



Equality, Diversity & Inclusion Sub-Committee

Date: TUESDAY, 7 MARCH 2023

Time: 10.30 am

Venue: COMMITTEE ROOMS, GUILDHALL, WEST WING, 2ND FLOOR

Members:

Deputy Andrien Meyers (Chairman)	Deputy Marianne Fredericks
Joanna Tufuo Abeyie (Deputy Chairman)	Florence Keelson-Anfu
Deputy Randall Anderson	Deputy Edward Lord
Alderman Sir Charles Bowman	Deputy Alastair Moss
Caroline Addy	Deputy Brian Mooney
Deputy Simon Duckworth (Chief Commoner)	Alpa Raja
Mary Durcan	Ruby Sayed

Enquiries: Blair Stringman
Blair.Stringman@cityoflondon.gov.uk

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Ian Thomas
Town Clerk and Chief Executive

AGENDA

Part 1 - Public Agenda

1. **APOLOGIES**

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

3. **MINUTES**

For Decision

- a) To agree the minutes of the meeting held on 26 September 2022 (Pages 5 - 8)
- b) To note the minutes of the inquorate meeting held on 12 December 2022 (Pages 9 - 12)

4. **ANNUAL REVIEW OF TERMS OF REFERENCE**

Report of the Town Clerk.

For Information
(Pages 13 - 18)

5. **MEMBERS DIVERSITY WORKING PARTY UPDATE**

Verbal update of the Head of Campaigns and Community Engagement.

For Discussion

6. **TACKLING RACISM TASK FORCE UPDATE**

Verbal update of the Chief Operating Officer.

For Discussion

7. **EQUALITY, DIVERSITY AND INCLUSION - BASELINE REVIEW**

Report of the Chief Operating Officer.

For Information
(Pages 19 - 28)

8. **SOCIO-ECONOMIC DIVERSITY TASKFORCE**

Report of the Executive Director, Innovation & Growth.

For Information
(Pages 29 - 36)

9. **STAFF NETWORKS UPDATE REPORT**

Report of the Chief Operating Officer.

For Information
(Pages 37 - 48)

10. **EMPLOYEE ENGAGEMENT AND THE ALL-STAFF SURVEY RESULTS 2022**

Report of the Chief Operating Officer.

For Information
(Pages 49 - 128)

11. **DRAFT EQUALITY OBJECTIVES CONSULTATION REPORT**

Report of the Chief Operating Officer.

For Decision
(Pages 129 - 146)

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

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

14. **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

15. **BARBICAN EQUALITY DIVERSITY AND INCLUSION STRATEGY**

Verbal Update of the CEO, Barbican Centre.

For Discussion

16. **NON PUBLIC QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
17. **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

Monday, 26 September 2022

Minutes of the meeting of the Equality, Diversity & Inclusion Sub-Committee held at
COMMITTEE ROOMS – WEST WING, GUILDHALL on Monday, 26 September
2022 at 10.30 am

Present

Members:

Deputy Randall Anderson
Alderman Sir Charles Bowman
Deputy Simon Duckworth (Chief Commoner)
Florence Keelson-Anfu
Deputy Edward Lord
Deputy Andrien Meyers
Deputy Alastair Moss

Observing:

Caroline Addy
Deputy Marianne Fredericks
Ruby Sayed

Officers:

Saida Bello	- Town Clerk's Department
Polly Dunn	- Town Clerk's Department
Lorraine Laddie	- Town Clerk's Department
Marcelle Moncrieffe	- Town Clerk's Department
Genine Whitehorne	- Town Clerk's Department
Blair Stringman	- Town Clerk's Department

1. APOLOGIES

Apologies for absence were received from Dr Joanna Abeyie, Mary Durcan and Brian Mooney.

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

There were no declarations of interest.

3. TERMS OF REFERENCE

The Sub-Committee considered a report of the Town Clerk concerning the Terms of Reference of the Equality, Diversity & Inclusion Sub-Committee.

In response to a question raised by a Member, the Director of Equality, Diversity and Inclusion agreed to take feedback from the Sub-Committee and work collaboratively with Members and officers on updating the Terms of Reference to include reference to Public Sector Duty, staff networks and other priorities considered relevant to the Sub-Committee and brought back to the next meeting for approval. The Sub-Committee agreed additionally that an

action tracker similar to the Tackling Racism Taskforce be established for the Sub-Committee.

Members discussed the proposed content of the Terms of Reference extensively and the Chair summed up the discussion as follows:

- Officers to revise TOR and consult widely with officers and members
- Sub Committee to recommend TOR to the court for approval
- TOR to include mapping of budgets to enable members to understand where the existing budgets for EDI are held
- Business plan for EDI for the next 2 to 3 years to be shared with members
- Monitoring and scrutiny function should be included in the draft TOR
- Ensure the work of the TRT, MDWP and Statues working group and recommendations are picked up by the Sub-Committee because members have received no updates from officers since those working groups concluded their work
- The TOR need to be broad and cover EDI with respect to institutions, members, commercial and other functions of the CoLC

RESOLVED – That, the Terms of Reference be noted and brought back to the next Sub-Committee for approval.

4. **ELECTION OF CHAIR**

The Committee proceeded to elect a Chairman in accordance with Standing Order No. 29. The Town Clerk informed that Deputy Andrien Meyers, being the only Member expressing their willingness to serve, was duly elected Chairman of the Equality, Diversity and Inclusion Sub-Committee for the ensuing year and took the Chair for the remainder of the meeting.

RESOLVED – That, Deputy Andrien Meyers be elected Chairman of the Equality, Diversity, and Inclusion Sub-Committee for the ensuing year.

5. **ELECTION OF DEPUTY CHAIR**

The Sub-Committee proceeded to elect a Deputy Chairman in accordance with Standing Order No. 30. Members of the Sub-Committee suggested that Dr Joanna Abeyie, be duly elected Deputy Chairman of the Equality, Diversity and Inclusion Sub-Committee for the ensuing year subject to agreement from the Member outside of the meeting.

RESOLVED – That, Dr Joanna Abeyie be elected Deputy Chairman of the Equality Diversity, and Inclusion Sub-Committee.

6. **INTRODUCTION FROM THE DIRECTOR OF EQUALITY, DIVERSITY AND INCLUSION**

The Sub-Committee received a verbal update from the Director of Equality, Diversity and Inclusion.

The Director of Equality, Diversity and Inclusion introduced herself to the Sub-Committee noting her local government and board level experience. The

Director informed Members of her priorities which included meeting with colleagues in the organisation and considering departmental plans already taking place, including looking at the Members Diversity working group recommendations. It was noted that colleagues in the organisation needed to be engaged through focus group sessions and a refresh the City Corporations four yearly equality objectives would need to take place alongside assembling a draft business plan.

7. QUESTIONS ON MATTERS RELATING TO THE WORK OF THE SUB COMMITTEE

There were no questions.

8. ANY OTHER BUSINESS THAT THE CHAIR CONSIDERS URGENT

There were no urgent items.

9. EXCLUSION OF THE PUBLIC

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

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

There were no Questions.

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

There were no items of urgent business.

The meeting ended at 11.23 am

Chairman

Contact Officer: Blair Stringman
Blair.Stringman@cityoflondon.gov.uk

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EQUALITY, DIVERSITY & INCLUSION SUB-COMMITTEE **Monday, 12 December 2022**

Minutes of the Inquorate meeting of the Equality, Diversity & Inclusion Sub-Committee held at Committee Rooms and via Microsoft Teams, Guildhall, West Wing, 2nd Floor on Monday, 12 December 2022 at 10.30 am

Present

Members:

Mary Durcan

Observing:

Deputy Andrien Meyers (Chairman)
Joanna Tufuo Abeyie (Deputy Chairman)
Deputy Randall Anderson
Caroline Addy
Alderman Sir Charles Bowman
Deputy Simon Duckworth (Chief Commoner)
Florence Keelson-Anfu
Deputy Edward Lord
Deputy Alastair Moss
Deputy Brian Mooney
Alpa Raja
Ruby Sayed

Officers:

Saida Bello	- Town Clerk's Department
Polly Dunn	- Town Clerk's Department
Marcelle Moncriefe	- Town Clerk's Department
Emma Moore	- Town Clerk's Department
Pauline Shakespeare	- Town Clerk's Department
Blair Stringman	- Town Clerk's Department

MATTERS ARISING

Due to adverse weather conditions, the meeting was inquorate. The Chairman agreed that an informal meeting of the Equality Diversity & Inclusion Sub-Committee take place and any time-critical matters be taken under the City of London Corporation's urgency procedures, informed by today's discussions.

1. APOLOGIES

Apologies for absence were received from Marianne Fredericks.

2. MINUTES

It was noted that the minutes of the meeting held on 26 September 2022 be approved at the next formal meeting of the Equality, Diversity & Inclusion Sub-Committee.

3. **ANNUAL REVIEW OF TERMS OF REFERENCE**

The Committee considered a report of the Town Clerk concerning the Terms of Reference for approval subject to any amendments by the Equality, Diversity & Inclusion Sub-Committee.

The Committee agreed at the informal meeting the Terms of Reference, subject to Policy & Resources Committee and Corporate Services Committee approval.

4. **PROPOSAL TO AGREE A TIMELINE FOR CONSULTATION ON EQUALITY OBJECTIVES 2023 TO 2027**

The Committee considered a report of the Chief Operating Officer concerning a timeline for consultation on four new overarching Equality Objectives for the City of London Corporation.

In response to a question raised by a Member, the Director of Equality Diversity & Inclusion noted that a collaborative approach was being taken to work with colleagues across various departments for consultation on equality objectives.

The Committee agreed at the informal meeting that the internal consultation can commence on the proposed Equality Objectives 2023 to 2027 subject to Corporate Service Committee and Policy & Resources Committee approval.

5. **INITIATION OF THE EQUALITY, DIVERSITY AND INCLUSION DIRECTORATE**

The Committee received a report of the Chief Operating Officer concerning an update on the development of the Equality, Diversity & Inclusion function at the City of London Corporation.

In response to a question raised by the Chairman the Chief Operating Officer confirmed that the report would be taken to the Corporate Service Committee and Policy and Resources Committee for decision as all business plans are required to be signed off by the relevant Committees.

Members noted the report.

6. **REVIEW OF ACTIONS FOR THE EDI SUB-COMMITTEE**

The Committee received a report of the Chief Operating Officer concerning recommendations and actions from the Tackling Racism Taskforce (TRT) and the Members Diversity Working Party (MDWP) implemented by Officers.

In response to questions raised by Members, it was agreed that a further review would need to be taken outside of the Committee to establish whether previous actions from the Tackling Racism Taskforce and Members Diversity Working Party were up to date and or had already been completed.

Members noted the report.

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

There were no declarations of interest.

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**

There was no urgent business.

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 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.

11. **REVIEW OF ACTIONS FOR THE EDI SUB-COMMITTEE - APPENDICES**

The Committee received a report of the Chief Operating Officer.

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

There were no questions.

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

There was no urgent business.

The meeting ended at 11.10am.

Chairman

Contact Officer: Blair Stringman
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Committee: Equality Diversity & Inclusion Sub-Committee – For Information	Dated: 7 March 2023
Subject: Annual Review of Terms of Reference	Public
Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?	N/A
Does this proposal require extra revenue and/or capital spending?	N
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: Deputy Town Clerk	For Information
Report author: Blair Stringman, Town Clerk’s Department	

Summary

As part of the implementation of the 2021 Governance Review, it was agreed that the cycle and process of annually reviewing the Terms of Reference of all Committees/Boards should be revised, to provide more time for Committees to consider and discuss changes before they are submitted to the Policy and Resources Committee. Therefore, this report was initially brought before the Informal Equality, Diversity & Inclusion Sub-Committee at its December meeting to allow time for proposed changes to be considered and developed at subsequent meetings.

Following Members approval at Corporate Services Committee and Policy and Resources Committee in January, the Terms of Reference are attached at appendix 1 to this report for information.

Recommendations

It is recommended that:

- Members note the terms of reference of the Equality, Diversity & Inclusion Sub-Committee

Appendices

- Appendix 1 – Terms of Reference 2022/23 – Equality, Diversity & Inclusion Sub-Committee.

Blair Stringman

Governance Officer

Town Clerk’s Department

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Appendix 1

Equality, Diversity & Inclusion Sub-Committee

Composition

- The Chairman of the Policy and Resources Committee or their nominee;
- The Chairman of the Corporate Services Committee or their nominee;
- The Chairman of the General Purposes Committee of the Court of Aldermen, or their nominee
- The Chairman of Community and Children's Services Committee, or their nominee
- The Chief Commoner
- The Immediate past Chief Commoner*
- Two Members of the Policy & Resources Committee
- Two Members of the Corporate Services Committee
- Two Court of Common Council Members appointed by the Court
- Together with co-option by the Sub-Committee of up to two external people (with no voting rights).

**For part of the year and then the Chief Commoner Designate for the remainder of the year (elected in October each year)*

- The Chair and Deputy Chair to be elected from the membership of the Sub-Committee.

Terms of Reference

As a sub-committee reporting to Policy & Resources Committee and Corporate Services Committee responsible for:-

- a. Oversight and effectiveness of the City of London Corporation's policies and practices in respect of Equality Diversity & Inclusion including the implementation of the Equality Act 2010 and other relevant legislation and regulations.
- b. To consider matters of policy and strategic importance to the City of London Corporation in so far as these relate to the Equality, Diversity & Inclusion function.
- c. To monitor and scrutinise EDI activities and outcomes against agreed Equality, Diversity & Inclusion objectives across all the activities of the City of London Corporation.
- d. To be responsible for the creation and implementation an Equality Diversity & Inclusion officer governance structure across the City of London Corporation, including its services and its institutions.
- e. To assess what the City of London Corporation does to tackle prejudice in all its forms and assess any further action that can be undertaken to promote economic, educational, and social inclusion.
- f. To be responsible for making recommendations to help promote the merits of standing for office as an Alderman or Common Councilman, to enhance the diversity of the Court of Common Council.

- g. To be responsible for providing guidance and challenge on the development of the City of London Corporation's Equality, Diversity & Inclusion principles, Strategy, business plans and associated action plan.
- h. To have oversight of steps taken by the City of London Corporation to comply with the 9 protected characteristics as defined by the Equality Act 2010, Chapter 1.

Reporting and Monitoring

- i. To oversee updates to key Human Resources policies and procedures relating to Equality, Diversity & Inclusion.
- j. To provide guidance to officers that will ensure that the City Corporation is recognised as a world-class leader in the UK and internationally, ensuring Equality, Diversity & Inclusion is business and outcome focused
- k. To act as representatives for the City of London Corporation on Equality, Diversity & Inclusion related activities it undertakes as an employer, service provider and global leader in the Financial and Professional Services sector
- l. To consider new areas of work where the City of London Corporation can provide thought leadership in the Equality, Diversity & Inclusion sector.

Targets, Data and Metrics

- m. To approve and monitor Equality, Diversity & Inclusion aspirational targets and agreed metrics to help deliver the City of London Corporation's ambition as an inclusive employer, landlord, service provider and a global thought leader.
- n. To review and provide feedback on the annual equalities data prior to releasing the annual equalities report on the City of London Corporations external website.

Socio-Economic Diversity

- o. To oversee the implementation of the City of London Corporation's Social Mobility Strategy 2018 to 2028 using the Five-point pathway recommended by the Socio-economic Taskforce in the Breaking the class barrier report, 2022.

Accessibility

- p. To oversee and ensure that the City of London Corporation understands the criteria for accessibility set by the government and ensure that it works towards the government's accessibility accreditation scheme

Budget and Resources

- q. To oversee the mapping exercise of resources available for Equality Diversity & Inclusion work across the City of London, its services and institutions and suggest priorities within those.

Quorum

- The quorum consists of any three Members

Meetings

- The Equality, Diversity & Inclusion Sub-Committee will meet quarterly.

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Committee(s): Equality, Diversity and Inclusion Sub-Committee	Dated: 7 March 2023
Subject: EDI baseline review	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	1,2,3,4,5, 8
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 Moore, Chief Operating Officer	For Information
Report author: Ms. Saida Bello, Director of Equality, Diversity and Inclusion, EDI directorate	

Summary

The purpose of this report is to present the EDI Sub-Committee with a baseline review of the EDI function prior to the delivery of the EDI annual action plan and a draft two-year EDI strategy.

