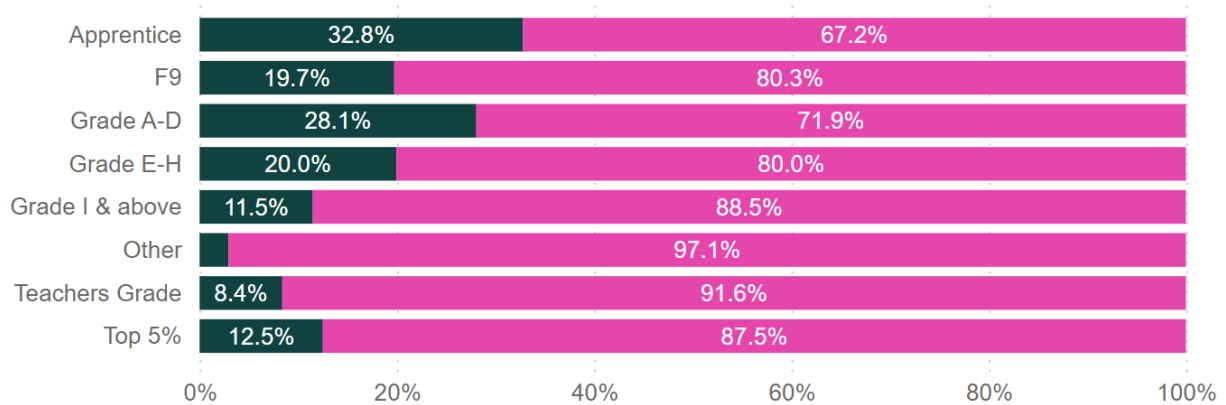
Top 5% of Employees by Earnings

88% of the Top 5% of employees disclosing data identified themselves as White.

Detailed breakdown by ethnicity group is presented in the below charts and tables only on certain Grade groups to maintain anonymity.

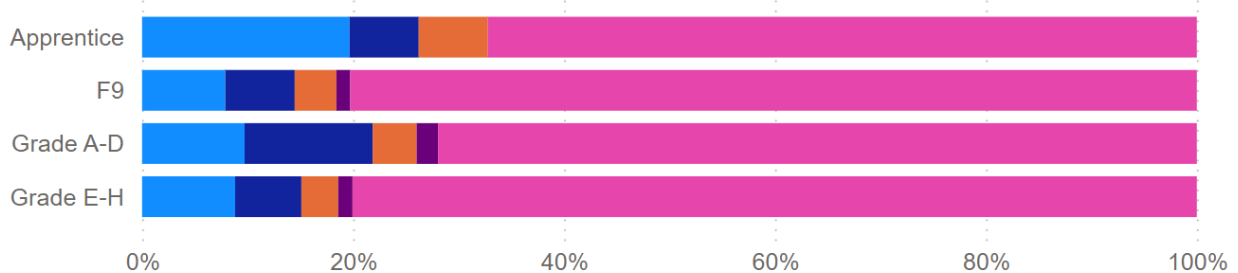
Ethnicity of City Corporation Employees by Grade Group

● All other ethnicities ● White



Grade Group	All other ethnicities	White
Apprentice	32.8%	67.2%
F9	19.7%	80.3%
Grade A – D	28.1%	71.9%
Grade E – H	20.0%	80.0%
Grade I and above	11.5%	88.5%
Other	2.9%	97.1%
Teacher	8.4%	91.6%
Top 5%	12.5%	87.5%

● Asian or Asian British ● Black or Black British ● Mixed ● Other Ethnic Groups ● White



Grade Group	Asian or Asian British	Black or Black British	Mixed	Other Ethnic Groups	White
Apprentice	19.7%	6.6%	6.6%	0.0%	67.2%
F9	7.9%	6.6%	REDACTED ¹⁷	REDACTED	80.3%
Grade A – D	9.7%	12.1%	REDACTED	REDACTED	71.9%
Grade E – H	8.8%	6.3%	REDACTED	REDACTED	80.0%

¹⁷ Percentages marked as REDACTED in this section consist of <5% of City Corporation employees in the specified grade group sharing information and cannot be disclosed

6. Religion or Belief

Information Shared by Grade Groups

72% of City Corporation employees shared information relating to religion or belief.

The proportion of employees sharing information varies between grade groups. Both F9 and Teacher Grades showed low levels of information sharing (58% and 41% respectively) compared to the other grade groups.

Employees Grades A-D and Grades E-H were the only grade groups where individuals actively preferred not to share a religion or belief.

Grade Group	Percentage sharing diversity information	Percentage preferring not to share diversity information	Percentage not sharing diversity information
Apprentice	84%	0%	16%
F9	58%	0%	43%
Grade A – D	73%	REDACTED ¹⁸	26%
Grade E – H	79%	REDACTED	20%
Grade I and above	81%	0%	19%
Other	83%	0%	17%
Teacher	41%	0%	59%
Top 5%	84%	REDACTED	15%

Breakdown by Grade Groups

No religion was the largest category as a proportion of those disclosing data across all grade groups, except Other and Teacher Grades. These No Religion proportions ranged from 38.2% at the lowest end (Other Grades) to 56.1% (Grade I & above). No Religion was followed by Christian as the second largest category in all these cases.

The largest proportional category for Teacher Grades was Christian, on 47.7%. Other Grades was the only group where the category with the largest proportion was neither No Religion nor Christian; instead it was Prefer to self-describe, with 50% of employees disclosing data.

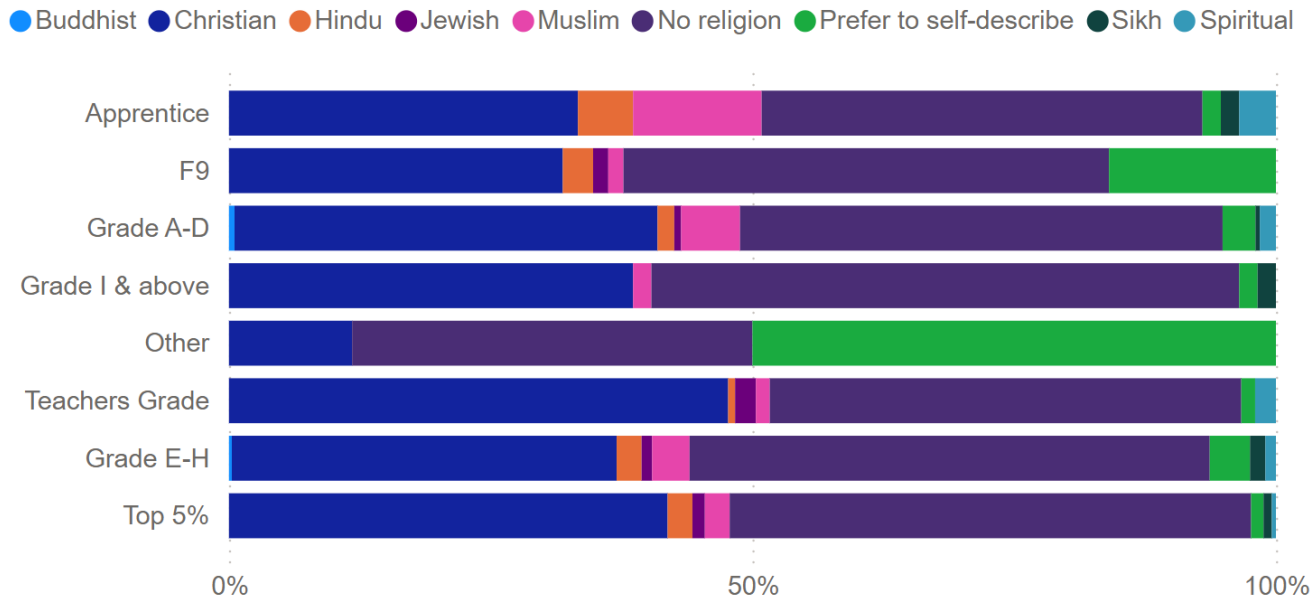
Apprentices were the only grade group with four religions with a proportional share of greater than 5%.

Top 5% of Employees by Earnings

49.8% of the Top 5% of employees disclosing data identified themselves as having No Religion, followed by 41.9% identifying as Christian. The remaining share was split between multiple categories, all of less than 5%.

¹⁸ Percentages marked as REDACTED in this section consist of <5% of City Corporation employees in the specified grade group sharing information and cannot be disclosed.

Religion of City Corporation Employees by Grade Group



Age	Apprentice	F9	Grade A-D	Grade E-H
Buddhist	0.0%	0.0%	REDACTED	REDACTED
Christian	33.3%	31.9%	40.4%	36.8%
Hindu	5.3%	REDACTED	REDACTED	REDACTED
Jewish	0.0%	REDACTED	REDACTED	REDACTED
Muslim	12.3%	REDACTED	5.6%	REDACTED
No religion	42.1%	46.4%	46.1%	49.7%
Prefer to self-describe	REDACTED	15.9%	REDACTED	REDACTED
Sikh	REDACTED	0.0%	REDACTED	REDACTED
Spiritual	REDACTED	0.0%	REDACTED	REDACTED

Age	Grade I & above	Other	Teacher	Top 5%
Buddhist	0.0%	0.0%	0.0%	0.0%
Christian	38.6%	11.8%	47.7%	41.95%
Hindu	0.0%	0.0%	REDACTED	REDACTED
Jewish	0.0%	0.0%	REDACTED	REDACTED
Muslim	REDACTED	0.0%	REDACTED	REDACTED
No religion	56.1%	38.2%	45.0%	49.8%
Prefer to self-describe	REDACTED	50.0%	REDACTED	REDACTED
Sikh	REDACTED	0.0%	0.0%	REDACTED
Spiritual	0.0%	0.0%	REDACTED	REDACTED

7. Sex

Information Shared by Grade Groups

The City Corporation holds data on sex for 100% of employees.

Breakdown by Grade Groups

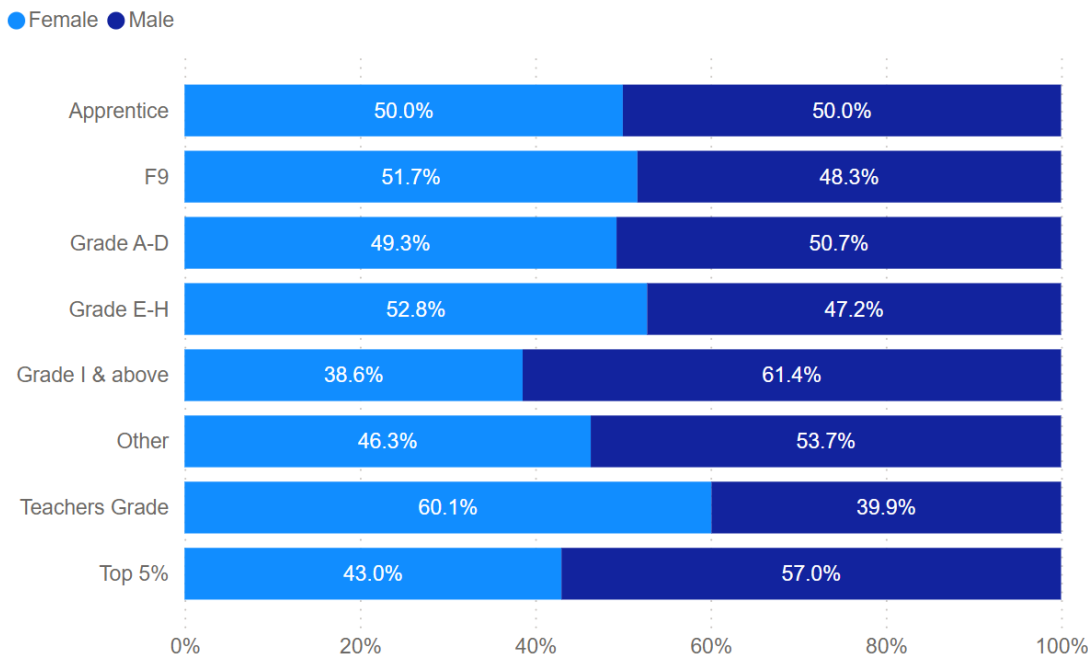
There is a 51% / 49% split in favour of females when looking at all City Corporation employees. Most grade groups follow this pattern also, with an even split between females and males.

The exceptions to this are Grade I & Above, where only 38.6% of employees are female, and Teachers Grade, where the female proportion is larger, at 60.1%.

Top 5% of Employees by Earnings

43% of the Top 5% of employees by earnings are female. This balance in favour of males is counter to split seen in the wider City Corporation.

Sex of City Corporation Employees by Grade Group



Grade Group	Female	Male
Apprentice	50.0%	50.0%
F9	51.7%	48.3%
Grade A – D	49.3%	50.7%
Grade E – H	52.8%	47.2%
Grade I and above	38.6%	61.4%
Other	46.3%	53.7%
Teacher	60.1%	39.9%
Top 5%	43.0%	57.0%

8. Sexual Orientation

Information Shared by Grade Groups

64% of City Corporation employees shared information related to sexual orientation.

Levels of information shared vary greatly between grade groups. Teacher Grades showed low levels of information sharing, at 33%, followed by F9 at 48%.

The grade groups with the highest levels of information sharing were Grade I & above (80%) and Apprentices (82%).

All grade groups contained employees who actively preferred not to share information on sexual orientation. The groups with the highest proportions were Apprentices (9%) and Other Grades (10%).

Grade Group	Percentage sharing diversity information	Percentage preferring not to share diversity information	Percentage not sharing diversity information
Apprentice	82%	9%	9%
F9	48%	8%	44%
Grade A – D	65%	5%	30%
Grade E – H	71%	5%	23%
Grade I and above	80%	6%	14%
Other	76%	10%	15%
Teacher	33%	2%	65%
Top 5%	79%	6%	15%

Breakdown by Grade Groups

F9 and Grade E-H were the only grade groups where proportional share of employees who shared information identifying as LGB+ was less than 10%.

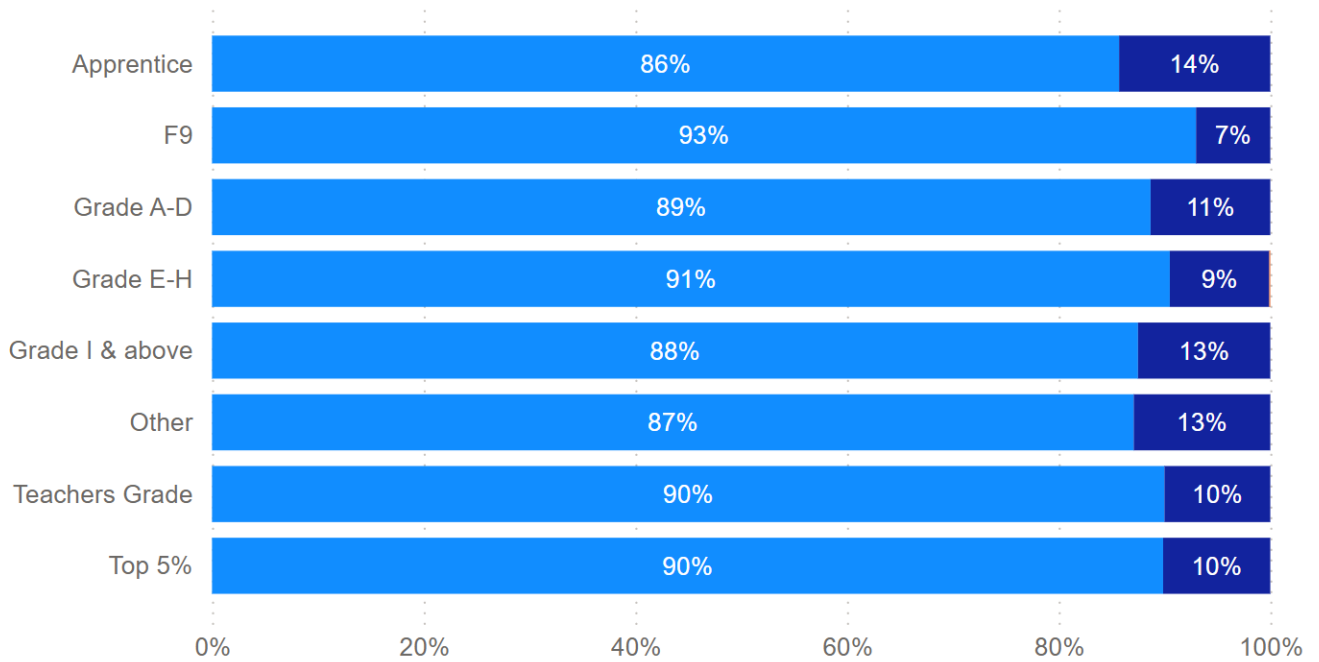
Apprentices had the largest proportional share of employees who shared information identifying as LGB+ when compared to other grade groups, at 14.3%. This was followed by Grade I & above and Other Grades, on 12.5%.

Top 5% of Employees by Earnings

89.9% of the Top 5% of employees sharing information identified themselves as Heterosexual.

Sexual Orientation of City Corporation Employees by Grade Group

● Heterosexual ● LGB+ ● Prefer to self-describe



Grade Group	Heterosexual	LGB+	Prefer to self-describe
Apprentice	86%	14%	0%
F9	93%	7%	0%
Grade A – D	89%	11%	0%
Grade E – H	91%	9%	REDACTED ¹⁹
Grade I and above	88%	13%	0%
Other	87%	13%	0%
Teacher	90%	10%	0%
Top 5%	90%	10%	0%

¹⁹ Percentages marked as REDACTED in this section consist of <1% of City Corporation employees in the specified grade group sharing information and cannot be disclosed. Data is displayed in this table rounded to the nearest whole number to maintain anonymity.

C. Service User Data

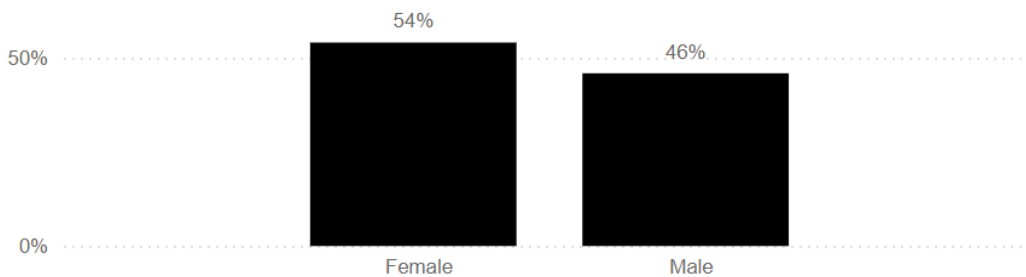
1. Adult and Children's Social Care Provision

Adult Social Care

Throughout FY 2024, 295 individuals received some form of adult social care service from the City Corporation. Previously, NHS Arden & Greater East Midlands (GEM) Commissioning Support Unit and the department of Health & Social Care required summarised data to be submitted. This has now changed to a client level report which had allowed for more granular analysis but does mean there is no directly comparable data for FY 2023. Any service user records where data was not recorded for a specific demographic have been excluded from the percentage breakdowns.

When broken down by sex, there were a slightly higher proportion of female adult social care service users (54%) compared to male service users (48%).

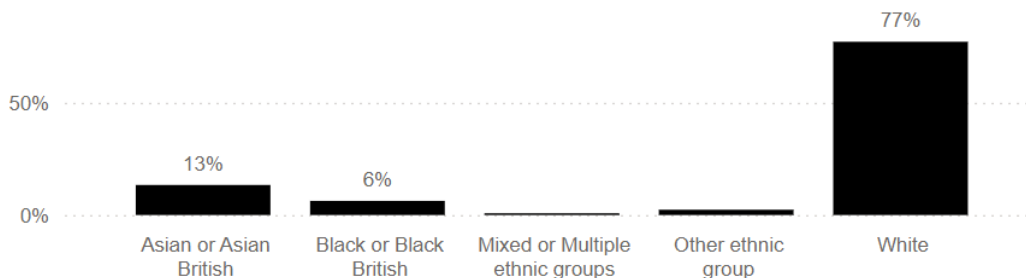
Sex of Adult Social Care Service Users



Sex	Percentage
Female	54%
Male	46%

254 service users shared information about their ethnicity, the majority of whom were white (77%). A smaller proportion identified as Asian or Asian British (13%) and Black or Black British (6%). The proportion of service users who identified as being from Mixed or multiple ethnic groups, or Other ethnic groups, fell below the threshold for disclosure.

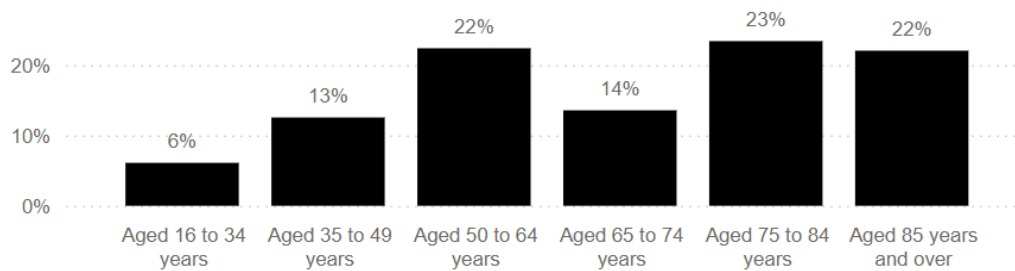
Ethnicity of Adult Social Care Service Users



Ethnicity	Percentage
Asian or Asian British	13%
Black or Black British	6%
Mixed or multiple ethnic groups	REDACTED ²⁰
Other ethnic group	REDACTED
White	77%

Over 80% of adult social care service users were aged 50 years and over. The largest sub-group were aged 75 to 84 years, on 23%, closely followed by those aged 50 to 64 years or those aged 85 years or more, both on 22%. Whilst most service users were aged 50 years and over, it is notable that a similar proportion of were aged 35 to 49 years (13%) as aged 65 to 74 years (14%). There were very few younger service users, with only 6% of clients being aged 16 to 34 years.

Age of Adult Social Care Service Users



Age	Percentage
Aged 16 to 34 years	6%
Aged 35 to 49 years	13%
Aged 50 to 64 years	22%
Aged 65 to 74 years	14%
Aged 75 to 84 years	23%
Aged 85 years and over	22%

²⁰ Percentages <5% for Adult Social Care users cannot be disclosed and have been anonymised.

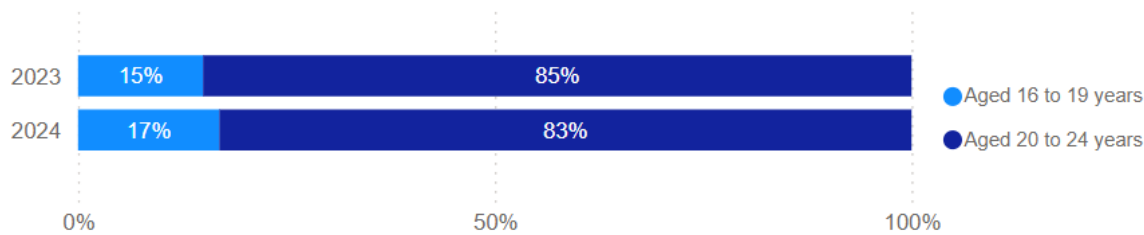
Care Leavers

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. There were 59 care leavers recorded for FY 2024, compared to 60 for FY 2023.

The majority of care leavers for both financial years were male. The cohort of female care leavers falls below the threshold for anonymisation, so the breakdown by sex has been excluded.

83% of in the care leavers for FY 2024 were aged between 20 and 24 years, a similar proportion to FY 2023.

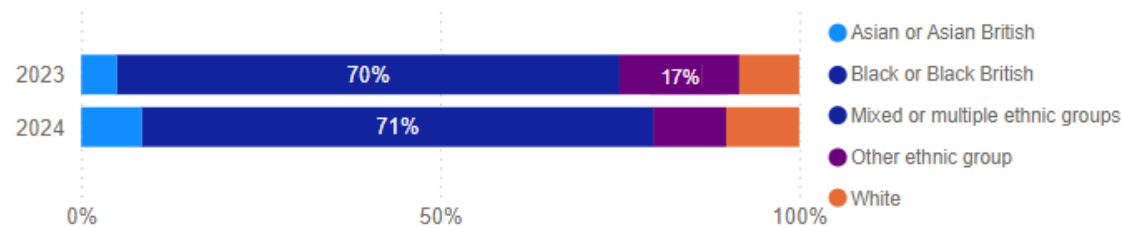
Age of Care Leavers



Age	FY 2023	FY 2024
Aged 16 to 19 years	15%	17%
Aged 20 to 24 years	85%	83%

71% of care leavers for FY 2024 were Black or Black British. All other care leavers belong to other ethnic groups that fell below the threshold for anonymisation. Proportions were broadly similar to FY 2023

Ethnicity of Care Leavers



Ethnicity	FY 2023	FY 2024
Asian or Asian British	REDACTED ²¹	REDACTED
Black or Black British	70%	71%
Mixed or multiple ethnic groups	0%	0%
Other ethnic group	17%	REDACTED
White	REDACTED	REDACTED

²¹ Percentages <=10% for Adult Social Care users cannot be disclosed and have been anonymised.

Children in Care

A child who has been in the care of their local authority for more than 24 hours is referred to as a child in care, a term which many children and young people prefer.

Data in this section relates to the total number of children who may have been in care at any point in either FY 2023 or FY 2024. 21 children were in care at some point during FY 2024, compared to 24 for FY 2023.

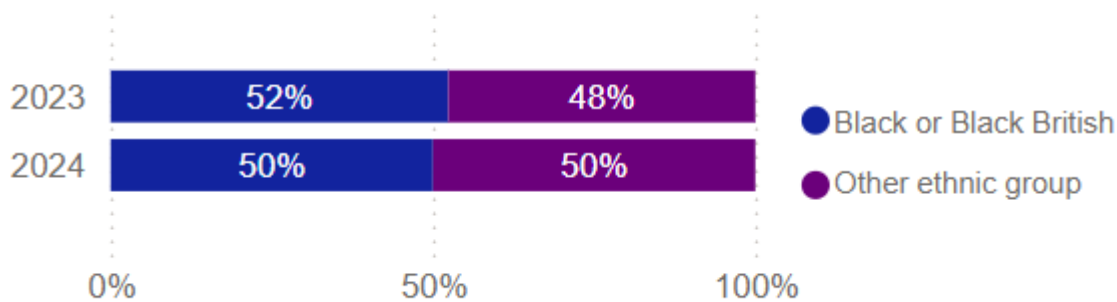
Due to the low numbers of looked after children we are unable to provide specific data on age and sex.

The majority of children in both FY 2023 and FY 2024 were male, with the ratio between female and male remaining consistent between years.

A larger proportion of children were aged 17 to 18 years, as opposed to 16 years or under. This was the case for both FY 2023 and FY 2024, with the proportions remaining consistent between the years.

