



## Equality, Diversity & Inclusion Sub-Committee

**Date:** FRIDAY, 7 JULY 2023  
**Time:** 10.00 am  
**Venue:** COMMITTEE ROOMS, 2ND FLOOR, WEST WING, GUILDHALL

**Members:**

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

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

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

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**Ian Thomas CBE**  
Town Clerk and Chief Executive

# AGENDA

## Part 1 - Public Agenda

1. **APOLOGIES**

2. **MINUTES**

- 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)
- c) To note the minutes of the inquorate meeting held on 7 March 2023 (Pages 13 - 16)

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

5. **TACKLING RACISM TASKFORCE UPDATE**

Report of the Chief Operating Officer.

**For Information**  
(Pages 17 - 32)

6. **EDI SUB-COMMITTEE WORK PROGRAMME 2023/2024**

Report of the Chief Operating Officer.

**For Decision**  
(Pages 33 - 36)

7. **DRAFT EQUALITY OBJECTIVES 2023 - 2027**

Report of the Chief Operating Officer.

**For Information**  
(Pages 37 - 62)

8. **DIGNITY AT WORK ADVISERS**

Report of the Chief Operating Officer.

**For Information**  
(Pages 63 - 66)

9. **RACE AT WORK CHARTER UPDATE 2023**

Report of the Chief Operating Officer.

**For Decision**  
(Pages 67 - 76)

10. **GENDER, ETHNICITY AND DISABILITY PAY GAPS WITH EQUALITY AND INCLUSION UPDATE (MARCH 2022 SNAPSHOT)**

Report of the Chief Operating Officer.

**For Information**  
(Pages 77 - 92)

11. **REPORTING AND MONITORING - HIGHLIGHT REPORTS, Q3 AND Q4**

Report of the Chief Operating Officer.

**For Information**  
(Pages 93 - 102)

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. **NON-PUBLIC MINUTES**

To note the non public minutes of the meeting held on 7 March 2023.

**For Information**  
(Pages 103 - 104)

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 Tacking 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**

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Chairman

**Contact Officer: Blair Stringman**  
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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.**

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Chairman

**Contact Officer: Blair Stringman**  
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## EQUALITY, DIVERSITY & INCLUSION SUB-COMMITTEE

Tuesday, 7 March 2023

Informal Minutes of the meeting of the Equality, Diversity & Inclusion Sub-Committee held on Tuesday, 7 March 2023 at 10.30 am

### Present

#### Members:

Deputy Andrien Meyers (Chairman)  
Joanna Tufuo Abeyie (Deputy Chairman)  
Deputy Randall Anderson  
Deputy Edward Lord

#### Officers:

Saida Bello	- Chief Operating Officer Department
Olivia Larkin	- Innovation & Growth Department
Micah McLean	- Chief Operating Officer Department
Marcelle Moncrieffe	- Chief Operating Officer Department
Bob Roberts	- Town Clerk's Department
Blair Stringman	- Town Clerk's Department
Mark Williams	- Chief Operating Officer Department
Cindy Vallance	- Chief Operating Officer Department
Mark Gettleson	- Town Clerk's Department

### MATTERS ARISING

**RESOLVED** – That, due to the start of the meeting being inquorate, in accordance with Standing Order 36 of the Court of Common Council, business requiring approval prior to the next regular meeting would be considered by the Town Clerk under urgency procedure in consultation with the Chairman and Deputy Chairman and the formal meeting be dissolved and consideration of business be discussed as a private informal discussion.

#### 1. APOLOGIES

Apologies were received by Mary Durcan, Deputy Marianne Fredericks, Deputy Andrien Meyers and Deputy Brian Mooney.

Due to the meeting being inquorate, the meeting was initially Chaired by Deputy Edward Lord prior to the Chair and Deputy Chair's arrival.

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

There were no declarations of interests.

#### 3. MINUTES

3.1 To agree the minutes of the meeting held on 26 September 2022

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.

**3.2 To note the minutes of the inquorate meeting held on 12 December 2022**

The minutes of the inquorate meeting were noted.

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

The Sub-Committee received a report of the Deputy Town Clerk concerning the Annual Terms of Reference.