The EDI directorate was formed in September 2022. Subsequently a business plan and a new governance structure was developed. This was approved by the EDI Sub-Committee and its two grand committees in January 2023.

The EDI Directorate is currently leading on a consultation on the overarching Equality Objectives of the City of London Corporation which will cover all departments, institutions, and its public services.

The purpose of this report is to undertake a review of the baseline position covering the City of London Corporation, in line with best practice at the commencement of a new EDI project.

Recommendation(s)

Members are asked to:

- Note the baseline and current position of the EDI function in six key areas

Main Report

Background

Since its establishment five months ago, the EDI directorate has been setting up an infrastructure to ensure that governance and responsibility for delivery of EDI agenda is clear, communicated and being implemented.

This has involved undertaking the following activities:

- Developing a business plan for EDI which was approved by the Corporate Services Committee in January 2023
- Attending departmental and team meetings including meetings with Assistant Directors in the DCCS and the Environment departments and attending a team huddle with the Innovation and Growth department
- Chairing two Heads of Diversity cross-institutional meetings held at the Barbican Centre and GSMD. These EDI-focused meetings included EDI leads at Mansion House, London Metropolitan Archives, City of London Police, the City of London Schools, and Bridge House Estates
- A cross-departmental Equality Representatives meeting was held on Teams with 14 EDI Equality Representatives
- A meeting with 8 Dignity at work advisers in January 2023. The Dignity at work advisers' scheme is an ongoing cross-departmental initiative designed to tackle bullying and harassment and encourage speaking up.
- Facilitating 4 focus group sessions with over 120 staff to delve deeper into the results of the all-staff survey in 2022
- Conducting over 30 one-to-one interviews with staff networks chairs, staff network sponsors and members of the Executive Leadership Board

Current Position

1. The CoLC aspires to be one of the most inclusive employers in the UK and an employer of choice. To this end, the CoLC made the decision to initiate a dedicated EDI function that covers a broader range of areas. These areas will include workforce, service delivery, Member diversity, Socio-Economic diversity and other strategic EDI priorities.
2. In line with best practice, the EDI Directorate has undertaken a baseline review of the EDI function to enable monitoring of progress over time. To do this, 6 key areas have been identified. These areas are as follows:
 - Governance
 - EDI business planning
 - EDI data and metrics
 - Staff networks
 - EDI communications
 - Embedding EDI
3. A summary of the baseline position and current position can be found in in **Appendix 1**. Progress in these areas will be monitored in ongoing reviews.

Qualitative data – one-to-one interviews

4. To ensure that the review was informed by evidence, the EDI Directorate conducted 10 one-to-one interviews with staff network chairs and 20 one-to-one interviews with managers and members of the Executive Leadership Board to identify EDI priority areas.

Focus group sessions

5. The EDI Directorate conducted 4 cross departmental focus group sessions with staff. The results of the sessions gave insight as to priority areas and the results were shared with both participants, staff network chairs and senior leaders.

Appreciative inquiry question

6. The focus group results enabled the EDI Directorate to delve deeper into employee engagement issues that impact EDI. To enable staff to co-create a vision for the future an appreciative inquiry question was posed to staff about their vision for the next three years. The results of the appreciative inquiry question and focus groups are attached to the EDI directorate's all-staff engagement plan report which is included in the 7 March 2023 meeting pack.

All-staff survey results 2022

7. The EDI Directorate has also reviewed the key EDI questions in the all-staff survey and developed a benchmark of questions that all departments could measure at the next survey to ensure consistency of approach to EDI. This approach and benchmarking will be discussed with departments and teams over the next 8 months before the all-staff survey is re-run in Autumn 2023.

8. Quantitative data – Workforce and EDI data

The EDI Directorate is currently awaiting the underlying workforce and EDI data from HR. Once the EDI data has been received, the EDI Directorate will work closely with data analysts in the Corporate Performance team to seek advice on how best to present the EDI and workforce data to staff and other stakeholders.

9. Quantitative data - Pay gaps (Gender, Ethnicity and Disability)

The City Corporation publishes its Gender, Ethnicity and Disability pay gaps annually. Last year's pay gaps are set out in the table below. The EDI annual

action plan will include suggested actions and initiatives to reduce the pay gaps.

Table 1: Gender, Ethnicity and Disability Pay Gaps 2021

Protected characteristic	Mean hourly rate	Mean bonus rate
Gender Pay Gap (Based on 100% of the workforce) The difference between women's pay and men's pay as a percentage of men's pay	7.1% (5.6%)	5.4% (15.7%)
Ethnicity Pay Gap (Based on 82% of the workforce) BAME employees pay and White employees pay as a percentage of White employees pay	16.8% (19.1%)	22.2% (23.1%)
Disability Pay Gap (Based on 77% of the workforce) Pay of employees who have declared a disability and the pay of employees who have declared they do not have a disability as a % of the pay of employees who have declared they do not have a disability	8.9% (10.3%)	- 4.3% (- 14.8%)

Note: Bracketed figures represent the 31 March 2020 pay gap

10. EDI accreditations and benchmarks

The City Corporation has taken active steps to improve EDI by being signatories to the following charters and accreditations:

- Women in Finance
- Stonewall Diversity Champions
- Disability Confident
- London Living Wage
- Social Mobility employers index
- Disability Confident

The CoLC's accreditations and benchmarks will be reviewed in 2023/2024 to ensure that they are aligned with current priorities.

11. EDI learning

There are currently a number of online courses that colleagues can access to receive EDI related training which include:

- Equality and Inclusion: Our Commitment;
- Trans Awareness;
- Equality Impact Assessments (Equality Analysis); and
- Unconscious bias

In addition to the above, the Learning and Development Team is working on several face-to-face EDI related training sessions which will include:

- Equally Yours
- Challenging non – inclusive behaviour
- Inclusive language

- Non bias recruitment (to be delivered through a video)

12. EDI training needs analysis

The take up of mandatory online EDI training is currently low (under 25%). The EDI Directorate will work with the Learning and Development Team to ensure that mandatory training completion rates increase. In addition, the EDI directorate will review the current training offer to ensure that it meets the requirements of staff and that it enables to City Corporation to fulfil its obligations under the Equality Act 2010 and the Public Sector Equality Duty.

13. Development of KPI and metrics

The EDI Directorate plans to develop KPIs and metrics to measure progress in the short and long term once EDI data has been reviewed and analysed. The ongoing HR project to improve data and systems is underway. The EDI Directorate will work closely with both the HR team and Corporate performance teams to develop aspirational EDI targets and metrics. An EDI risk management strategy will also be developed and shared with Members on an annual basis.

14. Conclusion

The aim of the EDI Directorate is to support the CoLC's vision to build an EDI ecosystem in the City of London. Over the last 5 months, the EDI Directorate has been setting up an infrastructure for the service. The EDI Directorate has provided a quarterly operational report on its activities and a quarterly strategic report which was shared with internal stakeholders. To this end, the EDI directorate is currently recruiting for one EDI Officer and 2 EDI apprentices to increase capacity in the team and to ensure that the team can deliver an efficient EDI service.

15. Recommendations

A list of recommendations following this review can be found in Appendix 2. These recommendations will be incorporated into the updated EDI action plan which be provided to the EDI Sub-Committee at the June 2023 meeting.

Corporate & Strategic Implications

Strategic implications

This report is aligned with outcomes 1, 2 3, 4, 5 and 8 of the Corporate Plan 2018 to 2023. The report is also aligned with the CoLC's Social Mobility Strategy 2018 to 2028 and other Strategic Plans.

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

Legal implications – This report will enable the CoLC to comply with its obligations under the Equality Act 2010 and the Public Sector Equality Duty under Section 149 of the Equality Act 2010.

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

Equalities implications – This report will enable the CoLC to comply with the Equality Act 2010 and the Public Sector Equality duty under Section 149 of the Equality Act 2010.

Climate implications – N/A

Security implications – N/A

Appendices

- Appendix 1 – EDI baseline review
- Appendix 2 – Key recommendations following the EDI baseline review

Background Papers - None

Ms. Saida Bello

Director of Equality, Diversity and Inclusion

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Appendix 1

EDI Directorate – Baseline review areas

Baseline position - September 2022	Current position - 22 February 2023
<p>1. Governance structure</p> <p><u>Member governance</u></p> <ul style="list-style-type: none"> Corporate Services (formerly establishment committee) responsible for EDI <p><u>Officer governance</u></p> <ul style="list-style-type: none"> No written EDI governance structure 	<p>Governance structure</p> <p><u>Member governance</u></p> <ul style="list-style-type: none"> EDI sub-committee set up in September 2022 and its two grand committees (PR & CS) provide strategic oversight for EDI <p><u>Officer governance</u></p> <ul style="list-style-type: none"> A new governance structure approved by ELB and EDI Sub-Committee in Nov. / Dec. 2022
<p>2. EDI business planning</p> <ul style="list-style-type: none"> No EDI business plan EDI annual Action Plan out of date Corporate planning officer put together a temporary EDI checklist for departmental EDI plans 	<p>EDI business planning</p> <ul style="list-style-type: none"> Draft equality objectives internal consultation in February 2023 EDI business plan developed in Nov 2022 and approved by EDI Sub-Committee, P&R and CS committees in January 2023 EDI service planning template for departments agreed with Corporate Planning officer in January 2023
<p>3. EDI data/ metrics</p> <ul style="list-style-type: none"> Basic EDI data available from HR system Awaiting underlying data from HR to conduct data review and consider options for improving the presentation of EDI data No agreed EDI targets and metrics 	<p>EDI data / metrics</p> <ul style="list-style-type: none"> HR ERP project in progress to improve HR systems and data

<p>4. Staff networks</p> <ul style="list-style-type: none"> • The 6 networks work independently and meet three times a year on the EDI board • Staff network terms of reference and manual out of date 	<p>Staff networks</p> <ul style="list-style-type: none"> • Radius training for 7 Staff Network chairs or leads booked for March 2023 • Staff network terms of reference and manual updated in December 2022 • 7 Staff networks meet bi-monthly on the EDI board to increase collaboration
<p>5. EDI communications</p> <ul style="list-style-type: none"> • No joint EDI calendar for staff networks and EDI directorate • No joint EDI communications plan for staff network and EDI directorate • No regular 121 meetings between EDI and comms • No external comms plan 	<p>5. EDI communications</p> <ul style="list-style-type: none"> • Joint EDI calendar for Staff networks and EDI in development • Joint EDI communications plan for staff networks and EDI in development • Working relationship and bi-monthly 121 meetings established with Corporate communications team to get expert advice on EDI communications
<p>6. Embedding EDI</p> <ul style="list-style-type: none"> • Silo working on EDI across departments • Some departments have EDI committees while others do not • Silo working on EDI across institutions 	<p>6. Embedding EDI</p> <ul style="list-style-type: none"> • Departmental Equality representatives meetings reinstated in January 2023 to encourage knowledge sharing on EDI • The new EDI governance structure is being embedded • First two “Heads of Diversity” EDI meeting (across 7 institutions) took place in November 2022 and February 2023 to advance the EDI agenda

Appendix 2

Key recommendations (1 to 10)

1. Golden thread

- The Court of Common Council to approve the overarching Equality Objectives for all departments, institutions and services that are aligned with the Corporate Plan 2018 to 2023.

2. EDI Strategy

- To develop a clear strategy to co-ordinate the EDI function across the business. A two-year EDI Strategy should be developed to cover the lifetime of the current Corporate Plan 2018 to 2023 and 2024 annex. This is pending the development of the new Corporate Plan 2025 to 2030.

3. Business planning

- Annual EDI action plan to be developed as part of business planning process to ensure all departments take a co-ordinated approach and have written plans to embed EDI.

4. Networking and systems thinking

- To continue to develop a cross-institution Heads of Diversity network to co-ordinate EDI functions and staff networks across the City Corporation. This systems-thinking approach is aligned with the Community engagement strategy being developed to increase engagement with City Workers and their staff networks

5. Leadership and accountability

- The CoLC's Executive Leadership Board (ELB) continues to be accountable for the EDI function with oversight from the EDI Sub-Committee and two grand committees.

The Director of EDI as Head of Profession has responsibility for driving forward the EDI agenda.

6. Inclusive culture

- Strengthening the employee voice by providing support to departmental Equality representatives, Staff networks, Dignity at work advisers and other staff. This will increase employee engagement and foster a true sense of belonging for all staff.

7. Learning culture

-To undertake an EDI skills gap analysis and to include cultural intelligence and active bystander training as part of the learning and development offer

8. Communications plan

- To develop an internal and external communications plan for EDI

9. Evidence-based decision making

-To work with the departments and Corporate Performance team to improve the quality of EDI data (e.g Census 2021 data, HR workforce data and EDI data) and how data is presented to better engage staff and other stakeholders

-To ensure that action plans exist to close the Gender, Disability and Ethnicity pay gaps highlighted by annual pay gap reports. This approach will enable a data-led approach to EDI.

10. Building an EDI Eco-system

-To build a city-wide ecosystem for EDI that is fit for the City of London Corporation, a unique organisation with a significant global footprint.

Committee(s): Equality, Diversity & Inclusion - For Information	Dated: 7/03/2023
Subject: Socio-Economic Diversity Taskforce	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	3, 5 & 8
Does this proposal require extra revenue and/or capital spending?	N
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: Executive Director of Innovation & Growth, Damian Nussbaum	For Information
Report author: Olivia Larkin, Head of Skills Policy, Innovation and Growth	

Summary

In order to boost productivity and levelling up opportunities, HM Treasury and the Department for Business, Energy & Industrial Strategy [commissioned](#) the City of London Corporation to lead a two-year independent taskforce. This taskforce intended to improve socio-economic diversity at senior levels in UK financial and professional services. The taskforce had a vision of 'equity of progression' – where high performance is valued over 'fit' and 'polish'.

The Taskforce conducted the first full sector **data collection** to establish a baseline of socio-economic diversity at senior levels across UK financial and professional services, launched a **membership body**, Progress Together, to drive socio-economic diversity at senior levels across UK financial services, conducted an **industry wide consultation** with employers, sector bodies, regulators and Government to understand what they can all do to boost socio-economic diversity across the sector, and developed a **business case** to highlight why boosting socio-economic diversity at senior levels is the right and smart thing to do for your organisation.

Recommendation(s)

Members are asked to:

- a) Note this report
- b) Continue to draw attention to the need for better socio-economic diversity at senior levels

- c) Promote and support the reports created by the Socio-Economic Diversity Taskforce, including adopting recommendations into the City of London Corporation's EDI agenda.

Main Report

Background

1. In order to boost productivity and levelling up opportunities, HM Treasury and the Department for Business, Energy and Industrial Strategy commissioned the City of London Corporation to lead a two-year independent taskforce. This taskforce intended to improve socio-economic diversity at senior levels in UK financial and professional services. The taskforce had a vision of 'equity of progression' – where high performance is valued over 'fit' and 'polish'.
2. The Taskforce was based on research by the Bridge Group in 2020, which showed that there is a need for change. The research showed that 89% of senior roles in financial services were held by people from higher socio-economic backgrounds (defined by parental occupation at 14).
3. The Taskforce convened over 100 organisations across a range of financial and professional service sub-sectors and regions across the UK. The Taskforce conducted hundreds of hours of roundtables and interviews, consulted extensive literature, conducted the largest sector-wide data on socio-economic diversity (Building the Baseline Survey Report) and launched Progress Together, a membership body focusing on progression, retention and socio-economic diversity in the financial services sector.
4. The taskforce was led by a Strategy Steering Group:
 - a. Catherine McGuinness, (Chair of the Socio-Economic Diversity Taskforce)
 - b. Alderman Vincent Keaveny (Chair of Progress Together and Late Lord Mayor of the City of London)
 - c. Sandra Wallace (Partner and joint managing director for UK & Europe at DLA Piper)
 - d. Andy Haldane (CEO at Royal Society of Arts, Manufactures and Commerce, Chair of Levelling Up Advisory Council, and former Chief Economist at Bank of England)
5. The taskforce ran from May 2021-November 2022.

Current Position

6. The Taskforce had three key outputs, supported by three delivery partners – Deloitte, Connectr and PwC:
7. **Industry consultation** and roadmap on how government, regulators and sector bodies can incentivise employer action. The industry consultations

sought views from regulators, sector bodies, employers and Government. Roundtables gathered industry views in partnership with the Investment Association, TheCityUK, The Law Society, London Chamber of Commerce, and the ABI. As well as meetings with Government representatives include Ministers Lee Rowley, John Glen and Kemi Badenoch, and MPs Caroline Nokes and Harriet Baldwin.