Half of all children recorded in FY 2024 were Black or Black British with the other half belonging to other ethnic groups. This is consistent with FY 2023.

Ethnicity of Children in Care



Ethnicity	FY 2023	FY 2024
Black or Black British	52%	50%
Other ethnic group	48%	50%

2. Education Support for Children

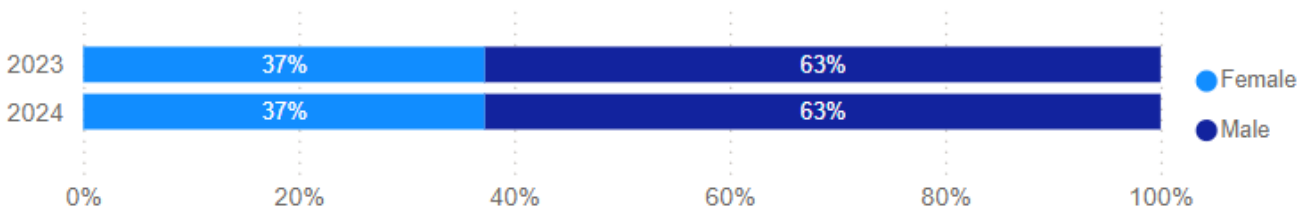
Special Educational Needs (SEN) Support

Special educational needs (SEN) can affect a child or young person’s ability to learn, including their behaviour or ability to socialise, their reading and writing, their ability to understand things, their concentration levels, and their physical ability.

The data in this section relates to The Aldgate School, the only state maintained primary school within the City of London and concerns the total number of children receiving SEN support at any point during FY 2023 or FY 2024. 59 children received SEN support in both FY 2023 and FY 2024.

Just under two thirds of children with SEN support were male in both years.

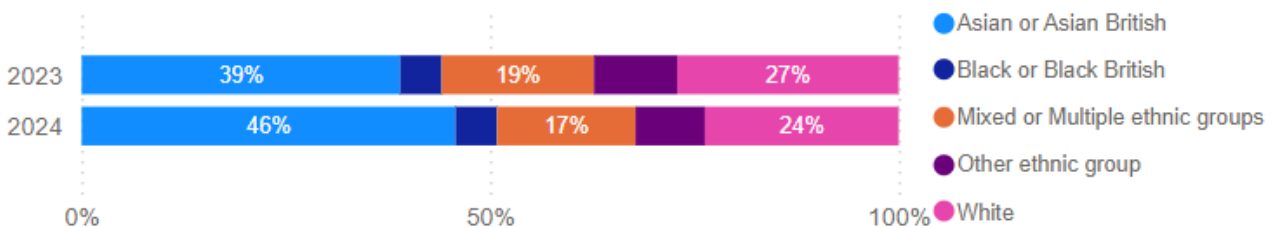
Sex of Children Receiving SEN Support



Sex	FY 2023	FY 2024
Female	37%	63%
Male	37%	63%

The largest ethnicity cohort for SEN support was Asian or Asian British, followed by White. The Asian or Asian British proportion increased by seven percentage points to 46% in FY 2024. Cohorts comprising <10% of the total have been anonymised

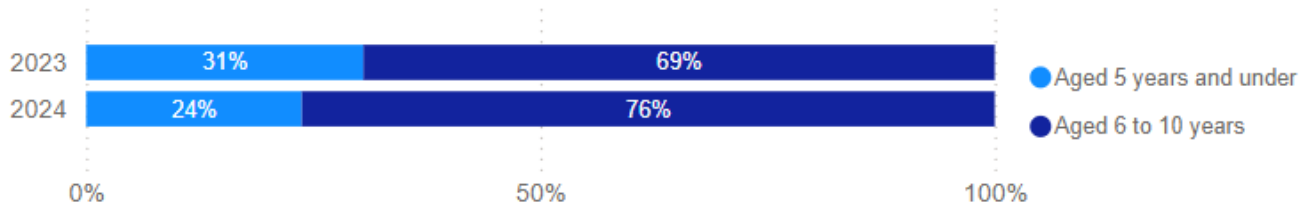
Ethnicity of Children Receiving SEN Support



Ethnicity	FY 2023	FY 2024
Asian or Asian British	39%	46%
Black or Black British	REDACTED ²²	REDACTED
Mixed or multiple ethnic groups	19%	17%
Other ethnic group	REDACTED	REDACTED
White	27%	24%

Ages of children receiving SEN support have been aggregated to enable disclosure. Three quarters of children receiving SEN support in FY 2024 were aged between 6 and 10 years, an increase of seven percentage points on FY 2023.

Age of Children Receiving SEN Support



Age	FY 2023	FY 2024
Aged 5 years and under	31%	69%
Aged 6 to 10 years	24%	76%

²² Percentages <10% of children receiving SEN support cannot be disclosed and have been anonymised.

Education, Health, and Care (EHC) Plan

An education, health and care (EHC) plan is for children and young people aged up to 25 who need more support than is available through special educational needs support. EHC plans identify educational, health and social needs and set out the additional support to meet those needs.

This data in this section concerns the 30 individuals with an EHC plan for whom the City of London Corporation held responsibility at any point in FY 2024.

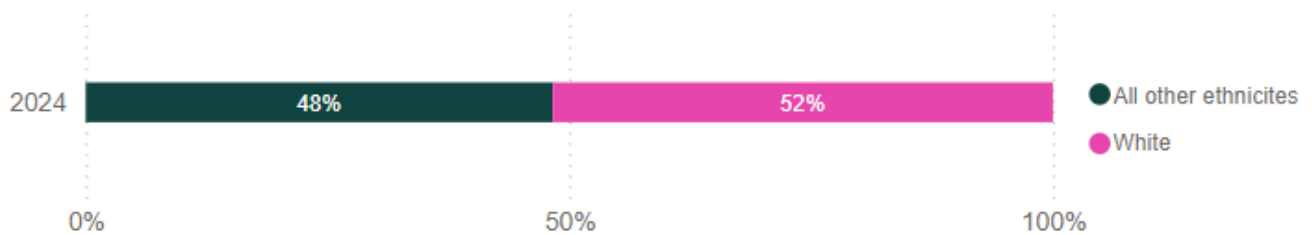
Due to the low numbers of children with an EHC Plan we are unable to disclose specific data on age and sex. In addition, records where data has not been disclosed have been excluded.

The majority of individuals with an EHC Plan in FY 2024 were male.

47% of individuals with an EHC Plan in FY 2024 were aged between 11 and 15 years old, with all others being aged younger or older (to the age of 21).

52% of individuals with an EHC Plan in FY 2024 were White. The numbers for all other ethnicity categories fall below the threshold for anonymisation, so have been aggregated below; combined they make up just under half of individuals with an EHC Plan in FY 2024.

Ethnicity of Individuals with an EHC Plan



Ethnicity	FY 2024
All other ethnicities	48%
White	52%

3. Rough Sleepers

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.

As with previous sections, records where diversity information has not been shared have been excluded. The total number of individuals recorded and the number not sharing information for certain characteristics is shown in the tables below. Any cohort comprising <5% of the total has been anonymised.

Total Cases

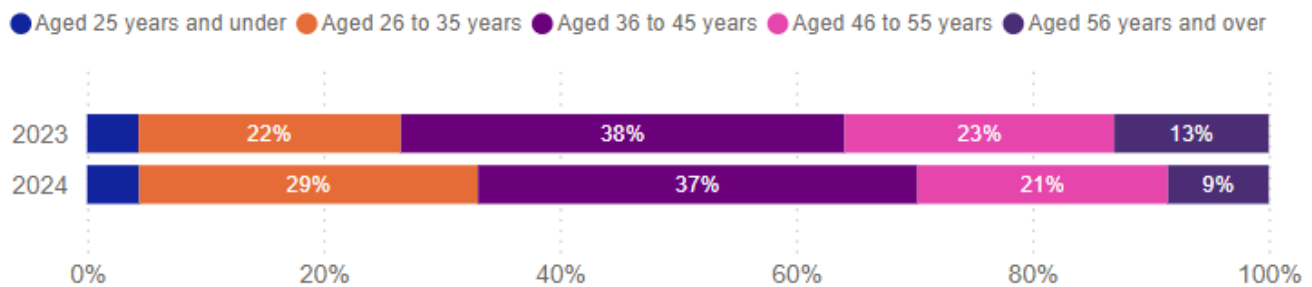
Year	Rough Sleepers Identified
FY 2023	482
FY 2024	656

Rough Sleepers preferring not to share diversity information on Gender Identity and Nationality

Year	Gender Identity	Nationality
FY 2023	13	66
FY 2024	52	127

The largest age group for rough sleepers in FY 2024 was 36 to 45 years old, at 37%. This is consistent with FY 2023. The group aged 26 to 25 years increased by nine percentage points to 29%, the second largest group in FY 2024.

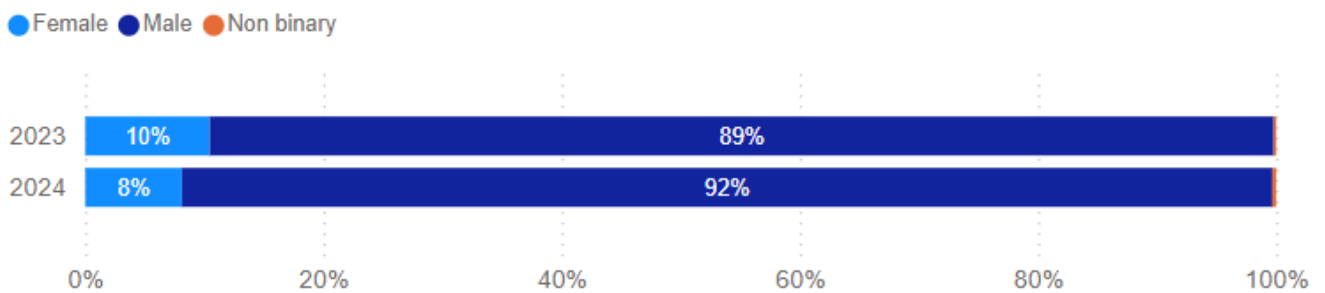
Age of Rough Sleepers



Age	FY 2023	FY 2024
Aged 25 years and under	REDACTED ²³	REDACTED
Aged 26 to 35 years	22%	29%
Aged 36 to 45 years	38%	37%
Aged 46 to 55 years	23%	21%
Aged 56 years and over	13%	9%

A majority of rough sleepers identified as male in both FY 2023 and FY 2024.

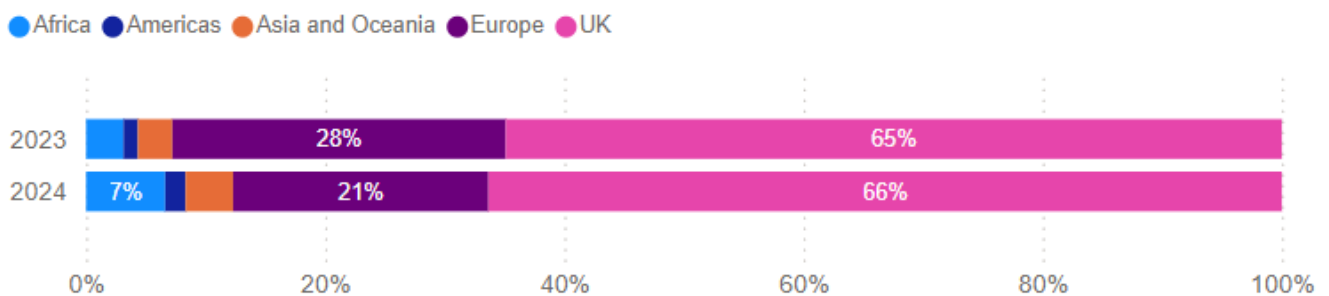
Gender Identity of Rough Sleepers



Gender Identity	FY 2023	FY 2024
Female	10%	8%
Male	89%	92%
Non-binary	REDACTED	REDACTED

Two thirds of all rough sleepers in both FY 2023 and FY 2024 were from the UK. The second largest group were from European nations, at 21%, though this proportion fell by seven percentage points compared to FY 2023.

Nationality of Rough Sleepers

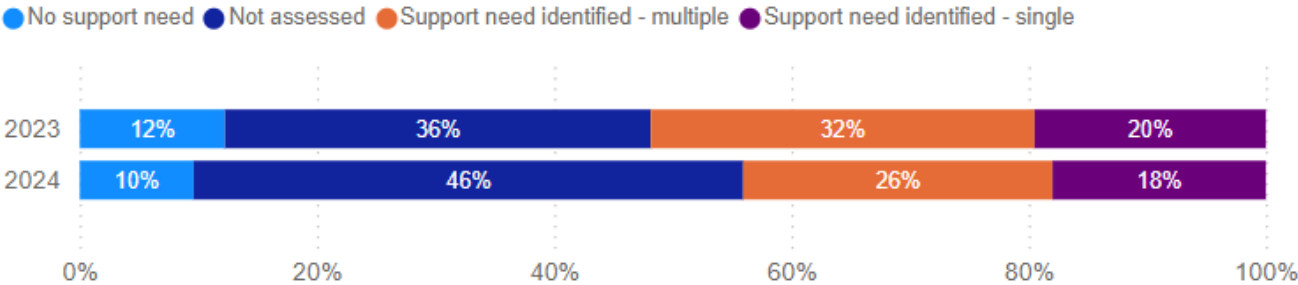


²³ Percentages <5% of rough sleepers cannot be disclosed and have been anonymised.

Nationality	FY 2023	FY 2024
Africa	REDACTED	7%
Americas	REDACTED	REDACTED
Asia and Oceania	REDACTED	REDACTED
Europe	28%	21%
UK	65%	66%

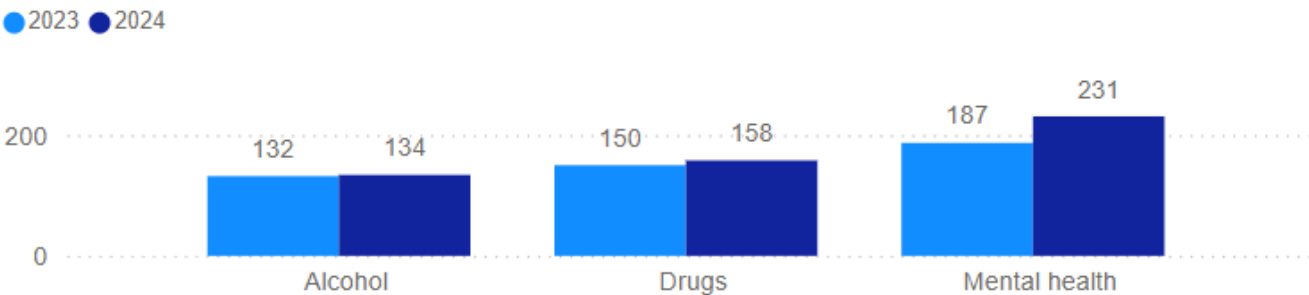
The most prevalent support need identified for rough sleepers in both years was around mental health. A greater proportion of individuals assessed had multiple support needs, rather than a single support need.

Outcome of Assessment on Support Needs for Rough Sleepers



Outcome of Assessment on Support Needs	FY 2023	FY 2024
No support needed	12%	10%
Not assessed	36%	46%
Support need identified - multiple	32%	26%
Support need identified - single	20%	18%

Type of Support Needs



Types of Support Needs	FY 2023	FY 2024
Alcohol	132	134
Drugs	150	158
Mental Health	187	231

4. Housing and Homelessness

The following 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. There were 784 applicants in FY 2024, compared to 772 in FY 2023.

Data within this section encompasses all individuals on the application, including children and other relatives, offering a comprehensive overview of the households, as opposed to analysing the primary applicant. However, there are some instances where data has not been shared for all applicants; in these cases, as with elsewhere in this report, they have been excluded. Data has also been anonymised where required to ensure disclosure is in line with GDPR.

Age

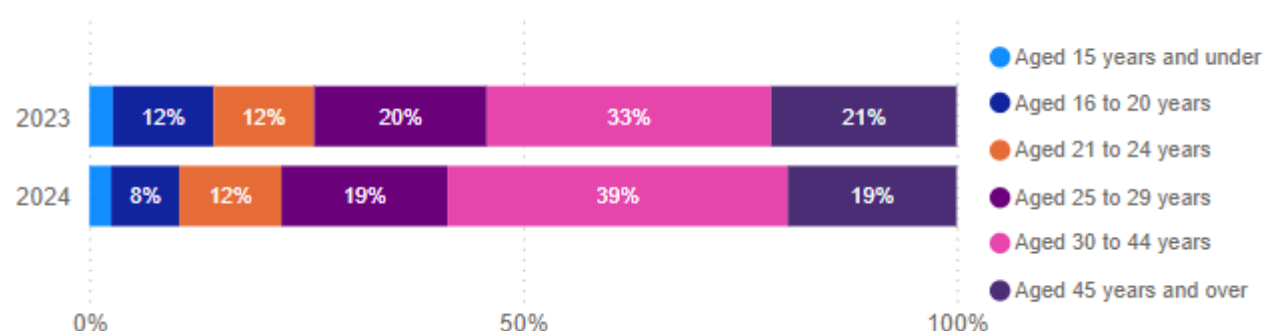
Data on age was shared by 81% of applicants in FY 2024, up from 72% the previous year.

Applicants sharing diversity information	FY 2023	FY 2024
Percentage sharing diversity information	72%	81%
Percentage preferring not to share diversity information	0%	0%
Percentage not sharing diversity information	28%	19%

The age range with the largest proportion of applicants in FY 2024 was 30 to 44 years, at 39%. This was also the case in FY 2023, though the proportion has increased by six percentage points.

19% of applicants were aged 45 years and over. This category aggregates a number of age ranges, indicating that there are comparatively few older applicants. 3% of applicants in both FY 2023 and FY 2024 were aged 15 years or under.

Age of Homeless Applicants



Age	FY 2023	FY 2024
Aged 15 years and under	3%	3%
Aged 16 to 20 years	12%	8%
Aged 21 to 24 years	12%	12%
Aged 25 to 29 years	20%	19%
Aged 30 to 44 years	33%	39%
Aged 45 years and over	21%	19%

Disability

Data on age was shared by 76% of applicants in FY 2024. Please note that directly comparable data for FY 2023 is not available.

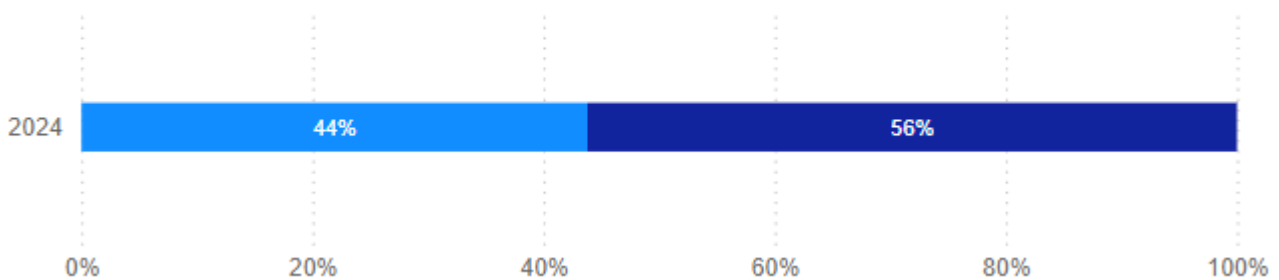
Applicants sharing diversity information	FY 2024
Percentage sharing diversity information	76%
Percentage preferring not to share diversity information	0%
Percentage not sharing diversity information	24%

Of those providing information, 44% of applicants shared information that they had a disability or multiple disabilities.

Data on specific disabilities shows that the most common types in FY 2024 mental were ill health and long-term illness/conditions. Both categories showed increases in the information shared compared to FY 2023.

Homeless Applicants Sharing a Disability

● Disclosed Disability/Disabilities ● No Disabilities



Applicants sharing a disability	FY 2024
Disclosed disability / disabilities	44%
No disabilities	56%

Ethnicity

Data on ethnicity was shared by 81% of applicants in FY 2024, up from 72% the previous year. 2% of applicants preferred not to share information.

Applicants sharing diversity information	FY 2023	FY 2024
Percentage sharing diversity information	72%	81%
Percentage preferring not to share diversity information	1%	2%
Percentage not sharing diversity information	27%	17%

38% of applicants in FY 2024 who shared information identified their ethnicity as White. This was the largest proportional share of applicants, followed by Black or Black British, with 32%. This is a reversal of the position seen in FY 2023, where Black or Black British was the group with the largest proportional share (36%), followed by White (33%).

Ethnicity of Homeless Applicants



Ethnicity	FY 2023	FY 2024
Asian or Asian British	13%	11%
Black or Black British	36%	32%
Mixed or multiple ethnic groups	10%	10%
Other ethnic group	7%	9%
White	33%	38%

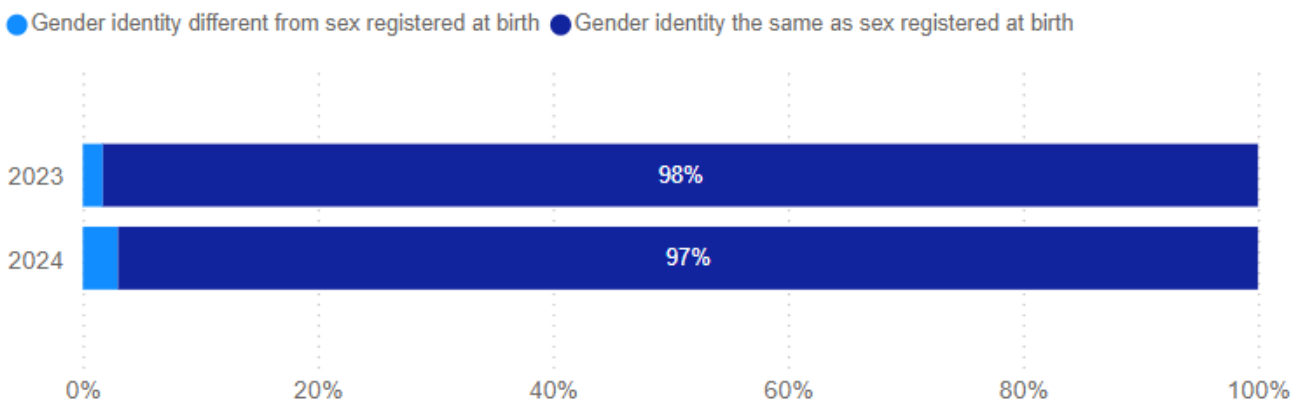
Gender Reassignment and Gender Identity

Data on gender reassignment and gender identity was shared by 94% of applicants in FY 2024, up from 61% the previous year. 2% of applicants preferred not to share information.

Applicants sharing diversity information	FY 2023	FY 2024
Percentage sharing diversity information	61%	94%
Percentage preferring not to share diversity information	1%	2%
Percentage not sharing diversity information	38%	5%

97% of applicants in FY 2024 who shared information identified their gender identity being the same as their sex registered at birth. This is consistent with the proportion recorded in FY 2023.

Gender Identity of Homeless Applicants



Gender Identity	FY 2023	FY 2024
Gender identity is different from sex registered at birth	2%	3%
Gender identity is the same as sex registered at birth	98%	97%

Legal Partnership Status

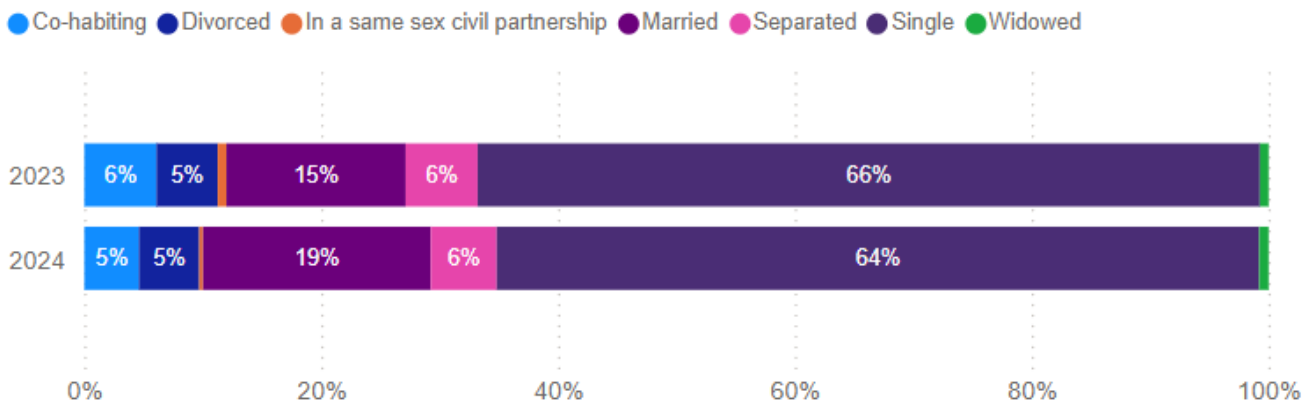
Information on legal partnership status was shared by 80% of applicants in FY 2024, up from 70% the previous year.

Applicants sharing diversity information	FY 2023	FY 2024
Percentage sharing diversity information	70%	80%
Percentage preferring not to share diversity information	0%	0%
Percentage not sharing diversity information	30%	20%

The majority of applicants sharing information in FY 2024 identified that they were single. The proportion of single applicants, at 64%, was consistent with that recorded in FY 2023.

Married applicants made up the second largest group as a proportion of applicants sharing information. The proportional share of married applicants increased by four percentage points between FY 2023 and FY 2024, to 19%.

Legal Partnership Status of Homeless Applicants



Ethnicity	FY 2023	FY 2024
Co-habiting	6%	5%
Divorced	5%	5%
In a same sex civil partnership	REDACTED ²⁴	REDACTED
Married	15%	19%
Separated	6%	6%
Single	66%	64%
Widowed	REDACTED	REDACTED

²⁴ Percentages <1% of homeless applicants cannot be disclosed and have been anonymised.