Members discussed the Terms of Reference and noted the following:

- Members noted that there was a need to improve the wider understanding, role, and responsibility of the Sub-Committee. Members were informed by officers that this work was being undertaken by colleagues in the Town Clerk department under the light touch governance review whereby recommendations to communicate the new structure to ensure both officers and Members approach the correct bodies for differing matters.

**5. MEMBERS DIVERSITY WORKING PARTY UPDATE**

The Sub-Committee received a verbal update of the Head of Campaigns and Community Engagement.

Members discussed the Members Diversity Working Party Update and noted the following:

- Members noted that it was important that a communications plan was put together to encourage those from all backgrounds thinking of standing for elected positions to be able to do so. Officers agreed with Members and noted various means by which work was ongoing to encourage this including holding events, it was noted that more work was still needed but reinforcement on positive aspects of being an elected Member for the City of London Corporation needed to be reinforced.

**6. TACKLING RACISM TASK FORCE UPDATE**

The Sub-Committee received a verbal update of the Chief Operating Officer concerning the Tacking Racism Task Force Update.

Members noted the following:

- Members noted their disappointment that there was not an update on previous actions which had been assigned to officers and various departments prior to the establishment of the Equality, Diversity, and Inclusion Sub-Committee. Members discussed the potential options to nominate a Equality, Diversity and Inclusion Sub-Committee champion to deliver on the work of the Sub-Committee.

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

The Sub-Committee received a report of the Chief Operating Officer concerning a baseline review of the Equality, Diversity, and Inclusion function prior to the delivery of an annual actions plan and a draft two-year strategy.

Members discussed the baseline review and noted the following:

- Members noted that there was a need to address socio-economic issues in the baseline review. Officers noted that further reporting was needed on this issue and a future paper would be brought back for a review.

8. **SOCIO-ECONOMIC DIVERSITY TASKFORCE**

The Sub-Committee received a report of the Executive Director, Innovation & Growth.

Members noted the following:

- Members were informed that the taskforce formally concluded in November 2022 and a ground-breaking Five Point Pathway to boost socio-economic diversity at senior levels which sets out what employers, sector bodies, regulators and the government can do to boost socio-economic diversity. Members asked that the adoption of the five-point pathway be considered and taken under urgency by the Town Clerk in consultation with the Chair and Deputy Chair.

9. **STAFF NETWORKS UPDATE REPORT**

The Sub-Committee received a report of the Chief Operating Officer concerning staff networks and aims to deliver more tangible outcomes for staff in future years.

Members noted the following:

- Members noted that in the staff survey conducted in 2022 Equality, Diversity & Inclusion was not captured. Officers noted that they were in the process of developing a people strategy which will consider eight themes to distinguish whether Equality Diversity & Inclusion should be separate. Members noted that it was important to ensure that information gathered was kept secure.

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

The Sub-Committee received a report of the Chief Operating Officer concerning employee engagement through regular focus group sessions and workshops.

11. **DRAFT EQUALITY OBJECTIVES CONSULTATION REPORT**

The Sub-Committee considered a report of the Chief Operating Officer concerning the proposed new Equality Objectives.

Members noted the following:

- Members were informed proposals for consultation came in December 2022 and internal consultations had been received well.

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

There were no questions.

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

There was no urgent business.

14. **EXCLUSION OF THE PUBLIC**

**RESOLVED** – That, under Section 100(A) of the Local Government Act 1972, the public be excluded from the meeting for the following 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.

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

The Sub-Committee received a verbal update of the CEO, Barbican Centre.

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

There were no questions.

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

There were no urgent items of business.

**The meeting ended at 11.45am**

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Chairman

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



<b>Committee(s):</b> EDI Sub-committee – For Information	<b>Dated</b> 7 <sup>th</sup> July 2023
<b>Subject: Tackling Racism Task Force update</b>	<b>Public</b>
<b>Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?</b>	<b>1,2,3,4,5, 8</b>
<b>Does this proposal require extra revenue and/or capital spending?</b>	<b>N</b>
<b>If so, how much?</b>	<b>N/A</b>
<b>What is the source of Funding?</b>	<b>N/A</b>
<b>Has this Funding Source been agreed with the Chamberlain’s Department?</b>	<b>N/A</b>
<b>Report of: Emma Moore, Chief Operating Officer</b>	<b>For Information</b>
<b>Report author: Micah McLean, EDI Officer</b>	

## Summary

In July 2021, The Tackling Racism Taskforce (TRT) submitted a report to the Policy and Resources Committee highlighting what the City Corporation does to tackle racism in all its forms and to assess whether any further actions could be taken to promote economic, educational, and social inclusion.