- a. The results of the consultation were published in late November 2022 in the form of the **Breaking the Class Barrier Recommendations Report**. This report provides every business in the financial and professional services sector with access to a ground-breaking Five Point Pathway to boost socio-economic diversity at senior levels. The Five-Point Pathway sets out what employers, sector bodies, regulators and the government can do to boost socio-economic diversity. Through following the pathway, organisations can break the class barrier to create a sector that attracts the best and most diverse talent and supports their long-term success. The report sets an ambitious sector-wide target to see 50% of senior leaders across the sector from working class and intermediate backgrounds by 2030.

8. **Development of a membership body for financial services, focusing specifically on progression**, a safe space to share best practice / benchmark against sector peers. The Taskforce created, [Progress Together](#) which Together aims to drive socio-economic diversity at senior level across UK financial services. Progress Together brings employers together, enabling them to share best practice with peers and clients, benchmark against each other in a safe environment, gain access to toolkits, best practice, workshops and firm to firm mentoring. Progress Together can help any organisation at any stage in its socio-economic diversity journey.

- a. The City of London Corporation is one of 12 Founding Partners of Progress Together and plans to continue its Founding Partner status in Year Two and Three (subject to approval from Policy & Resources Committee)

9. **A productivity analysis**, to build the business case for socio-economic diversity at senior levels.

- a. In November 2021, the Taskforce launched a baseline survey asking employees across UK financial and professional services to anonymously share their socio-economic background, level of seniority, and their views on career progression. Using the results of the Baseline survey, we launched the [Building the Baseline: Breaking the Class Barrier Report](#) in August 2022. The report was the first of its kind to baseline socio-economic diversity at senior levels across the UK's financial and professional services and the largest cross sector data collection to date. Its findings are based on over 9,000 responses from 49 organisations and a secondary data analysis which covered 300,000 employees in the sector.
- b. The [Business Case Report: Who Gets Ahead](#) was a landmark report which explored the business benefits of increasing socio-economic diversity at senior levels in UK financial and professional services. Highlighting that not only is addressing this issue the right thing to do,

but it is vital for businesses in attracting and retaining the best and brightest talent. This report highlights how boosting socio-economic diversity at senior levels in the UK financial and professional services has a multitude of business benefits while also being the right thing to do. The report explores productivity, cost of wasted talent, license to operate, innovation and intersectionality.

10. Although the Taskforce has ended, its aims have not. Going forward, we want to see the financial and professional services sector working collectively to follow the [Recommendations Report and Five-Point Pathway](#) and use [Who Gets Ahead: The Business Base report](#) to drive action. Those in the financial services are encouraged to join [Progress Together](#). Through doing this, together, we can break the class barrier in the financial and professional services sector.

Proposals

11. The City of London Corporation should continue its commitment to promoting and supporting the agenda and aims of the Socio-Economic Diversity Taskforce beyond its completion. The most important step in doing this is by following the Five Point Pathway from the Recommendations Report.

Corporate & Strategic Implications

Financial implications

12. None – the Taskforce was funded primarily by Section 106 funds and following the recommendations from the report will support and be led by the EDI Directorate

Strategic implications

13. The Taskforce aligned with the “supporting a thriving economy” aspect of the City of London Corporation business plan by modelling a new way of delivering a more inclusive and sustainable growth. It also has helped identify the skills shortages and ability to invest in relevant skills and diverse talent pools in the City and across the UK.

Resource implications

14. The success of this project impacts the creation of the membership body Progress Together. This body is continuing the work of the Socio-Economic Diversity Taskforce in working with the financial services organisations in the City.

Risk implications

15. Reputational risk of not working towards improving this strand of diversity and inclusion after championing it in the financial and professional services sector.

Equalities implications

16. Positive. The Taskforce has worked towards improving socio-economic diversity at senior level in UK financial and professional services. The reports it has created should be used as guidance for the City of London Corporation when addressing its own diversity and inclusion agenda.

Climate implications

17. Indirectly positive - the Taskforce worked on a strand of ESG skills.

Security implications

18. None

Conclusion

19. This report is for committee members to note and support the involvement of the City of London Corporation in playing a central part in advancing the improvement of socio-economic diversity in the financial and professional services sector.

Appendices

Appendix 1: Taskforce Reports

[Building the Baseline: Breaking the Class Barrier Survey Report 2022](#)

In November 2021, the Taskforce launched a baseline survey asking employees across UK financial and professional services to anonymously share their socio-economic background, level of seniority, and their views on career progression. The aim was to create a sector where employees progress according to performance, not background. Using the results of the Baseline survey, we launched the [Building the Baseline: Breaking the Class Barrier Report](#) in August 2022. The report was the first of its kind to baseline socio-economic diversity at senior levels across the UK's financial and professional services and the largest cross sector data collection to date. Its findings are based on over 9,000 responses from 49 organisations and a secondary data analysis which covered 300,000 employees in the sector. Some key findings of this report were:

- 45% of senior leaders are white males from professional backgrounds compared to 1% of senior leaders that are ethnic minority females from working class backgrounds.
- Employees from professional backgrounds are 43% more likely to be senior level compared to their working class peers.
- Employees from working class backgrounds are 2 times more likely to report that their backgrounds have negatively impacted their career.

Breaking the Class Barrier Recommendations Report

The industry consultations sought views from regulators, sector bodies, employers and Government. Roundtables gathered industry views in partnership with the Investment Association, TheCityUK, The Law Society, London Chamber of Commerce, and the ABI. As well as meetings with Government representatives include Ministers Lee Rowley, John Glen and Kemi Badenoch, and MPs Caroline Nokes and Harriet Baldwin.

This report provides every business in the financial and professional services sector with access to a ground-breaking Five Point Pathway to boost socio-economic diversity at senior levels. The Five-Point Pathway sets out what employers, sector bodies, regulators and the government can do to boost socio-economic diversity. Through following the pathway, organisations can break the class barrier to create a sector that attracts the best and most diverse talent and supports their long-term success. The report sets an ambitious sector-wide target to see 50% of senior leaders across the sector from working class and intermediate backgrounds by 2030. The aim is to achieve parity by having socio-economic diversity at the top of organisations which is at least equivalent to the current average across all employees at all levels in the sector, which we know is 50% according to ONS data.

The Five Point Pathways points are:

1. Assign clear accountability and responsibility to senior leaders.
2. Collect data on the socio-economic background of employees at all levels
3. Take action to increase socio-economic diversity at senior levels and monitor what works
4. Set organisation targets to increase socio-economic diversity, specifically at senior levels
5. Publish data and what activities have worked

Who Gets Ahead: The Business Case

This was a landmark report which explored the business benefits of increasing socio-economic diversity at senior levels in UK financial and professional services. Highlighting that not only is addressing this issue the right thing to do, but it is vital for businesses in attracting and retaining the best and brightest talent. This report highlights how boosting socio-economic diversity at senior levels in the UK financial and professional services has a multitude of business benefits while also being the right thing to do. The report explores productivity, cost of wasted talent, license to operate, innovation and intersectionality. A key quote from the report highlighting the business case states that:

“The profits of organisations focusing on social mobility are 1.4x higher than their competitors. Put simply, companies which prioritise inclusion improve their talent pool: they broaden it, by bringing different attributes, skills and mindsets into the organisation; and they deepen it, by allowing more of their people, to be more productive, more of the time.”

To find out more visit: www.whogetsahead.co.uk

Appendix 2: Supporting Information

- [Taskforce commissioning letter](#)
- [The Social Mobility Commission's Financial and Professional Services Employer Toolkit](#)
- [The Bridge Group's research on 'Who gets ahead and how?'](#)
- [The Social Mobility Foundation's Social Mobility Employer Index](#)
- [Social Mobility Pledge](#)
- [Employer's Social Mobility Alliance \(ESMA\)](#)

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Committee(s): EDI Sub-committee – For Information	Dated 7 th March 2023
Subject: Staff Networks update report	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	1,2,3,4,5, 8
Does this proposal require extra revenue and/or capital spending?	N
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 Moore, Chief Operating Officer	For Information
Report author: Micah McLean, EDI Officer	

Summary

In September 2022, following focus groups conducted at the National Inclusion Week Celebration Event held at Guildhall Art Gallery, the EDI Directorate started a project focused upon strengthening staff networks and improving employee voice mechanisms at the City Corporation.

During the 2022/2023 annual year the EDI Directorate launched several initiatives to support staff network co-chairs and leads. This included more frequent EDI board meetings, notification of 3.5 hours a week facilities time for each co-chair, network maturity assessments, increasing visibility of staff networks via a hybrid event, LinkedIn posts and intranet updates.

Staff have responded well to the strategy the EDI Directorate has delivered with regards to staff networks and staff engagement. Recently, following a survey conducted after the EDI Staff Network Live Broadcast Event (in which 20% of attendees responded) 93% of staff reported were either satisfied or very satisfied with the speakers on the day, 65% with the location, 72% with the presentations and, 71% with the date and time respectively.

The EDI Directorate in summary has made significant headway with regards to staff networks and improving the employee voice systems within the City Corporation and aims to deliver more tangible outcomes for staff in the years to come.

Recommendation(s)

Members are asked to note:

- Achievements of the EDI Directorate in relation to staff networks over the last six months

Main Report

Background

According to the Chartered Institute of Personnel and Development (CIPD), the four main aims that can be achieved by a staff network are as follows:

- Provide a safe space for discussion of issues related to protected groups;
- Help to raise awareness of issues within the wider organisation;
- Provide a source of support for employees who may be facing challenges at work; and
- Offer a collective voice for the workforce to management.

(CIPD, A guide to establishing staff networks, 2021)

Strengthening Staff Networks

1. The City of London Corporation currently has 7 staff networks. These are the Women's , Multi-faith, Clear, Yen, City Pride, Carers & Parents and the DAWN networks. In line with best practice and an analytical approach to assessing the CoLC staff survey results, the EDI Directorate identified quickly the importance of strengthening staff networks and improving employee voice mechanisms at the City Corporation.
2. This started with a National Inclusion Week Celebration Event which place in September 2022 in which 56 people attended from CoLC departments and Institutions. The event provided an opportunity for staff network co-chairs and leads to highlight their achievements over the last 12 months.
3. In addition, focus groups were conducted with all staff present at the event to identify the key challenges facing staff networks and employee voice mechanisms at the City of London Corporation. **(Appendix 1)**
4. The results of the focus groups enabled the EDI Directorate to collect data that ultimately informed the approach that would be taken to strengthen staff networks.

Increasing visibility

5. One of the key themes that arose from the focus groups surrounded raising awareness of the events that staff networks are hosting.

6. Events such as Purple Tuesday (DAWN), The Lord Mayor's Show City Pride Float March (City Pride), Launch of Young Employees Network (YEN), and Black History Month Events (CLEAR) were supported by the EDI Directorate who were in attendance and supported the event.
7. The EDI Directorate supported City Pride members by decorating their float a month before The Lord Mayors Show. City Pride's float attracted national attention and was covered by Newspapers including the [Daily Mail](#) and [Eastern Daily Press](#) in a positive light.

EDI Board

8. Since September 2022, the EDI Team has organised and provided admin support to the EDI board meetings which take place every six weeks.
9. The EDI board provides staff network co-chairs, leads and sponsors with an opportunity to discuss their various workstreams and scrutinise proposed initiatives that could have an impact on network members or those within their protected groups.
10. Consequently, the EDI Board has enabled the EDI Directorate to build positive relationships with all seven staff networks. The EDI board meetings have been well attended.

Staff Network Handbook and Terms of Reference

11. To ensure that staff network co-chairs, leads and sponsors can attract new volunteers, the EDI Directorate updated their staff network handbook and terms of reference in 2022.
12. These guidance documents were updated and refined through cross-collaboration with all seven staff networks (which was emphasised as highly important during the focus group) and are available on the intranet pages.

Radius Training/Network Maturity Report

13. Another key area for improvement that staff network co-chairs, leads and sponsors highlighted was leadership commitment to making EDI a priority by providing additional funds and resources.
14. In March 2022, Radius was commissioned to deliver training to staff network co-chairs, leads and sponsors and currently 7 colleagues volunteering in these roles have enrolled onto the course.
15. In December 2022, six of the seven staff networks completed the Radius Network Maturity Form which fed into the Network Maturity Report that was presented to co-chairs on 18th December.

16. The staff networks have since been provided with the Radius Staff Network Maturity Model which they can use to measure their progress in the following areas:
- Agility, Innovation and Nudges
 - Authenticity and Business ethics
 - Brand and Identity
 - Communications
 - Leadership and Legacy
 - Network influence and Inclusive Behaviours
 - Sponsors and Stakeholders
 - Strategy and Influencing Change
17. This framework can be used by the staff networks to measure their progress in these areas over time. The framework can also help staff networks to focus on specific areas that they chose to work on.

Communications

18. Feedback from the focus group emphasised that significant work needed to be done to highlight the events that staff networks were delivering throughout the annual year.
19. The EDI Directorate has built an effective working relationship with internal communications team. Internal comms have set up pages dedicated to each of the seven staff networks and EDI related events. In addition, the internal comms team have provided additional support by promoting events on the main page of the intranet.
20. On 21st February, the EDI Directorate held its first staff network live broadcast in which 83 colleagues attended. Following the feedback from the staff satisfaction survey that was sent to all attendees of the event (20% completion rate) 71% were very satisfied or satisfied with the date and time of the event, 73% with the location and format, 93 % with the speakers and 77% with the presentations that were delivered on the day. **(Appendix 2)**
21. The biggest challenge facing all the staff networks is that they are currently unable to make use of their facilities time. Most chairs are unable to take time off their substantive roles due to ongoing challenges with recruitment across various teams and departments.

Future Aspirations

22. We would like the City of London Corporation to be an employer of choice and one of the UK's best employers. The benefits of being an employer of choice and a top 100 employer is that it would enable the City Corporation to attract the best global talent in line with the vision set out in the City Corporation's Corporate Plan 2018 to 2023.

Corporate & Strategic Implications

Strategic implications

This report is aligned with outcomes 1, 2 3, 4, 5 and 8 of the Corporate Plan 2018 to 2023. It is also aligned with the CoLC's Social Mobility Strategy 2018 to 2028 and other Strategic Plans.

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

Legal implications – This report will enable the CoLC to comply with its obligations under the Equality Act 2010 and specific duties under the Act.

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

Equalities implications – This report will enable the CoLC to comply with the Public Sector Equality Duty 2010, Section 149 which covers the Public Sector Equality Duty and the Specific Duties regulations mentioned above.

Climate implications – N/A

Security implications – N/A

Conclusion

23. To conclude, significant work has taken place to strengthen staff networks following feedback from the National Inclusion Week Celebration Event in September 2022. As a result, staff networks have responded well to all the initiatives, guidance documents, events and mini projects delivered by the EDI directorate.

Contact: Micah McLean
Equality, Diversity and Inclusion officer
E: micah.mclean@cityoflondon.gov.uk



EDI Focus Groups – National Inclusion Week Celebration Event

Equality, Diversity and Inclusion Directorate – October 2022

Facilitators

Ms. Saida Bello, Director of Equality, Diversity and Inclusion
Alec Childs, HR Business Partner
Micah Mclean, Equality, Diversity and Inclusion Officer
Stuart, Carruthers, Learning and Development Trainer

City Corporation Vision



Our Vision

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.

2

City Corporation Corporate Plan 2018 to 2023

The **Corporate Plan** sets the vision & direction for the City Corporation, providing a 'golden thread' for all we do:

Contribute to a **Flourishing Society**

People have good health and wellbeing, equal opportunities to enrich their lives/reach their potential and feel safe in cohesive communities that have the facilities they need.

Shape **Outstanding Environments**

Clean air, land and water, sustainable natural environment and spaces that are secure and well maintained. Inspiring enterprise and are digitally and physically well connected.

Support a **Thriving Economy**

The best legal and regulatory framework, a global hub for innovation, businesses are trusted and socially responsible and can access skilled and talented people.

3



What we will cover

This presentation will cover all the results from focus group session that took place on from **Tuesday 27th September 2022**. 38 participants attended this session.

