

Appendix 2

Equality Objectives – Consultation Summary and Lessons Learned

Internal and external feedback on the draft Equality Objectives was sought through the following methods, for the period 1 June to 31 October 2023. In total, 242 responses were received.

- 1 June to 31 August 2023.
 - 109 responses
 - 80 submitted by employees of the City Corporation.
 - 29 were submitted by a range of external respondents, including residents of the Square Mile, City workers, and stakeholders.
- A two-hour workshop was held in July 2023.
 - 52 individuals attended the workshop. Attendees may also have participated in the consultation survey.
 - 34 attendees were affiliated with the City of London Corporation and its Institutions.
 - 18 attendees represented a range of external stakeholders, including representatives from other London local authorities, central government, employment and policing.
- At the request of the Equality, Diversity, and Inclusion Sub-Committee, a second consultation survey was conducted from 5 September to 31 October 2023.
 - 133 responses
 - 117 were submitted by employees of the City Corporation, with 100 stating that the respondents had not previously participated in the consultation on the draft Equality Objectives.
 - 16 were submitted by external respondents, primarily City workers. All responses stated that the respondent had not previously participated in the consultation on the draft Equality Objectives.
 - Respondents were invited to submit collective responses to the survey, indicating how many individuals a response was on behalf of. However, as these figures are unverifiable.
- 3 written submissions received, two from external stakeholder groups, and one from a department of the City Corporation.

Initial Consultation

- The consultation delivered sufficient data and contextual information from stakeholder responses to refine and test the draft equality objectives. The results are sufficient to support publication of the revised draft equality objectives.
- There were more internal than external respondents and the volume of staff responses from across City Corporation highlight the demand and the need for robust staff engagement and activity on EDI.
- The objectives are relevant to the majority of external respondents, whether they work or reside within the City of London or are stakeholders or visitors.
- Structure and presentation of the consultation negatively impacted on user-friendliness, and consequently data quality.
- Overall feedback on the draft objectives is positive but some areas of the draft objectives can be significantly improved by making them clearer.
- Feedback highlighted a lack of clarity on how progress would be measured and concerns around weak measures or targets. Also, the absence of detail regarding how the Equality Objectives would work in practise and alignment to ongoing programmes of activity so as not to work in isolation.
- Some feedback raised concerns about the processes by which the draft Equality Objectives were formulated.
- Consultation content, language, presentation and terminology lacked clarity; respondents repeatedly highlight that draft objectives were unclear and/or repetitious and hard to follow in places.
- Themes respondents considered to be priorities for EDI:
 - Ensuring inclusivity and equality of opportunity
 - Dignity, Equity, and Respect
 - Social mobility
 - Increase diversity of City Corporation
 - Tackling bias and discrimination in City Corporation and in wider City of London communities.

Second Consultation

- Dignity, Equity, and Respect and Pay and Conditions were the most cited priorities across responses (72.2% and 57.1% of responses respectively); the next most cited responses all have all around 20-30% support.
- Whilst there is some synergy between consultations, social mobility barely featured as a priority in the second consultation, whereas it was one of the most cited priorities previously.

- Over 75% of priority citations aligned with Equality Objectives 1 and 2 (Aspirational Leadership and Dynamic and Engaged Workforce). Virtually no priorities could be mapped onto Equality Objectives 3 and 4 (Understanding our Communities and Socio-Economic Diversity). This may be related to the number of internal versus external respondents.
- Free text comments largely related to concerns about the HR processes in City Corporation, or concerns about the content and form of the draft Equality Objectives or the survey itself.

Lessons Identified

1. Policy development should involve key stakeholders and groups (Members, Chief Officers, Staff Networks, Equality Reps etc) prior to launching a consultation to: ensure content is consistent with City Corporation policy, messaging and direction.
2. Expertise in engaging and activating a variety of communities and groups should be used to widen and deepen participation.
3. Design of surveys and other methods of information collection should be done in close collaboration with corporate functions with expertise in data analysis. Doing this in the design phase will ensure surveys are well structured, methodologically sound, and contain questions which will provide the required information. This will assist with subsequent analysis, allowing for the valuable, data-driven insights to be extracted and applied to the drafting process. The integration of the EDI portfolio into the Corporate Strategy and Performance Team is an important first step in moving this forward.
4. Writing and design of materials for consultation (surveys, consultation documents, publicity material), should be done in close collaboration with the Communications and External Affairs and other communication professionals across the City Corporation on all elements of accessibility. This includes:
 - a. Language and supporting material is clear, technical terms are defined, and organisational jargon is avoided.
 - b. Materials are all well-structured and flow together, ensuring respondents can easily navigate and fully engage with them.
 - c. All the relevant information required to participate is easily accessible to both internal and external audiences.
 - d. Documents are designed to be accessible to internal and external audiences with diverse needs.