Following the conclusion of the [report](#) TRT submitted a number of recommendations which would enable the City Corporation to move from its current position to developing a culture that promotes economic, educational, social, and racial inclusion.

The report also covered a summary of actions that the Taskforce discussed should be taken forward by the City Corporation to tackle inequalities across six workstreams:

- Staffing
- Governance
- Police
- Education
- Business
- Culture

The purpose of this report is to discuss the progress that has been made since the ‘Finding and Recommendations of the Tackling Racism Taskforce’ report were published in 2021 across the six workstreams mentioned above.

## **Recommendation(s)**

Members are asked to note:

- The updates on the implementation of the Tackling Racism Taskforce (TRT) recommendations.

## **Main Report**

### **Background**

1. In 2022, a dedicated EDI Directorate was set up to enhance the diverse and inclusive culture that exists across the City of London Corporation, its institutions and its services.
2. The EDI Directorate aims to ensure that the City Corporation develops and implements impactful EDI and social mobility strategies that enhance the competitiveness, attractiveness and vibrancy of the Square Mile.
3. Although the recommendations of the TRT were made in December 2021, some of the recommendations have yet to be actioned. This is due to various reasons including the changeover of staff, recent organisational restructure and the ongoing challenges with recruitment.
4. Over the next 8 months, the EDI Directorate will work with the relevant departments in the areas covered by the 'Findings and Recommendations of the TRT' to ensure that as many of the recommendations in the TRT report 2021 are implemented.
5. These recommendations are set out in Appendix 1 below and explained in subsequent paragraphs.

### **Staffing Workstream**

6. The actions for the staffing workstreams have yet to be actioned. They have recently been incorporated into the annual EDI Action Plan. We will meet with the Executive Director of HR every six weeks to progress the staffing recommendations.
7. In relation to creating safe spaces for staff, the EDI Directorate has started to re-introduce safe spaces through regular meetings with Dignity at Work Advisors (DAWA) and refresher training on bullying and harassment provided by The Andrea Adams Consultancy on 17<sup>th</sup> March 2023.
8. While the DAWA is not solely dedicated to issues surrounding racism in the workplace, it is an effective initiative to address any challenges in this area. The EDI Directorate is currently working with DAWAs to update their intranet pages and find ways to increase the visibility of staff volunteers undertaking the DAWA roles.

9. In relation to the staffing workstream, due to the efforts of the Young Employees Network, the graduate scheme will be re-introduced at the City Corporation in September 2024. In addition, a number of apprentices have been recruited by different City Corporation departments to ensure that opportunities are open to staff from more diverse socio-economic backgrounds.
10. As recommended by the TRT, the Bullying and Harassment Policy will be reviewed by the EDI Directorate. This has been included in the EDI Action Plan which will come before the EDI Sub-Committee for approval in September 2023.

### **Governance**

11. Excellent progress has been made in the governance workstream of the TRT. The majority of the recommendations in the TRT report have been actioned by Member Services.

### **City of London Police (CoLP)**

12. The CoLP have made good progress on their EDI agenda and are currently launching their People Inclusivity Programme to enable culture change. In relation to the specific recommendations in the TRT report, the Director of EDI will liaise closely with CoLP over the next 8 months through the quarterly Heads of Diversity (institutions) network, as set out in the EDI governance structure.

### **Education Workstream**

13. The Strategic Education and Skills Director (appointed in 2023) has recently discussed the recommendations in the TRT report with the Director of EDI to ensure they will be considered. Some of the recommendations in the TRT are for the schools themselves to action.
14. Further updates on progress on the education workstream will therefore be provided once the Strategic Education and Skills Director has engaged with the schools to discuss the TRT recommendations.
15. The Director of EDI will arrange bi-monthly meetings with the Strategic Education and Skills Director to discuss and monitor progress.

### **Business Workstream**

16. One of the recommendations in the TRT was to support and promote the work of the Socio-Economic Diversity Taskforce. In March 2023, the EDI Sub-Committee decided to adopt the recommendations in the Breaking the Class Barrier report, which was published in November 2022.