Focus Group Questions 1-7

1. Staff Survey – What actions could we take?
2. How Can Senior Leaders Help?
3. Staff Networks: What is going well?
4. How can we support our staff networks?
5. EDI Workstreams what could we add?
6. Allyship – How can we develop an allies' network?
7. Staff networks what we could improve ?

EDI Directorate Focus Group Results 27.09.2022

4

Question 1: Staff Survey – What actions could we take?

Concerning this question staff provided a number of answers which have been organised under the following headings:

Questions Design

1. Asking more leading questions
2. Discuss questions with Senior Leadership Team (SLTs) as they are happy to provide input

Time Management

1. Providing staff with time during the working day to complete the survey

Survey Design

1. Tailor of the design of the survey according to each department as each division faces different challenges

Vision

1. Clarity around the Corporation's aims, goals – What do we want to achieve?



EDI Directorate Focus Group Results 27.09.2022

5

Question 2: How Can Senior Leaders Help?

Concerning this question staff provided a number of answers which have been organised under the following headings:

Supporting Staff

1. Sustain support and skills share
2. Empower middle managers to encourage teams
3. Minimum of at least one SLT member to be on a staff network
4. Buy-in to corporate narrative and support
5. Donation of time across SLT to staff networks, not just the network sponsors

Equality and Inclusion (E&I)

1. Make E&I a priority with resources and money
2. Mandatory E&I targets for directorates e.g. engagement events
3. EDI Champion per area/departments

Career Development

1. Reverse mentoring
2. Career progression
3. Mentoring

Safe Spaces

1. Share experiences across the Corporation

Budget

1. Increase budget to include at least one quality speaker

Leading by Example

1. Role Modelling

EDI Directorate Focus Group Results 27.09.2022

6

Question 3: Staff Networks: What is going well?

Concerning this question staff provided a number of answers which have been organised under the following headings:

Activities and Events

1. A lot of activity within the networks
2. Connections between staff networks
3. All staff networks have lots of events but publicising these further would be useful

Networking

1. Opportunities to meet new people
2. Building relationships beyond Guildhall

Events

1. Events like this which are new.
2. In – person events are being organised again

EDI Directorate Focus Group Results 27.09.2022

7

Question 4: How can we support our staff networks?

Concerning this question staff provided a number of answers which have been organised under the following headings:

Budget

1. Dedicated budget

Supporting Events

1. By attending events
2. Spreading the word surrounding events
3. Intersectional events

Recruitment

1. Encouraging more employees to become members of staff networks
2. Space to incorporate the buy-in value of staff networks into job descriptions

Time Management

1. Give more time to leads to work on developing the networks

Communication

1. Improvement in communication between networks
2. Meetings between network chairs.
3. Provide time for employee engagement

Policy Development

1. Empowering networks to have a consultant/advisory role in policy change

Supporting Actions and Plans of Staff Networks

1. Actively support actions and plans of staff networks corporately

EDI Directorate Focus Group Results 27.09.2022

8

Question 6: Allyship – How can we develop an allies' network?

Concerning this question staff provided a number of answers which have been organised under the following headings:

Schemes/Programmes

1. Buddy or advocate scheme.
2. Allies' programme exists in the City of London Policy – please link in!

Education

1. Education for those who wish to be allies.
2. Understanding the issues experienced by staff from protected groups through listening exercises focused on learning about their lived experiences.

EDI Directorate Focus Group Results 27.09.2022

9

Question 7: Allyship –Staff networks what we could improve ?

Concerning this question staff provided a number of answers which have been organised under the following headings:

Voting

1. Regular polling

Senior Leadership Team (SLT)

1. Attendance of SLTs to staff network events

Visibility

1. To be more visible to people who are not part of the networks

Interactive working

1. Keep Camera on during Microsoft Teams meetings to be more involved.
2. Record sessions for those who may not always be able to attend i.e., shift workers

Inclusion

1. Ensuring that non – members know they can attend events for information/education
2. Making sure people have the opportunity to interact with staff networks in person or online

Research

1. Asking staff, they want or need from staff networks.

Collaborative Working

1. Networks coming together more and delivering collaborative projects, sessions etc.
2. Cross – collaboration between staff networks for support.

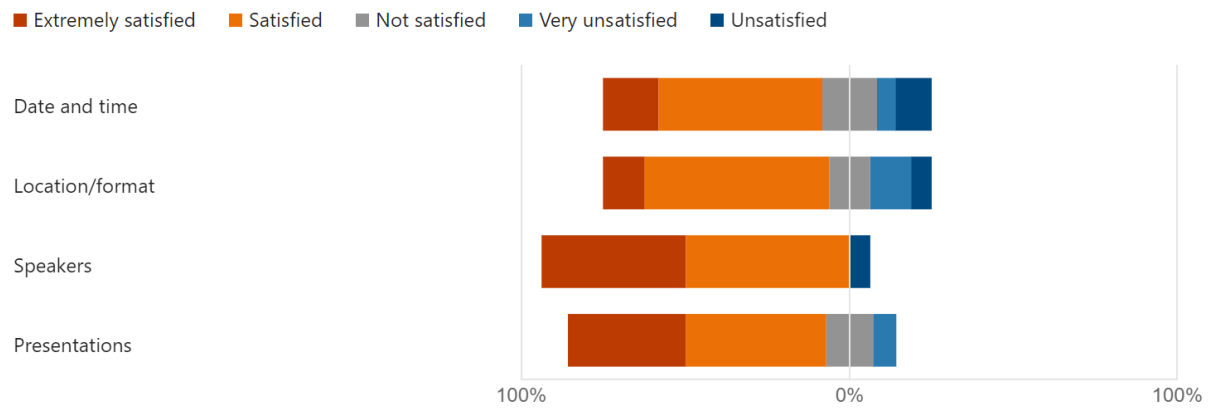
Events

1. Continued support around the whole year e.g., Black History Months, including what events & support will be offered outside of October .

Appendix 2 – EDI Live Broadcast Results (collected through Microsoft Forms)

2. Please rate your satisfaction level with the following aspects of the event

[More Details](#)



Committee(s): Equality, Diversity and Inclusion Sub-Committee – For Information	Dated: 7 March 2023
Subject: Employee engagement and the all-staff survey results 2022	Public
Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?	1,2,3,4,5, 8
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 Moore, Chief Operating Officer	For Information
Report author: Ms. Saida Bello, Director of Equality, Diversity and Inclusion, EDI directorate	

Summary

In May 2022, the City of London Corporation (the CoLC) conducted an all-staff survey to receive feedback from staff. This was the first time in five years that the all-staff survey had been conducted. The Corporate Services committee Members recommended that there be further discussions with staff to delve deeper into the all-staff survey 2022 results.

In October 2022, the EDI directorate conducted four focus groups to discuss the all-staff survey results. The insights gained from the focus group sessions were subsequently shared with participants, staff networks and senior leaders. The satisfaction rate for the focus group sessions was over 80%.

The EDI directorate now recommends ongoing engagement with staff through focus group sessions and workshops at least every 6 months. This will form part of a written EDI communications plan and will include quarterly EDI events. The proposed engagement plan is likely to increase staff survey response rates (currently 51%) and staff engagement scores (currently 52%). The lowest score in the 2022 all-staff survey was on the likelihood of taking action on the survey results (24% score).

Members are asked to note and endorse the EDI directorate’s approach to increasing employee engagement through regular focus group sessions and workshops to strengthen the employee voice and increase engagement.

Recommendation(s)

Members are asked to note and endorse:

- The EDI directorates all-staff survey engagement plan 2022

- The departmental all-staff survey Action Plans collated by HR and shared with Corporate Services committee Members in January 2023

Main Report

Background

1. According to the Chartered Institute of Personnel and Development (CIPD), employees who are managed well are happier, healthier and more productive. Components of engagement are believed to include: engagement with work, organisational commitment, organisational identification and work motivation. Furthermore, CIPD research has found that employee engagement is important because it drives productivity, creativity, and innovation. (CIPD, Employee engagement and motivation factsheet, 2021).

Current Position

2. The CoLC's launched its first all-staff survey in five years in March 2022. The headline results included:
 - 51% overall response rate
 - 52% engagement score (this score is based on six specific questions)
 - The lowest score (24%) was on the likelihood that action would be taken as a result of the all-staff survey
3. The all-staff survey 2022 included positive feedback from staff around diversity at the CoLC and pride in working for such a unique organisation. However, work needs to be done to increase overall engagement levels to ensure that the CoLC will regain its status as an employer of choice.

Best practice

4. In line with best practice, the EDI directorate organised focus group sessions open to all staff to delve deeper into the all-staff survey results. The sessions led to discussions in areas highlighted by staff in one-to-one interviews with members of the EDI directorate.
5. The results of the four focus group sessions were anonymised and shared with participants, staff network chairs and senior leaders. A copy of the anonymised focus group session notes are attached to **Appendix 1**.

Taking action on the all-staff survey results

6. One of the insights gained from staff is that they had not previously been invited to focus group sessions in the past. Moving forward, staff indicated to the EDI directorate that they are interested in regular opportunities to engage and to share their opinions.

Appreciative inquiry question

7. One of the questions staff were asked was an appreciative inquiry question about where they would like the CoLC to be in three years' time. The responses to the appreciative inquiry question can be found in **Appendix 2**.

EDI directorate employee engagement plan

8. Consequently, the EDI directorate has put together an employee engagement plan which is attached to **Appendix 3**. The action plan includes facilitating engagement focus groups or workshops every 6 months. The EDI directorate will also organise quarterly engagement events such as roads shows, training and team meetings which will be included in its internal communications plan.
9. The EDI directorate has set itself an aspirational target to increase both staff survey response rates and overall engagement score **by at least 5 points** at the next all-staff survey. This aspirational target will be discussed with departments and institutions at EDI quarterly liaison meetings.

Departmental Action plans

10. Most departments have also reviewed their all-staff survey results and are taking action. Departmental Action Plans collated by HR and shared with Corporate Services committee Members in January 2023 are attached. (**Appendix 4**)

Our future aspirations

11. Our aspirations include the City of London Corporation being recognised as an employer of choice and one of the UK's 100 best employers. The benefits of being an employer of choice and a top employer is that it would enable the City Corporation to attract the best global talent in line with the vision set out in the City Corporation's Corporate Plan 2018 to 2023.

Corporate & Strategic Implications

Strategic implications

This report is aligned with outcomes 1, 2 3, 4, 5 and 8 of the Corporate Plan 2018 to 2023. It is also aligned with the CoLC's Social Mobility Strategy 2018 to 2028 and other Strategic Plans.

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

Legal implications – The Public Sector Equality Duty (Section 149 of the Equality Act 2010) is supported by the specific duties regulation which requires public bodies to set themselves,

specific and measurable equality objectives every four years. This proposal will enable the CoLC to comply with its obligations and specific duties regulations mentioned in the Equality Act.

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

Equalities implications – The report will contribute to the the CoLC ability to comply with the Equality Act 2010 and the Public Sector Equality Duty under Section 149 of the Act.

Climate implications – N/A

Security implications – N/A

Conclusion

12. The EDI Sub-Committee are asked to note and endorse ongoing plans by both the EDI directorate, departments and institutions to increase employee engagement. The EDI Sub-Committee are also asked to note that the all-staff surveys are due to be launched by the HR department in Autumn 2023.

Appendices

- Appendix 1 – EDI directorate focus group notes
- Appendix 2 – Appreciative inquiry question
- Appendix 3 – EDI directorate employee engagement plan
- Appendix 4 – Departmental and Institutions Staff Survey Action Plans

Background Papers - None

Ms. Saida Bello

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

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EDI Focus Groups Results Focus Group 1

Equality, Diversity and Inclusion Directorate – October 2022

Facilitators

Ms. Saida Bello, Director of Equality, Diversity and Inclusion

Alec Childs, HR Business Partner

Micah Mclean, Equality, Diversity and Inclusion Officer

Stuart, Carruthers, Learning and Development Trainer



City Corporation Vision

Our Vision

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.



City Corporation Corporate Plan 2018 to 2023

The **Corporate Plan** sets the vision & direction for the City Corporation, providing a 'golden thread' for all we do:

Contribute to a **Flourishing Society**

People have good health and wellbeing, equal opportunities to enrich their lives/reach their potential and feel safe in cohesive communities that have the facilities they need.

Shape **Outstanding Environments**

Clean air, land and water, sustainable natural environment and spaces that are secure and well maintained. Inspiring enterprise and are digitally and physically well connected.

Support a **Thriving Economy**

The best legal and regulatory framework, a global hub for innovation, businesses are trusted and socially responsible and can access skilled and talented people.

What we will cover

This presentation will cover all the results from focus group session that took place on **Tuesday 20th October 2022**. 15 participants attended this session.

Focus Group Questions 1-7

- 1) What do you think the barriers are that prevent staff from completing the staff survey? (only 51% completion rate).
- 2) In your experience, what are some of the reasons why staff have a low belief that we will take action on the staff survey results (24%)
- 3) How could we manage change better at the CoLC?
- 4) And how could leaders support you better through change ?
- 5) What do you consider to be our shared purpose and vision at the CoLC?
- 6) How could we increase and improve and different channels of communications?
- 7) Which values would you recommend that we adopt as our shared organisational values?

Question 1: What do you think the barriers are that prevent staff from completing the staff survey? (only 51% completion rate)

Appendix 1

Regarding this question staff stated the following:

- Zero Hours contracts at some of the Institutions prevented staff from having the time to complete the staff survey.
- Target Operating Model (TOM) has significantly reduced staff morale.
- Lack of communication from managers to employees about the staff survey
- Fears that staff could be identified through the staff survey
- Survey communication took place at internet level but not at management level, therefore many staff did not know that the survey was live
- Too many free texts questions prevented staff from completing the survey
- Some staff had issues with login unto to the Internet to complete the survey

Question 2: In your experience, what are some of the reasons why staff have a low belief that we will take action on the staff survey results (24%)

Concerning this question staff reported:

- They have not been able to see enough evidence of action taking place at the City Corporation as a result of previous staff surveys.
- They felt that the survey was a tick box exercise as opposed to research designed to change the City Corporation for the better.
- Processes at the City Corporation were slow and bureaucratic due to outdated technology.
- The TOM was reported to be taking too slow and this reduced the confidence that employees had in the City Corporation's ability to act effectively in other areas.

Question 5: How could we increase and improve and different channels of communications?

Appendix 1

Staff believed that communication at the City Corporation could be improved in the following ways:

- Putting up posters and notice boards to promote key events to staff
- Ensuring that staff that work in the Guildhall or across the Institutions have equal access to important updates
- Managers to signpost staff to EDI blogs and ensure that employees have access to this information
- Needs of employees that WFH to be considered when information is cascaded to the City Corporations workforce



Question 6: What do you consider to be our shared purpose and vision at the CoLC?

Appendix 1

Purpose

Staff believed the purpose of the City Corporation was as follows:

- Resident housing
- Support workers/guilds/crafts
- To be an employer of choice
- Green Spaces/leisure
- Police
- Charitable concerns

Vision

Staff believed the vision of City Corporation should be:

- To be the best place to live and work
- Represent the City's interest internationally
- Socio- economic leader in greater London
- Safe City
- Social Mobility
- To be a competitive place to work with lots of professional opportunities
- Culture Mile promoting the Arts

EDI Directorate Focus Group Results 20.10.2022

Question 7: Which values would you recommend that we adopt as our shared organisational values?

Appendix 1

Staff suggested the following organisational values:

- Transparency
- Respect
- Providing opportunity
- Togetherness
- Acting on change
- Valuing our people
- Progressive
- Compassion
- Employing the right people and trusting them
- Progressive
- Pride/Passion

EDI Directorate Focus Group Results 20.10.2022

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EDI Focus Groups – Focus Group 2

Equality, Diversity and Inclusion Directorate – October 2022

Facilitators

Ms. Saida Bello, Director of Equality, Diversity and Inclusion

Alec Childs, HR Business Partner

Micah Mclean, Equality, Diversity and Inclusion Officer

Stuart, Carruthers, Learning and Development Trainer



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Support a **Thriving Economy**

The best legal and regulatory framework, a global hub for innovation, businesses are trusted and socially responsible and can access skilled and talented people.

What we will cover

This presentation will cover all the results from focus group session that took place on from **Tuesday 25th October 2022**. 29 participants attended this session.

