

Appendix 1: The original draft Equality Objectives that were consulted on.

Equality Objective 1: Aspirational Leadership

Taking a broad and intersectional approach to equality, diversity and inclusion which appeals to people from all backgrounds.

We Will	Our Five Targets
<p>Ensure that our senior leaders are well-equipped to lead the EDI agenda and to act as EDI ambassadors.</p> <p>Enable and empower our staff networks to act as a catalyst for change in the workplace and within the communities they live and work in.</p> <p>Ensure that the work of the City Corporation's departments and institutions (e.g, business planning) is characterised by a shared commitment to our equality objectives and to tackling discrimination in all its forms</p> <p>Ensure that our health equalities initiative overseen by the City and Hackney Health and Care Board fully embeds our equality objectives.</p> <p>Take part in regular Equality Framework for Local Government, annual Social Mobility Employers Index assessments and other agreed benchmarks</p> <p>Set aspirational EDI targets and metrics (e.g, recruitment and retention) that will enable us to evaluate EDI programmes and demonstrate impact.</p> <p>Ensure that our EDI Sub-Committee has an overview of all our equalities related work through our EDI governance structure.</p>	<ol style="list-style-type: none"><li data-bbox="1200 437 2029 501">1. Our Equality Framework for Local Government assessment rates our EDI work as excellent.<li data-bbox="1200 533 2029 596">2. Our Social Mobility Employers Index assessment places our EDI work in the top-50 category.<li data-bbox="1200 628 2029 740">3. Our EDI work is recognised through year-on-year improvement in the Stonewall Workplace Equality Index ranking, Race at Work Charter, Women in Finance submission, by recognition as a Disability Confident leader and other agreed national benchmarks.<li data-bbox="1200 772 2029 836">4. Our key decisions are informed by our equality impact assessments guidance and forms.<li data-bbox="1200 868 2029 979">5. Our EDI Sub-Committee is satisfied that there is a coherent approach to implementing our equality objectives across the work of the City Corporation, its institutions, and its services as set out in our EDI governance structure

Equality Objective 2: Dynamic and Engaged Workforce

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

We Will	Our Five Targets
<p>Conduct regular staff surveys covering the City Corporation and our institutions.</p> <p>Ensure our <i>people strategy</i> informs, and is informed by, these equality objectives.</p> <p>Ensure we gather and share annual workforce data on the make-up of our staff including all staff employed by our institutions</p> <p>Monitor the variety of other workers we have such as casual, temporary, voluntary, and other hidden workforce.</p> <p>Provide annual and regular EDI data informed workforce reporting.</p> <p>Introduce targeted strategies and mitigations to reduce pay gaps and address other inequalities.</p> <p>Ensure work is accessible, both physically and digitally, for all employees.</p> <p>Review and strengthen EDI learning and organisational development programmes to enhance our inclusive workplace culture.</p> <p>Encourage our departments and institutions to commit to this objective in the context of their own work by developing action plans and sharing best practice.</p>	<ol style="list-style-type: none">1. Staff survey results show improved outcomes in engagement, ability to influence work and sense of wellbeing across all staff and our respective staff networks2. Annual workforce data on staff recruitment and retention shows similar recruitment and career progression rates for staff across underrepresented groups.3. HR data on pay and grade gaps shows an improving picture across all underrepresented groups.4. Year-on-year increases in the proportion of staff who self-declare their diversity characteristics.5. HR data shows a reduction in the number of sickness absence reported and grievances made by staff for reasons related to protected characteristics and an increased confidence in how such cases are managed.

Equality Objective 3: Accessible and Excellent Services

Creating a community centred approach to service delivery bolstered by an inclusive community and stakeholder engagement strategy