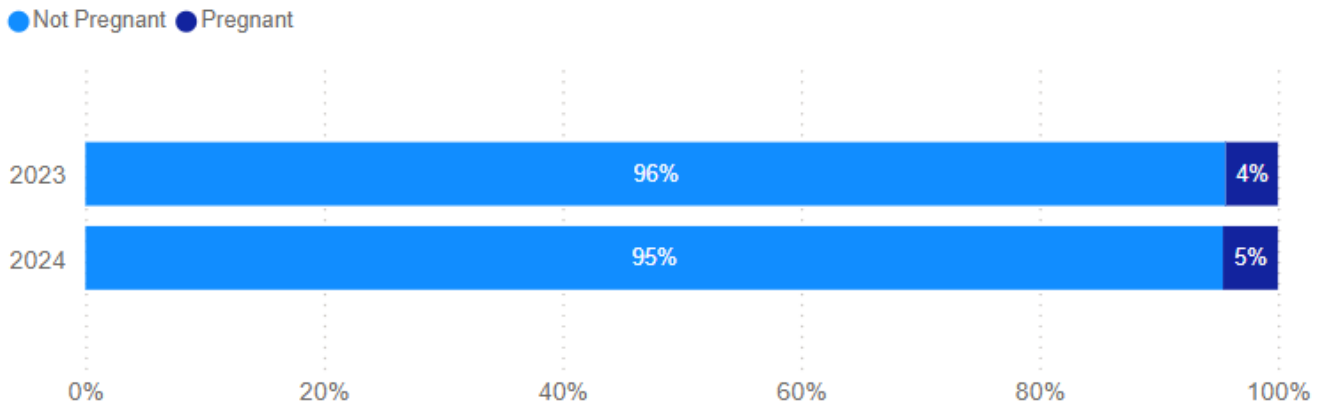
Pregnancy and Maternity – Pregnancy at time of application

Information on whether individuals were pregnant at the time of their application was shared by 80% of applicants in FY 2024, up from 71% the previous year.

Applicants sharing diversity information	FY 2023	FY 2024
Percentage sharing diversity information	70%	80%
Percentage preferring not to share diversity information	0%	0%
Percentage not sharing diversity information	30%	20%

5% of applicants in FY 2024 who shared information were pregnant at the time of their application. This is consistent with the proportion recorded in FY 2023.

Homeless Applicants Pregnant at Time of Application



Pregnancy Status	FY 2023	FY 2024
Not pregnant	96%	95%
Pregnant	4%	5%

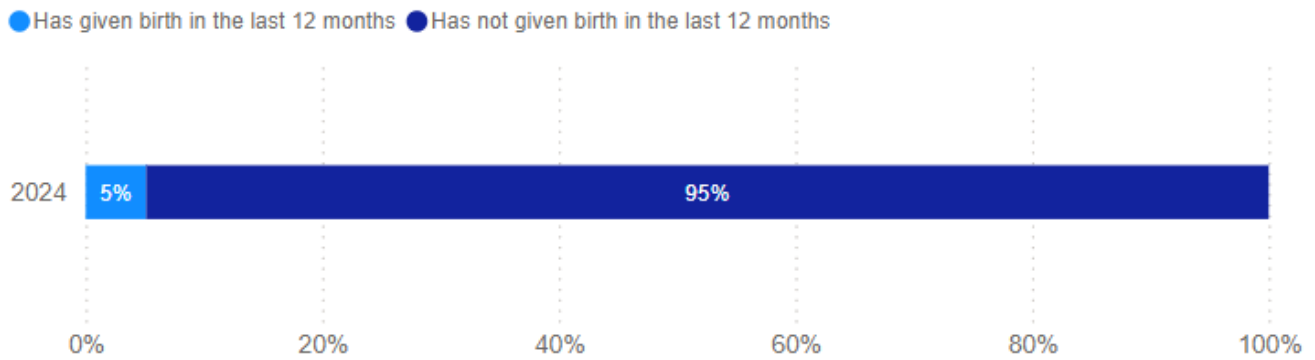
Pregnancy and Maternity – Gave birth in the 12 months prior to application

Information on whether individuals had given birth in the 12 months prior to their application was shared by 80% of applicants in FY 2024. Please note that directly comparable data for FY 2023 is not available.

Applicants sharing diversity information	FY 2024
Percentage sharing diversity information	80%
Percentage preferring not to share diversity information	0%
Percentage not sharing diversity information	20%

5% of applicants in FY 2024 who shared information had given birth in the 12 months prior to their homelessness application.

Homeless Applicants Who Gave Birth in the 12 Months Prior to Application



Pregnancy Status	FY 2024
Has given birth in the last 12 months	5%
Has not given birth in the last 12 months	95%

Religion or Belief

Data on religion or belief was shared by 71% of applicants in FY 2024, up from 64% the previous year. 8% of applicants preferred not to share information.

Applicants sharing diversity information	FY 2023	FY 2024
Percentage sharing diversity information	70%	80%
Percentage preferring not to share diversity information	0%	0%
Percentage not sharing diversity information	30%	20%

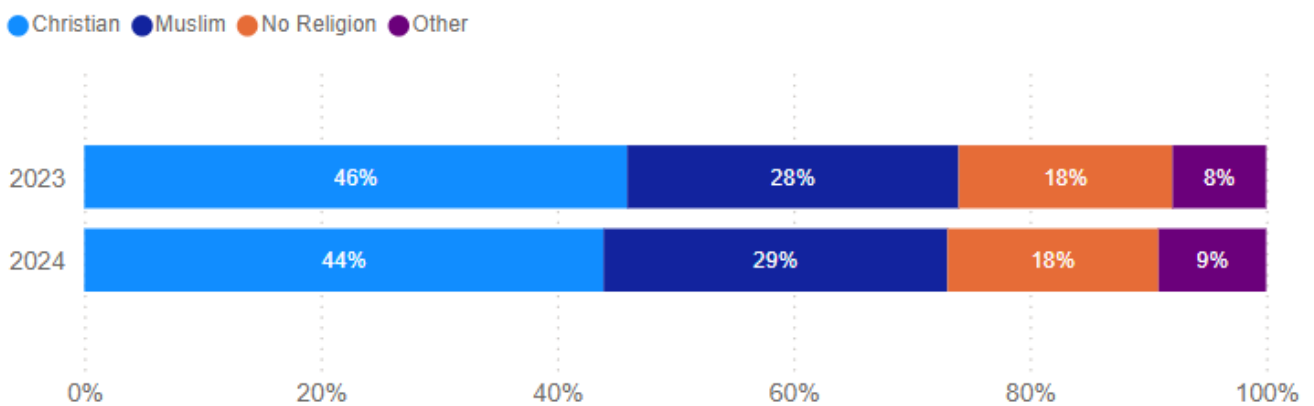
44% of applicants in FY 2024 who shared information identified their religion as Christian. This was the largest proportional share of applicants, followed by Muslim, with 29%, and No religion with 18%.

For the purpose of anonymisation, the following categories have been aggregated into Other:

- Buddhist
- Hindu
- Jewish
- Other
- Sikh

These categories, when combined, accounted for 9% of all applicants sharing information in FY 2024. The proportionate share between categories in FY 2024 was largely consistent with that recorded in FY 2023.

Religion or Belief of Homeless Applicants



Religion or Belief	FY 2023	FY 2024
Christian	46%	44%
Muslim	28%	29%
No religion	18%	18%
Other	8%	9%

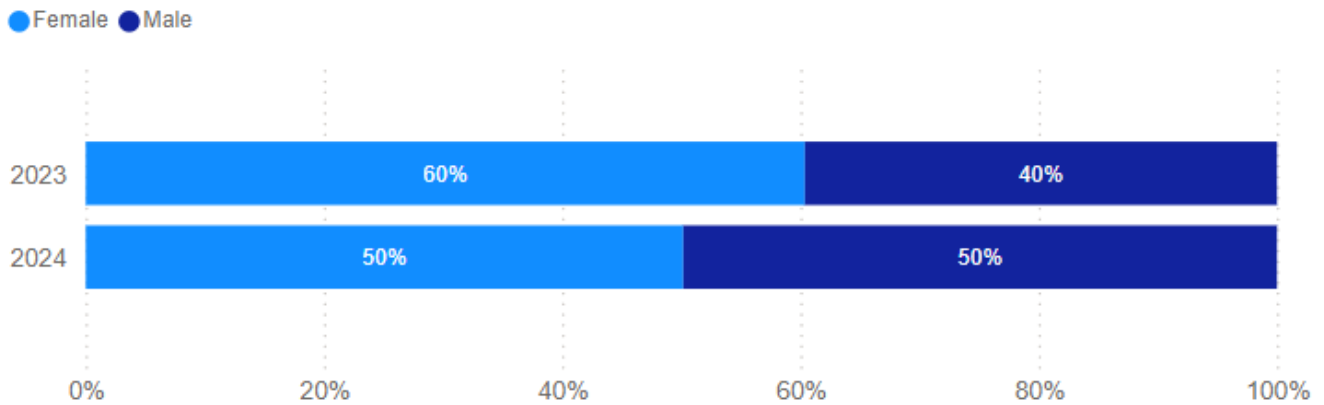
Sex

Information on sex was shared by 80% of applicants in FY 2024, down from 99% the previous year. 1% of applicants preferred not to share information.

Applicants sharing diversity information	FY 2023	FY 2024
Percentage sharing diversity information	99%	80%
Percentage preferring not to share diversity information	1%	1%
Percentage not sharing diversity information	0%	20%

There was a 50/50 ratio between Female and Male recorded for applicants sharing information in FY 2024. This is a shift from FY 2023, where 60% of applicants were Female.

Sex of Homeless Applicants



Sex	FY 2023	FY 2024
Female	60%	40%
Male	50%	50%

Sexual Orientation

Information on sexual orientation was shared by 72% of applicants in FY 2024, up from 66% the previous year. 11% of applicants preferred not to share information, a slightly higher proportion than FY 2023.

Applicants sharing diversity information	FY 2023	FY 2024
Percentage sharing diversity information	66%	72%
Percentage preferring not to share diversity information	7%	11%
Percentage not sharing diversity information	27%	17%

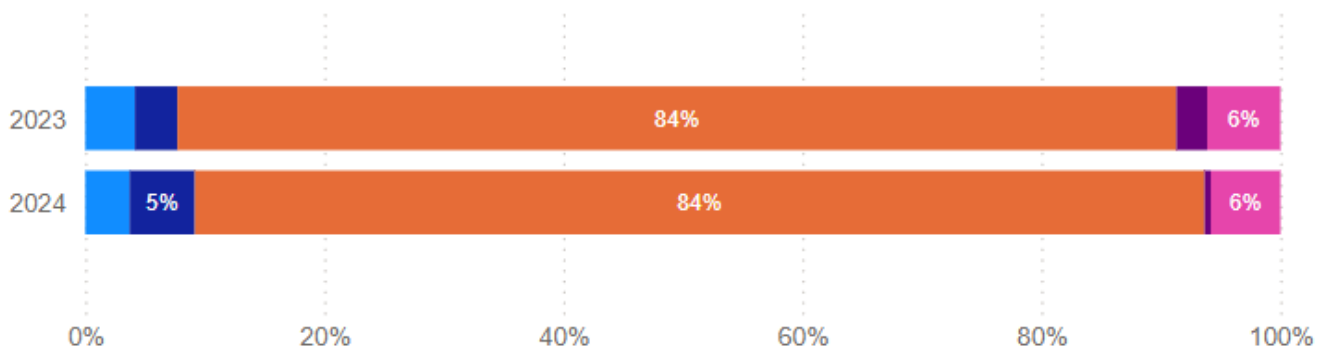
84% of applicants in FY 2024 who shared information identified as Heterosexual. This was the largest proportional share of applicants, followed by Other on 6%, and Gay on 5%.

Categories comprising <5% of the total have been anonymised.

The proportionate share between categories in FY 2024 was largely consistent with that recorded in FY 2023.

Sexual Orientation of Homeless Applicants

● Bisexual ● Gay ● Heterosexual ● Lesbian ● Other



Sexual Orientation	FY 2023	FY 2024
Bisexual	REDACTED ²⁵	REDACTED
Gay	REDACTED	5%
Heterosexual	84%	84%
Lesbian	REDACTED	REDACTED
Other	6%	6%

²⁵ Percentages <5% of homeless applicants cannot be disclosed and have been anonymised.

5. Adult Skills and Education Service

The following section contains data from the City of London Corporation's Adult Skills and Education Service, which works in partnership with community and voluntary organisations, schools, children's centres and libraries to offer training and education.

The data presented relates to adult learners in the academic years 2023 (beginning in September 2022) and 2024 (beginning in September 2023).

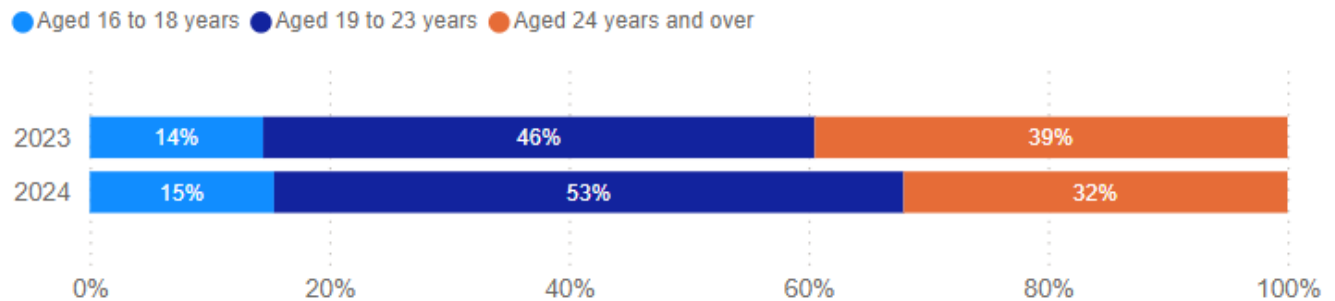
Apprenticeship Programme

The City Corporation's Apprenticeship Programme provided training to 76 apprentices in academic year 2023 and 78 apprentices in academic year 2024. Diversity information was shared by all apprentices on the characteristics presented in the charts displayed.

53% of apprentices in academic year 2024 were aged between 19 and 23 years old. This was the largest proportional share of apprentices, and there was an increase of seven percentage points on the comparative share in the previous academic year.

32% of apprentices were aged 24 years and over, a decrease of seven percentage points on their proportional share in the previous academic year. This category also includes some apprentices aged 50 years and over; they have been aggregated into this category as recording them separately falls below the threshold for anonymisation.

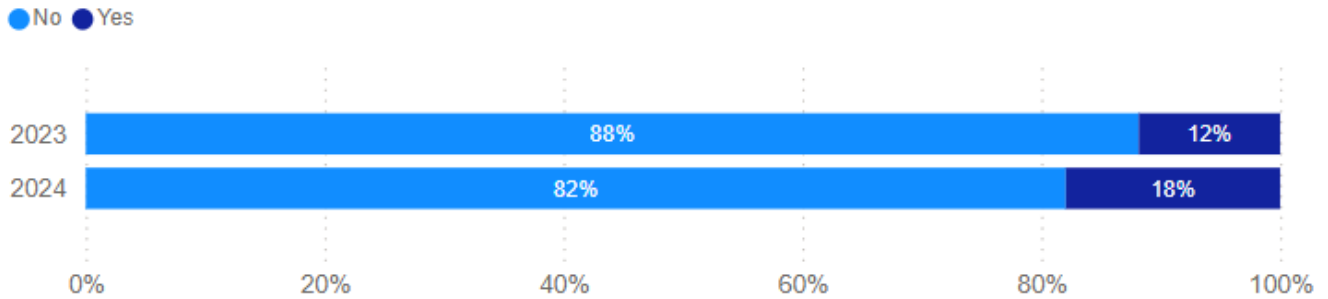
Age of Apprentices



Age	Academic Year 2023	Academic Year 2024
Aged 16 to 18 years	14%	15%
Aged 19 to 23 years	46%	53%
Aged 24 years and over	39%	32%

18% of apprentices disclosed a learning difficulty, disability, or health problem in academic year 2024. This was an increase of six percentage points on the proportion the previous academic year.

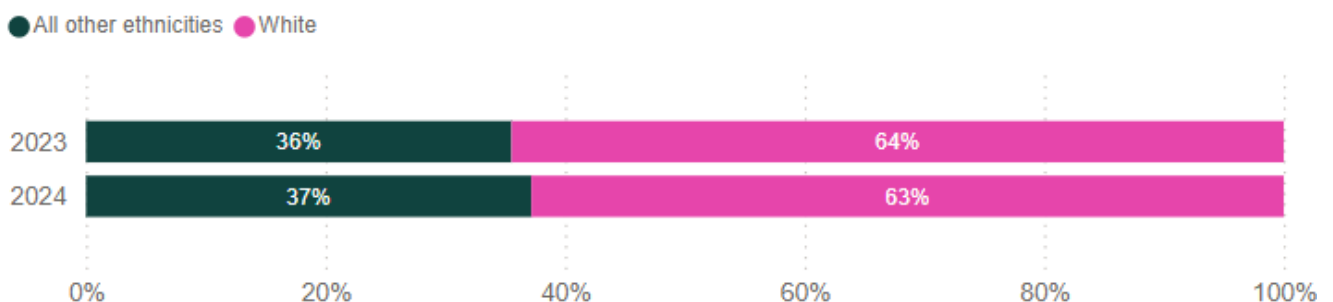
Apprentices Declaring a Learning Difficulty/Disability/Health Problem



Disclosing a learning difficulty, disability, or health problem	Academic Year 2023	Academic Year 2024
No	88%	82%
Yes	12%	18%

63% of apprentices in academic year 2024 identified their ethnicity as White. This was the largest proportional share of apprentices and was consistent with the data recorded for the previous academic year. The proportional share between the other categories (Asian or Asian British, Black or Black British, Mixed or Multiple ethnic groups, and Other ethnic groups) have been aggregated into a single category for this analysis, as separating them out would have seen them fall below the threshold for anonymisation.

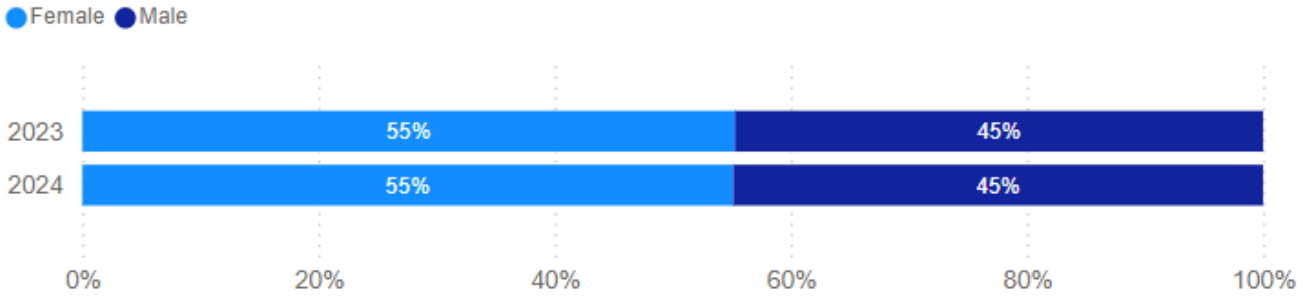
Ethnicity of Apprentices



Ethnicity	Academic Year 2023	Academic Year 2024
All other ethnicities	36%	37%
White	64%	63%

55% of apprentices were female in both academic year 2023 and academic year 2024.

Sex of Apprentices



Sex	Academic Year 2023	Academic Year 2024
Female	55%	55%
Male	45%	45%

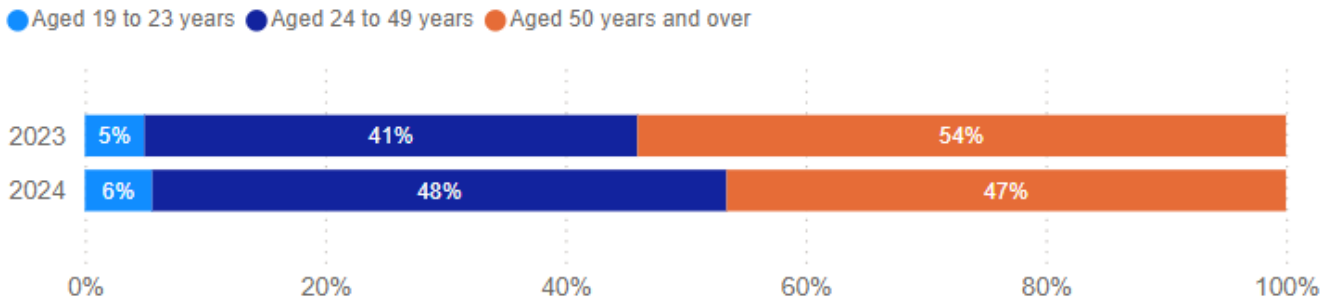
Community Learning and Adult Skills Programmes

The City Corporation's Adult Skills and Education Service provided training to 626 adult learners in academic year 2023 and 1,106 adult learners in academic year 2024. As with previous sections, learners not sharing information have been excluded from totals for the percentage breakdowns in the charts displayed.

Data on age was shared by 100% of adult learners across both academic years 2023 and 2024.

The majority of adult learners in academic year 2024 were older than 24 years. These learners were split fairly evenly between those aged 24 and 49 years old and those aged 50 years and above. This is somewhat different from the position seen in academic year 2023, where the largest proportional share of learners were aged 50 years and over, at 54%.

Age of Learners



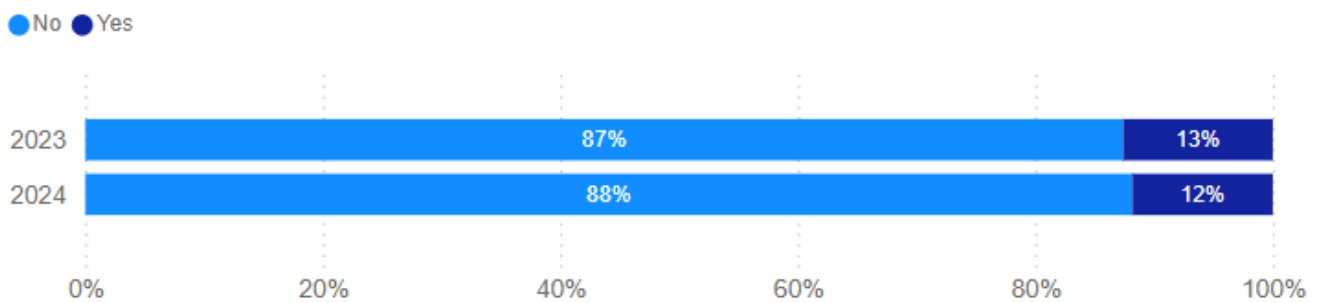
Age	Academic Year 2023	Academic Year 2024
Aged 19 to 23 years	5%	6%
Aged 24 to 49 years	41%	48%
Aged 50 years and over	54%	47%

Data on disability was shared by 98% of adult learners in academic year 2024, up from 96%. All other learners preferred not to share information.

Adult Learners Sharing Disability Information	Academic Year 2023	Academic Year 2024
Percentage sharing diversity information	96%	98%
Percentage preferring not to share diversity information	4%	2%
Percentage not sharing diversity information	0%	0%

12% of learners declared a learning difficulty, disability, or health problem in academic year 2024. This was consistent with the previous academic year.

Learners Declaring a Learning Difficulty/Disability/Health Problem



Disclosing a learning difficulty, disability, or health problem	Academic Year 2023	Academic Year 2024
No	87%	88%
Yes	13%	12%

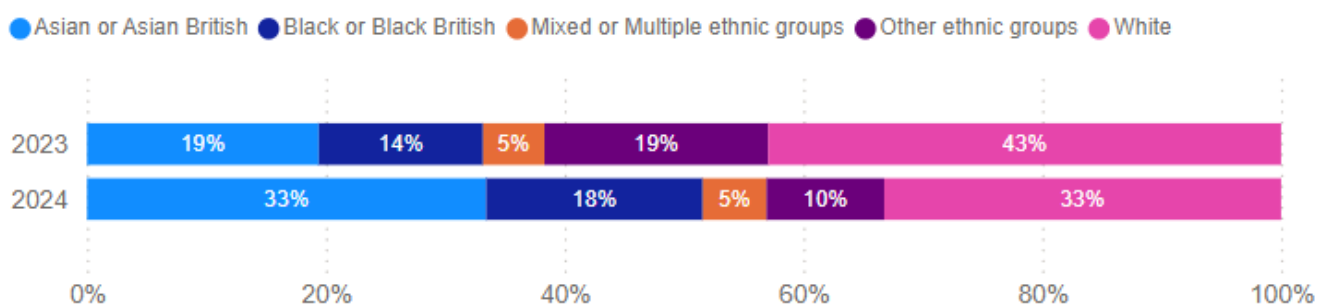
Data on ethnicity was shared by 99% of adult learners in both academic years 2023 and 2024. All other learners preferred not to share information.

Adult Learners Sharing Ethnicity Information	Academic Year 2023	Academic Year 2024
Percentage sharing diversity information	99%	99%
Percentage preferring not to share diversity information	1%	1%
Percentage not sharing diversity information	0%	0%

The ethnicity categories to which the largest proportion of learners belonged to in academic year 2024 were Asian or Asian British and White, both on 33%. This is a notable shift from the previous academic year, with the proportion of Asian and Asian British learners rising by fourteen percentage points, and the proportion of White learners falling by ten percentage points.

Shifts were also seen in other categories, with the proportion of Black and Black British learners rising by four percentage points, and the proportion belonging to Other ethnic groups falling by nine percentage points.

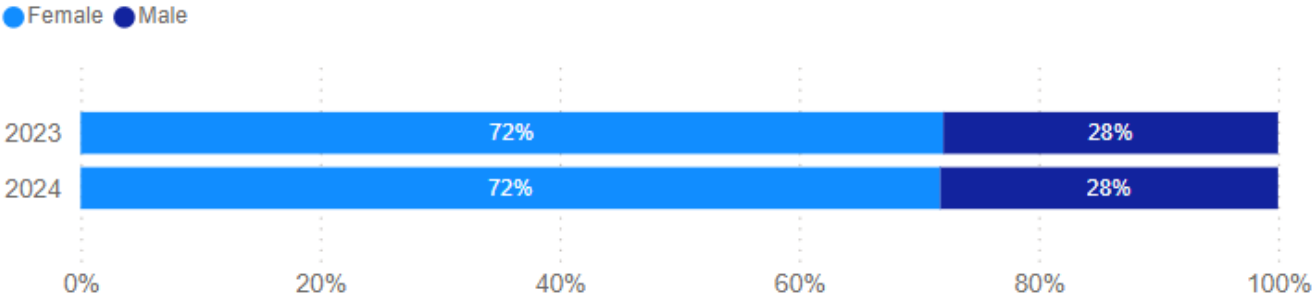
Ethnicity of Learners



Ethnicity	Academic Year 2023	Academic Year 2024
Asian or Asian British	19%	33%
Black or Black British	14%	18%
Mixed or Multiple ethnic groups	5%	5%
Other ethnic groups	19%	10%
White	43%	33%

Data on sex was shared by 100% of adult learners across both academic years 2023 and 2024. 72% of learners were female in both academic year 2023 and academic year 2024.