Focus Group Questions 1-7

- 1) What do you think the barriers are that prevent staff from completing the staff survey? (only 51% completion rate).
- 2) In your experience, what are some of the reasons why staff have a low belief that we will take action on the staff survey results (24%)
- 3) How could we manage change better at the CoLC?
- 4) And how could leaders support you better through change ?
- 5) What do you consider to be our shared purpose and vision at the CoLC?
- 6) How could we increase and improve and different channels of communications?
- 7) Which values would you recommend that we adopt as our shared organisational values?

Question 1: What do you think the barriers are that prevent staff from completing the staff survey? (only 51% completion rate)

Appendix 1

Concerning this question staff reported the following:

- They did not receive emails informing them of staff survey and were not aware that it was live.
- They believed that staff surveys were just a tick box exercise and this demotivated them when it came to completing this particular one.
- The purpose of the survey was not explained to them and for this reason they had a lack of belief when it came to completing it.
- They feared they would be identified through survey results.
- The TOM had a huge impact on their morale and this impacted the survey completion rate.
- The aim of the survey was not promoted and therefore employees were unsure about its purpose
- More communication and engagement surrounding staff survey was needed, not just intranet pages

Question 2: In your experience, what are some of the reasons why staff have a low belief that we will take action on the staff survey results (24%)

Concerning this question staff reported the following:

- They have not seen evidence of the City Corporation taking action following the results of previous staff surveys.
- They want to feel that their opinions are taken notice of and acted upon, which has not happened in the past and essentially felt the survey was a tick box exercise.
- Some employees mentioned that they had not be able to see their departmental level results so help to access this data is needed
- They stressed that even if the City Corporation was unable to act on some of the survey results, acknowledgement of the questions the Corporation was unable to act on is essential.
- They wanted to be cited when actions were made as a result of employee voice systems and processes. This would improve staff morale and empower employees to be part of the City Corporation's culture change programme

Question 2: In your experience, what are some of the reasons why staff have a low belief that we will take action on the staff survey results (24%) – Contd.

Concerning this question staff reported:

- They cannot see where action has been taken as a result of previous staff surveys
- Employee need to see evidence of where action has been taken and even if leaders are not able to do it immediately by providing timescales for these initiatives, they can rebuild trust with the workforce
- Communication requires improvement at the City Corporation
- They feel frustrated, ignored and feel that their feedback is not used
- They felt that during the TOM process there was no communication, honesty or updates to alleviate their concerns
- Concerns were raised surrounding the future of the City Corporation post TOM
- Some employees viewed communication at the Corporation as 'very poor' and felt it was too passive. They asked for more regular and improved comms from senior leaders.
- The cost of living crisis has presented significant economic challenges for staff and has had a huge impact on their mental health and wellbeing.
- They requested more visibility from ELB that would reduce the distance felt between employees and senior leaders.
- More direct communications are needed not just intranet and emails to employees.

Questions 3&4 :How could we manage change better at the CoLC? Or how could leaders support you better through change

Concerning this question staff reported the following:

- In terms of flexible working employees wanted the working policy to incorporate the needs of employees that work from home into the policy
- Employees also expressed their concern with the level of information required due to the TOM and that senior leaders needed to support staff better during this process.
- There is a high volume of member based decisions which leads to slow, bureaucratic processes and makes it difficult to pass new policies, processes, and procedures.
- Staff felt it was the responsibility of managers during change (i.e TOM) to support the mental health of employees.

Question 5: What do you consider to be our shared purpose and vision at the CoLC?

Appendix 1

Purpose

Staff believed the purpose of the City Corporation was as follows:

- Making the square a great place to live and work
- Serving the people and wider community

Vision

Staff believed the vision of City Corporation should be:

- To be the best place to live and work
- Represent the City's interest internationally
- Socio- economic leader in greater London
- Safe City
- Social Mobility
- To be a competitive place to work with lots of professional opportunities
- Culture Mile promoting the Arts



Question 5: What do you consider to be our shared purpose and vision at the CoLC?

Appendix 1

Concerning this question staff reported the following:

- They wanted clarity surrounding the name of the City Corporation as the organisation has been called a number of different names – is it the “City Corporation, “the Corporation of London” or “the City of London Corporation”
- They wanted to see the inclusion of a Corporate induction course that established the vision for the City Corporation and provided staff with a shared feeling of purpose. This could be rolled out by HR.
- They want the City Corporation to explain the importance of the role the Institutions play in the Square Mile to promote a shared feeling of purpose and vision



Question 6: How could we increase and improve and different channels of communications?

Appendix 1

Concerning this question staff reported the following:

- Communication is not brilliant
- There is a responsibility for managers to give information to staff
- Some managers are better at keeping staff in the know than others
- Department briefings or away days could be used to resolve issues with communication
- Wider communication could be tailored to suite different audiences (and not just via the intranet) and add value to the City Corporations services. For example, in a area that may have residents that are predominately Tamil speakers staff that are bilingual could communicate with them in their first language
- More communications should demonstrate the importance of the Institutions linked to the City Corporation



Question 7: Which values would you recommend that we adopt as our shared organisational values?

Appendix 1

Concerning this question staff reported the following:

- The ecosystem of Institutions that contribute to the success of the Square should be stressed in any potential organisational values
- Ethics, Social responsibility
- Innovation
- Service delivery
- They also reported that they wanted values that made them feel proud about their contribution to the City Corporation and its vision for the future
- Humility, Equity, Decency, Compassion
- The current values and behaviours (the 4 Rs and 4 Ps) are more about how the City Corporation wants staff to be and they are not values
- They requested to see revised values and behaviours that demonstrated the collective responsibility leaders and staff have to the successful running of the City Corporation and its Institutions.

EDI Directorate Focus Group Results 25.10.2022

EDI Focus Groups – Focus Group 3

Equality, Diversity and Inclusion Directorate – October 2022

Facilitators

Ms. Saida Bello, Director of Equality, Diversity and Inclusion

Alec Childs, HR Business Partner

Micah Mclean, Equality, Diversity and Inclusion Officer

Stuart, Carruthers, Learning and Development Trainer



City Corporation Vision

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Support a **Thriving Economy**

The best legal and regulatory framework, a global hub for innovation, businesses are trusted and socially responsible and can access skilled and talented people.

What we will cover

This presentation will cover all the results from focus group session that took place on from **Tuesday 26^h October 2022**. 25 participants attended this session.

Focus Group Questions 1-7

- 1) What do you think the barriers are that prevent staff from completing the staff survey? (only 51% completion rate).
- 2) In your experience, what are some of the reasons why staff have a low belief that we will take action on the staff survey results (24%)
- 3) How could we manage change better at the CoLC?
- 4) How could leaders support you better through change?
- 5) What do you consider to be our shared purpose and vision at the CoLC?
- 6) How could we increase and improve and different channels of communications?
- 7) Which values would you recommend that we adopt as our shared organisational values?

Question 1: What do you think the barriers are that prevent staff from completing the staff survey? (only 51% completion rate)

Appendix 1

Concerning this question staff reported the following:

- They have not been able to access the results of previous surveys or when employees do no action is taken.
- While they have been told that staff survey results are anonymous they do not remain unidentified
- Departments were going through the TOM process and for this reason staff were demotivated when it came to completing the survey
- They experienced fatigue when it came to surveys as too many have taken place within a short period of time
- Directors did not give them enough of an incentive to complete the survey
- Workplace demands restricted the time that employees had to complete the survey
- Institutions did not feel included when the staff survey was launched
- They did not understand the purpose behind the survey
- Communication issues in terms of survey promotion – just intranet and information was not cascaded down to staff from management
- Questions were too loaded

Question 2: In your experience, what are some of the reasons why staff have a low belief that we will take action on the staff survey results (24%)

Concerning this question staff reported the following:

- Communication is vital – staff do not know what activities are taking place at the City Corporation. Implementing ideas such as huddles and newsletters would improve awareness of future surveys
- Employees that work at sites such as Hampstead Heath, Cemeteries and other similar sites do not have access to laptops and for this reason could not complete the survey (although there was a willingness to do so)
- Some staff believed that the hierarchy of the City Corporation reduced the feeling of empowerment in the workplace
- Staff engagement is needed to explain the aims, vision and mission of the City Corporation
- In the current staff survey there were patronising questions that upset employees such as 'Why do you come to the office?' was asked. Staff thought these questions were unnecessary and mentioned that the City Corporation must have serious staff survey questions in order to convince staff that they will take action following the results.

Question 3&4:How could we manage change better at the CoLC? and how could leaders support you better through change?

Appendix 1

Concerning this question staff stated the following:

- They mentioned that there was a lack of change management at the City Corporation. For example, some employees mentioned that the 5 day hybrid working week module is not managed well by IT.
- Change needs to be resourced i.e. project governance to service delivery
- HR needs more resources to support the City Corporation during change
- Results of previous surveys should be used to inform change management at the City Corporation
- The purpose of change management process at the City Corporation need to be clearly explained to employees through clear communications and grassroots level initiatives
- More direction and visibility from ELB regarding change management

Q5 (a) -Spontaneous question: Should we re-run the survey in Feb 2023?

Appendix 1

Concerning this question staff reported the following:

- The survey was described as being more for the 'City Corporation than staff' and staff wanted to see action concerning the 'Your Voice' survey before another survey is launched.
- Feb 2023 is too soon because the City Corporation has not yet acted on the results of the current survey
- The staff survey should take place on a yearly basis with improved comms to ensure as many staff as possible are notified of the survey
- Instead of re-running the survey the City Corporation should focus on shaping a robust staff engagement strategy in a way that enables more of the workforce to communicate with leaders
- Local directorate level questions are needed for future surveys that speak to staff.
- Building trust is essential before a new survey is launched. Employees feel neglected and trust has been eroded. Some staff believe leaders will do nothing to change the Corporation for the better.

EDI Directorate Focus Group Results 26.10.2022

Question 5(b): What do you consider to be our shared purpose and vision at the CoLC?

Appendix 1

Concerning this question staff mentioned the following:

- Providing local authority service
- The Corporate plan (still currently in place)
- Local authority function, City of London Police, Barbican, Hampstead Heath and the vision of the Corporation for the next five years
- Need a common purpose centred around ESG
- Membership and leadership revaluating the importance of spending in relation to the City Corporation's overall aim
- The purpose should centre around values that unite employees across the City Corporation and its institutions.



Question 6: How could we increase and improve and different channels of communications?

Appendix 1

Concerning this question staff reported the following:

- More external communications are needed to promote and market events to all staff at the City Corporation and its Institutions
- Develop a marketing strategy surrounding customer engagement that will encourage more residents and service users to hire/use the City Corporations services.
- Discussing the impact of Hampstead heath, bridges and the Institutions contribution to the City Corporation's success
- Marketing destination city properly



Question 7: Which values would you recommend that we adopt as our shared organisational values?

Appendix 1

Concerning this question staff reported the following:

- The current values mean nothing as they are just a tick box exercise
- 4Ps and 4Rs should be integrated properly into employee appraisals
- Lead, empowerment, trust
- Collaborative
- Income generation – bringing more revenue into the city
- Collaboration
- Service delivery
- The 4Ps and 4Rs do not mean anything to some employees

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EDI Focus Groups – Appreciative Inquiry Questions

Equality, Diversity and Inclusion Directorate – October 2022

Facilitators

Ms. Saida Bello, Director of Equality, Diversity and Inclusion

Alec Childs, HR Business Partner

Micah Mclean, Equality, Diversity and Inclusion Officer

Stuart, Carruthers, Learning and Development Trainer



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Support a **Thriving Economy**

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What we will cover

This presentation will cover all the results from focus group sessions that took place on from **Monday 20th October – Wednesday 26th October**.

The data has been taken from a total of 67 participants from all a total of three focus groups and is centred around the following question:

Imagine it is October 2025, the City of London has a new 2025 to 2030 Strategy, We have refreshed our mission, vision and values. We are an employer of choice, and everyone wants to work for the COLC.

What exactly have we done to turn things around? How have you contributed?

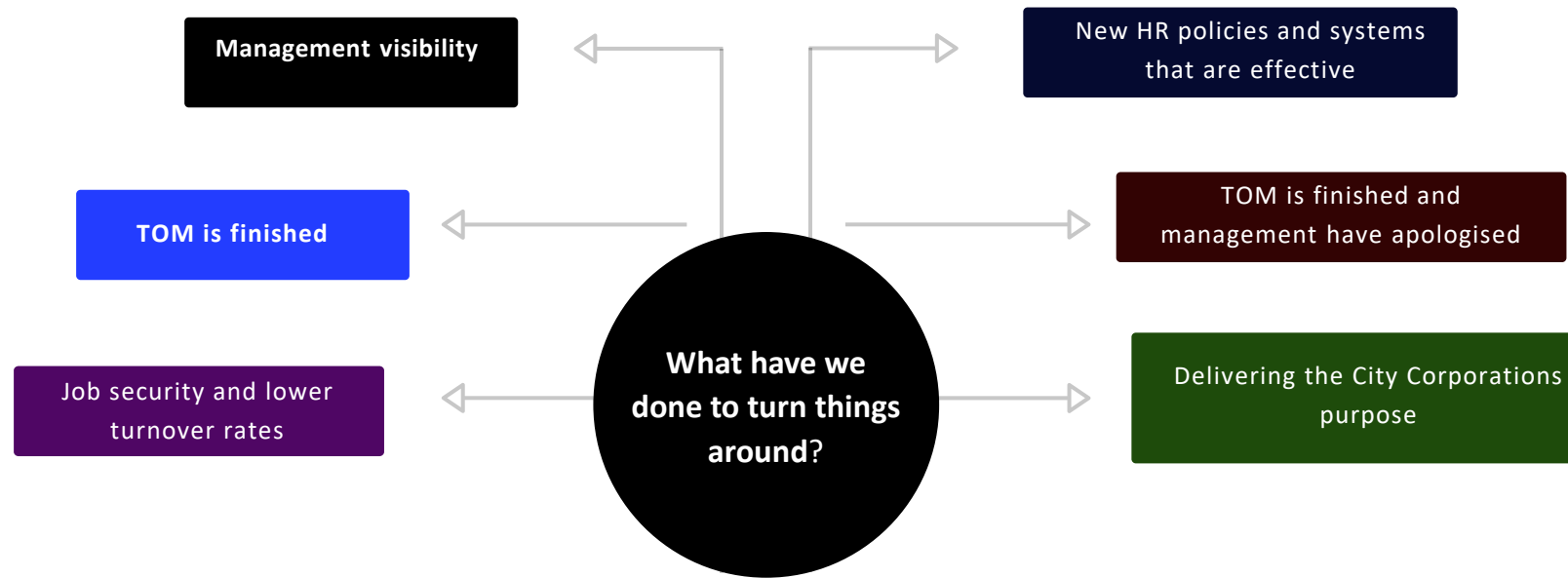
Imagine it is October 2025, the City of London has a new 2025 to 2030 Strategy, We have new missions, visions and values. We are an employer of choice, and everyone wants to work for the COLC.