We Will	Our Five Targets
<p>Ensure that our services (both physical and digital) across our departments and institutions are accessible and co-created with service users and stakeholders through an agreed approach to consultation, co-production, and engagement. As set out in our statement of Ethical Policy, our community-centred approach will help us to better understand the challenges our communities face and include them in our planning and decision-making processes.</p> <p>Strengthening equality impact analysis in service planning, decision making and impact evaluation across the City Corporation's departments and its institutions.</p> <p>Agree a corporate approach to understanding who our stakeholders are and how we can most effectively communicate and engage with them.</p> <p>Ensure that all direct services provided by the City Corporation's departments and our institutions are informed by our equality objectives and evaluated against them.</p> <p>Improve the systems we use to identify who is using our services and how satisfied they are with them.</p>	<ol style="list-style-type: none">1. All our schools and family of schools we support are judged to be good or outstanding for their work designed to reduce the attainment gap between groups of pupils.2. Regular surveys of City Corporation's department and institution services by service users show increased response rates and increased levels of satisfaction.3. At least one credible offer of accommodation and support is made to homeless households and those sleeping rough in the City.4. An increase in the percentage of City of London residents who describe their health as "very good" and "good" in Census 2021.5. Our departments, institutions and stakeholders are aware of this objective and can evidence how it has been considered and responded to in ways that match their context

Equality Objective 4: Understanding our Communities

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

We Will	Our Five Targets
<p>Develop a key data set that enables the City Corporation, its institutions, and stakeholders to evaluate progress on achieving our equality objectives.</p> <p>Report, annually, on progress being made on achieving our targets and consider how our equalities work can be further strengthened by an evidence-based approach. This will include use of focus groups, surveys, group interviews and other research methodologies.</p> <p>Work with the communities associated with our institutions and stakeholders to secure commitment to our data-led approach to understanding our communities. This will include the use of Census 2021 data and other trustworthy data.</p> <p>Evaluate and strengthen the City Corporation's arrangements for consulting, understanding, and working with our communities, including four residents' meetings a year (a morning and evening session, twice a year) and the development of a wider community engagement and stakeholder strategy.</p> <p>Consider the recommendations in the <i>Delivering better health outcomes for hidden workers</i> report 2022 and how to implement the recommendations internally and promote them to other businesses across the City.</p>	<ol style="list-style-type: none"><li data-bbox="1189 347 2027 399">1. Key data set in place post the analysis of the 2021 Census results.<li data-bbox="1189 399 2027 494">2. Strengthened arrangements for consulting, and working with, our residents, communities and stakeholders are in place.<li data-bbox="1189 494 2027 590">3. First annual report on progress in meeting these targets considered by EDI sub-committee a year after approval.<li data-bbox="1189 590 2027 686">4. Survey of our stakeholders communities and residents show increased confidence in their ability to shape our work.<li data-bbox="1189 686 2027 1015">5. Increased percentage of residents who live within the Square Mile and/or who live outside it but use our facilities and services, say they have the information they need to influence our work.

Equality Objective 5: Socio-Economic Diversity

Working collaboratively with our stakeholders to enable opportunities for everyone to flourish and reach their full potential regardless of their socio-economic background

We Will

Ensure the *Five-Point Pathway* recommended by the Socio-Economic Diversity Taskforce report published in November 2022 is implemented. This commits us to: assigning an executive-level social mobility champion; collecting data on socio-economic background; monitoring socio-economic diversity at senior levels; setting organisational targets for socio-economic diversity; and publishing data and sharing best practice with external partners.

Encourage our external partners to conduct regular workforce surveys to ascertain progress against this objective.

Encourage our departments and institutions to initiate targeted outreach programmes to address barriers for underrepresented groups.

Support our maintained schools, independent schools we either own or support to achieve good or outstanding for their work designed to reduce the attainment gap between groups of pupils. Encourage City of London Academies Trust, which we sponsor, to ensure that its academies are good or outstanding.

Review progress and work in partnerships with departments, institutions and other stakeholders on projects that assist in meeting socio-economic diversity targets.

Our Five Targets

1. An executive-level champion for socio-economic diversity is appointed to oversee an officer's working group responsible for implementing our Social Mobility strategy 2018 to 2028.
2. Our quarterly diversity disclosure campaigns result in an increased proportion of staff who self-declare their socio-economic background and other diversity data.
3. Financial and professional services organisations in the City monitor their progress against the Socio-Economic Diversity Taskforce's recommendations.
4. All our schools and family of schools we support are judged by Ofsted to be good or outstanding for their work designed to reduce the attainment gap between groups of pupils.
5. We sign up to the Care Leavers' Compact developed by the London Innovation and Improvement Alliance (LIIA) and its local authority partners.