Sex of Learners



Sex	Academic Year 2023	Academic Year 2024
Female	72%	72%
Male	28%	28%

City of London Corporation Committee Report

Committee: Equality, Diversity, & Inclusion Sub Committee – <i>For information and endorsement</i>	Dated: 5 th February 2025
Subject: Equity, Equality, Diversity and Inclusion Review Update	Public report: For Information
This proposal: <ul style="list-style-type: none"> • delivers Corporate Plan 2024-29 outcomes 	Equalities underpin all Corporate Plan 2024-29 outcomes Equality Objectives 2024-29 People Strategy 2024-29
Does this proposal require extra revenue and/or capital spending?	Yes
If so, how much?	£20,000
What is the source of Funding?	Funding met through 23-24 contingency
Has this Funding Source been agreed with the Chamberlain’s Department?	Yes
Report of:	Dionne Corradine, Chief Strategy Officer
Report author:	Sacha Than, EDI Governance Lead, Corporate Strategy and Performance

Summary

At the December 2023 meeting of the EDI Sub Committee, Members agreed four priority actions to ensure the City Corporation was compliant in its Equality duties, one of which was the need for an independent review of the City Corporation’s Equity, Equality, Diversity, and Inclusion (EEDI) provision. Significant work took place in 2024 to stabilise the EEDI function including the recruitment of an Equalities Director, following which the EEDI Review could be commissioned. The Terms of Reference were submitted to the September meeting of the EDI Sub Committee and following a full tender exercise, Belonging Pioneers were appointed to undertake this work starting in November 2024.

The Review is currently in progress and will finish on 1 April 2025. This activity will enable us as an organisation to understand and baseline the current position in relation to EEDI. Data gathering exercises have been taking place since November 2024. After which, Belonging Pioneers will begin preparing their final products, including a report of findings and recommendations. It is proposed that the suite of final products be taken through officer governance channels to create a workplan

and timelines for implementation. All of this will be brought to the June EDI Sub Committee for Member feedback and approval.

With the next meeting of the EDI Sub Committee taking place on 16 June, Belonging Pioneers have been asked to prepare a presentation for the February meeting of the EDI Sub Committee with their baseline assessment, findings to date and emerging headlines and themes for your consideration and discussion.

Recommendations

Members are asked to:

- note the report;
- consider and comment on the baseline assessment and initial findings presentation provided by Belonging Pioneers at the February EDI Sub Committee meeting; and
- endorse the proposal that the final report with recommendations and options for next steps be brought to the June EDI Sub Committee meeting for decision.

Main Report

Background

1. In a confidential session at the December 2023 EDI Sub Committee, Members agreed to address the immediate challenges for the EEDI function through four priority areas:
 - a. Support to the EEDI Team
 - b. Ensure the Corporation is compliant in its equality duties and commitments
 - c. Take stock of and prioritise three political EEDI commitments (the Equality Objectives, Tackling Racism Taskforce recommendations, and address EEDI data gaps
 - d. Scope and agree the Terms of Reference with Members for an EEDI Review to take place and conclude by April 2025
2. Four stages were identified to establish key infrastructure for the Corporation's EEDI ambitions with associated workstreams. These are spread over a five-year period, from 2024-2029 aligned to aid delivery of the Corporate Plan, People Strategy and Equality Objectives all running during the same period. We are currently in the first stage, with the EEDI Team working with others to stabilise the function. The four stages are:
 - a. Stabilise
 - b. Strengthen
 - c. Sustain
 - d. Soar

3. Since November 2023, work has taken place at pace to stabilise the EEDI function. However, there is still a significant amount of work to fully realise ambitions. The initial phase has already made significant progress, including achieving compliance with the Equality Act 2010, mapping the EEDI officer governance function to identify key stakeholders and streamline collaboration, and achieving a respectable result in this year's Social Mobility Employer Index (a jump of 29 places – from 87 to 58).
4. At the September 2024 meeting of the EDI Sub Committee, Members endorsed the EEDI Review's Terms of Reference which provided:
 - a. Confirmation of scope
 - b. Inputs to inform and shape the Review
 - c. An outline of outputs upon completion
5. Members were informed at the November EDI Sub Committee meeting of the full tender exercise carried out across September and October to appoint consultants to lead the Review. Belonging Pioneers, a SME, ethnic minority, female owned business met all our requirements on responsible procurement and performed strongly across the technical exercises. Clearly setting out how they would enable us to baseline and probe our current and future ambitions in the EEDI space internally and externally. The contract was awarded to Belonging Pioneers to undertake the Review from 5 November 2024 until 1 April 2025.

Current Position

6. To deliver this work within the timescales and budget, the Review has been conducted through the following approaches, as outlined to Members at the November EDI Sub Committee. Each stage has been led by Belonging Pioneers in close collaboration with and support from the EEDI Team and remains on track for completion in April. Detail on this approach and engagement is below:

November 2024	Document review to capture the starting state and aspirations
December 2024	Survey to all staff and Members
December 2024	Interviews with key stakeholders
January 2025	Listening circle to better understand what works/could be better with respect to EEDI
February 2025	Workshop to synthesise findings from the work thus far into tangible outcomes
February 2025	Emerging headlines and themes to be shared with the Steering Group and Senior Leadership Team
February EDI Sub Committee Meeting	Baseline assessment presentation
March 2025	Draft report for consultation with Steering Group and presentation to EEDI Forum
April 2025	Final report of findings and recommendations

Document Review

7. Staff Network Co-Chairs and departmental and Institution EEDI Leads were invited to contribute to the document review. An online hub was created by City Corporation's IT team for Belonging Pioneers to synthesise and close to 200 inputs were shared on this site which were both internal staff focussed and external service user related covering systems, governance, services, measurements, insights, resources, and processes.

Survey

8. A survey, open to all staff and Members of the Court of Common Council, was launched in early December and ran for three weeks. Designed by Belonging Pioneers, with some minor customisation to align with the organisation's culture, operational context and language. This survey measured different aspects of the City Corporation's culture, inclusivity, and employee and Member experience. The survey covered key areas such as identity, career trajectory, organisational, managerial, collegial relationships and enquired into individual, institutional and structural factors. These insights will provide a holistic view of the City Corporation's current environment and identify areas for improvement.
9. We received 850 responses to the survey. The results of which are currently being analysed by Belonging Pioneers. Whilst the majority of City Corporation departments provided enough data for meaningful analysis to take place. There has been a very low response rate for some but not all the Institutions¹, those that have a return of 3% and under cannot be included in the detailed breakdowns which will be shared during the presentation at Committee.
10. The return for the Court of Common Council stands at 48% with 60 Members having submitted a response.

Stakeholder engagement meetings

11. At the time of writing this report, this phase is still in progress with 70 people identified to join the different sessions². The following groups were invited to participate in either the interviews, listening circle, or workshop.
 - EDI Sub Committee Chair, Deputy Chair, Chief Commoner
 - Staff Network Co-Chairs
 - Staff Network Sponsors

¹ We are working with the Institutions to understand why there have been low response rates e.g. similar surveys being run in tandem, so that this can be reflected in the Review's findings and recommendations. We are intending to gain additional insights from those areas through a range of alternative methods e.g. other surveys conducted, consultation e.g. CoLP EDI Strategy has been included in the document review, people survey results in those areas with low completion. The Institutions are being included in the Stakeholder Engagement sessions with interviews being offered and participation in the Workshop.

² Representatives from each Institution have been invited to participate in the stakeholder engagement sessions to ensure their views are captured.

- Senior Leadership Team
- EEDI Leads from every department and Institution
- Trade Union Representatives from Unite and GMB
- City Belonging Team
- EEDI Review Steering Group

12. A meeting with the EEDI Review's Steering Group has been convened for early February to discuss emerging headlines and themes for the Review and to gain the group's insights on identified priorities, challenges, and next steps. A similar presentation has been arranged with the Senior Leadership Team.

Final products

13. To meet the tight timelines of the Review, it was agreed to phase the work. Phase 1 is funded to and concludes on 1 April, as part of this stage, the following products will be provided:

- a) a report of findings with insights and recommendations to drive positive change (including physical, environmental, and cultural)
- b) a list of priorities and initial recommendations for moving forward
- c) a documented toolkit for tracking readiness and progress towards achieving Brilliant Basics and progressing on the journey towards World Class

14. In line with the Terms of Reference, a meeting of the EEDI Forum has been convened for Belonging Pioneers to present their findings and gain any final insights from staff before finalising their products and recommendations.

Proposals

15. With the final products available from the first week of April. It is proposed that the EEDI Team in collaboration with Executive Leadership Board and other key stakeholders work through the information provided by Belonging Pioneers with a full report, a workplan, and associated timelines be brought to the next meeting of the EDI Sub Committee for Member decision on what the next phase should entail and what should be prioritised to support the implementation of recommended changes. This approach will provide the recently appointed Equalities Director the opportunity to review the recommendations and align them with their vision for the function.

Key Data

16. Data gathering has been critical to the effective delivery of this work. This has been achieved through the document review, survey, and interviews. Data validation, alignment, testing assumptions and next steps will be completed through the listening circle, workshop, and meeting with the Steering Group. We have also asked Belonging Pioneers to consider any benchmarking or good practise examples that may inform their recommendations.

17. The data collection exercises have been enabling Belonging Pioneers to:

- successfully understand the City Corporation
- gain the perspectives of internal and external stakeholders
- identify gaps and risks
- identify areas of commonality and difference
- create opportunities for engagement
- and ultimately make recommendations as to how to embed EEDI throughout the culture of the City Corporation

Corporate & Strategic Implications

Strategic implications – The approach and focus are to better understand, grip and address strategic EEDI priorities now and in the future with particular emphasis on delivering the Equality Objectives 2024-2029, Corporate Plan 2024-2029 and People Strategy 2024-2029.

Financial implications – Funding is required to carry out this activity. The ask was cognisant of the financial challenges facing the Corporation, balanced with delivering the political EEDI priorities and meeting our statutory obligations. Work took place with Chamberlains to review the policy budget, and funds of £20,000 were agreed. This budget of £20,000 has been agreed with Belonging Pioneers for work to 1 April 2025. Any additional resource and financial considerations will be discussed with Members and Chief Officers (including the Chamberlain) if required³. The work remains on track to be carried out within the agreed budget.

Resource implications – The resourcing of the work outlined is being carried out by consultants with support from officers within the EEDI Team and wider Chief Strategy Officer Portfolio. Input from EEDI Officer governance through the EEDI Forum and other staff groups, as applicable e.g. corporate enablers and staff networks is being sought.

Legal implications – A representative from the Comptroller and City Solicitor's Department is on the steering group to ensure that the Review has due regard to the City Corporation's obligations in its role as a local, port and police authority.

Risk implications – The Review seeks to minimise negative impacts, identify and exploit opportunities and mitigate risks for City Corporation in relation to EEDI. It will strengthen our evidence base of strategic EEDI risks and inform associated mitigation measures.

Equalities implications – The work taking place seeks to improve and enhance City Corporation's EEDI offer. It is anticipated that the findings from the Review will help move us from basic compliance to achieving brilliant basics and ultimately becoming world class. This will help reduce inequalities in our internal and external EEDI operations and offerings.

³ 1 This is separate to the FY23/24 and FY24/25 agreed with Chamberlains related to the investment required to fund transformation of the Corporate EEDI Team.

Climate implications – none

Security implications – Ensuring City Corporation remains safe and secure from an EEDI perspective is one of the driving forces behind the work detailed throughout this report.

Conclusion

18. The EEDI Review is in on track to be completed within the agreed timescales and budget. Belonging Pioneers will provide a baseline assessment with emerging themes and headlines to Members at the February EDI Sub Committee. The data gathering exercises will conclude in early February, after which a final report setting out the baseline assessment, recommendations to drive change, and a documented toolkit for tracking readiness and progress towards achieving our EEDI goals will be produced for 1 April. This information will be reviewed by the EEDI Team and key City Corporation stakeholders with recommended next steps to be brought to the June meeting of the EDI Sub Committee for decision.

Appendices

- Appendix 1 – EEDI Review – Terms of Reference

Background Papers

EEDI Work and Priorities – 26 June 2024 report to EDI Sub Committee [Committee Report Template \(cityoflondon.gov.uk\)](#)

EEDI Review – Terms of Reference, 4 September 2024 report to EDI Sub Committee [Committee Report Template](#)

EEDI Review Update – 22 November 2024 [Report - EEDI Review Update.pdf](#)

Sacha Than

EDI Governance & Coordination Lead, Corporate Strategy and Performance

E: sacha.than@cityoflondon.gov.uk

This page is intentionally left blank

Terms of Reference

Review of the City of London Corporation's Equity, Equality, Diversity, and Inclusion (EEDI) practices

1. Rationale

- 1.1 Our ambition is to be world-class, starting with building brilliant basics. Establishing this solid foundation is crucial for our success. The Review should provide recommendations on how to achieve and move beyond brilliant basics.
- 1.2 Getting EEDI right is integral to achieving both, explicitly through delivery of the Equality Objectives and implicitly through the Corporate Plan, People Strategy and wider transformation
- 1.3 We require a coherent, evidence-led approach that helps articulate our priorities and desired impact. Pockets of good practise exist but these are inconsistent, leading to criticisms re inequity and unfairness.

2. Scope:

- 2.1 We need to clarify and agree what exists, what we are seeking to achieve internally and externally, what should be prioritised, and where the gaps and risks are. Embedding EEDI throughout the culture of the organisation and creating opportunities for engagement needs to underpin this work.
- 2.2 At a granular level, the Review should assess and evaluate current practices, policies, and culture related to EEDI. We have a hub and spoke governance model; in some instances, the Institutions may have different priorities and urgencies to the corporate centre. The intention for the Review is to consider the mechanisms in place, areas of commonality and difference (with rationales) and how to facilitate greater collaboration. The Review must take into account that we are a Local, Port, and Police Authority and therefore have due regard for our functions and relevant legislation. It should have an internal and external lens, considering staff, Members, and service users.
- 2.3 Scope to include:
 - Resources (people, money, materials)
 - Policy & guidance (reflecting modern day society now and in the future)
 - EEDI Learning & Development
 - Infrastructure (processes, systems, governance, benchmarking)
 - Services (advice, comms & engagement, tools, accessibility, equity)
 - Data (measures, success criteria)
- 2.4 Out of scope to include:
 - Pay, reward, and T&Cs
 - Ambition 25 (e.g. EEDI career paths and or job families)
 - HR policies
 - Lord Mayor's Show and Lord Mayor's Programme
 - Member / Committee governance
 - Elections

3. Inputs/Insights

3.1 The following should be used to inform and shape the Review:

- To have due regard for our obligations under the Public Sector Equality Duty: <https://www.gov.uk/government/groups/review-of-public-sector-equality-duty-steering-group>
- The Equality Objectives 2024-2029: [Equality and inclusion - City of London](#)
- Your Voice Matters 2024 Staff Survey results
- Corporate Plan 2024-2029: [Our Corporate Plan 2024-29 - City of London](#)
- People Strategy 2024-2029: [Our People Strategy 2024-29 - City of London](#)
- Ambition 25: [What is Ambition 25? \(sharepoint.com\)](#)
- City Belonging: [The City Belonging Project](#)
- Institution EDI Strategies e.g. City of London Police: [City of London Police - Our People - Equity, Diversity and Inclusion Strategy 2024-2027](#)
- [Destination City Review](#)
- [Internal and external audits, consultations and surveys relating to, or recommendations on City Corporation EEDI activities and practises](#)

4. Deliverables

4.1 The Review should provide recommendations to drive positive change (physical, environmental and cultural) and set out approaches to ensure that the Corporation achieves its intended goals related to EEDI.

4.2 Outputs should be informed by and designed to sit alongside and complement relevant strategies such as the Corporate Plan and People Strategy 2024-29, and current workstreams such as City Belonging Project. Upon completion of the Review, we would expect:

4.3 Final Outputs:

- Produce a report with insights and recommendations e.g.
 - assessment of starting state (qualitative and quantitative)
 - suggested approaches and areas where the Corporation could lead, enable, sponsor/convene, deliver through others etc
 - success measures/criteria (quantitative and qualitative)
 - a methodology to prioritise EEDI activities to achieve maximum impact/ value
 - a maturity model that others can use to self-assess where they are and what steps could be taken to become more inclusive, equitable and actions moving forward
- Toolkit with templates and materials re good practise, benchmarking, sign-posting to suggested experts in the field on topics relevant to Corporation areas of interest and delivery

4.4 Activities to complement the outputs:

- Presentation of findings to relevant stakeholders, including:
 - Members via EDI Sub Committee, Policy and Resources Committee, Corporate Services Committee
 - Staff through the Senior Leadership Team, Executive Leadership Board, EEDI Forum (Departmental Equality Reps, Corporate enablers, Trade Unions, Staff Network Co-Chairs), Staff Networks (Sponsors and Co-Chairs)

- Training sessions, workshops and materials to support the implementation of recommended changes

5. Budget

5.1 £20,000 to fund the Review has been agreed with Chamberlain's.

6. Stakeholders

6.1 Decision making:

- Chief Strategy Officer – sponsor & SRO
- EDI Team (Sacha Than) Project manager
- EDI Sub Committee to approve the Terms of Reference, receive progress reports, and consider, discuss and approve next steps for recommendations.
- SLT
- ELB to receive a copy of the Terms of Reference via email for their input.

6.2 Proposed steering group:

- Chair and Deputy Chair of EDI Sub Committee
- Chief Commoner
- Chief Strategy Officer
- Representative from Comptrollers
- Service Delivery Chief Officer
- Representative from an Institution
- Representative from Remembrancers
- Representative from HR
- Governance Representative
- Neutral Representative / Critical friend (to provide an objective and critical perspective on discussions and decisions, ensuring balanced and thorough consideration of all viewpoints)

6.3 Reference group:

- EEDI Forum (Membership includes Trade Unions, Departmental Equality Reps, Staff Network Co-Chairs, and representatives from the Institutions).
- Staff Network Co-Chairs and Sponsors
- Institution Heads and/or their nominees
- People & Human Resources
- Comptrollers
- City Belonging
- Member Services

7 Timeline and approval

7.1 The timeline for the Review is as follows:

- August – October 2024: Mini tender exercise appointing a consultant with the Chair and Deputy Chair of EDI Sub as part of the panel
- September 2024: Terms of Reference to be endorsed by EDI Sub Committee
- September 2024: Discussion on the EEDI Review to take place at the EEDI Forum
- October-November 2024: EEDI Review contract awarded

Terms of Reference



- November 2024 (latest) – January 2025: Consultants conduct fact finding exercises
- November 2024: Update on appointment of consultants to EDI Sub Committee
- January – February 2025: Consultants to develop recommendations
 - Early findings shared with EDI Sub Committee (January)
 - Comments from Members invited by correspondence in advance of the pre-election period (February)
- March 2025: Chief Officer engagement on consultation recommendations
- April 2025: Implementation planning (2025 and beyond)
- May 2025: Agree recommendations and implementation plan with EDI Sub Committee and other relevant committees (Committee dates tbc at the time of writing)

Contact

- **Sacha Than, EDI Governance and Coordination Lead, Corporate Strategy & Performance Team**

Agenda Item 6

Committee(s): Equality, Diversity and Inclusion Sub-Committee	Dated: 05/02/2025
Subject: Employment Rights Bill Update and HR Policy Framework	Public Report: For information
This proposal: <ul style="list-style-type: none"> provides business enabling functions 	
Does this proposal require extra revenue and/or capital spending?	No
If so, how much?	N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain's Department?	N/A
Report of:	Alison Littlewood, Executive Director of HR and Chief People Officer
Report author:	Thomas Kennedy, HR Policy Manager, People and HR

Summary

This report was provided to Corporate Services Committee in November 2024 for decision, and is being provided to the Equality, Diversity and Inclusion Sub-Committee for information.

In November 2024, Corporate Services Committee

- Noted the proposed reforms in the Employment Rights Bill 2024*
- Approved the proposed review of the City Corporation Employee Handbook*
- Approved that Delegated Authority be given to the Town Clerk and Chief Executive in consultation with the Chair and Deputy Chair of Corporate Services Committee, to consider and approve changes to HR Policies and report back to the Committee in line with People Strategy reporting.*

On 10 October 2024, the Government published Employment Rights Bill 2024. The Bill introduced several proposed employment reforms which are subject to consultation and are expected to take effect no earlier than 2026. The Bill is likely to impact 16 of the City of London Corporation's 71 HR policies.

As part of the People Strategy 2024-2029, the City Corporation has committed to undertaking a comprehensive compliance and risk management audit of all HR policies. The Employee Handbook has not been reviewed in its entirety in over 20 years. This report details the current state of the Employee Handbook and the work required over the next 12 to 18 months to bring the handbook up to date. This paper was presented the City Corporation's Senior Leadership Team in October 2024 and the comprehensive review of the Employee Handbook was supported.

Recommendation

Members are asked to asked to:

- Note this report which was approved by Corporate Services Committee in November 2024.

Main Report

Background

1. The Government has published the Employment Rights Bill 2024 which introduces proposed employment reforms which are subject to consultation and are not expected to take effect any earlier than 2026. The Bill is likely to impact 16 of the City Corporation's HR policies. The timing of these changes will align with the planned review of the Employee Handbook.
2. There is a significant need to update the Employee Handbook and ensure that the City Corporation's policies are up to date and in line with recent legislative and regulatory changes, whilst also reflecting internal and external changes at the City Corporation. The City Corporation has committed to undertaking a comprehensive compliance and risk management audit as part of the People Strategy which will allow for an increased focus on supporting managers and employees to work together more efficiently. The last comprehensive review of the Employee Handbook was undertaken over 20 years ago.
3. The City Corporation's Ambition 25 project is likely to impact 17 HR policies, predominantly relating to allowances, salary scales and grading, and annual leave provisions. The HR Policy team will work closely with the Ambition 25 team and ensure ongoing engagement.
4. Considering the upcoming legislative changes, the Ambition 25 project and the length of time since the last comprehensive review, it is imperative that all policies contained in the Employee Handbook are reviewed over the next 12 to 18 months. This will ensure compliance, streamlining of the Employee Handbook and the introduction of toolkits and guides to reduce employee relations cases.

Employment Rights Bill

5. The Employment Rights Bill was published on Thursday 10 October alongside a 'Next Steps' paper outlining future reforms.
6. The changes proposed as part of the Employment Rights Bill will predominantly impact policies related to probation and family leave entitlements. Key changes to note are outlined below:

- **Unfair Dismissal and Probation** - Unfair dismissal protection will become a day one right, with the Government proposing a statutory probation period of nine months.
- **Flexible Working** - Employers will only be able to refuse an application if it “reasonable” to do so and will need to explain why they consider it reasonable to refuse the application. The eight statutory reasons for refusal will remain the same.
- **Zero Hours Workers (Casuals)** - Employers may be obliged to offer guaranteed hours to zero-hours workers and workers on "low" guaranteed hours who regularly work more than those hours. These should reflect the hours someone regularly works over a reference period. Employers will be required to give to reasonable notice if they are required to work a shift, or if a shift is cancelled or changed.
- **Family related leave** - Several reforms have been introduced regarding family leave including bereavement leave, carers' leave, parental leave, paternity leave and termination after statutory family leave.
- **Equality (Race and Disability) Bill** - Will provide for the full right to equal pay for ethnic minorities and disabled people and is expected to introduce mandatory ethnicity and disability pay reporting.
- **Equality Action Plans** - Large organisations will be required to develop, publish and implement equality action plans with regard to prescribed matters related to gender equality; this will include gender pay gaps and supporting employees going through menopause.
- **Sexual Harassment:** The new statutory duty on employers to take 'reasonable steps' to prevent sexual harassment will be strengthened to a duty to take all reasonable steps. This is likely to include carrying out risk assessments, having clear anti-harassment policies and having clear procedures for the reporting of sexual harassment and handling of complaints. Employers will be liable if a third party harasses an employee during the course of employment.

A more detailed summary of proposed changes is provided at [Appendix 1](#).

Current Position – HR Policies

7. The City Corporation Employee Handbook contains 71 individual policies, and a total of approximately 150 documents, inclusive of forms and appendices. Almost all policies are past their review periods, several policies have been flagged for deletion as they have been made redundant, and others require consolidation into existing policies.
8. Many of the City Corporation’s policies have not kept up with changes to modern employment practices and lack a robust link to ACAS Codes of Practice and guidance. This increases the City Corporation’s risk of cases being taken to Employment Tribunal due to non-compliance.

Future Position

9. The City Corporation has committed to undertaking a comprehensive compliance and risk management audit of all HR policies.
10. As outlined in the City Corporation's People Strategy, the aim of this work is to ensure that *"Our policies, processes and practices will be fully legally compliant and simple to use and understand. They will support managers and employees to work together easily and efficiently, giving them the tools to deliver their work well."*
11. To achieve this, the HR Policy Team is beginning to draft revised policies that align to ACAS guidance, ensuring the City Corporation is legally compliant and operating in line with modern employment practices. Where ACAS Codes of Practice apply, such as disciplinary and grievance processes, the City Corporation will mirror the ACAS codes to ensure the utmost legal compliance.
12. Of the City Corporation's policies, 41 policies have guidance available from ACAS which will be used to review all policies and processes.
13. A Governance Framework is attached at [Appendix 2](#) which outlines:
 - Engagement with the recognised Trade Unions, Senior Employee Representatives, EEDI Team, Staff Networks, City Corporation Institutions
 - Accessibility of all documents in the Employee Handbook, ensuring that all colleagues at the City Corporation have equal access to the Employee Handbook.
 - A connected approach with HR Teams, including Learning and Organisational Development, Systems and Management Information, Operations and HR Business Partnering.
 - Engagement with key projects including Ambition 25 and the introduction of ERP.
14. The framework is a draft which will be further developed with key stakeholders as the policy review process gets underway.
15. It is proposed that a HR Policy Review Group will be convened which will involve stakeholders from EEDI, Trade Unions and Senior Representatives, Institutions, relevant HR teams, and Staff Networks where appropriate. This group will contribute to finalising the framework and act as the foundation for the review of the Employee Handbook.

Prioritisation

16. After analysis of the current Employee Handbook and initial engagement with stakeholders across the City Corporation, People and HR have identified the five priority policies to be reviewed:
 - Probation Procedure
 - Disciplinary Procedure
 - Grievance (Complaint) Procedure

- Sickness Absence Policy and Sickness Absence Management (SAM) Formal Procedure
- Family Leave Policy (consolidation of Maternity, Paternity, Parental, Adoption, Shared Parental, Special Leave and Time Off)

17. These policies have been identified as the highest priority as they directly impact employee relations and case management, organisational compliance, legal risk and employee wellbeing.

18. These policies are the most significantly impacted by the Employment Rights Bill and require review and update as early as possible prior to the Bill's implementation.