What exactly have we done to turn things around? - Focus Group 1 (Group 1) – 20th October

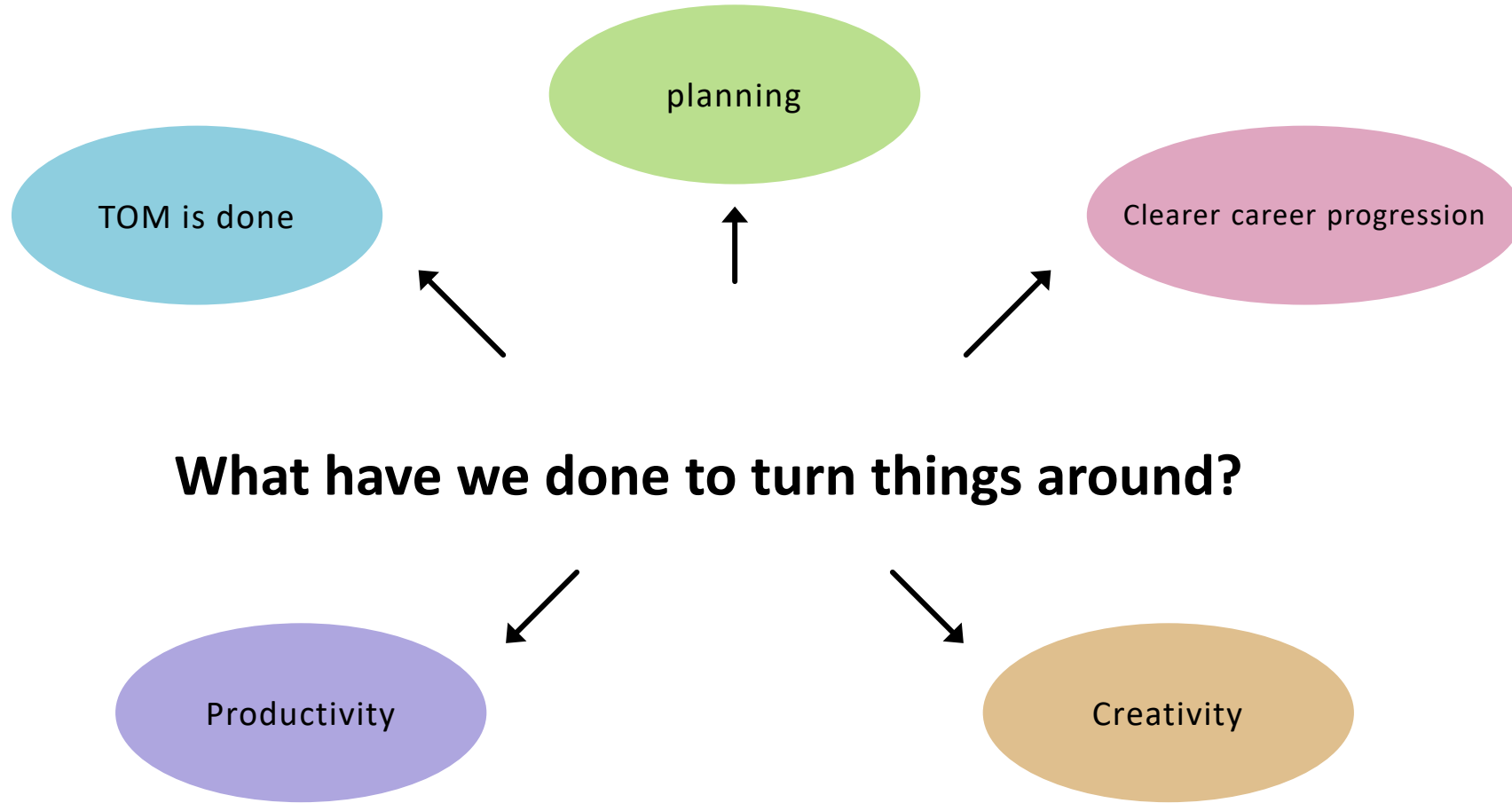


Imagine it is October 2025, the City of London has a new 2025 to 2030 Strategy, We have new missions, visions and values. We are an employer of choice, and everyone wants to work for the COLC.

What exactly have we done to turn things around? - Focus Group 1 (Group 2) – 20th October



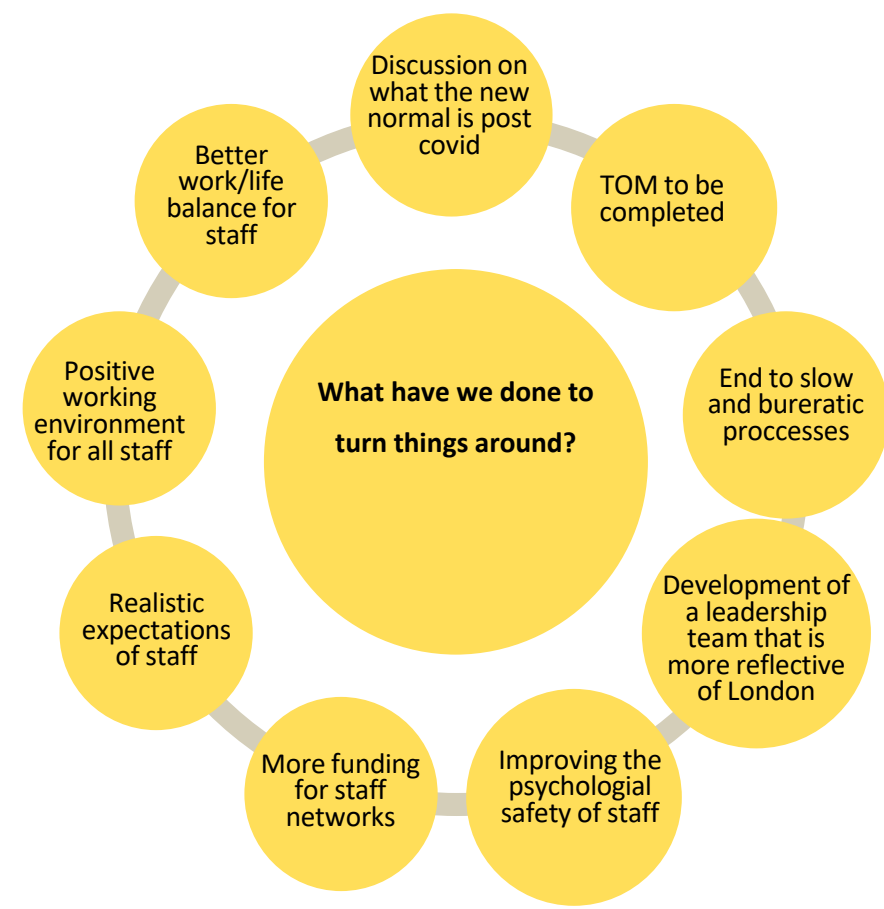
Imagine it is October 2025, the City of London has a new 2025 to 2030 Strategy, We have new missions, visions and values. We are an employer of choice, and everyone wants to work for the COLC. What exactly have we done to turn things around? - Focus Group 1 (Group 3) – 20th October





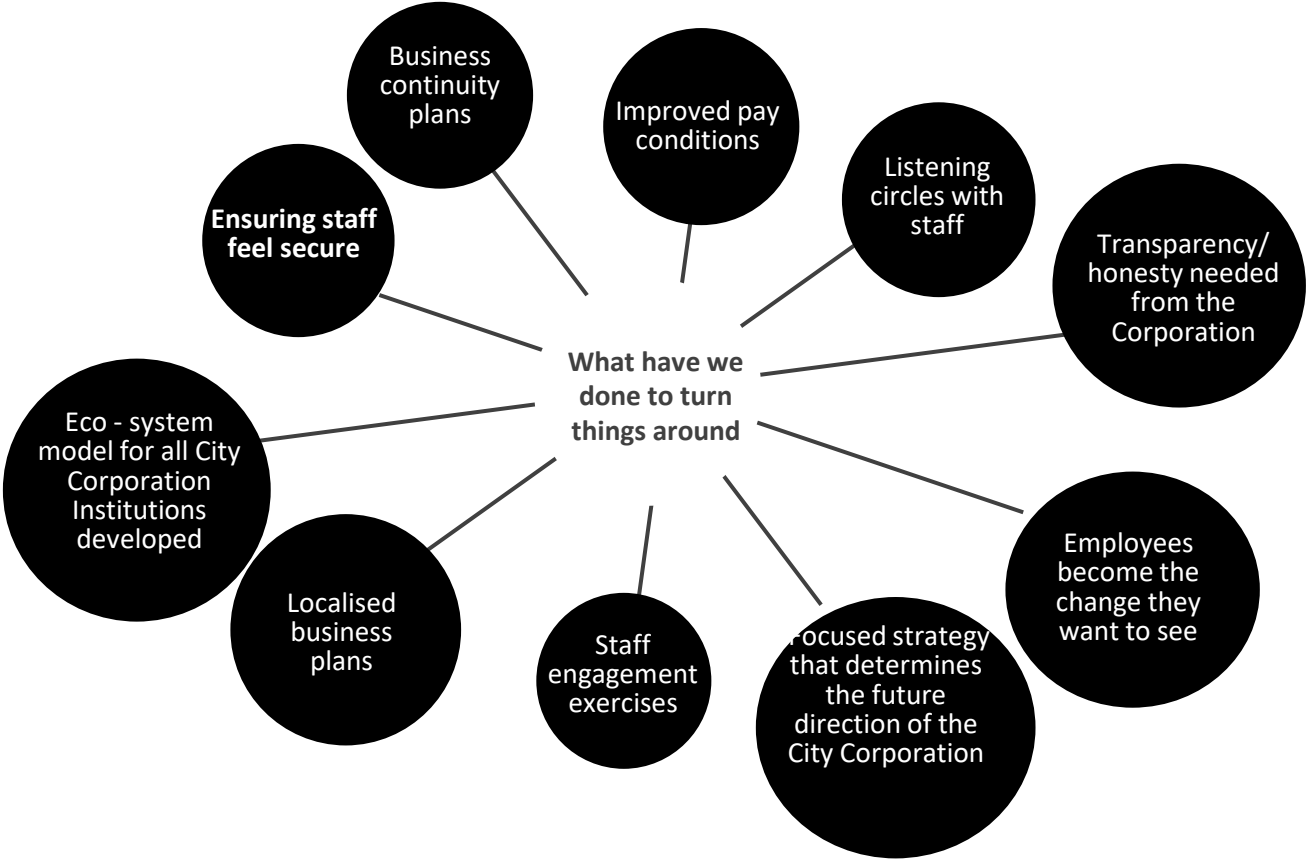
Imagine it is October 2025, the City of London has a new 2025 to 2030 Strategy, We have new missions, visions and values. Appendix 2
We are an employer of choice, and everyone wants to work for the COLC.

What exactly have we done to turn things around? - 25th October (Group A)



Imagine it is October 2025, the City of London has a new 2025 to 2030 Strategy, We have new missions, visions and values. We are an employer of choice, and everyone wants to work for the COLC.

What exactly have we done to turn things around? - Focus Group 2 (Group B) - 25th October



Imagine it is October 2025, the City of London has a new 2025 to 2030 Strategy, We have new missions, visions and values. We are an employer of choice, and everyone wants to work for the COLC.

Appendix 2

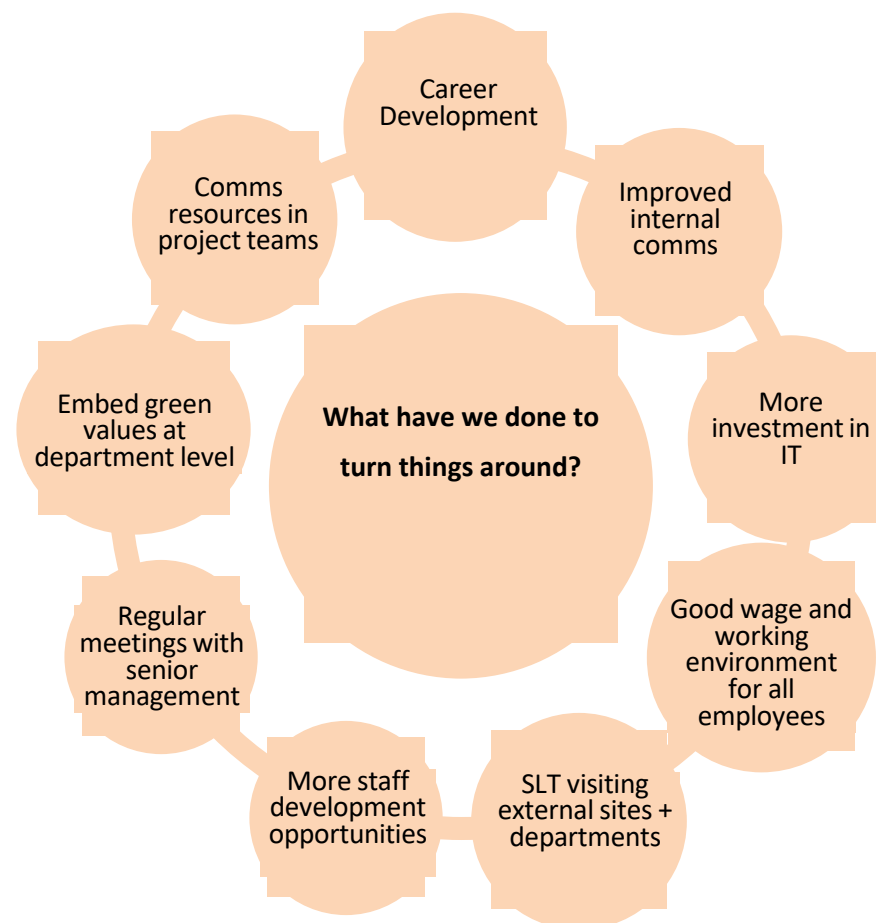
What exactly have we done to turn things around? – 26th October (Group 1)





Imagine it is October 2025, the City of London has a new 2025 to 2030 Strategy, We have new missions, visions and values. We are an employer of choice, and everyone wants to work for the COLC.

What exactly have we done to turn things around? – 26th October (Group 2)





Imagine it is October 2025, the City of London has a new 2025 to 2030 Strategy, We have new missions, visions and values. We are an employer of choice, and everyone wants to work for the COLC.

What exactly have we done to turn things around? – 26th October (Group 3)



EDI Directorate – Staff Survey 2022 engagement plan

Ms. Saida Bello, Director of Equality, Diversity and Inclusion
Micah Mclean, Equality, Diversity and Inclusion Officer



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City Corporation Corporate Plan 2018 to 2023

Appendix 3

The **Corporate Plan** sets the vision & direction for the City Corporation, providing a 'golden thread' for all we do:

Contribute to a **Flourishing Society**

People have good health and wellbeing, equal opportunities to enrich their lives/reach their potential and feel safe in cohesive communities that have the facilities they need.

Shape **Outstanding Environments**

Clean air, land and water, sustainable natural environment and spaces that are secure and well maintained. Inspiring enterprise and are digitally and physically well connected.

Support a **Thriving Economy**

The best legal and regulatory framework, a global hub for innovation, businesses are trusted and socially responsible and can access skilled and talented people.



Your Voice Matters 2022: Staff Survey Focus Group Overview

In February 2022, the City Corporation launched the 'Your Voice Matters' staff survey.

In October 2022, the EDI directorate facilitated four focus group sessions to dig deeper into some of the staff survey results.

The focus group feedback been used to develop an engagement plan to increase employee engagement across the City Corporation.



Employee engagement at City of London

Employee engagement represents the deep emotional connection that employees have to their organisation and work. Employees who feel committed, motivated, and are advocating, thrive best and are shown to help create organisational performance. (See: <https://engageforsuccess.org/>)

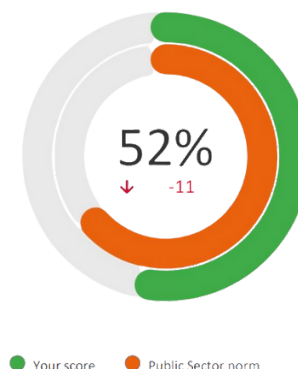


Your Voice Matters 2022: Staff Survey Results



The overall employee response rate was **51%**.

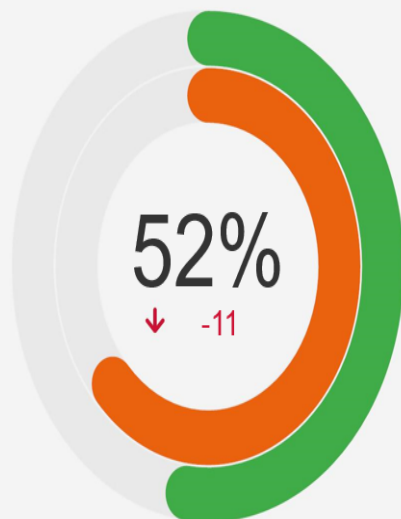
This is below the public sector average score



The overall engagement rate was 52%.

This is 11% below the public sector average score.

Items comprising the Engagement score



● Your score ● Public Sector norm

Question	Response favourability			Comparison
I am proud to say I work for the Corporation	65%	27%	8%	-12
I believe action will be taken as a result of this survey	24%	38%	38%	-22
I have a best friend at work	33%	33%	35%	n/a
I would still like to be working at the Corporation in two years' time	60%	25%	15%	-10
If asked, I would say to friends and family that the Corporation is a good place to work	62%	25%	13%	-6
People help and support each other here	68%	22%	11%	-5

● Favourable ● Neutral ● Unfavourable

What is going well – People Insights findings, 2022

Appendix 3





YOUR VOICE MATTERS

Results and Next Steps
Year of Our People

Things that are going well:

Learning and Development

opportunity for new experiences, freedom to be creative, innovate and contribute to the vision





The Culture and Environment

friendly, open, energised, focus on wellbeing



Pride

– prestigious, historical and influential organisation with a positive impact on communities in London



Benefits

– Generous annual leave entitlement, flexible working, good pay and pension scheme, central office location

The Job

– interesting, varied, challenging, fulfilling, stability, job security





CITY
OF
LONDON

8

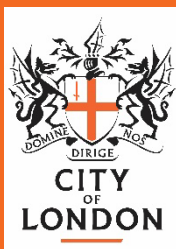
What staff would like to see – People Insights findings, 2022

Appendix 3

Things you would like to see:

 <p>Flexible Working Policy review arrangements and allow employees to manage their work-life balance.</p>	<p>Reward – feeling valued, listened to and paid fairly.</p> 
<p>Bureaucracy & Decision-Making increase transparency, improve communication and simplify processes to increase agility</p>	 <p>Culture and Speaking-Up reduce fear and stigma associated with voicing an opinion, ensure everyone is treated fairly and increase well-being support</p>

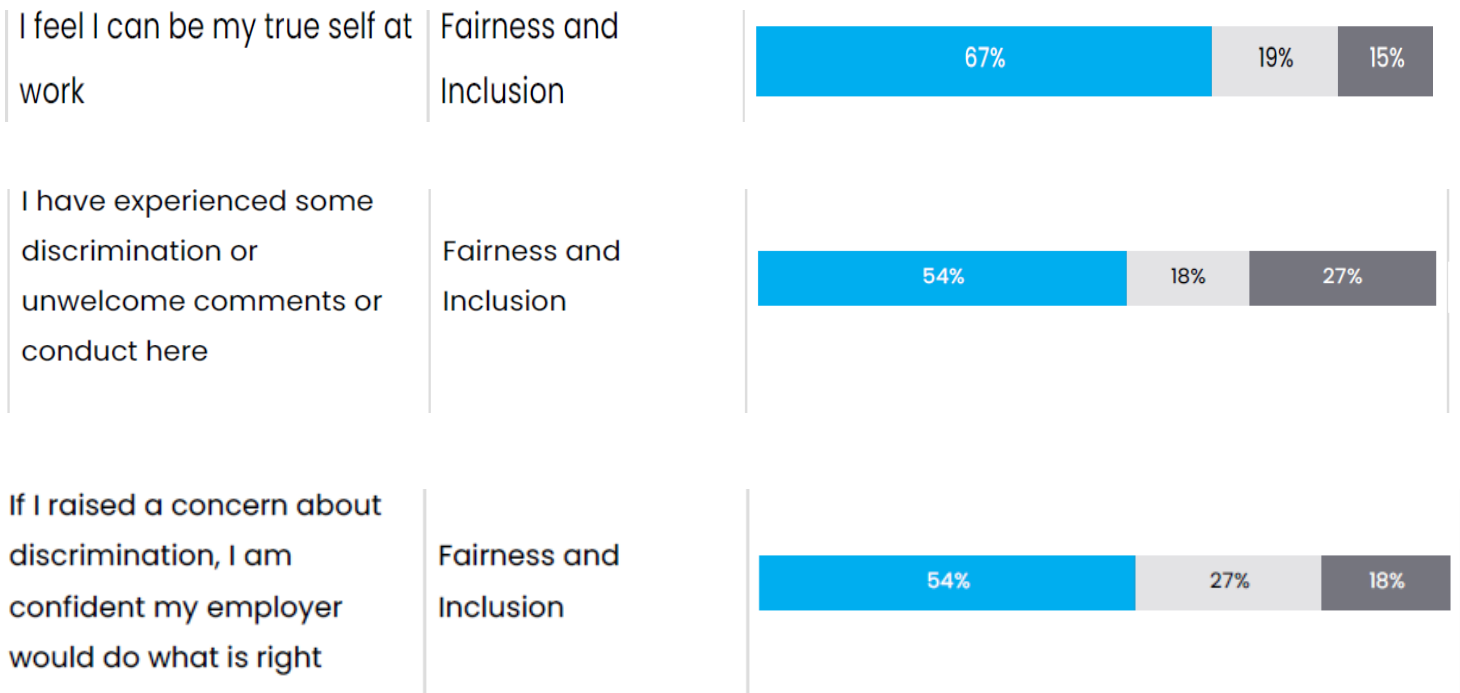
- Benchmarking questions for future surveys
 - 3 cross-cutting areas
 - Inclusion
 - Leadership
 - Management





Inclusion questions, 1-3

Appendix 3

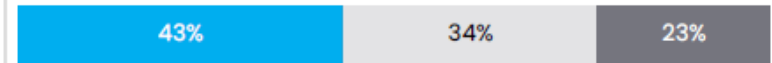


Leadership questions, 1-3

Appendix 3

Our culture enables
diversity of thought and
people to thrive

Fairness and
Inclusion



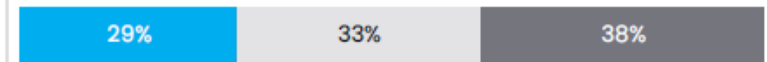
Leaders understand that
Diversity is critical to our
future success

Fairness and
Inclusion



Senior leaders manage
change well and
communicate this to staff

Change



Management questions, 1-3

My line manager engages with in career conversations and takes time to coach me and develop my skills

Leadership

56%

22%

22%

In my team we are able to have discussions about things that are uncomfortable or difficult

Fairness and Inclusion

69%

19%

12%

I have the right opportunities to learn and grow and can access the training and development I need to do my job

Enablement and Autonomy

61%

19%

20%

EDI Directorate - Staff Survey engagement plan 2022

Appendix 3

3 actions we will take:

- (i) Facilitate **engagement focus groups** or workshops every 6 months
- (ii) Set an aspirational target to increase both staff survey response rates / overall **engagement score** by **5 points** in the next staff survey
- (iii) Organise quarterly **engagement events** – staff networks, roadshows, training, hybrid events, team and departmental meetings, etc.



Department Action Plans

2022 Staff survey

Barbican

You Said	We Did/Will
Need to better define the Barbican's purpose and values and make sure everybody understands how they contribute to the	<ul style="list-style-type: none"> ➤ We launched our new Purpose and Values in December after extensive engagement and consultation with staff, management team and members at an All-Staff briefing and has been communicated via our key communication channels. ➤ This will subsequently inform our internal processes including recruitment, onboarding, and performance management.
Need for dedicated leadership focus around the People and EDI agenda	<ul style="list-style-type: none"> ➤ The key roles of Director of People, Culture and Inclusion and Head of EDI recruited.
Need for better, more proactive and playful communications	<ul style="list-style-type: none"> ➤ Communication strategy developed reaching all business areas and recruitment into key roles
There is 'distance' between directors , CEO and Staff	<ul style="list-style-type: none"> ➤ Coffee with Claire (CEO)' sessions initiated which have been and continue to be well attended ➤ All Staff Briefings ➤ Regular Staff Bulletin with relevant features
Need for more effective and efficient ways of managing our Casual Workers	<ul style="list-style-type: none"> ➤ All casual workers are now using 'Parim' for scheduling ➤ Casual workers handbook developed – currently seeking feedback ➤ New starters completing 'One Team' training modules
Need for an inclusive culture and proactive responses to 'Barbican Stories'	<ul style="list-style-type: none"> ➤ All employee event, which we now do as an 'all staff briefing' every quarter on a range of people topics ➤ Launch of Zero Tolerance (ZT) Statement with training being rolled out ➤ Race and Ethnicity Development Programme for Directors ➤ Development of EDI strategy starting with an assessment of EDI maturity
Clearer/Simpler ways to raise concerns	<ul style="list-style-type: none"> ➤ Bullying and Harassment guidelines revised through consultation with CoL ➤ The 'Raising a Concern' guidance has also been incorporated into the new ZT statement

Chamberlain's Department

You Said	We Did/Will
My opinion is sought on decisions that affect my work 49% positive 27% Neutral and 24% Negative and 8% behind the corporate average	<ul style="list-style-type: none"> ➤ A series of workshops has been held with all staff in small groups to identify transformation needed. These have been to gain views and insight from the whole team as to what needs to change in the future to ensure the department is fit for the future. This is with an aim to streamline processes creating efficiencies and also to remove frustrations for members of the team. ➤ An all staff event has also been held to establish jointly our culture and values
I am kept well informed about big changes at the Corporation 60% positive 23% Neutral and 17% Negative and 12% above the corporate average	<ul style="list-style-type: none"> ➤ Chamberlain continues to have monthly all staff calls. ➤ Refresh of our departmental intranet. ➤ Weekly email from the Chamberlain to all staff. ➤ Team meetings are held regularly. ➤ Although 1-2-1 meetings are held regularly, this has not been consistent throughout the whole department over the last 12 months, especially given high vacancy levels.
I have the right opportunities to learn and grow and can access the training and development I need to do my job 60% positive 23% Neutral and 18% Negative and 1% behind the corporate average	<ul style="list-style-type: none"> ➤ A new Learning and Development programme is under development. ➤ Learning champions have been appointed and charged with finding gaps and ways in which to plug them. ➤ A departmental learning page is being drawn together to draw all resources to one place and allow easy access to training.
A call was made for a more flexible home working arrangement and for the Guild to be reopened with a food offer to staff	<ul style="list-style-type: none"> ➤ We have been feeding into the corporate Workplace Steering Group and the Workplace Co-Ordinator Group.

Chamberlain's Department

You Said	We Did/Will
Following the pandemic there had been a view that we don't get to spend much time together or meet people we wouldn't usually in the usual workday.	<ul style="list-style-type: none"> ➤ We have held a Chamberlain's Summer Social and a pre-Christmas lunch reception within our department to give the team an opportunity to network with people they wouldn't usually through the busy workday.
I believe action will be taken as a result of this survey 22% positive 33% Neutral and 45% Negative and 2% behind the corporate average	<ul style="list-style-type: none"> ➤ Following this survey actions and plans have been taken/made as detailed here ➤ We are also working on follow up actions from our all-staff event and will be publishing regular updates on what has been done via our Departmental intranet the Chamberlain's all staff calls and the Chamberlain's weekly note.
Our Culture enables diversity of thought and people to thrive 40% positive result 43% Neutral 18% Negative and 3% behind the corporate average – this is unacceptable our culture should allow for people to think differently and give them space to thrive.	<ul style="list-style-type: none"> ➤ SLT is to draw this concern into the transformation project under the culture workstream. ➤ SLT have been and will continue to make links back to this in the transformation work that we do. This has been carried out through a series of workshops that focus on what needs to change and the culture that we require to do this. ➤ This cultural issue will also be tackled through encompassing this into the Chamberlain's principles or required behaviours.
I have experienced some discrimination or unwelcome comments or conduct here 53% positive 24% Neutral and 23% Negative and 1% behind the corporate average	<ul style="list-style-type: none"> ➤ Reinforce with line managers the need to tackle head on issues of discrimination, unwelcome comments etc – and to do so openly where possible. ➤ Refer to members code of conduct. ➤ Call out culture to be build and SLT to model these behaviours.

Community and Children's Services Department

You Said	We Did/Will
<p>Better communication and visibility of senior management where staff work, not just at large events in the Guildhall.</p>	<ul style="list-style-type: none"> ➤ All new members of staff in the People Directorate attend the People Senior Management Meeting to meet all the Heads of Service. ➤ People's Assistant Director introduction with all new starters and Assistant Director attendance at team meetings. ➤ Housing Senior Management Team have introduced processes to enable staff at all levels to discuss concerns/ideas with Senior Managers to ensure that their voices are being heard. This includes group meetings between staff and the Assistant Director ➤ In the Libraries department new meeting structures have been established to increase communication and ensure people are sharing information across all levels
<p>The way performance is monitored, there is no reward for those who consistently perform and contribute.</p>	<ul style="list-style-type: none"> ➤ A new appraisal system has been implemented across all departments within Community and Children's Services. ➤ Increased focus on staff and department achievements and success in departmental communications (The Buzz) with targeted briefing on specific issues ➤ The Housing Department is carrying out a number of independent external reviews of parts of the service to help identify improvements that we can make to the services we provide that will not only enhance the customer experience but also, will help us address staffing matters such as morale, disparities in workloads, out-of-date Job Descriptions, support mechanisms ➤ Developed and implemented the People Directorate Anti-Racism Practice Standards. Other departments within CSS are looking to implement the standards in their own departments.

Community and Children's Services Department

Appendix 4

You Said	We Did/Will
Improve IT.	<ul style="list-style-type: none"> ➤ IT services in Education are to come back in house to boost the effectiveness of the IT service provision. ➤ All staff in Education have been moved to Surface Pro devices. ➤ The Barbican & Community Libraries Senior Management Team continue to escalate and pursue issues related to the different IT requirements of a frontline service
The pay system does not reflect modern living standards.	<ul style="list-style-type: none"> ➤ A general pay settlement occurred in October 2022 and was welcomed. A review of pay structures is occurring
The TOM has not been handled well as people are still awaiting results of this. Surely the corporation warrants permanent contracts as currently FTC are to unpredictable and unstable.	<ul style="list-style-type: none"> ➤ Children's and Community Services is moving away from the culture of 'temporary recruitment' that was effectively imposed as part of the TOM process, which gives more certainty to staff (and customers) and helps address some issues of low morale. ➤ The new agreed TOM structures have been implemented and, although it is still relatively early days, this is starting to have a positive impact on staff and service delivery
Poor Induction training	<ul style="list-style-type: none"> ➤ All new staff in the People Directorate receive formal induction which includes meeting with the Assistant Director of People. ➤ In Housing, all new members of staff are given more relevant induction training particularly, in relation to meeting with members of the Housing and Barbican SMT (including the Assistant Director)

Community and Children's Services Department

Appendix 4

You Said	We Did/Will
A canteen. Pre pandemic this was a lifesaver to have an area where there are comfortable chairs and coffee tables where you can relax and chat with colleagues.	➤ Gild dining café facility is being reinstated. This was something colleagues indicated that they really missed.
Lack of flexible working in comparison to other teams (e.g. purchasing of annual leave, working from home)	➤ The new workplace attendance arrangements 'workstyles' have clarified the position of all posts and allowed for some greater flexibility around some posts

Comptroller & City Solicitor's Department

You Said	We Did/Will
Pay & Reward:	<ul style="list-style-type: none"> ➤ Current ongoing benchmark with comparator organisations to validate the comments. ➤ Positively engage with the HR led pay and reward project in 2023.
Guildhall	<ul style="list-style-type: none"> ➤ Engage with the Guildhall Refurbishment project. Relay comments of inequality between North Wing floors that have been refurbished and the 5th floor NW which has not
Learning & Development	<ul style="list-style-type: none"> ➤ Manage the transition to a new Senior Management Team following two key retirements in 2023.
EDI (at a team level)	<ul style="list-style-type: none"> ➤ The creation of a C&CS Equalities Group – this has delivered several successful pragmatic outputs to support Equality, diversity and inclusion ➤ C & CS Equalities Group safe space anonymised e-form to raise ED&I concerns to SMT for action and redress ➤ Issue raised of lack of openness to discuss issues at team level to be addressed by further training developed by C&CS Equalities Group endorsed by SMT

Corporate Strategy & Performance

You Said	We Did/Will
Wellbeing:	<ul style="list-style-type: none"> ➤ We are planning on giving a full update/presenting an action plan at the Team Planning Day. We are currently developing what we will cover then, but it will likely include signposting/a full run-down of the myriad of resources the Corporation provides.
CoLC Knowledge Building	<ul style="list-style-type: none"> ➤ To date we have had Bridge House Estate and Climate Team join our weekly meeting for an info share on their area. In the pipeline is info share from the team running the Lord MayorsAppeal, as well as an afternoon info share with City Surveyors Team. ➤ We pulled together a list of acronyms and shared it with the team. Members of the team have been adding to the list. Going forward the plan is to place the list on the intranet and maybe include it in the new starter induction pack.