19. Alongside the high priority policies, the City Corporation will begin working with the relevant departments and institutions on policies which have been escalated for review due to recent legislative changes, business need or strategic priorities. These include:

- Substance Misuse and Alcohol Testing Policy
- Domestic Abuse and Stalking Policy
- Whistleblowing / Speak Up Policy
- Bullying, Harassment and Sexual Harassment Policy
- Appeals Policy

Next Steps

20. Following approval from Corporate Services Committee, the HR Policy team will begin progression of the initial policies for review, in order of priority.

21. A RACI (Responsible, Accountable, Consulted, Informed) matrix has been developed to guide the policy review process for each of the 71 policies requiring review.

- People and HR are responsible and accountable for 47 policies contained within the Employee Handbook and will lead on the review of these policies
- Other City Corporation departments are accountable for 24 policies contained within the Employee Handbook and will lead on the changes as the subject matter experts in conjunction with the HR Policy Team.

22. Taking into account the significant engagement and consultation required during the policy review process, and the introduction of the Employment Rights Bill, it is anticipated that the project will be completed within 18 months from approval by committee.

23. A policy review period of a maximum of 3 years will be implemented to ensure that our policies remain up to date and compliant. In instances where there are legislative changes or internal requirements, reviews will be undertaken as required.

Corporate & Strategic Implications

Strategic implications – The comprehensive review of HR policies covers two key activities in the City Corporation’s People Strategy under Building Brilliant Basics. As outlined in the People Strategy, this work places focus on policies that have the greatest impact on managers and employees, undertaking work on those prioritised as most urgent in year one.

Financial implications – None

Resource implications – None

Legal implications – The review of HR policies will ensure that the City Corporation is meeting its legal and legislative obligations to all employees.

Risk implications – None

Equalities implications – The review of HR policies will focus on embedding EEDI principles and work closely with Staff Networks to demonstrate that the City Corporation values the rich diversity and creative potential people with different backgrounds, skills and abilities bring to the workplace.

Climate implications – None

Security implications – None

Thomas Kennedy

HR Policy Manager

E: thomas.kennedy@cityoflondon.gov.uk

Appendices

Appendix 1 – Employment Rights Bill 2024 Summary

Appendix 2 – Draft HR Policy Review Framework

Appendix 1: Proposed Employment Rights Bill Changes

Policy Area	Proposed Change
Zero Hour Contracts	<ul style="list-style-type: none"> • Employers must offer those on zero-hour contracts a casual contract which reflects hours worked over a proposed 12-week reference period. • Employers must give reasonable notice of any shift curtailed, cancelled, or moved.
Right to Request Flexible Working	<ul style="list-style-type: none"> • Employers must state the grounds on which a flexible working request has been refused and why the refusal is reasonable. • Employers will only be able to refuse an application if it “reasonable” to do so. The eight statutory reasons for refusal will remain the same.
Statutory Sick Pay	<ul style="list-style-type: none"> • The lower earnings limit for statutory sick pay will be removed. • The three-day waiting period for statutory sick pay will be removed.
Allocation of Tips Policies	<ul style="list-style-type: none"> • Employers will be required to consult employees when tipping policies are revised or developed.
Family Leave	<ul style="list-style-type: none"> • It will be unlawful to dismiss an employee who is pregnant/on maternity leave in the 6 months after their return. • Similar protections will be introduced for those returning from adoption, shared parental, paternity, or bereavement leave. • The qualifying period for paternity and parental leave will be removed, making it a day one right. • A statutory right to bereavement leave for all employees will be introduced. • Unpaid carers leave will be reviewed with the view to introduce paid carers leave.
Sexual Harassment	<ul style="list-style-type: none"> • Employers must take <i>all</i> reasonable steps to prevent sexual harassment. • Employers will be fully liable for third-party harassment if not <i>all</i> reasonable steps were taken to prevent it. • Workers who report sexual harassment at work will be given the same protection as whistleblowers.
Unfair Dismissal	<ul style="list-style-type: none"> • The two-year service eligibility criterion will be removed, making protection from unfair dismissal a day one right.

	<ul style="list-style-type: none"> • The Government is proposing a statutory probation period of nine months.
Collective Redundancy Consultation	<ul style="list-style-type: none"> • Collective redundancy consultation will be triggered by the number of people impacted across the business rather than in one workplace.
Fire and Rehire	<ul style="list-style-type: none"> • Considered unfair dismissal if an employee is dismissed for not agreeing to the terms of a new contract (except in specific financial circumstances).
Equality Action plans	<ul style="list-style-type: none"> • Large organisations must develop and publish an action plan to address gender pay gaps and provide support for employees experiencing the menopause.
Trade Unions	<ul style="list-style-type: none"> • Employers must give all new employees a written statement of their right to join a trade union. • Trade unions will have the right to request access to workplaces to conduct meetings, recruit, or organise workers. • Trade union recognition will be made easier by reducing application thresholds.
Right To Switch Off <i>(Next Steps document)</i>	<ul style="list-style-type: none"> • A code of practice will be introduced to prevent employees being contacted out of working hours without reasonable cause.
Surveillance/AI Technology <i>(Next Steps document)</i>	<ul style="list-style-type: none"> • Consultation is expected on workplace surveillance technology. This is anticipated to address trade union consultation obligations.
TUPE <i>(Next Steps document)</i>	<ul style="list-style-type: none"> • A comprehensive examination of TUPE regulations and implementation will take place.
Single Employment Status <i>(Next Steps document)</i>	<ul style="list-style-type: none"> • Consultation is expected on moving towards a single status of worker to differentiate between workers and the self-employed.
Equality (Race and Disability) Bill <i>(Next Steps document)</i>	<ul style="list-style-type: none"> • A bill will be launched to provide the full right to equal pay for ethnic minorities and disabled people. • This may include mandatory publication of pay reporting for ethnic minorities and disabled people.

HR Policy Review Framework

[DRAFT]

Table of Contents

Introduction	9
Current Position	10
Prioritisation	10
High Priority Policies	10
City Corporation Strategic Priorities	11
Compliance and Policy Relevance	11
Communication and Training	12
Completing the Equality Impact Assessment	12
Consultation	13
Consultation with EEDI and Staff Networks	13
Consultation with recognised Trade Unions and Senior Management Representatives	14
Consultation with Institutions	14
Consultation with HR Teams	14
Review Periods	14
Accessibility	15
Prioritisation Summary	15

Introduction

1. The City of London Corporation (City Corporation) is committed to meeting its legal obligations as an employer and is undertaking a comprehensive compliance and risk management audit of all HR policies.
2. The aim of this HR Policy Review Framework (the framework) is to ensure that our policies, processes and practices will be fully legally compliant and simple to use and understand. They will support managers and employees to work together easily and efficiently, giving them the tools to deliver their work well, in line with the City Corporation People Strategy.

3. HR Policy Documents bring together important information about employment within the City Corporation including:
 - Sets out the obligations and responsibilities for employees, line managers and the City Corporation;
 - Contains further details of contractual Terms and Conditions as summarised in the Statement of Particulars of Employment for employees; and
 - Contains policies, procedures, schemes and codes which are non-contractual, but discretionary and may be subject to change.
4. There is a significant need to update the Employee Handbook and ensure that the City Corporation's policies are up to date and in line with recent legislative and regulatory changes, whilst also reflecting internal and external changes.
5. This framework and process outlines how HR policies, procedures and guidance will be reviewed and updated to ensure they comply with statutory requirements and are in line with best practice.

Current Position

6. The City Corporation Employee Handbook contains 71 individual policies, and a total of approximately 150 documents, inclusive of forms and appendices. Almost all policies are past their review periods, several policies have been flagged for deletion as they have been made redundant, and others require consolidation into other existing policies.
7. Many of the City Corporation's policies have not kept up with changes to modern employment practices and lack a robust link to ACAS Codes of Practice and guidance. This increases the City Corporation's risk of cases being taken to Employment Tribunal due to non-compliance.

Prioritisation

High Priority Policies

8. After analysis of the current Employee Handbook and initial engagement with stakeholders across the City Corporation, People and HR have identified the five priority policies to be reviewed:
 - Probation Procedure
 - Disciplinary Procedure

- Grievance (Complaint) Procedure
 - Sickness Absence Policy and Sickness Absence Management (SAM) Formal Procedure
 - Family Leave Policy (consolidation of Maternity, Paternity, Parental, Adoption, Shared Parental, Special Leave and Time Off)
9. These policies have been identified as the highest priority as they directly impact employee relations and case management, organisational compliance, legal risk and employee wellbeing.
10. These policies are the most significantly impacted by the recently announced Employment Rights Bill and require review prior to the Bill's implementation. The policies identified above will be prioritised for review from December 2024 for completion and publication by March 2025.

Additional Priorities

11. Alongside the high priority policies, the HR Policy Team will begin working with the relevant departments and institutions on policies which have been escalated for review due to legislative changes or departmental priorities. These include:

- Substance Misuse and Alcohol Testing Policy
- Domestic Abuse and Stalking Policy
- Vehicle Telematics Policy
- Whistleblowing / Speak Up Policy
- Bullying, Harassment and Sexual Harassment Policy
- Appeals Policy

12. All the policies identified above will be prioritised for review from December 2024 for completion and publication by March 2025. If additional policies are identified for urgent review, these will be managed and prioritised appropriately as they arise.

Compliance and Policy Relevance

13. Policy reviews will focus on legal and legislative requirements of UK employment laws, including the Employment Rights Act 1996 and Equality Act 2010. Changes will be made in advance of the implementation of the Employment Rights Bill 2024. The Bill introduces reforms which are likely to impact 16 of the City Corporation's policies.

14. Several policies in the Employee Handbook are no longer relevant to the City Corporation. Where this is the case, those policies will be removed, moving toward our goal of a more streamlined Employee Handbook.

15. There are a number of policies in the handbook which are similar in nature and may cause confusion. As part of this review, the HR Policy team will examine the detail of policies to ensure that there are no conflicts between policy documents, and other employment documents such as contracts or job descriptions.

Communication and Training

16. During the policy review processes, where applicable, the HR Policy Team will work with the Internal Communications Team and the Learning and Organisational Development Team. This will ensure that communications are tailored to the required audience, and that training is provided to ensure successful implementation of new policy requirements and updated processes.
17. The HR Policy Team will also continue to engage with Systems and Management Information, Operations and HR Business Partnering to ensure that processes and system reflect the updates being made.

Toolkits and Guidance

18. In order to ensure the policies and procedures contained in the Employee Handbook are accessible and can be effectively implemented, policies will be supplemented by 'toolkits'. It is anticipated that these toolkits will comprise of employer guides and manager guides, with specific processes and requirements clearly identified and articulated dependant on the policy.

Completing the Equality Impact Assessment (EQIA)

19. When a policy document is developed, it is a requirement that the potential impacts on the on the nine protected groups outlined in the Equality Act 2010, as well as the three additional characteristics recognised by the City Corporation are appropriately assessed.
20. An Equality Impact Assessment (EQIA) helps us to create equitable policies, practices, activities, service changes or procedures by encouraging effective analysis on how these may affect different groups or communities when implemented. It supports the Corporation in assessing whether the impacts are positive, negative, or unlikely to have an impact on each of the protected characteristic groups.
21. The equality duty requires completion of an EQIA when developing or reviewing a policy and needs to include focus on how that policy will apply to groups and individuals.

22. The City Corporation's Equality, Equity, Diversity and Inclusion (EEDI) team can provide guidance and support on the EQIA.

Consultation and Engagement

23. The HR Policy Manager is responsible for ensuring stakeholders are actively engaged and consulted as appropriate, in order to actively contribute to and provide feedback on the development or review of a policy document.

24. Consultation and engagement for HR policy documents must include as a minimum:

- EEDI Team and Staff Networks
- Recognised Trade Unions and Senior Management Representatives
- City Corporation Institutions
- HR Business Partnering Teams

25. If the policy document has implications on the work of another department at the City Corporation, consultation and engagement should be undertaken with the relevant department. For example, matters with financial implications should involve consultation with Chamberlain's department.

Engagement with EEDI and Staff Networks

26. The City Corporation values the rich diversity and creative potential people with different backgrounds, skills and abilities bring to the workplace. The City Corporation is therefore committed to ensuring meaningful consultation with the Staff Networks and the EEDI team.

27. To ensure appropriate engagement and a streamlined approach to feedback, the HR Policy Team will work closely with the EEDI team to ensure policy development and reviews are in line with our EEDI objectives. The HR Policy Manager will work with EEDI Team to ensure that Staff Networks are actively engaged in the policy review and development process to provide a meaningful contribution on behalf of their members.

28. If a policy document is likely to impact a specific Staff Network, they may be consulted in a more robust manner to provide specific input to policy document development. For example, a policy document related to colleagues with a disability or long term health condition may specifically benefit from more in depth engagement with the Disability, Ability and Wellbeing Network (DAWN).

Consultation and Engagement with recognised Trade Unions and Senior Management Representatives

29. The City Corporation recognises and consults, for the purposes of salaries and terms and conditions of employment, with GMB and Unite only. The City Corporation also consult with Employee Representatives from Grades H – J and Senior Management Grade.
30. Trade Unions and Senior Management Representatives are to be consulted or engaged with on matters related to HR policy document development and review.

Engagement with Institutions

31. Most HR policies will be directly adopted by the City Corporation's Institutions.
32. Institutions, through their Head of People HR or appropriate People and HR lead are to be consulted on matters related to HR policy document development and review.

Engagement with HR Teams

33. The HR Business Partnering team should be consulted on matters related to HR policy document development and review to ensure a coordinated approach.
34. Where appropriate, other relevant HR teams should be engaged with during policy engagement and review if there will be impacts on their work. For example, the Organisation Development and Training team may be required to develop training for the new or updated policy and or process.

Engagement with key projects

35. The HR Policy Team will work with stakeholders involved with key projects during the review of the Employee Handbook. Most notably, the Ambition 25 Project and Enterprise Resource Planning (ERP) Programme, to ensure any impacts or relevant changes are reflected within HR policies.

Review Periods

36. The HR Policy team must ensure the timely review of all policy documents that have been issued as part of the Employee Handbook. The maximum review period for HR policies is three years.

37. Policy Directives and Guidelines are to be reviewed and updated by their review date and may be updated earlier if there are changes in law, policy or practice requiring an amendment or rescission.
38. The author must establish whether the document is to be updated, replaced with a different document type, or made obsolete.
39. The HR Policy Team will work with IT colleagues to implement an automated policy update reminder to policy owners to ensure that policies are addressed on time.

Accessibility

40. Accessibility is at the forefront of policy production. Policies will be written in clear, plain English to ensure that the message of the policy is accessible to everyone who reads it. The accessible font Arial will be used in a minimum of size 12 to make the document dyslexia friendly. Left alignment and bolding will also be implemented as per the British Dyslexia Associations guidelines.
41. All tables and graphs will have a description box underneath which clearly denotes the contents of the table/graph in writing to ensure those with visual impairments who use a screen reader can access information. Similarly, all images will have alternative text (alt text) which provides a written description of the images content. High contrast colours will be implemented throughout to ensure titles or headings can be clearly visually differentiated. These accessibility features align with the governments WCAG 2.2 guidelines and will be met throughout the process of policy consultation, production and publication.

Prioritisation Summary

Priority Policies – For update by March 2025
Disciplinary Procedure
Grievance (Complaint) Procedure
Probation Procedure
Sickness Absence Policy and Sickness Absence Management (SAM) Formal Procedure
Family Leave Policy (Consolidation) <ul style="list-style-type: none"> - Maternity Leave Policy - Parental Leave Policy - Paternity Leave Policy - Special Leave and Time Off Policy - Shared Parental Leave Policy - Adoption Leave Policy

Corporation Priorities – For update by March 2025

Domestic Abuse and Stalking Policy
Substance Misuse and Alcohol Testing Policy
Bullying and Harassment Procedure
Whistleblowing Policy
Vehicle telematic (New)
Appeals Policy (New)

Remaining Policies – For review from March 2024
Acceptable Use of IT Policy
Acting Up and Partial Acting Up Policy (Temporary placement to a higher post)
Allowance Rates
Annual Leave Policy
Bicycle Loan Scheme
Buying Additional Leave Scheme
Capability Procedure
Car & Motorcycle Assisted Purchase Scheme
Car / Motor vehicle / Bicycle Mileage Allowance and Congestion Charge Scheme
Career Break Policy
Childcare Voucher Scheme
Code of Conduct
Conflicts of Interest Policy
Continuous Service
Contract Hours, Overtime & Unsocial Hours Scheme
Data Protection Policy (Employees)
Disclosure and Barring Service Policy
Employee Assistance Programme
Employment Screening Policy
Equal Opportunity Policy
First Aid Provisions at Work Policy
Flexible Working Policy
Flexitime Scheme
Gender Identity Policy
Health, Safety and Wellbeing Policy
Ill Health Retirement Procedure
Induction of New Employees Policy
Job Evaluation Maintenance Procedures
Learning & Organisational Development Policy
Leaving the City Policy
Lone Working and Preventing Violence
Long Service Award Policy
Managing People Policy

<u>Mental Health & Wellbeing Policy</u>
<u>No Smoking Policy</u>
<u>Occupational Health & Welfare Policy</u>
<u>Pay Progression & Eligibility for Bonuses / Recognition Awards Policy</u>
<u>Payment of Salary Policy</u>
<u>Payment for Part-time Staff Policy</u>
<u>Payment of Subscriptions to Professional Bodies</u>
<u>Pension Scheme</u>
<u>Performance Development Framework & Appraisal</u>
<u>Personal Injury Allowance Scheme</u>
<u>Politically Restricted Posts Policy</u>
<u>Recruitment & Selection Policy</u>
<u>Redeployment Policy</u>
<u>Redundancy Policy</u>
<u>Relocation Assistance on Appointment - Lodging, Travelling, Disturbance Scheme</u>
<u>Salary Scales & London Weighting Allowance</u>
<u>Season Ticket Loan Scheme</u>
<u>Security Policy - People</u>
<u>Selection Tests Policy</u>
<u>Service Occupancy Policy</u>
<u>Social Media Policy</u>
<u>Travel & Subsistence Allowance Scheme</u>
<u>Workplace Attendance Policy</u>

This page is intentionally left blank

Agenda Item 7

Committee(s): Corporate Services Committee Equality, Diversity, & Inclusion Sub-Committee	Dated: 8 th January 2025 5 th February 2025
Subject: People Strategy Bi-annual Progress Report 1: April 2024 to September 2024	Public
This proposal: <ul style="list-style-type: none"> delivers Corporate Plan 2024-29 outcomes 	
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?	No
Report of: Alison Littlewood, Chief People Officer, People & HR	For Information
Report author: Cindy Vallance, Employee Experience Lead, People & HR Kaye Saxton Lea, Acting Assistant Director of Learning and Organisational Development, People & HR	

Summary

City of London Corporation’s first ever People Strategy 2024-2029 was launched in April 2024 in parallel with the Corporate Plan 2024-2029 and Equality Objectives covering the same period.

The People & HR team committed to providing Corporate Services Committee with bi-annual updates on the progress of the work programmes contained within the People Strategy framework. **Appendix 1** contains our first progress report and summarises activity during the period April – September 2024 including summary data updates on key measures for each theme that were unavailable when the Strategy was published. The report also includes a preview of planned activity for the next six months and an overview of key programmes of work that will begin or continue in 2025/26.

The report also includes an additional **Appendix A** that outlines an overview and summary of actions underway across City Corporation following the 2024 Staff Survey. The survey was launched just two weeks following publication of the People Strategy. We will continue to make use of staff feedback obtained through this staff survey, as well as future iterations, to inform action plans and activities over the course of the People Strategy. Results will also inform and supplement the high-level work programmes contained in the People Strategy for 2025/26 and beyond.

Recommendation(s)

Members are asked to:

- Note the report.

Main Report

Background

2. The City of London Corporation's first ever People Strategy 2024 – 2029 was launched in April 2024 following positive active engagement with over 1,500 staff and well-received presentations to Corporate Services Committee, Policy and Resources Committee, and Court of Common Council.
3. The People & HR team committed to providing Corporate Services Committee with bi-annual updates on the progress of the work programmes contained within the People Strategy framework.

Current Position

4. **Appendix 1** contains our first progress report and summarises activity during the period April – September 2024 along with summary data updates on key measures for each theme; including some that were unavailable when the People Strategy was published. The report also includes a preview of planned activity for the next six months and a summary of key programmes of work that will begin or continue in 2025/26.
5. The report also includes an additional **Appendix A** containing a series of sub-appendices that outline an overview and summary of actions underway across City Corporation following the 2024 Staff Survey and connected to the realisation of the People Strategy. Appendix A contains
 - The 2024 staff survey overview report
 - The Executive Leadership Board agreed priorities in response to staff survey feedback
 - The staff survey corporate action plan

Options

6. All our People Strategy activity links directly to our City Corporation mission as “the governing body of the Square Mile dedicated to a vibrant and thriving City, supporting a diverse and sustainable London, within a globally successful UK.”
7. The People Strategy exists to support the six outcomes of our Corporate Plan 2024-2029 which will be achieved only through the work of our people. It also takes into account and is responsive to the complexity and changing context of City Corporation, as well as the City of London, the UK, and the world we live in. The initial programmes of work that have been underway over the past six months and that will continue for the remainder of 2024/25 and into 2025/26 as reported here will build from a solid foundation of brilliant basics to achieve our mission.

Proposals

8. The intended work programmes that will take place in the second half of 2024/25 are outlined as are high-level work programmes for 2025/26.

Key Data

9. The People Strategy publication included initial data from 2022/23. Given its April 2024 launch date, 2023/24 data was not available at the time of publishing.
10. While a comprehensive Annual Employee Profile Report for 2023/24 has already been shared with Corporate Services Committee in July 2024, the enclosed report includes 2023/24 summary data that are directly connected to People Strategy themes and work programmes.
11. Our second bi-annual People Strategy progress report will be shared with Corporate Services Committee in June 2025. This report will provide staff data for 2024/25 and based on our first full year of People Strategy activity, will include measurable targets for 2025/26.

Corporate & Strategic Implications

12. **Strategic implications** – The People Strategy is key to the delivery of all Corporate Plan outcomes since our people will deliver its outputs & achieve its outcomes.
13. **Financial implications** – While programmes of work within the People Strategy will require continuing investment by City Corporation, there are no direct financial implications attached to this progress report.
14. **Resource implications** – The successful delivery of the People Strategy will require a team of highly capable internal People and Human Resources staff, collaboration across HR teams in all our institutions, and engaged and committed leaders, managers, and staff across all our organisation. Where appropriate, some programmes of work will also include working with external suppliers as delivery partners. However, this progress report does not include specific requests for resources.
15. **Legal implications** – The People Strategy has been and will continue to be proactive to anticipate and address all regulatory and legal changes and issues impacting employees that arise over the course of the period covered by the People Strategy.
16. **Risk implications** – Risks inherent to the People Strategy relate to the importance of recruiting, supporting, developing, and retaining an engaged and highly performing workforce. It also involves creating a positive organisational culture that forefronts inclusion, belonging and wellbeing as well as world-class performance and impact for its communities. Additionally, efficient, effective systems and processes that provide useful data for decision-making are necessary to facilitate this work, and the quality and timely delivery of all system-based and process elements of the People Strategy will be critical.
17. **Equalities implications** – Equality, Equity, Diversity and Inclusion is key to the successful implementation of the People Strategy. An Equalities Impact Assessment was completed as part of the work leading to the April 2024 People Strategy launch. Wide engagement with employees over the course of the development and implementation of the People Strategy and all its activities, along with close interaction with the EDI team to connect EEDI and People related activities will

continue to ensure that equality impacts will be considered carefully across all programmes of work. Additionally, work to embed Health and Safety principles of psychological and physical safety will be critical to the success of the People Strategy.

18. **Climate implications** – There are no specific climate implications although communications about and employee engagement in sustainability and climate justice activity will be important to realise the ambitions and aspirations of City Corporation’s workforce. Employees and communities today are keen to support the realisation of societal action and positive role modelling of ethical behaviours in this critical area.
19. **Security implications** - There are no direct security implications. The People Strategy emphasises the importance of enabling a physically and psychologically safe and secure environment for all employees and is working closely with the City Corporation Health and Safety team to ensure that common safety / security goals and outcomes are considered.

Conclusion

20. We committed in April 2024 that City Corporation’s first ever People Strategy would support our workforce to achieve our Corporate Plan outcomes as well as our Equality and Health and Safety objectives. We promised that progress will be tracked through quantitative and qualitative data and insights, and over the course of its five-year timeline, we will work to attract, develop, and retain talented employees within our unique, complex yet inclusive and equitable 21st Century workplace; an organisation that also has strong roots in history and tradition. We promised that the work programmes within the People Strategy will help to identify and fill workforce gaps; provide a framework for people management; and will be adaptable and responsive to change through a bi-annual process of reporting to track momentum and measure success. This initial bi-annual progress report outlines our progress to realise these commitments.

Appendices

Appendix 1 – People Strategy Report 1: April 2024 – September 2024

Appendix A – 2024 Staff Survey Action Plan (author: Kaye Saxton-Lea)

Background Papers

People Strategy 2024 – 2029

Annual Employee Profile Report for 2023/24

Appendix 1

Cindy Vallance

Employee Experience Lead

Cindy.vallance@cityoflondon.gov.uk

Appendix A

Kaye Saxton-Lea

Acting Assistant Director, Learning and OD

Kaye.Saxton-Lea@cityoflondon.gov.uk

Appendix 1

People Strategy 2024 – 2029

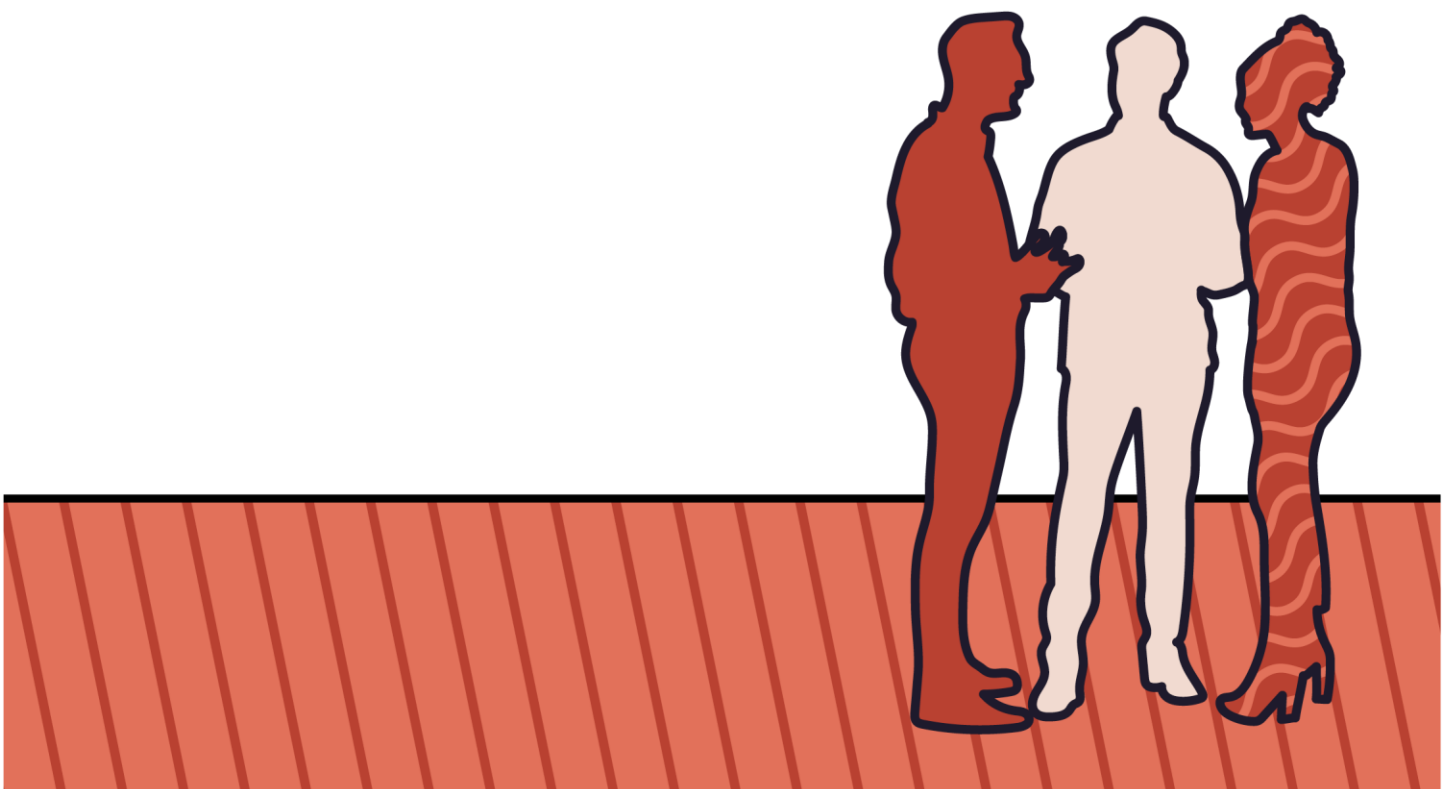
Progress Report 1 April – September 2024

with forward views for

October 2024 – March 2025

and

2025 / 26



Contents

Introduction	4
Report Overview	5
Data Reporting and Key Measures	7
Workforce Profile Update	7
People Strategy Theme Summaries	10
Theme 1: My Contribution, My Reward	10
Theme 2: My Wellbeing, My Belonging	10
Theme 3: Trustworthy Leadership	11
Theme 4: My Talent and Development	11
Theme 5: Building Brilliant Basics	12
Theme 1: My Contribution, My Reward	14
The past six months: April 2024 – September 2024	14
The next six months: October 2024 – March 2025	14
Looking ahead to 2025 / 26	14
Key measures	15
Theme 2: My Wellbeing & Belonging	16
The past six months: April 2024 – September 2024	16
The next six months: October 2024 – March 2025	16
Looking ahead to 2025 / 26	17
Key measures	17
Theme 3: Trustworthy Leadership	20
The past six months: April 2024 – September 2024	20
The next six months: October 2024 – March 2025	20
Looking ahead to 2025 / 26	20
Key measures	21
Theme 4: My Talent & Development	23
The past six months: April 2024 – September 2024	23
The next six months: October 2024 – March 2025	23
Looking ahead to 2025 / 26	23
Key measures	24

Theme 5: Building Brilliant Basics	26
The past six months: April 2024 – September 2024	26
The next six months: October 2024 – March 2025	27
Looking ahead to 2025 / 26	27
Key measures	28
Conclusion	30

Introduction

The City of London Corporation's first ever People Strategy was launched in April 2024 following an extensive period of engagement with over 1500 staff and with the approval of Committees through to the Court of Common Council.

The People Strategy covers the period 2024 – 2029 and has been created as a framework of work programmes within five inter-connected themes:

1. My Contribution, My Reward
2. My Wellbeing, My Belonging
3. Trustworthy Leadership
4. My Talent and Development
5. Building Brilliant Basics

Our vision is to transform our culture, systems, and processes through an ambitious and integrated programme of change that will realise the workforce priorities necessary to achieve the outcomes of our Corporate Plan 2024 – 2029, our Equality Objectives 2024 – 2029, and our Health and Safety objectives. Outcomes to create transformation of this breadth will take time to achieve and progress and will be linked to our annual data reporting and targets.

This report focuses primarily on People Strategy work programmes that are being led and facilitated through People and Human Resources. In the space of this document, we have also included a set of appendices that share activities and actions across the entire organisation linked to the People Strategy and as a result of the 2024 staff survey.

In this first six month progress report, it has not been possible to include in detail every activity of all who are working to realise our People Strategy outcomes including our staff diversity networks; our recognised trade unions; our volunteer-run staff activity clubs, champions, and ambassadors; everyone within our City Corporation staff and elected member community contributes to our culture and to our collective success. We will continue to expand the breadth of this report and thank everyone for their continuing efforts to realise City Corporation's mission, to achieve our Corporate Plan and People Strategy outcomes and our Equality and Health and Safety objectives. We all want to create and sustain a destination where we serve our communities well and are proud to say, "this is my organisation, and I belong here."

Our Mission

The City of London Corporation is the governing body of the Square Mile dedicated to a vibrant and thriving City, supporting a diverse and sustainable London, within a globally successful UK.

Report Overview

This is our first bi-annual People Strategy 2024 - 2029 progress report for Corporate Services Committee. The presentation, content and dissemination approach for these reports will evolve based on feedback and engagement.

The People Strategy has been intended from the start to be a living document. We have developed this report to summarise our People Strategy progress. It will be updated and shared twice a year with Corporate Services Committee and across our workforce.

Given the speed of change within our internal and external environment, priorities and activities must be anticipated and responded to proactively. Therefore, the People Strategy will continue to be refreshed and revised. Continuous horizon scanning and listening to staff feedback from regular staff surveys and other engagement activities over the course of its five-year timeline, setting objectives and measuring key results and outcomes, and accompanying these activities in the future with appropriate benchmarking – will all help us to realise our collective vision of being a world-class organisation.

The People Strategy was published on 1 April 2024. Given timelines for production, it featured high level people data from the 2022/23 financial year. We appreciate the need for a robust evidence base for decision-making and therefore, this report also provides a high-level update on workforce data for 2023/24.

This report is intended for information and focuses on activities within the past six months as of 30 September 2024, sets the stage for the next six months through March 2025, and highlights our high-level plan for 2025/26.

This report contains the following sections:

1. A summary workforce profile update for 2023 / 24
2. An overview of key current work programmes within each of the five themes
3. More detailed updates on each of our five themes:
 - a. The past six months: April 2024 – September 2024
 - b. The next six months: October 2024 – March 2025
 - c. Looking ahead to 2025/26
 - d. 2023/24 key measures

Appendix A contains

- The 2024 staff survey overview report
- The Executive Leadership Board agreed priorities in response to staff survey feedback
- The staff survey corporate action plan

The next bi-annual People Strategy report will be shared in June 2025 and will include a summary of activities and outcomes over the course of the first full year. It will include final

staff data for 2024/25 and targets that will enable us to measure future progress and success against outcomes.

Data Reporting and Key Measures

Data reporting is a challenge at City Corporation due to its outdated and inadequate HR system. Implementation of a new modern system that combines people and finance data (the Enterprise Resource Planning System) and summarised later in this report as part of our Brilliant Basics work will address many of these challenges. Given its importance in informing decision-making, concerted efforts have been undertaken in the meantime to cleanse data and create a start for data reporting consistency across key measures. Improvements to our service desk function through Ask-HR and a data dashboard for leaders have also been created using the existing People system.

Initial 2022/23 measures contained in the People Strategy publication have been updated here for 2023/24, including the Workforce Profile that follows. The end of year progress report will include a revised Workforce Profile for the current year, along with actuals and targets on measures for each of the People Strategy themes. Progress against targets will be reported annually, and we will inform action plans for each year that follows.

Workforce Profile Update

Category	2022/23	2023/24
Employees	4,248	4,201
FTEs	3,993	3,999
Turnover Rate	14%	12%
Average length of service	8 years	9 years
Between 10-20 years' service	21%	20%

Category	2022/23		2023/24	
	Number	%	Number	%
Apprentice	58	1.4	68	1.6
F9 Grade	117	2.8	113	2.7
Grade A	114	2.7	110	2.6
Grade B	579	13.6	593	14.1
Grade C	817	19.2	801	19.1
Grade D	761	17.9	765	18.2
Grade E	612	14.4	609	14.5
Grade F	436	10.3	436	10.4
Grade G	217	5.1	214	5.1
Grade H	101	2.4	104	2.5

Grade I	36	0.9	38	0.9
Grade J	18	0.4	19	0.5
Senior Management Grade	20	0.5	14	0.3
Teachers' Grade	362	8.5	341	8.1

*Measure	Number	%	Number	%
Sex	2022/23		2023/24	
Female	2,167	51	2,144	51
Male	2,081	49	2,057	49
Ethnicity	2022/23		2023/24	
Declined to specify	Not available; combined with 'not known'		115	2.7
Not known	989	23.4	642	15.3
Ethnic minority	758	17.8	849	20.2
White	2,501	58.9	2,605	62.0
Disability	2022/23		2023/24	
Declined to specify	Not available; combined with 'not known'		119	2.8
Not known	1,155	27.2	987	23.5
Disabled	195	4.6	176	4.2
Not disabled	2,898	68.2	2,920	69.5
Age	2022/23		2023/24	
20 and under	39	0.9	49	1.2
21 to 30	691	16.3	691	16.4
31 to 40	1,004	23.6	973	23.2
41 to 50	1,011	23.8	1,007	24.0
51 to 60	1,111	26.2	1,094	26.0
61 and over	392	9.2	387	9.2
Sexual orientation	2022/23		2023/24	
Declined to specify	213	5	226	5.4
Not known	1,370	32.3	1,364	32.5
LGBTQ+	262	6.2	252	6.0
Heterosexual	2,402	56.5	2,350	55.9
Religion or belief	2022/23		2023/24	
Declined to specify	Not available; combined		183	4.25

	with 'not known'			
Not known	1,212	28.5	1,087	25.2
Buddhist	11	0.3	11	0.26
Christian	1,195	28.1	1,205	27.9
Hindu	56	1.3	59	1.37
Jewish	27	0.6	27	0.63
Muslim	139	3.3	138	3.21
No religion	1,431	33.7	1,423	33.05
Other	114	2.7	110	2.56
Sikh	25	0.6	26	0.6
Spiritual	38	0.9	36	0.84

*Increasing staff EEDI demographic data disclosure has been an important activity in year one as part of Building Brilliant Basics. A 30 September 2024 data collection update, with the inclusion of new categories, is provided in the **Theme 5** section of this report and will be reported in full at the end of year one.

People Strategy Theme Summaries

Our five People Strategy themes contain an array of interconnected and yet discrete programmes of work. While each of the themes has its own designated title, our year one People Strategy priorities as reported here will build from a solid foundation of brilliant basics. A summary of critical activity for each theme is noted below, with greater detail provided in the report sections that follow.

Additionally, the first **Staff Survey** incorporating the People Strategy themes was disseminated just two weeks after the People Strategy launch. Given the importance of this work, a separate appendix **(A)** is enclosed which summarises actions across the organisation resulting from the 2024 staff survey. These action plans led from all areas of the organisation reinforce the priority activities outlined in this report.

Theme 1: My Contribution, My Reward

Ambition 25 includes the design and implementation of an innovative approach to our organisation's role profile and job family structures. It will also include full implementation of a new job evaluation approach and a pay and grading structure that will be regularly benchmarked to ensure our long-term sustainability and market competitiveness. As a major and complex programme of foundational work within the People Strategy, Ambition 25 reports regularly to an internal senior officer steering group and has reported to each Corporate Services Committee meeting since April 2023. Ambition 25 will support our goal to increase organisation structure and grading and pay transparency as well as informing future Theme 4 Talent and Development programmes of work.

As part of the broader My Contribution, My Reward theme, a **Benefits Review & Refresh** has also begun and will continue over the course of the remaining year with stakeholder engagement, financial planning, and recommendations for implementation taking place in 2025.

Theme 2: My Wellbeing, My Belonging

In addition to the **staff survey** appendices mentioned above and summarised separately, other early work within this theme includes **an initial programme to begin to embed wellbeing, belonging, inclusion, and physical and psychological safety** within City Corporation, in close collaboration with our **EEDI and Health & Safety** colleagues, including **stress risk assessments and H&S engagement as an objective for all**, a refresh of our **Celebrating our People awards**, managing a **staff volunteering programme**, and consideration of an **anonymous complaints system**.

In the months ahead, we will be procuring a partner to work with us to define and begin to activate new over-arching **values and summary behaviours**, while respecting and complementing existing values and behaviours at institution level. This initial work to build these basics will support us in our efforts to embed our values throughout our culture and drive delivery of our strategic organisational objectives.

Theme 3: Trustworthy Leadership

The **staff survey appendices** mentioned above reinforce the importance of our leadership community in progressing the work to realise positive culture change. The appendix includes action plans that are underway for our Executive Leadership Board (ELB) and the organisation as a whole.

This theme also includes implementation of a regular cycle of **meetings and away-day sessions for our Senior Leadership Team (SLT) and ELB**, led by our Town Clerk and Chief Executive. Outputs since the launch of the People Strategy have included the creation of **shared performance objectives for 2024 / 25** that will inform a **pilot 360-degree performance review process for SLT** later this year.

In July 2024, the Senior Leadership Forum was relaunched, with a working title of **Future Ambition 18** of our top 140 mid to senior leaders who report to Chief Officers. We will be engaging with these leaders over the course of the People Strategy to **support culture change**, and to **ensure responsibility and accountability that enables us to achieve the outcomes of the Corporate Plan**. A Chief Officer will act as Senior Responsible Officer to work to support the vision and direction of the group.

We are keen to enhance our overall organisational performance by embedding continuous improvement, strengthening financial sustainability, and harnessing growth opportunities. We will work with this group to break down siloes and embed mindsets and practices that support our journey to create sustainable organisational excellence, innovative collaboration, an entrepreneurial spirit, and a future first, digitally informed approach.

Additionally, our internally delivered **People Manager Programme** has been refreshed and continues to evolve to meet the needs of managers in supporting their teams.

Building trustworthy organisational leadership at City Corporation also includes **work undertaken directly by our Member Services colleagues with Members across City Corporation**, including a recent review by the Local Government Association and a review of our Member Code of Conduct. Member engagement will be critical in the development of our values and behaviours, along with the rollout of a revised Member / Officer Charter, and a new Member induction programme that includes a customised suite of training.

Theme 4: My Talent and Development

This theme encompasses ongoing efforts to strengthen foundational practices through improvements to both **central and local inductions**. In early 2025, we will introduce a comprehensive and enhanced **mandatory training** programme designed to support new team members in understanding organisational operations and ensuring regulatory compliance and created **new and enhanced elective training offerings**, including **EEDI and Health and Safety training**.

Implementation of Ambition 25 and the ERP system will also inform a host of additional progressive initiatives including the creation and embedding of automated

annual workforce planning processes and overhauling end-to-end recruitment and onboarding processes, a competency-based performance management framework incorporating our new values, a modern approach to dispute resolution, career path maps, and continuous professional development offerings for all staff.

Theme 5: Building Brilliant Basics

This theme has included work to create a **data dashboard**, undertake **back-office recruitment and employee data improvements** and thorough **data cleansing** critical to both Ambition 25 and the new **People and Finance System** (Enterprise Resource Planning - ERP) design and implementation.

Workforce planning has started with data dashboard creation. Manual processes to consider **succession planning in recruitment** has begun with future automation planned.

In parallel with the work to develop new systems, **an all-organisation wide communications campaign** is underway to increase EDI demographic data reporting. A significant element of this work is to build trust across the organisation on why and how this data will be used to enable inclusive culture change.

The City of London Corporation has embarked on implementing an **Enterprise Resourcing Planning (ERP) System** that will replace the ageing Finance, HR, Payroll and Procurement systems. The newly titled **Programme Sapphire** aims to transform the City of London Corporation's systems with an ERP solution, which will take over the duties from the current legacy systems; namely City People (Midland i-Trent) for HR & Payroll, and Oracle R12 for strategic as well as operational finance functions. This new ERP system will update and improve the technology used to provide our essential back-office services. The ERP system implementation is driven by several strategic drivers to improve efficiency, capacity, and information and will be implemented in waves between 1 April 2025 and 1 April 2026. Successful implementation will enable capacity to be released across the organisation needed to undertake work beyond brilliant basics. Goals are to enable a more mobile and agile workforce; reduce manual intervention and generate greater automation; increase levels of self-service; provide a single source of truth on people and finance; and create enhanced analytics with real time management information to facilitate better informed prioritisation and robust decision making.

Another brilliant basic priority in year one of our People Strategy has been to create an agile **talent management** approach. Work has included a **temporary labour agency worker solution** to address wider workforce needs including meeting short notice worker requirements. A project to understand and forensically assess the **contingent workforce** across City Corporation has begun, adopting a robust governance framework, and engaging an expert partner. This work is underpinned by our vision to deliver key features of being a good and fair employer including offering equity to our workforce community irrespective of employment status, including valuing our casual staff in a modern and inclusive way.

HR policy updates have been made following legislative changes since the launch of the People Strategy. An extensive assessment of the current Employee Handbook has begun that will enable us to understand our current position and create a prioritisation plan to regularly update and maintain HR policies. A collaborative approach has been taken through

work with our EDI team, Staff Networks, and institutions to begin to embed EEDI principles in our policies, along with future planned work with Health & Safety, DITS, and Communications. High priority policies, including those impacted by the introduction of the Employment Rights Bill 2024, have been identified for review. The Employee Handbook review will continue and be completed in 2026.

Theme 1: My Contribution, My Reward

The past six months: April 2024 – September 2024

A top priority for City Corporation has been the need to review pay and reward to attract, recruit and retain excellent staff and to ensure pay equity. Therefore, early work in response to the 2022 Staff Survey feedback, considered Contribution and Reward in late 2023 even before the launch of the People Strategy in April 2024. Work included an initial review of a diagonal slice of 'as is' job descriptions and organisational structures. This led to **Ambition 25**. The focus in recent months has been on data gathering, cleansing and review, the confirmation of organisational hierarchies, the creation of job families, the creation of approximately 650 role profiles to replace over 2500 individual job descriptions, and the start of training for those who will be involved in the new job evaluation process. A focused communications campaign has informed and educated staff about the project and has continued more recently, particularly with mid- to senior leaders, to enable them to cascade programme information and updates as it progresses.

Early scoping for the **Benefits Review & Refresh**, alongside Ambition 25, also began in late summer 2024. The principles underpinning this work include feeling recognised and valued; having a sense of belonging and contentment; being part of an authentic workplace community; enabling world-class services; and paving the way to being a destination employer. This has included the creation of a set of design principles to inform this programme of work. Design principles include colleague-centric, empathic, and accessible; multi-generationally relevant; a combination of modernity and tradition; driving a step change in expectations and performance; rooted in EEDI and City Corporation values; being market and sector relevant; and enabled by technology. Work has begun on the collation and review of a master list of all existing benefits, including identifying benefit owners.

The next six months: October 2024 – March 2025

The **Ambition 25** team hopes to begin sharing Initial pay and grading proposals with Members, SLT and ELB, trade unions and staff representatives in early 2025.

Work in the next six months on the **Benefits Review & Refresh** will include creating cost models for the top ten to fifteen possible benefits and engagement with our SLT and ELB. A paper will be taken to CSC in spring 2025 recommending fully costed changes to our Benefits offer that repositions Benefits as a key dimension of organisational culture, aligned to our sense of recognition and belonging. Work to understand the cost implications of any recommended changes has commenced in partnership with Finance.

Looking ahead to 2025 / 26

Subject to any changes resulting from communications and engagement work and following Member approval of all proposals, implementation of the **Ambition 25** pay and grading framework will occur in summer 2025. Later phases of work arising from Ambition 25 outcomes over the next four years of the People Strategy will include regular benchmarking of pay and reward. Ambition 25 outcomes will also provide the foundation for future work

programmes focusing on the development of performance management, talent management, recruitment, career development, and succession planning initiatives to be undertaken within Theme 4, My Talent and Development.

Following agreement of the **Benefits Review & Refresh** plan, mobilisation across City Corporation will take place in 2025/26.

Key measures

Outcome measures for this theme over the course of the People Strategy timeframe will include **turnover stability and the reduction of equity pay gaps**. Current data is noted below and will be revised for the end of year progress report.

Measure	2022/23	2023/24	2024/25	End of Year Target
% turnover – all reasons	14%	13%		
% turnover – voluntary	11%	9%		
% voluntary turnover in first two years of employment based on headcount	25%	13%		
% ethnicity pay gap mean hourly rate	17.4%	16.7%		
% ethnicity pay gap median hourly rate	14.7%	13.2%		
% gender pay gap mean hourly rate	4.5%	4.5%		
% gender pay gap median hourly rate	2.7%	0.0%		
% disability pay gap mean hourly rate	8.8%	6.9%		
% disability pay gap median hourly rate	2.4%	7.1%		

Note: we do not yet have sufficient staff data to enable us to report on our social mobility pay gap, but concerted efforts are underway to increase social mobility disclosure rates as reported later in this report.

Theme 2: My Wellbeing & Belonging

The past six months: April 2024 – September 2024

The first **Staff Survey** incorporating People Strategy themes was disseminated in mid-April 2024 just two weeks after the People Strategy launch. Given the importance of this work, an appendix A is enclosed which summarises action plans from across the organisation resulting from the survey results.

The current LEAP **employee volunteering programme** has been incorporated in its current form into the People Strategy.

Collaboration with the EDI team has also deepened, including active participation in the EEDI Sub-Committee and EEDI Forum and supporting EDI-led initiatives such as the annual submissions to the Social Mobility Employer Index, the Women in Finance Charter, and the UN Global Compact.

Approval to proceed to open procurement for an external partner that will support City Corporation in the creation of new, overarching ‘One Corporation’ **values and behaviours** that will not replace but will be complementary to existing values that exist across our institutions, was received in September at Corporate Services Committee.

The next six months: October 2024 – March 2025

A Town Hall meeting to report on progress of the 2024 staff survey action plans mentioned above is scheduled for December 2024 and is part of **a rolling calendar of three to four Town Hall meetings each year and other staff engagement initiatives led by our central Communications team, including regular ELB interviews**. Work on the staff survey action plans will continue and be reported on again in the next People Strategy progress update following year end.

The refreshed **Celebrating People Awards** 2025 criteria directly reference our People Strategy and Corporate Plan outcomes and place an increased focus on collaboration and teamwork.

We will evaluate the effectiveness of the current **volunteering programme**, including the re-establishment of a volunteer working group and the development of a three-year volunteer strategy and programme.

Other wellbeing activities include **a review of wellbeing champions** and the creation of a programme of **Lunch and Learns** to support the mental and physical wellbeing of our workforce, **in collaboration with the EDI and Health and Safety teams, staff networks and groups, and colleagues across the organisation**.

A comprehensive **stress risk assessment in collaboration with Health and Safety** is being undertaken across the organisation. Work is underway to ensure everyone has **Health & Safety training**.

While managers across the organisation continue to require support from HR through HR Business Partners and training, work is ongoing to explore the option of **anonymised reporting** and to revise relevant policies and work with managers to provide both direct support and training. One goal is to foster a culture where managers feel empowered to address instances of bullying and harassment as well as grievances as early as possible and future use of modern dispute resolution frameworks is being explored. Another goal is for managers to take greater ownership of all aspects of performance management of their direct reports, including the encouragement of regular 1-1s between managers and staff members and that enable early intervention and resolution of issues. The objective is to create a culture of high performance alongside psychological and physical safety for all.

Collaboration with the EDI team will continue with the establishment of a new Equalities Director, engagement in the EDI Sub-Committee and EEDI Forum, and participation in the delivery of an EEDI Review.

A soft market testing exercise to consider the supplier market for **values and behaviours** will be followed by SLT and ELB agreement of the programme specification and procurement route to market. Formal procurement will take place, and a partner secured.

Looking ahead to 2025 / 26

A **staff pulse survey** will be undertaken in September 2025 and a rolling schedule of full and pulse staff surveys will continue over the course of the five-year People Strategy, with the next full staff survey in 2026. Results will serve as a critical barometer to measure progress and inform action plans to address evolving priorities.

If funding is agreed, a continuing comprehensive **volunteering programme** will be initiated.

The work programme to create new **values and behaviours** and map our culture journey will take four to six months from the establishment of a new partnership with an external supplier. Culture change will only be fully realised once new over-arching values and behaviours are agreed when they can then be embedded throughout the entire employee lifecycle to include all elements of attraction, recruitment, continuous performance management, development, progression, recognition, reward, and retention.

Key measures

Outcome measures for this theme over the course of the People Strategy timeframe will include **staff survey participation and engagement, sickness absence, occupational health and EAP take-up, grievances, and disciplinary cases**. Current data is noted below and will be revised for the 2024 / 25 end of year progress report. Targets will be set for the next full staff survey.

Measure	2022 Survey Actuals	2023 Survey Actuals	2024 Survey Actuals	Next Survey Target
Staff survey measures				
Staff survey participation (like for like)	51%	N/A	74%	
Staff survey engagement score based on the four questions below	52%	N/A	63% ¹	
1. People help and support each other where I work	68%	N/A	76%	
2. I am proud to say I work here	65%	N/A	74%	
3. If asked, I would say to friends and family that this is a good place to work	61%	N/A	76%	
4. I believe action will be taken because of this survey	24%	N/A	27%	
Key human resources measures				
Measure	2022/23	2023/24	2024/25	End of Year Target
Rolling average sick days per full time employee (and review other patterns of sickness absence)	7.2	8.8		
Number of referrals to occupational health function	61	181		
Employee Assistance Programme utilisation (as a percentage, calculated as counselling and advice calls against headcount)	5.7%	5.4%		
Number of grievance cases and outcome trends when available	N/A	*See below		
Number of bullying and harassment cases and outcome trends when available	N/A	*See below		

***Grievance and bullying and harassment cases:** While data was unavailable prior to March 2023 and automated tracking is not available with the current HR system, manual tracking has been underway since the launch of the People Strategy and there has been a total of 39 grievance cases and six appeals since that time. None of the appeals was upheld and each appeal was judged on its own merits. In the period 1 April 2023 – 31 March 2024 there were 6 formal cases relating to bullying and harassment. Some of these may also have been reflected in the grievance data as the grievance covered several issues. None of the bullying and harassment allegations were upheld, though for some recommendations were submitted for the manager / senior manager to consider. Actions to address bullying and to deal with grievances include expanding manager training, revising relevant policies, and exploring the creation and implementation of an anonymised employee complaints system and a modern dispute resolution framework.