Environment

You Said	We Did/Will
Communication can be improved	<ul style="list-style-type: none"> ➤ Each division created a brochure outlining their roles and responsibilities, for Members and available on the departmental SharePoint ➤ Established the Communication Working Group ➤ Launched monthly newsletter ➤ Internal Communication Strategy agreed by SLT ➤ All Directors will hold all staff meetings at least twice a year ➤ New monthly Asst Director briefings for cascading/sharing information and updates ➤ New departmental SharePoint site soft launch ➤ Posters with key messages circulated more widely and efficiently through comms WG ➤ Who's Who briefing for Members which provides a summary of Senior Officers roles and responsibilities. This has also been added to SharePoint for everyone's information ➤ Executive Director and Asst. Director (Business Services) visits to satellite sites ➤ Staff Comments Inbox launched
Better Access to training	<ul style="list-style-type: none"> ➤ Commitment for ILM programme to be available to all staff, regardless of location (ILM2 launching September) ➤ Manager bitesize training sessions offered to new managers
Wellbeing	<ul style="list-style-type: none"> ➤ Reminded staff of EAP with new poster ➤ Updated First Aider and Mental Health First Aider posters ➤ Relaunch of Health, Safety & Wellbeing Working Group ➤ PHPP – Step's Challenge (September)
Health & Safety	<ul style="list-style-type: none"> ➤ DSE Assessment review ➤ New department wide H&S Manager is in post ➤ H&S Visits to satellite sites

GSMD

You Said	We Did/Will
<p>51% are proud to say they work at the City of London Corporation (with 40% neutral and 9% not proud)</p> <ul style="list-style-type: none"> • 58% would recommend to friends and family that the City of London is a good place to work (32% neutral, 11% would not) • 59% would still like to be working at the Corporation in two years' time (26% neutral, 14% would not) • 73% agreed with the statement 'People help and support each other here' (17% neutral, 10% did not agree) • 67% agreed with the statement 'I have the right opportunities to learn and grow and can access training and development' • 83% agreed with the statement 'My line manager treats me fairly and with respect' (7% neutral, 10% disagreed) • 82% agreed with the statement 'If I were to make a mistake, my line manager would be supportive in helping me learn from it' (8% neutral, 11% disagreed) • 77% agreed with the statement 'I feel I can discuss my wellbeing with my manager' (7% neutral, 16% disagreed) • 73% agreed with the statement 'I have the freedom I need to get on with my job' (17% neutral, 10% disagreed) • 72% agreed with the statement 'Leaders understand that diversity is critical to our future success' (17% were neutral, 11% disagreed) • 62% agreed with the statement 'I am able to effectively work across different departments to collaborate on projects' (18% neutral, 20% disagreed) • 58% agreed with the statement 'If I raised a concern about discrimination, I am confident the School would do what is right' (29% neutral, 14% disagreed) • 50% agreed with the statement 'Our culture enables diversity of thought and people to thrive' (29% neutral, 21% disagreed) • 24% agreed with the statement 'I have experienced some discrimination or unwelcome comments or conduct here' (16% neutral, 60% did not) • 64% agreed with the statement 'It is safe to speak up and raise concerns here' (23% neutral, 14% disagreed) 	<ul style="list-style-type: none"> ➤ While many of the School's results here were more positive than those for the overall City responses, in some cases up to 15% more, it is clear there is still much work to do in this area and the School's leadership will be feeding these responses into its ongoing equity, diversity and inclusion (EDI) work, which includes a commitment to long term and ongoing staff training, as well as continuing to work closely with the EDI Committee on key aspects of the School's operations. ➤ Our incoming Head of EDI and Head of HR will also be reviewing policies, processes and use of language in official communications, in close collaboration with the School's senior leadership team.

Innovation and Growth

You Said	We Did/Will
Improve Change Management:	<ul style="list-style-type: none"> ➤ We will: begin now with a different approach on the next major change piece, the office move, by seeking to be transparent, inclusive and as pacy as possible. Learning the lessons, to be applied to the next change projects. ➤ We are using the survey results to feed into planning for the office move
Improve investment in your career, learning and development, diversity and inclusion, working conditions and other related areas	<ul style="list-style-type: none"> ➤ We will: regularly check with teams what will make the biggest differences over the coming months so we can continue to focus on them ➤ We are running the cross-IG (FPS)survey action group to establish what next steps ➤ We are setting up follow on sessions to focus on the L&OD offer for innovation and Growth

Operations

You Said	We Did/Will
Pay & Reward	<ul style="list-style-type: none"> ➤ Carry out a complete review of the Corporation's reward offering ➤ Thanking people for the work they do and a job well done ➤ Recognition of challenges overcome. ➤ Appraisals and workstreams linked to business and strategic plans
Communication could be improved	<ul style="list-style-type: none"> ➤ DITS team fortnightly all-staff open and honest two-way dialogue ➤ Regular 121s with line manager to support and develop trust in relationships, friendly catch ups, leading change and championing team strengths ➤ Have in-person HR staff engagement sessions ➤ Weekly Teams messages covering events, changes and achievements (DITS) ➤ Newsletters, process mapping ➤ Reinvented HR huddles ➤ Bi annual HR Away Days (first one June 2023) ➤ Commercial division coffee morning ➤ DITS meetings with key stakeholders across organisation with a view to reinstate a strategic board
Our service could be improved	<ul style="list-style-type: none"> ➤ Create a staff induction ➤ Update and modernise systems, upgrading i-Trent, simplify internal processes ➤ Upskill line managers in people management and increase delegations to departments ➤ Replace broken equipment

Operations

You Said	We Did/Will
Developing Staff / No clear career paths	<ul style="list-style-type: none"> ➤ Upskilling of current managers – performance management, KPI workshops, greater accountability in local business plans, dedicated assurance programme ➤ Launch team and individual learning and development plans ➤ Sessions with management team to discuss succession planning and mentoring ➤ Ensure suitable apprentices are supported if they wish to apply for full-time employment roles ➤ Health & Safety created a new role with L6 training development and CPD opportunities
Lack of visibility and diversity of senior leadership	<ul style="list-style-type: none"> ➤ New Commercial team launch event attended by COO and senior member ➤ Initiated divisional team meetings which the COO is invited to attend and SMT catch ups ➤ Removed unconscious bias from JDs and adverts ➤ Communicate expectation for new Town Clerk to visit markets and departments
New teams need help understanding their purpose	<ul style="list-style-type: none"> ➤ New teams had session where they discussed survey as a team ➤ Established regular team meetings ➤ Commissioned Project Governance review ➤ Markets – matrix management structure created to bring consistency and spread good practice and challenging current ways of working
Better support through change	<ul style="list-style-type: none"> ➤ Involve and communicate change to bring team along at a pace ready to adopt and thrive. Honesty in communication. ➤ Listen to feedback and take action where possible, acknowledging what is not possible.

Remembrancers

You Said	We Did/Will
Staff should have more autonomy	<ul style="list-style-type: none"> ➤ We will provide one-to-one discussions, training and personal development to help equip staff and facilitate more collaborative working ➤ As a result of the TOM we have created a new Head of Events Strategy role – this will include consideration of opportunities to standardise and streamline processes
Staff should have more autonomy	<ul style="list-style-type: none"> ➤ Additional members of staff have been recruited to the Private Events and Parliamentary teams ➤ We will continue to work with HR to ensure vacant posts are filled as quickly as possible
Communication could be improved	<ul style="list-style-type: none"> ➤ Whilst the comments seem to relate to central comms, we have retained the more regular office catch-ups instigated during the pandemic (moved to bi-weekly) ➤ We are re-instating the bi-monthly office visits and will utilise the opportunities these provide to discuss relevant topics across the whole office
There are barriers to progression (including salary progression) and development	<ul style="list-style-type: none"> ➤ Whilst this is a factor of a small office, we will review the possibility of re-grading certain roles as career grades and take action as appropriate ➤ We will ensure that opportunities for development are promoted across the teams
Not enough desks in the Department	<ul style="list-style-type: none"> ➤ We have increased the number of desks available ➤ We will ensure that the unique requirements of the department are reflected in the planning of the Guildhall Refurbishment project

City Surveyor's Department

You Said	We Did/Will
Pay & Reward:	<ul style="list-style-type: none"> ➤ We're inputting into the corporate Pay and reward Review, representing your views to ensure our market is considered. ➤ The Pay and Reward Review will start in 2023 and we will contribute to the project.
Workplace flexibility:	<ul style="list-style-type: none"> ➤ We are engaged in the 'workplace posture' review programme and represented thoughts of the department into this group. ➤ New workplace attendance arrangements were announced in November offering staff greater flexibility and autonomy
Reducing Bureaucracy	<ul style="list-style-type: none"> ➤ We have been involved in developing the Terms of Reference for the project governance review ➤ Increased Scheme of Delegations means we no longer have to report as much to Committee for approval ➤ The Project Governance Review started on 14 November, with a commitment to involve staff in the process

Committee(s): Equality, Diversity and Inclusion Sub-Committee – For Decision	Dated: 7 March 2023
Subject: Draft Equality Objectives consultation report	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	1,2,3,4,5, 8
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 Moore, Chief Operating Officer	For Decision
Report author: Ms. Saida Bello, Director of Equality, Diversity and Inclusion, EDI directorate	

Summary

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

The Equality Objectives consultation document has now been drafted and is going through internal consultation. The draft consultation document was well received by both Members and staff.

This report recommends that the proposed new Equality Objectives are agreed and that key stakeholders are consulted on the draft Equality Objectives for 12 weeks as proposed by the timeline in **Appendix 1**. The consultation period will allow key stakeholders including staff, residents (both within and outside the Square Mile), institutions, city workers and Members to contribute to the development of the CoLC's overarching Equality Objectives.

Recommendation(s)

Members are asked to:

- Agree that, subject to comments from Policy and Resources and Corporate Services, external consultation can commence on the proposed Equality Objectives 2023 to 2027 as set out in the attached timeline
- As an interim measure, to agree that the current Equality Objectives published on the City Corporation's website remain applicable until the Court of Common Council approves the new Equality Objectives

Main Report

Background

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

Current Position

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

Best practice

3. The Local Government Association (LGA) has developed the [Equalities Framework for Local Government](#) (EFLG) which provides guidance for improving performance in relation to equalities. This enables local authorities to assess their performance against best practice.
4. The four key areas set out by the LGA in the EFLG to support local authorities in benchmarking their equality functions are as follows:
 - i. Understanding and Working with your Communities
 - ii. Leadership and Organisational Commitment
 - iii. Responsive Services and Customer Care
 - iv. Diverse and Engaged Workforce
5. In accordance with the EFLG framework and current priority areas discussed by Members, five proposed Equality Objectives have been drafted. The draft Equality Objectives can be found at **Appendix 1** and are summarised below.

Equality Objectives – in summary

Equality Objective 1 – Socio-Economic diversity

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

Equality Objective 2 – Building inclusive communities

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

Equality Objective 3 – Inclusive and supportive leadership

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

Equality Objective 4 – Inclusive and accessible services

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

Equality Objective 5 – Diverse and engaged workforce

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

6. Given the importance of Socio-economic diversity to the City of London Corporation, the first Equality Objective has been recently added.

Proposed timeline for consultation

7. The internal consultation on the Equality Objectives is still ongoing. The consultation document will also be presented to both the Corporate Services Committee and the Policy and Resources Committee in April 2023. It is proposed that a consultation with wider stakeholders take place between May and July 2023 for a minimum period of 12 weeks.

Alignment with strategic priorities

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

Our aspirations

9. Crucially, the EFLG has three levels of achievement which can be used to benchmark local authorities. Our aspirations are to move from our current

position as a “Developing” local authority to “Achieving” and then to “Excellent”. We intend to move from “Developing” in 2023 to “Excellent” by the end of the proposed Equality Objectives in 2027.

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

Corporate & Strategic Implications

Strategic implications

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

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

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

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

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

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

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

Climate implications – N/A

Security implications – N/A

Conclusion

10. Members are asked to agree that the external Equality Objectives 2023 to 2027 consultation proceed as set out in the attached timeline. The Equality Objectives will ensure that the CoLC continues to be compliant with the Equality Act 2010 and the specific duties in the Act.

Appendices

- Appendix 1 – Proposed timeline for consultation
- Appendix 2 – The Equality Objectives consultation document (Version 8).

Background Papers - None

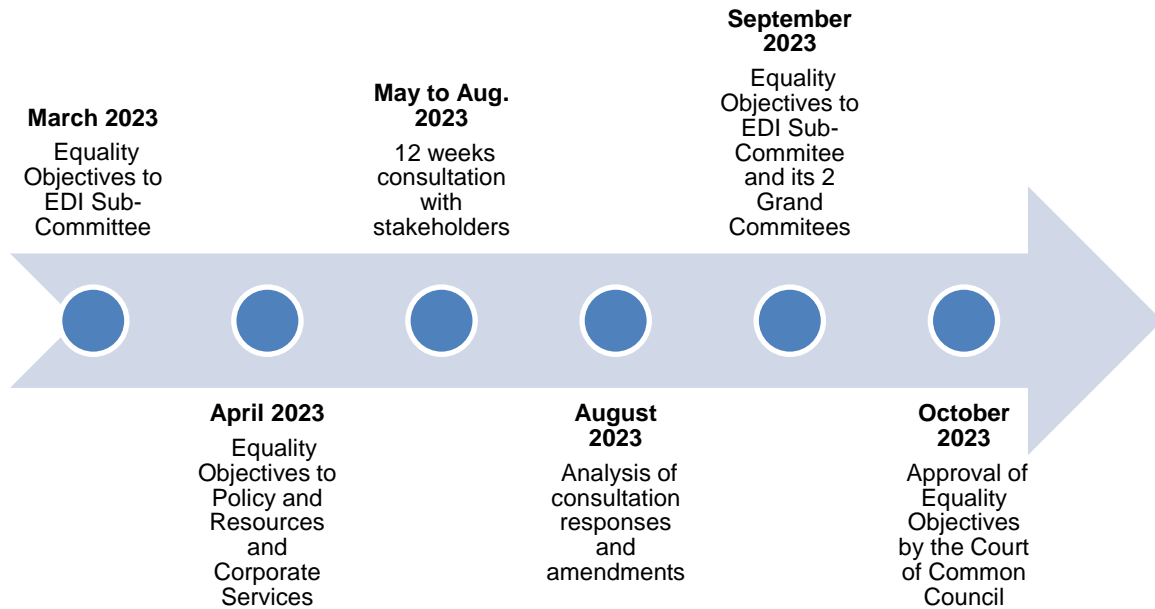
Ms. Saida Bello

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

E: saida.bello@cityoflondon.gov.uk

Appendix 1 – Proposed timeline for consultation

City of London Corporation's Equality Objectives 2023 to 2027



Appendix 2

COVER PAGE

DRAFT EQUALITY, DIVERSITY AND INCLUSION CONSULTATION DOCUMENT

MS. SAIDA BELLO – DIRECTOR OF EDI

EDI DIRECTORATE, CHIEF OPERATING OFFICERS DIVISION

CITY OF LONDON CORPORATION

23 JANUARY 2023

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

FOREWORD

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

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

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

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

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

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

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

Deputy Andrien Meyers

Chairman

Equality, Diversity and Inclusion Sub-Committee

Dr Joanna Abeyie

Deputy Chairman

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

OUR VISION, OUR ROLE, OUR REACH

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

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

Some key facts:

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

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

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2. Our stakeholders include residents, workers, visitors, businesses, developers, volunteers, service users and our neighbouring local authorities.

OUR CORPORATE COMMITMENT

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

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

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

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

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

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

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

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

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THE CITY CORPORATION'S DRAFT EQUALITY OBJECTIVES

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

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

WHY ARE WE UNDERTAKING THIS CONSULTATION?

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

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

Our five draft equality objectives – brief overview

Equality Objective 1 – Socio-Economic diversity

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

Equality Objective 2 – Building inclusive communities

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

Equality Objective 3 – Inclusive and supportive leadership

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

Equality Objective 4 – Inclusive and accessible services

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

Equality Objective 5 – Diverse and engaged workforce

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

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

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EQUALITY OBJECTIVE 1: Socio-Economic Diversity

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

We Will

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

Our Five Aspirational Targets

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

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EQUALITY OBJECTIVE 2: Building Inclusive Communities.

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

We Will

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

Our Five Aspirational Targets

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

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EQUALITY OBJECTIVE 3: Inclusive and Supportive Leadership

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

We Will

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

Our Five Aspirational Targets

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

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EQUALITY OBJECTIVE 4: Inclusive and Accessible Services

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

We Will

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

Our Five Aspirational Targets

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

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EQUALITY OBJECTIVE 5: Diverse and Engaged Workforce

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

We Will

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

Our Five Aspirational Targets

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

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THE CONSULTATION PROCESS

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

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

Our Consultation Principles

We believe that an effective consultation process should be:

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

Our Consultation Methods

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

Our Key Consultation Questions

We particularly would like your views on the following questions:

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

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

Our Consultation Timescale

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

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