¹ All four engagement questions are combined for a single total percentage.

Theme 3: Trustworthy Leadership

The past six months: April 2024 – September 2024

ELB has agreed three collective actions following analysis of our **Staff Survey** results and each ELB member is leading creation and delivery of their individual staff survey action plans for their areas of responsibility, including actions related to embedding equality, equity, diversity, and inclusion and physical and psychological safety. Further detail is provided in **Appendix A**.

The launch of a critical group with the working title **Future Ambition 18**, who report to Chief Officers and will be led by a senior responsible chief officer, has taken place. The group includes approximately 140 senior leaders who hold oversight for managing performance, ensuring inclusive engagement across their teams, and creating positive organisational outcomes linked to the Corporate Plan. For example, this group has been engaging in communications with the Ambition 25 project team to cascade information throughout the organisation and this work will continue. This group will also be critical to engagement work to create new over-arching values and behaviours as well as other programmes of work.

The internally delivered **People Manager Programme (PMP)** has been adjusted to include more targeted wellbeing training, working alongside the **EDI and Health and Safety teams and Occupational Health**, including topics on psychological safety through mental health first aid, handling challenging conversations, and fostering an inclusive work environment.

Building trustworthy organisational leadership at City Corporation also includes **work undertaken directly by our Member Services colleagues with Members** across City Corporation, including a recent review by the Local Government Association and a refreshing of our Member Code of Conduct.

The next six months: October 2024 – March 2025

Outputs since the launch of the People Strategy have included agreement of **four shared performance objectives for SLT** for the current year which will then be cascaded more widely next year, and which have been incorporated into a **pilot 360-degree performance review process**.

Objectives focus on **role modelling impactful leadership, prioritising EEDI and Health and Safety, breaking organisational siloes, and effective resource management**.

All ELB members are undertaking **Health & Safety training**.

Looking ahead to 2025 / 26

ELB objectives will be cascaded more widely through the organisation, including EEDI & Health and Safety.

Work alongside Member Services is taking place to enhance **Member inductions and training** in time for the next intake of new Members in spring 2025.

Members will also engage in the development of our values and behaviours and a revised Member / Officer Charter.

Key measures

Outcome measures for this theme over the course of the People Strategy timeframe will include **key staff survey engagement measures** that are relevant to leaders. Current data is noted below, and targets will be set prior to the next survey.

Measure	2022 Survey Actual	2023 Survey Actuals	2024 Survey Actuals	Next Survey Target
Inclusive Leadership – and change management				
Key driver Staff survey results: There is a culture of openness and transparency where I work	26%	N/A	46%	
Key driver Staff survey results: Senior leaders manage change well and communicate this to staff	29%	N/A	40%	
Key driver Staff survey results: I feel appropriately supported through change	33%	N/A	47%	
Staff survey results: The Town Clerk’s ELB are visible & make the effort to listen to staff	N/A	N/A	27%	
Staff survey results: The Town Clerk’s ELB provide a clear vision of our overall direction	N/A	N/A	34%	
Staff survey results: I think Members provide strategic leadership and good governance	N/A	N/A	22%	
Leading My Wellbeing and Belonging Equality, Equity, Diversity and Inclusion & Health and Safety				
Staff survey results: My leadership team is committed to creating a diverse and inclusive workplace	N/A	N/A	66%	
Staff survey results: Leaders here understand that EEDI is central to our future success	N/A	N/A	63%	
Staff survey results: I feel my emotional safety is valued at work	N/A	N/A	64%	
Staff survey results: Members demonstrate our values and behaviours, including leading for EEDI	N/A	N/A	27%	

Leading My Contribution, My Reward				
Key driver Staff survey results: I feel valued & recognised for the work I do	51%	N/A	53%	
Leading My Talent & Development				
Key driver Staff survey results: I have confidence that my career aspirations can be met working here	35%	N/A	42%	

Theme 4: My Talent & Development

The past six months: April 2024 – September 2024

A comprehensive review of the current **mandatory training programme** has taken place to ensure the programme is relevant, timely, engaging, concise, accessible, and interactive. Focus has been on the **new starters' programme** to support their induction process to be more relevant, welcoming, and bespoke to City Corporation needs.

The next six months: October 2024 – March 2025

The **rollout of refreshed all staff mandatory training** will take place and additional mandatory courses relevant to managers will be introduced to complement the existing People Management Programme. In Phase 1 of the mandatory training update, all staff will complete a refreshed training programme. Specifically, the primary goals are to: *Enhance Engagement* - the training content has been restructured to include interactive elements to improve information retention and ensure that key messages are more effectively communicated; *Increase Efficiency* - the programme duration has been significantly reduced from approximately thirteen hours to just three hours by focusing on understanding core topics and expectations by streamlining content to cover only essential information.

The **creation and communication of other new training offerings** based on organisational demand and in partnership across a range of departments, service areas and institutions within City Corporation is also underway and will continue. For instance, the **Mentor Connect** programme was launched in collaboration with London Councils and currently has 55 Mentees and 19 mentors. The bolstering of our **coaching provision** is also underway, including seeking out a more diverse array of coaches.

Initial work to create more comprehensive EEDI training has included a review in close collaboration with the EDI team. **EEDI training** is now a foundational component of manager and wellbeing training. A new training module dedicated to completing Equality Impact Assessments will be launched. This training will accompany the rollout of the EDI team's updated Equality Impact Assessment process to ensure staff are equipped with the skills needed to consider EEDI in all activity.

As summarised in Theme 2, **Health & Safety training** is also a key priority, including mandatory Health & Safety training for ELB.

Looking ahead to 2025 / 26

Continuing work on **mandatory training** will take place into 2025/26 including implementation of relevant modules of the new ERP system. Following go-live of the ERP learning management system, a review will be undertaken to determine compliance training for the **contingent workforce**. **Reporting will improve through new system provisions.**

Additionally, in response to growing demand and organisational focus on EEDI, additional courses will continue to be added to the training prospectus in Spring 2025 to provide a

broader range of **EEDI-related learning opportunities** to support a more inclusive workplace culture. Further **Health & Safety training** will be rolled out.

Building on the work to create new values and behaviours mentioned in the work of Theme 2, a new work programme to **procure a partner to develop a comprehensive competency-based performance management framework** will take place and will be built from the outcomes of Ambition 25 and the implementation of aligned modules of the ERP system. Following successful procurement, we will collaborate with our partner to create a new performance management framework that will be based on our new values, and which will more fully embed equity and inclusion as well as high performance and outcomes. The new performance management framework will be cascaded to all staff and will include elements of 360-appraisal where appropriate. The implementation of **modern dispute resolution frameworks** is also being explored as part of this work.

This preliminary yet necessary work will also set the stage for later elements and levels of comprehensive employee development including initiatives fully aligned to workforce planning to support **continuous learning, career development, talent management, and succession planning**.

Key measures

Outcome measures for this theme over the course of the People Strategy timeframe will include **hiring metrics, progression of staff into senior grades through the consideration of key diversity measures, and appraisal completions**. Current data is noted below and will be revised for the 2024 / 25 end of year progress report.

Measure	2022/23	2023/24	2024/25	End of Year Target
Average time to hire in days, as measured across working days				
Manager request to advertisement live	N/A	4.6		
Advertisement close to conditional offer	N/A	21.5		
Conditional offer to all checks complete	N/A	21		
Diversity of applicant pipeline, measured at application, shortlisting and appointment	N/A	N/A		
*Staff progression to senior grades				
% of ethnic minority employees	18%	20%		
% of ethnic minority employees grades H to Senior Management Grade (SMG)	11%	13%		
% of women employees	51%	51%		
% of women employees' grades H to Senior Management Grade (SMG)	41%	41%		
% of LGBTQ+ employees	6%	6%		

% of LGBTQ+ employees grades H to Senior Management Grade (SMG)	6%	8%		
% of employees declaring they meet the Equality Act definition of disability	5%	4%		
% of employees declaring they meet the Equality Act definition of disability grades H to Senior Management Grade (SMG)	3%	7%		
Appraisal completions				
% of annual appraisal completions	80%	80%		

*Note: we do not yet have sufficient staff data to enable us to report on social mobility senior staff progression, but concerted efforts are underway to increase social mobility disclosure rates as reported later in this report.

Theme 5: Building Brilliant Basics

The past six months: April 2024 – September 2024

Workforce planning is not currently established as a centralised corporate function within City Corporation. Over the past six months, efforts have focused on developing the essential tools for this, including streamlining recruitment, improving employee services through **Ask-HR** and creating a **HR dashboard**.

In parallel with the work to develop new systems, **an all-organisation wide communications campaign** was launched in summer 2024 and will continue for the remainder of the year to enable us to work with and make decisions on a more robust set of **staff EDI demographic data**.

The Implementation Partner (HCL) for the **ERP** system, Programme Sapphire, has been successfully procured. HCL kicked off the programme in October and the City Corporation Programme Sapphire team has been mobilised. The initial stage of the programme involves City Corporation/HCL agreement on the core deliverables and implementation plan releasing the system in three waves.

The **temporary/agency contract review programme** has been progressed as part of the People Strategy. Following stakeholder and market engagement, options and recommendations were considered for the design, procurement, and implementation of a temporary agency worker model. Service user feedback was sought, resulting in a recommended hybrid managed service provision model that will also enable flexibility in supplier choice when required. Following an invitation to tender and robust evaluation process, an external partner has been awarded the contract.

A project to understand and assess the **contingent workforce** across City Corporation has begun, adopting a robust governance framework, and engaging an expert partner to undertake the level of forensic work needed to understand this workforce.

An extensive **assessment of the current Employee Handbook** has been undertaken to understand our current position. This work has included development of RACI and prioritisation matrices, as well as assessment of policies against ACAS guidelines, best practice, and upcoming changes as part of the Employment Rights Bill. This has allowed for prioritisation of policies for review and a plan to undertake a comprehensive review of the Employee Handbook.

Policy updates were made following legislative changes since April 2024 and have also included adjustments to our member-led recruitment procedures and our workplace attendance policy. Engagement has begun with stakeholders of key projects including Ambition 25 and introduction of the ERP system to ensure internal changes are accurately reflected in relevant policies throughout the Employee Handbook. The HR Policy team is working closely with City Corporation's EDI team and Staff Networks, as well as Institutions, to ensure that EEDI principles and priorities are reflected in all policy updates and that the unique context of institutions in relation to policies is considered. The EDI team have

undertaken an initial review in collaboration with HR and highlighted priority policies which will have the greatest impact on colleagues with protected characteristics.

The next six months: October 2024 – March 2025

Beginning with senior level roles and looking ahead to the next 12 months, a manual process for high level **workforce planning** will be introduced to enable future and current recruitment and succession planning needs including identifying critical skills gaps and roles. Work will be undertaken with Corporate Strategy and Finance colleagues to enable departments to embed workforce reviews in the business planning cycle.

Agreement on the **ERP** Programme Sapphire implementation plan, design, build and test of the solution and proposed wave 1 Go Live of the partial functionality of the Learning Management System (LMS) will take place on 1 April 2025.

Recruitment of a contract manager will enable mobilisation of the **temporary/agency contract** by January 2025. Early work will include guidance accompanied by education and training for managers on how and when temporary labour is engaged at City Corporation. This work is also part of our broader approach to more effective workforce planning, strategic resourcing governance, and cost controls through appropriate contract management.

A report of the **contingent workforce project** that includes detailed conclusions, risks and recommendations will reach our Senior Leadership Team and Executive Leadership Board prior to Christmas. This will be followed by Corporate Services Committee agreement in spring 2025 for a fully costed set of steps looking ahead to the next stages of implementation.

The next six months will include **reviews of the five highest priority policies**. These policies are Probation; Disciplinary; Grievance; Sickness and Absence; and Family Leave. They have been prioritised due to the impact they have across City Corporation and the introduction of the Employment Rights Bill 2024. The probation review will include the role of members in chief officer probation.

We will also be progressing other policies for review, including those with significant staff impact that are owned by other departments including Health and Safety, DITS, and Communications. Looking ahead to 2025 / 26

Looking ahead to 2025 / 26

Design, build and test of the remaining **ERP** Programme Sapphire solution will take place. With proposed Go Live of the remaining ERP solution in two waves with full functionality of the LMS, Recruitment and Onboarding, Performance and Goals, Core HR, Occupational Health, Employee & Manager Self-Service, Payroll, Reporting and Analytics, Talent Management, Health and Safety and Finance.

With the introduction of the ERP and Ambition 25, we will review our approach and automate annual **workforce planning** to fully embed this across all role levels.

Following review of high priority policies, a complete review of the **Employee Handbook** will continue. The project is intended to conclude during 2026, by which time City Corporation will have a fully reviewed, legally compliant and simple to use and understand Employee Handbook. The Handbook will reflect all changes introduced as part of the Employment Rights Bill and will have EEDI principles embedded throughout.

We began a comprehensive **EDI data disclosure communications campaign** in July 2024 and have provided current data below as of 30 September 2024. While we have made substantial progress already since being reported in our People Strategy for 2022/23, there is more work to be done, and the campaign will continue through the remainder of the year and will be incorporated into an annual campaign. This data will be revised for the 2024/25 end of year progress report and a target set for 2025/26.

Key measures

Outcome measures for this theme include **increasing our levels of staff EDI demographic data and adding new measures including social mobility, caring responsibilities, and gender identity**. This data will provide a solid evidence base to inform future work.

Measure	2022/23 of 4,248	2023/24 of 4,201	2024/25 of 4,521 as of 30 Sep 24	2024/25 To be reported as of 31 Mar 25	End of Year Target
EDI Data Disclosure (Percent of staff disclosure)					
Ethnicity	77%	85%	80%		
Sexual orientation	68%	68%	70%		
Disability	72%	77%	77%		
Religion or belief	68%	75%	76%		
Social mobility	11%	15%	34%		
Caring responsibilities	N/A	N/A	30%		
Gender identity	N/A	N/A	29%		

Conclusion

Activity across all five People Strategy themes in its first six months has been driven by key projects that have a particular emphasis on **Building Brilliant Basics** and **My Contribution, My Reward**. These projects, including Ambition 25, the ERP programme, and the creation of a robust policy framework, are expected to have a substantial impact on the entire workforce.

A wide array of initiatives within **My Wellbeing and Belonging; My Talent and Development** and **Trustworthy Leadership** are also underway with a focus on building brilliant basics within each of these themes as well. Appendix A summarises institution and department staff survey action plans that are led by the Executive Leadership Group and directly address the People Strategy themes.

Future People Strategy progress reports will expand further on programmes of work underway. Targets will be established at the end of the first year to evidence and measure progress and achievement of outcomes over the remaining years of the People Strategy.

By: People and Human Resources as of 26 November 2024



This page is intentionally left blank

Appendix A

2024 Staff Survey Update

Overview of staff survey actions

This appendix to the People Strategy provides an overview of staff survey feedback and the resulting corporate and departmental action plans aimed at addressing employee engagement, wellbeing, and development priorities. Following the initial survey results shared with senior leaders, departments crafted action plans focusing on four of the five themes of the People Strategy: trustworthy leadership, wellbeing and belonging, contribution and reward, and talent and development.

Common themes at department and institution level include the need for more frequent feedback, events to bolster belonging, and managerial training on wellbeing. The Executive Leadership Board's actions, and the corporate action plan are included below.

As part of the reporting process, People and HR will gather bi-monthly updates to ensure consistent monitoring and transparent reporting of progress. A pulse survey, planned for September 2025, will provide interim insights on engagement and inform further strategic adjustments, ahead of the next full Staff Survey in 2026.

This approach underscores the organisation's commitment to an adaptable, inclusive, and responsive workplace culture, furthering its vision for high employee engagement and operational excellence and our goal of being a world class organisation.

Background following survey

Following the presentation of the initial survey results to the Senior Leadership Team, Executive Leadership Board, and relevant committees. Departments were granted access to review and respond to the findings and develop local action plans with their teams.

Departments and Institutions have presented their area findings of the staff survey back to their teams and produced action plans. These have been submitted to People and HR for review, effectiveness and measurement of the impact on organisational outcomes. Some of the common themes across departments included.

Trustworthy Leadership –

- Improving engagement and having a greater understanding of Executive Leadership Board (ELB).
- Further development of leaders and managers.
- Increased Senior Leadership visibility
- Genuine recognition from line managers for work well done
- Monthly departmental town halls to improve communication

My Wellbeing, My Belonging –

- More departmental networking, away days, shared lunches, and social events
- Managers implementing a wellbeing check in during 1-1 meetings
- Team volunteering days
- Greater use of wellbeing ambassadors
- Further management development around the wellbeing space.
- Departmental EEDI updates in all staff meetings

My Contribution, My Reward –

- Peer recognition programmes
- Consistent real time feedback to individuals and teams,
- Understanding benefits on offer.
- Departments committing to improve the number of Celebrating our People Awards (COPA)

My Talent and Development –

- Development of line manager training to include wellbeing conversations
- Departmental skill sharing workshops
- Sign posting to L&OD offer in team meetings.
- Better understanding of career pathways.

Building Brilliant Basics –

- Work to improve local induction for new starters
- Quiet meeting spaces introduced
- Clearing out of clutter from offices to create more collaborative working spaces
- Improve communication channels across teams to breakdown silos

Next Steps

Departments and institutions will submit bi-monthly updates to the People and HR teams, facilitating continuous tracking of departmental initiatives, progress, and action-plan outcomes. These updates will highlight how actions were implemented, fostering cross-departmental learning and collaboration. This structured approach demonstrates a commitment to addressing staff feedback, enhancing transparency, and driving meaningful change.

To further assess progress, a pulse survey is scheduled for September 2025. Comprising approximately 10 focused questions, this survey aims to evaluate interim advancements in response to staff feedback and other key initiatives. The questions, currently in development, will align with the organisation's priorities and staff engagement objectives.

Conclusion

This paper reinforces the organisation's strategic commitment to addressing staff feedback through a structured and transparent approach that emphasises engagement, wellbeing, and professional development. Department-led action plans, supported by bi-monthly updates to People and HR, exemplify a proactive strategy to create a responsive and supportive workplace.

Immediate initiatives have focused on key areas such as trustworthy leadership, wellbeing, contribution and reward, and talent development. Specific actions include enhancing real-time feedback mechanisms, fostering social connections, and providing wellbeing-focused managerial training. The benefits of these will:

Strengthen Leadership Credibility: Focusing on trustworthy leadership builds confidence among employees, creating an environment where staff feel valued and guided by ethical and reliable leaders.

Enhance Employee Wellbeing: Wellbeing-focused initiatives, such as managerial training and fostering social connections, help mitigate stress, improve mental health, and create a supportive workplace environment.

Increase Engagement and Motivation: Actions around contribution and reward ensure employees feel recognised and appreciated for their efforts, boosting morale and productivity.

Improve Talent Development: Investment in talent development, including feedback mechanisms, helps employees grow professionally, ensuring the organisation retains and nurtures its workforce.

Culture of Transparency and Inclusivity: Open communication and regular updates foster trust and inclusivity, making staff feel involved and informed about organisational progress

Encouragement of Continuous Improvement: Real-time feedback mechanisms enable quick identification and resolution of issues, embedding a proactive and adaptive culture within the organisation.

Alignment with Organisational Objectives: These initiatives tie directly to operational excellence and long-term goals, ensuring that both employee engagement and strategic priorities are addressed simultaneously.

Boosted Organisational Reputation: By visibly responding to staff needs and feedback, the organisation enhances its standing as an employer of choice, attracting and retaining top talent.

Fostering Collaboration: Encouraging cross-departmental learning through shared progress reports helps break down silos and promotes a collaborative workplace culture.

Increased Trust and Loyalty: Transparency in actions and outcomes reinforces employee trust, cultivating loyalty and reducing turnover.

Through these benefits, the organisation not only addresses immediate challenges but also lays a solid foundation for sustained growth, employee satisfaction, and operational excellence.

ELB Actions following on from staff survey results

Action 1: Cultivating a Culture of Equity and Recognition

Under the theme "*My Contribution, My Reward*," our primary objective is to advance our organisational culture by promoting fairness, transparency, and consistency in how we recognise, reward, and develop our people. The Executive Leadership Board (ELB) will lead this effort, ensuring that performance management, reward systems, and feedback mechanisms are uniformly implemented across the City Corporation.

Key areas of focus include:

Real-time Feedback: The ELB will achieve this by:

- In meetings or forums role model recognition and constructive feedback to team members, show casing the value of timely input
- Actively promote and participate in feedback mechanisms such as 360-degree feedback reviews
- Schedule regular one to one check ins with teams

Consistent Recognition:

- Highlight accomplishments organisational wide in Town Halls, newsletters and celebrating our people awards
- Role model and encourage managers and leaders to consistently acknowledge employee contribution during meetings
- Ensure that individual and team contributions are acknowledged and celebrated across all levels of the organisation in a consistent and equitable manner.

Embedded Learning and Development:

- Encourage a growth mindset by actively promoting learning opportunities, skills development, and career progression.
- Lead by example and demonstrate a commitment to learning by participating in training and sharing personal growth experiences
- Support and participate in mentoring and coaching opportunities to enhance performance

Clear Communication:

- Maintain transparent and open communication channels, ensuring regular updates and clear information flow to all employees.
- Continue to conduct regular town halls to enable employees to have raise questions and concerns
- Use surveys and focus groups to gain feedback on performance

By embedding these practices, we aim to foster an environment where employees feel valued, contributions are consistently recognised and learning, and development are integral to our pursuit of world-class performance across the Corporation of London.

Action 2

Under the "Trustworthy Leadership" theme, our goal is to strengthen trust by ensuring the Executive Leadership Board (ELB) clearly define and communicate their purpose and vision. We will collaborate with our Future Ambition 18 group supporting their alignment with these goals and implementing key actions. Additionally, we will promote transparency and engagement by sharing a roster of Chief Officer visits to departments, institutions, and partners, fostering direct engagement, open communication, and increased leadership visibility across the organisation.

Define our purpose and vision

- Gather input from employees, customers and other stakeholders to understand perspectives and expectations of our purpose, vision and values
- Continue to hold regular check ins and events such as Town Halls

Promote Transparency and Engagement

- We will visit departments, institutions and partners to promote and build trust and transparency and increase our visibility across the organisation
- Continue to run engagement surveys to ensure we listen and identify areas for improvement

Collaborate with Future Ambition 18

- Our Future Ambition 18 Leaders with ELB support will deliver our key commitments, ensure they are actioned and hold us to account to make certain that everything we do aligns to our goals. By working closely together we will all understand our objectives and be able to report on our progress.
- Work with the Future Ambition 18 leadership exchange to launch initiatives to address common challenges
- Create feedback loops to continuously improve the collaboration across FA18 and ensure alignment with evolving goals

Action 3

Under the "My Wellbeing, My Belonging" theme, our objective is to cultivate a workplace culture where every employee feels valued, supported, and connected. To achieve this, we the Executive Leadership Board (ELB) will lead by example, openly prioritising our own health and wellbeing. We will promote work-life balance, self-care, and mental health, demonstrating these values through our actions and communications.

Key actions include.

- Fostering an inclusive environment by encouraging diverse voices and creating safe spaces for employees to express concerns and provide feedback.
- Supporting initiatives focused on promoting diversity, equity, and inclusion throughout the organisation, ensuring these principles are embedded in all levels of our work. ELB will encourage membership and allyship in the staff networks.
- Through regular conversations our leaders and managers will actively engage their teams in regular discussions, encouraging participation in training and "lunch and learn" sessions on key topics such as emotional intelligence, mental health awareness, and stress management. These initiatives aim to equip staff with the skills needed to recognise early signs of burnout and provide appropriate well-being support as required.
- Establishing clear and transparent communication channels where employees can comfortably discuss wellbeing issues, seek guidance, or confidently provide feedback on team culture.
- Strengthening connections and dialogue, we will hold regular town halls or listening sessions with leadership, ensuring continuous engagement and responsiveness to employee needs.

Kaye Saxton-Lea

Acting Assistant Director of Learning and Organisational Development

T: 0207 332 1927

E: kaye.saxton-lea@cityoflondon.gov.uk

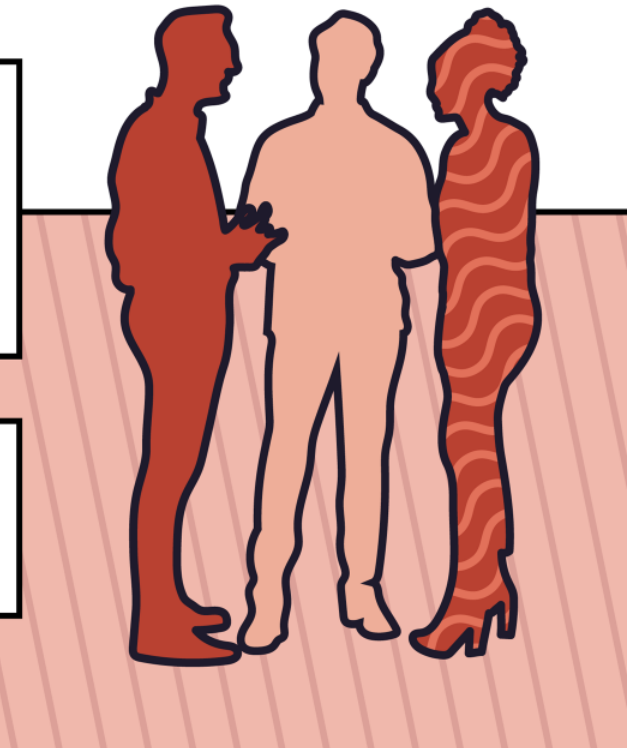


Appendix A.2

Staff Survey Corporate Action Plan






This Corporate Action Plan will be used to outline their key points of action resulting from the 2024 Staff Survey.


It forms a living document that will not only set out aims and objectives for the next 12 months, but it will allow for progress tracking and adjustments during the bi-monthly follow up meetings with L&OD.





What are you working on?


Based on your Team's results, what are the key actions you will be taking forwards from the Survey:


Key Action	Framework Theme	Key Improvement Required	
Trustworthy Leadership		Develop a community of leaders and managers at all levels who will create an inclusive and respectful environment. These leaders will consistently role model our value, engage with, empowering, developing, challenging and celebrate our people.	
My Wellbeing and Belonging		Be inclusive, diverse, and people-oriented. We will make sure all employees are supported, challenged and motivated, and we will create a flexible working environment that respects personal commitments, fostering a culture where everyone can thrive	
My Talent and Development		Develop a strong employer brand identity to create effective and inclusive recruitment approaches that attract and retain candidates. Develop learning and development opportunities , to enable everyone to feel supported in their professional growth	
My Contribution My Reward		Provide flexible, sustainable, fair, equitable , and transparent reward and recognition opportunities for our people beginning with Ambition 25. This will ensure that our employees feel valued and appreciated for their contributions	
Building Brilliant Basics		Develop robust, easy-to-use automated systems that simplify data collection, reporting and self-service mechanisms. To enable and enhance our ability to filter and report on identity characteristics more effectively	


My Contribution,
My Reward


My Wellbeing and
Belonging


Trustworthy
Leadership


My Talent and
Development


Building
Brilliant Basics

1

What are you going to do?

How will you implement the Key Actions from the previous page and how will you measure the success:

Action Points Trustworthy leadership	Measurement	Complete By
<p>Work to define with staff what good leadership looks like, through workshops conversations and meetings</p> <p>All staff town halls to be run 3 to 4 times a year to promote corporate plan and people strategy across the organisation</p> <p>Increase awareness of ELB via communications team running a series of interviews with ELB members</p> <p>Work with internal comms to share information across teams to improve communication via a range of channels</p> <p>Reestablish the Future Ambition 18 Leadership exchange Introduce the new Senior Responsible Officer – Will attend a module on EEDI</p> <p>Commence the work on Vision, values and culture work</p> <p>By end of 2025 % of our managers will have attended a Management development programme</p> <p>Undertake a governance review & members code of conduct and Member induction programme – to be in place following the Elections in March 2025</p>	<p>Improvement in belief in action and engagement score currently at 27% and 63%</p> <p>My leadership team are committed to creating a diverse and inclusive workplace improve from 66%</p> <p>Interviews are planned and produced, and the visibility of leaders increases in the staff survey</p> <p>ELB are visible and make an effort to increase from 28% Senior leaders manage change and communicate this to staff , survey result to increase from 40%</p> <p>Work to develop Future ambitions 18 Leadership members , leadership scores in survey will improve openness and transparency score to improve from 63%</p> <p>Effective one to ones will increase , retention of staff , engagement score will increase over 63%</p> <p>Members code of conduct will be in place and survey results for members will increase over 22%</p>	
Quick Wins	Completed	

What are you going to do?

How will you implement the Key Actions from the previous page and how will you measure the success:

Action Points - My Talent and Development	Measurement	Complete By
<p>Offer learning and development opportunities , to enable everyone to feel supported in their professional growth</p> <p>Implement a more formal approach to coaching and mentoring to support career acceleration</p> <p>Identify and nurture talent by establishing processes for identifying high potential employees and support with tailored development opportunities</p>	<p>Staff survey feedback ,</p> <p>Employee retention rates</p> <p>Tracking career advancement in the organisation</p> <p>Uptake and completion rates of courses</p>	
<p>Work to implement Anonymised recruitment across all roles –</p> <p>Marketing communication plan on Learning and Development opportunities</p>	<p>To be commenced following SAP ERP implementation</p> <p>Numbers increase on courses , access to learning and development activities increase over 60% & 53% on staff survey</p>	
<p>Mandatory training phase one update all mandatory training and roll out to all staff in January to March 25,</p> <p>phase 2 managers mandatory training update ,</p> <p>phase 3 casuals and contingent workforce roll our once EPR is implemented</p>	<p>By April 2025 minimum 85% compliance</p> <p>September 2025 roll out</p> <p>Date to be confirmed following completion of the implementation of Sap</p>	
<p>Development of revised template, updated guidance, and improved training for Equality impact assessments</p>	<p>Managers and colleagues responsible for completing equality impact assessments will understand the importance of completing the form correctly</p>	

What are you going to do?

How will you implement the Key Actions from the previous page and how will you measure the success:

Key Action Points	
<p>My Wellbeing and Belonging Working to build an environment that is supportive and inclusive to encourage open conversations about wellbeing by introducing wellbeing discussions within regular 1-1 meetings</p> <p>Build resources and programmes to enhance mental, physical health and wellbeing support, including lunch and learns , virtual and face to face options</p> <p>Create a safe and inclusive space for employees to express ideas, opinions and concerns</p> <p>Foster positive working relationships encouraging team building , mentoring , coaching and build meaningful connections to create a sense of belonging</p> <p>Review and roll out departmental stress risk assessments in collaboration with H&S</p> <p>Work in collaboration with Health and Safety to build a robust plan for supporting staff around building psychological safety across our employees</p> <p>Link wellbeing interventions and lunch and learns to align with the PMP programme</p> <p>Staff survey –Pulse Survey in September 2025 run an all-staff town hall in March prior to pulse survey in March Run a pulse survey as a check in for our colleagues to understand how our actions following the 2024 survey have been implemented September 2025 followed by a full staff survey to be held in Mid-year 2026 – communicated by Xmas 2025</p> <p>Work to continue to develop corporate offering on social mobility and focusing on delivering against equality objectives 2024-2029</p>	<p>Monitoring the staff survey results in the wellbeing and belonging section of the survey ,</p> <p>Retention and absentee rates</p> <p>Score on if employees would recommend as a place to work</p> <p>Peer feedback groups ,, staff survey results</p> <p>Increase internal and external coaching register to be more inclusive and diverse</p> <p>A plan of areas to undertake the risk assessment to commence in collaboration with H&S</p> <p>Market all manager wellbeing interventions to the PMP groups</p> <p>Pulse survey will be designed and rolled out with clear actions undertaken as a result</p> <p>Rise further on the social mobility index from current position of 58</p>

What are you going to do?

How will you implement the Key Actions from the previous page and how will you measure the success:

Key Action Points – My Contribution, My Reward	Measurement	
<p>Deliver on Future Ambition 25 during 2025</p> <p>Empower everyone to recognise and reward colleague contributions that can be celebrated</p>	<p>Staff will have an overview of Ambition 25 next steps in late 2024 and Ambition 25 will be implemented in 2025 along with success measures established and measured within the staff survey</p> <p>Staff survey results will improve</p>	
<p>Recognise and celebrate contributions, regular acknowledgement of hard work, achievements to support colleagues feeling appreciated in real time feedback through use of TC briefings, local newsletters and blogs</p>	<p>Managers will have a process in place to ensure that feedback is given in real time</p> <p>Survey results will be improved</p> <p>COPA results will continue to be measured and refined</p>	
<p>Benefits Review & Refresh work is underway, including establishing a range of benefits that cater to a diverse range of preferences and employee needs</p>	<p>Following full stakeholder engagement as part of the Review, the Benefits Refresh will take place in 2025 with success measures and outcomes established</p>	

What are you going to do?

How will you implement the Key Actions from the previous page and how will you measure the success:

Key action plan	Measurements
<p>Building Brilliant Basics</p> <p>Introduce an Enterprise Resource Planning (ERP) system that will enable the organisation to manage and integrate core business processes across a centralised platform by</p> <ul style="list-style-type: none"> • Establishing an ERP implementation team • Plan timelines for system implementation • Work with key stakeholders to support operational efficiency 	
<p>Conduct a comprehensive policy review to integrate recent legislative changes and embed Equality, Diversity, and inclusion principles</p> <p>Key dates January 2025 – April 2025: High priority policies will be reviewed including probation, Disciplinary, Grievance, Sickness Absence and Family Leave April 2025 onwards continued review of the policies within the employee handbook</p>	<p>Proposed order will be agreed by Corporate Services committee in November 2024 Policies will be updated and available from April 2025</p>
<p>Commence work on the anonymous HR reporting system for employee and members to lower customer complaints within the organisation</p>	<p>Senior and member led implemented , full implementation following go live of ERP</p>
<p>Activity to follow up on the Equity, Equality, Diversity and Inclusion review by 1st April 2025</p>	<p>Paper on review and recommendations to go to EDI sub committee</p>



This page is intentionally left blank

Agenda Item 8

Committee(s): <ul style="list-style-type: none"> Equality, Inclusion & Diversity Sub – For Discussion Communications & Corporate Affairs Sub – For Discussion Culture, Heritage and Libraries – For Decision 	Dated: <ul style="list-style-type: none"> 5 February 2025 5 February 2025 10 February 2025
Subject: Beckford and Cass Statue Project Webpages	Public
Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?	<ul style="list-style-type: none"> Diverse Engaged Communities Flourishing Public Spaces Vibrant Thriving Destination
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: Emma Markiewicz, Head of Profession (Culture)	
Report authors: Elizabeth Scott, Head of Gallery & Amphitheatre Omkar Chana, Project Director (Culture)	

Summary

This report provides an update on the Beckford and Cass statue plaques project (‘Revealing the City’s Past’). It defines the content and contains a preview of what would be published on the City Corporation’s webpages as part of the ‘Retain and Explain’ approach.

Recommendation(s)

Members of the **Equality, Diversity & Inclusion and Communications & Corporate Affairs Sub-Committees** are requested to consider this report for discussion and provide recommendations for onward consideration by the Culture, Heritage and Libraries Committee.

Members of the **Culture, Heritage and Libraries Committee (CHL)** are requested to:

- Approve the long historic texts for Beckford and Cass for publishing on the City Corporation’s website (Appendix 2).
- Approve the content that has been developed for publishing on the City Corporation’s website (Appendix 3).

- Note that any operational updates to the webpages (e.g. minor revisions, factual corrections) would be made under the direction of the Head of Profession for Culture.
- Note that any new commissions or ongoing commitment to additional work would need to be considered separate to this report and could risk further prolonging the project.

Main Report

Background

1. In October 2021, the Court of Common Council endorsed the recommendation of the Statues Working Group to ‘Retain and Explain’ the William Beckford and John Cass statues in Guildhall. This recommendation instructed Officers to work collaboratively with the City Arts Initiative, in consultation with all relevant stakeholders, to develop appropriate explanatory plaques to be placed alongside the statues.
2. This was in-line with the then Government’s recommended ‘Retain and Explain’ approach of keeping assets in situ, complemented with a comprehensive explanation which provides the whole story of the person or event depicted so that a fuller understanding of the historic context can be known, understood and debated. And likewise reflecting the need to consult the community and stakeholders as “integral to the discussion on decision-making”.
3. This report relates specifically to the actions endorsed by Court to arrange wording for the plaques and deliver content using QR codes so that further information is available for those who wish to seek it.
4. In November 2022, the Policy and Resources Committee (P&R) resolved, that Members
 - *Agreed to delegate authority over the project to Culture, Heritage, and Libraries Committee as elected by Court; noting the matter would come back to Policy and Resources Committee in the event that there was any significant slippage on the revised delivery date.*
5. Given the policy and strategic importance, P&R still maintains a locus on this work. At the time that this work started, Equality, Diversity & Inclusion Sub-Committee (EDI) didn’t exist in its current form. Clearly the sub-committee has a particularly relevant role and EDI Members are invited to make recommendations to CHL. It is suggested that the EDI Sub-Committee is given the opportunity to input to any decisions on the remainder of this work.
6. Given the recent media interest on work in relation to the Transatlantic Trade in Enslaved Africans, the Communications & Corporate Affairs Sub-Committee is being informed and invited to make recommendations to CHL on this report.

7. The approach on the plaque wording was endorsed by the CHL Committee in January 2022 and approved by P&R in February 2022, with the proposal as follows.
 - *Officers and a consultant to work with a youth panel and intergenerational panel to examine and interpret the two statues. These groups to be representative, including special educational needs and disability (SEND) communities, additionally amplifying the voices of those whose lives are most affected by Beckford and Cass's legacies today.*
 - *Both panels to work with the consultant and the Head of Gallery to commission contemporary artists to create artistic responses to the statues (to include a poet but which may also include other art forms).*
 - *The plaques, located on the monument or on a wall near them, to combine information, stating why the statue is present in Guildhall and discussing the subject's involvement in the Transatlantic Slave Trade alongside a poetic response.*
 - *A QR code to be featured on the plaque which links to further information about the historical context of the statues, as well as further artistic responses, which will be hosted on the City Corporation's website (on the Gallery's and/or Great Hall's webpages).*
 - *Regarding the use of QR codes and to future-proof the plaques, your Officers will work with the City Surveyor and Historic England to agree a high-quality plaque design that is fabricated to be easily updated and replaced in a cost-effective way as and when required.*

8. Following a competitive process, Culture& was appointed as lead partner. Culture& is a leading Black led arts and education charity devoted to diversifying the arts. In November 2022, an external freelance Project Manager with experience running projects of this kind was also appointed to support the Head of Gallery in delivery. Together, they formed a Steering Group to advise on all content. An Intergenerational Panel and separate Accessibility Panel were established and consulted on all aspects of the project.

9. Between November 2022 to June 2024 a total of 10 reports went to P&R and CHL Committee to gain approvals on the approach to the project, mainly focussed on the short texts, poems and plaque designs. A significant milestone was achieved when Listed Building Consent was granted in August 2023 for the Beckford plaque.

10. In accordance with the recommendations endorsed by Court, the plaque design incorporated QR codes. The Court report specifically stated:
 - *They do however recommend that such a plaque take advantage of modern technology such as a QR code to allow for more cohesive, flexible and modern engagement with the contextual information. This would allow for the content to be adapted over time or for specific events, if appropriate, and include multi-media for enhanced engagement. It would also offer greater flexibility in meeting various accessibility requirements.*

11. A detailed outline of the virtual environment was not submitted to committee as the Court report reflected on the fact that the content linked to by the QR code would

be evolving and flexible, and it would reasonably be considered as falling into the day-to-day operational responsibility of Officers under the Scheme of Delegations (noting that Members always have the option to call in to committee if they would like to review or scrutinise).

Current Position

12. Poems for the Beckford and Cass plaques have been commissioned. These are now complete and have been approved at Committee. For reference, the final version of both poems is provided in Appendix 1.
13. Explanatory texts for the Beckford and Cass statues have been commissioned. The outcome was a short text for inclusion on each of the plaques which was approved in September 2023 at Committee. The Beckford short text was approved under the Delegated Authority process in April 2024. For reference, the final version of both short texts is provided in Appendix 1.
14. Owing to space limitations around what can be displayed on the plaques, a longer text was developed that contains more detail about Beckford and Cass (Appendix 2). A researcher was commissioned to develop the long historic texts for each statue in collaboration with the intergenerational panel. The long historic texts provide an informed, considered, and contextual reinterpretation of the history of both Beckford and Cass regarding their involvement in the Transatlantic Trade in Enslaved Africans and what that might tell us about their legacy today. The texts were written in collaboration with the Intergenerational Panel and External Stakeholder Group. The texts have been academically peer reviewed.
15. Committee is requested to approve the long historic texts. The material is in accordance with the Court's endorsed recommendation to provide '*...cohesive, flexible and modern engagement with the contextual information...and include multi-media for enhanced engagement*', providing further information and context beyond the plaques.
16. Project webpages for 'Revealing the City's Past' have been created. The dedicated webpages include additional educational and creative content that complement and enrich the plaques. The project team wanted to ensure that at the heart of the webpages, they create a space of welcome and recognition for the African and Caribbean diaspora and communities with access needs to improve their understanding and visitor experience at the City of London. The content produced for the webpages is set out below.
 - i. Beckford – plaque short text (accessible video/BSL/subtitles)
 - ii. Beckford – plaque poem (accessible video/BSL/subtitles)
 - iii. Cass – plaque short text (accessible video/BSL/subtitles)
 - iv. Cass – plaque poem (accessible video/BSL/subtitles)
 - v. Beckford – an investigation with footnotes (accessible video/BSL/subtitles)
 - vi. Cass – an investigation with footnotes (accessible video/BSL/subtitles)
 - vii. Beckford statue – audio described tour (audio)
 - viii. Cass statue – audio described tour (audio)
 - ix. Great Hall – audio described tour (audio)

- x. Photoshoot – “I See You: A Reckoning” and write-ups of seven interviews and photography with key stakeholders.
 - xi. Project film (video)
 - xii. Blog post 1 – “Retain and Explain: Its Background and Uncertain Future”
 - xiii. Blog post 2 – “Where have all the women gone? Black women White spaces”
 - xiv. Blog post 3 – “Making Patterns and Hopefully, Breaking Patterns”
 - xv. Artistic commission – “Rendering the Alternative: Nine Nights” (video)
 - xvi. Pattern design – for use as branding (online and print) for the project, with the artist’s explanation in blog post 3.
17. The webpages are private and will not be made live until the plaques are formally launched. A preview is shared (Appendix 3) to enable Members to experience the content in context as members of the public would once the plaques are launched.
18. A web content guide, a brief description of each form of content, is provided in Appendix 3. The guide has been written by the Steering Group and includes the intention/purpose of each form of content, and feedback from the Intergenerational Panel and Accessibility Panel following testing. Members are encouraged to review the webpages alongside the web content guide.
19. Some of the material is artistic content and is open to interpretation. Careful consideration needs to be applied in terms of governance that is commensurate with that understanding. Governance should ensure that there is a balance of appropriateness of engagement and efficacy. **Crucially, the governance process must not censor any of this work.** As such, the City Corporation’s Communications team has not provided any editorial oversight of these webpages as it did not wish to dilute or misinterpret the narrative developed by our stakeholders and project partners.
20. The material represents the collective and creative efforts of many external stakeholders and collaborators from the Caribbean diaspora. The webpages are one way of giving more context to the plaques. The stakeholders consider it to be an essential part of the project and the Government’s recommended ‘Retain and Explain’ approach.
21. This content is one way that the groups have been able to have some creative input without the limiting constraints of Listed Building rules. This is in line with the ‘Retain and Explain’ guidance – which “encourages innovation in alternative media, including creative ways to explain and contextualise the story of the person or event that is commemorated”. The content also represents the original intention set-out early-on in the project: ‘amplifying the voices of those whose lives are most affected by Beckford and Cass’s legacies today’.
22. The webpages and content have been tested by the Intergenerational Panel and Accessibility Panel. An accredited BSL practitioner has been used to ensure that the BSL versions meet accessibility guidelines. Appendix 4 is the formal report produced by the access consultants. It collates and summarises the feedback and recommendations with notable comments including:

- *‘The tone of the narration in the provided text is formal, reflective and inclusive. It conveys a sense of responsibility and sensitivity, particularly in its approach to addressing the complex and painful legacies of figures like William Beckford and Sir John Cass, who are linked to the Transatlantic Trade of Enslaved Africans. I think it gives a sense of significant shift in the narrative, making a step towards greater inclusivity and recognition of those affected by these historical figure’s legacies.’*
- *‘The text feels professional, respectful and committed to social justice while also being accessible to [a] broad audience. It evokes a sense of importance and thoughtfulness, signalling a meaningful step towards addressing historical legacies in public spaces.’*
- *‘I found the webpages fascinating, and it has inspired me to learn more about Caribbean and West Indian culture having had a glimpse from the site.’*

23. The webpages will be linked to by the QR codes featured on the plaques. The QR codes would also be used on other associated material and link to the appropriate pages on the City Corporation website. All content will be available on handheld devices that can be collected from the Guildhall Art Gallery welcome desk.

24. The plaques have been produced and are in storage with the fabricator. The replaceable aluminium plaques which feature the QR codes will be manufactured once the webpages are approved. The plaques will be installed ahead of the launch.

Options

25. **Option 1 – all content is approved** as set out in the preview webpages.

26. **Option 2 – partial content is approved with edits.** Exceptional edits would be limited to improving factual accuracy and not altering the narrative. This may require further research, review and validation, and the project steering group’s recommendation is not to alter the content. If this option is selected then the launch may be partial or subject to further delay, and COL’s response may be considered as incomplete.

27. **Option 3 – no content to be hosted online.** The plaques would be installed with no accompanying web content and likely no launch event. The project steering group’s recommendation is not to split the physical and online content. This would reverse COL’s existing commitment, and this response would likely be considered inadequate.

Proposal

28. Officers recommend **Option 1 – all content is approved** as set out in the preview webpages. Approving the content enables the project team to focus on planning the next stage and launch.

29. At launch, the webpages would be made live on the City Corporation's public website, the plaques installed, and an event would take place to acknowledge this key milestone.
30. Whilst the content will be hosted on the City Corporation's website which is managed by the Corporate Communications team, Members are asked to note that the Head of Profession for Culture would be accountable for any future operational aspects of this work.

Potential for ongoing engagement

31. The legacy of the project is important and has been considered by the external Stakeholder Groups (see Appendix 3). The project team proposes that the artistic commission could become a bi-annual commission for Guildhall Art Gallery, with content added to the webpages every two years.
32. A further legacy piece is the blog posts. The blog posts explore themes, work and history relevant to the project, and provide a wider context. The blog posts are an important mechanism to foster understanding and collaboration between the project group, the collaborators and the communities that have been engaged throughout.
33. Further alternative formats to improve accessibility based on the recommendations of the accessibility panel. This includes requests that were suggested by the panel. Easy read versions of each of the short and long texts would be a resource for neurodiverse people and they are also beneficial for children and people whose first language is not English. And an audio description for all images featured. This would enable screen reader users to access the images.
34. Members are asked to note that this report does not seek approval for any specific ongoing engagement at this point in time. Any such work should not be considered in isolation and must fit into COL's overall journey. The suggested way to do this is to bring this project into broader work once there is output from other projects later in the year. Ongoing engagement would be considered by the Head of Profession for Culture. This oversight would ensure links with other related work that the City Corporation has committed to.

Other previous recommendations

35. Further recommendations were highlighted by Court and in Appendix 2 of the November 2022 report, including arrangements for educational activities. The team was proactive and took responsibility for several of the actions that are directly related to the plaques – for example – reframing the space in which the statues are located by hosting educational and cultural events that directly address the context of the statues and the contemporary issues they raise.
36. Some actions come under the responsibility of other departments. These should be progressed by the relevant departments and committees that were set out in November 2022. Officers will remind departments of their obligations and that these can be reviewed on the launch of the plaques.

Lancaster Research project

37. The City Corporation is commencing a separate but related project to begin its journey in relation to the research that has been conducted by the Universities of Lancaster and Manchester, and University College London. The London Archives is leading on this (with oversight from the Head of Profession for Culture). A project has been scoped to investigate the historic connection between the Corporation of London and the Transatlantic Trade in Enslaved African People. This would be a larger piece of work, and it is mentioned in this report to note the future connectivity of both projects. The timetable is to be finalised, and it would commence in early 2025 with initial outputs by late 2025.

Corporate and Strategic Implications

38. Strategic implications – This work supports the Corporate Plan outcomes – Diverse Engaged Communities, Flourishing Public Spaces and Vibrant Thriving Destination.

39. Financial implications

- In 2021, the initial budget for the statues project was requested to come from the Culture and Visitor Services¹ team, specifically the Guildhall Art Gallery's (GAG) local risk budget. However, the initial budget was for temporary signage, and it did not account for: permanent plaques; any future visual interpretation or counterpointing; or the education proposals. As the project developed into the installation of permanent plaques with additional content to be used as part of the 'Retain and Explain' approach, the GAG has managed to absorb the cost to deliver this project.
- Resourcing this work from GAG local budget has had significant limitations on other work in 2024/25 including the Gallery's public programme and a second temporary exhibition. It is no longer possible for the GAG to continue absorbing the budget for project delivery without significant impact on planned activity.

40. Resource implications – all resourcing requirements are scoped as part of departmental business planning for the Culture team (incorporating the GAG) and The London Archives. Other departments who accommodated this project into their plans include Communications, Planning, Remembrancer and Events (under Innovation & Growth).

41. Legal implications – the City Corporation's legal team will continue to be consulted on this work, as necessary.

42. Risk implications – if the webpages are not endorsed and published as part of the launch of the plaques, the City Corporation may be seen as doing the bare minimum under the 'Retain and Explain' policy and not doing enough to tackle racism and confront its own history. This would not be in line with what was previously agreed at the Court of Common Council.

¹ The Culture and Visitor Services team migrated to the original Destination City team and is now the Culture team.

43. The reputational risk on this project is mitigated through a consultative process both within the City Corporation (including our CLEAR Staff Network) and with external groups. The City Corporation's Communications team have been consulted as part of this.
44. Equalities implications – The statues work originated from the Tackling Racism Taskforce recommendations. Given the heightened societal tensions in terms of race relations more broadly, the City Corporation is actively committed to developments in this area and Members are asked to be mindful of the context and environment in which this decision is being asked. All work on this project has been mindful and supportive of the City of London Corporation's EDI commitments. The City Corporation's recently appointed Equalities Director has been consulted and is supportive of the approach and what has been achieved thus far.
45. Climate implications – None identified for this paper.
46. Security implications – None identified for this paper.

Conclusion

47. This report provides Members with a preview of the webpages that will accompany the Beckford and Cass statue plaques. The webpages and the context for each piece of content with a narrative on its intention and purpose is included. The report establishes a key milestone and decision for Members to advance this project, comprising a package created to enable the City Corporation to 'Retain and Explain' the statues of Beckford and Cass.

Background Papers

- [Update: Beckford & Cass Statues Interpretation Project](#) - 14 November 2022, Policy and Resources and 17 November 2022, Culture, Heritage and Libraries
- [Plaque Concept Designs: Beckford & Cass Statues Interpretation Project \(Under Urgency\)](#) - 12 December 2022, Culture, Heritage and Libraries
- [Plaque Concept Designs: Beckford & Cass Statues Interpretation Project](#) - 23 January 2023, Culture, Heritage and Libraries
- [Plaque Text & Update: Beckford & Cass Statues Interpretation Project \(Under Urgency\)](#) - 7 March 2023, Culture, Heritage and Libraries
- [Final Designs & Texts: Beckford & Cass Statues Interpretation Project \(Non-Public\)](#) - 23 March 2023, Policy and Resources and 27 March 2023 Culture, Heritage and Libraries

- Beckford and Cass statue plaque text amendments & Project Update (Non-Public) - 18 September 2023 Culture, Heritage and Libraries and 21 September 2023 Policy and Resources
- Beckford and Cass statue request for delegated authority (Non-Public) - 16 November 2023 Policy and Resources and 20 November 2023 Culture, Heritage and Libraries
- Beckford Plaque Text update (Under Urgency) - February 2024, Policy and Resources and Culture, Heritage and Libraries.
- Beckford plaque text – Report of action taken - 20 May 2024, Culture, Heritage and Libraries
- Amendment to Beckford plaque text - 6 June 2024, Policy and Resources

Appendices

- **Appendix 1 (non-public):** Final statue plaques short text and poems for Beckford & Cass (note these are complete and have been approved at Committee).
- **Appendix 2 (non-public):** Long historic texts for Beckford & Cass
- **Appendix 3 (non-public):** Link to preview webpages and web content guide
- **Appendix 4 (non-public):** Accessibility panel webpage testing

Elizabeth Scott

Head of Gallery & Roman Amphitheatre

T: 020 7332 1832

E: elizabeth.scott@cityoflondon.gov.uk

Omkar Chana

Project Director (Culture)

E: omkar.chana@cityoflondon.gov.uk

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank

Document is Restricted

This page is intentionally left blank