17. Due to challenges with resources (both financial and human) the recommendations in the business workstream have yet to be actioned. However, the EDI Directorate will consider which actions in this workstream can be incorporated into the EDI Action Plan in line with the priorities identified by the Executive Leadership Board. An update will be provided at the next EDI Sub-Committee meeting in September 2023.
18. All of the procurement related recommendations have either started or have been fully delivered by the Responsible Procurement Manager and the procurement team. The Responsible Procurement Manager will provide an update report on progress made on the EDI agenda to the EDI Sub-Committee in September 2023.

### **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.

Climate implications – N/A.

Security implications – N/A.

### **Conclusion**

19. In conclusion, as the recommendations in the TRT report have not been fully implemented, the EDI Directorate will provide quarterly updates during this financial year.

20. The EDI Directorate will also incorporate some these recommendations into the EDI Action Plan, which will be presented to the EDI Sub-Committee in September 2023.

## **Appendices**

Appendix 1 – Anti Racism Taskforce Recommendations (5 June 2023 update)

Micah McLean

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Saida Bello

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**Equality, Diversity and Inclusion Directorate  
City of London Corporation**

## Appendix 1 – Anti Racism Taskforce Recommendations (5 June 2023 update)

### 1. Staffing Workstream

#### Key Recommendations

	<u>Objective</u>	<u>Recommendation</u>	<u>Action Completed/Not Completed</u>	<u>Responsible Officer</u>
1	Recruitment	<ul style="list-style-type: none"> <li>Anonymised recruitment across all grades (not just at senior levels) be introduced at the City Corporation. <b>(Already approved at Establishment Committee in September 2020)</b></li> </ul>	Not Completed	Alison Littlewood
2	Mentoring	<ul style="list-style-type: none"> <li>Mentoring and reverse mentoring schemes be developed at the City Corporation. <b>(Already approved at Establishment Committee in September 2020)</b></li> </ul>	Not Completed	Saida Bello/ Alison Littlewood
3	Training	<ul style="list-style-type: none"> <li>All local training budgets at the City Corporation are amalgamated to HR, and professional and technical training, which supports service delivery, is funded from local risk. <b>(Already approved at Policy &amp; Resources Committee in September 2020.)</b></li> </ul>	Not Completed	Alison Littlewood

4	Staff Support	<ul style="list-style-type: none"> <li>A scheme be developed at the City Corporation that provides and defines a “safe space” for staff and provides clarity on the terms of reference(s) for meetings convened to discuss tackling racism with staff. <b>(Already approved at Establishment Committee in September 2020)</b></li> <li>Training be given to key individuals across the organisation who will provide support and guidance for staff on an individual and confidential basis. <b>(Already approved at Establishment Committee in September 2020)</b></li> </ul>	Ongoing – Dignity at Work advisers scheme introduced in 2021	Saida Bello (Director of EDI)
5	Work Experience	<ul style="list-style-type: none"> <li>Current and possible schemes that support work experience programmes with schools and young adults in the City of London be explored. <b>(Already approved at Establishment Committee in September 2020)</b></li> </ul>	Not Completed	Saida Bello/ Alison Littlewood
6	Bullying and Harassment	<ul style="list-style-type: none"> <li>A revised HR policy on bullying and harassment be developed at the City Corporation. <b>(Already approved at Establishment Committee in September 2020)</b></li> </ul>	Not Completed	Alison Littlewood
7	Data	<ul style="list-style-type: none"> <li>Consideration be given as to how the City Corporation could better utilise the collected, published data and information on diversity of its workforce at all levels</li> </ul>	Not Completed	Saida Bello/ Alison Littlewood

		(including the introduction of a peer review).		
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## **2. Governance Workstream**

### **Key Recommendations**

	<b><u>Objective</u></b>	<b><u>Recommendation</u></b>	<b><u>Action Completed/Not Completed</u></b>	<b><u>Responsible Officer</u></b>
1	Member Diversity	<ul style="list-style-type: none"> <li>• Remuneration of Members should be reviewed and resolved, mindful of improving diversity and inclusion.</li> <li>• A series of promotional activities in the lead up to the 2022 Common Council Elections should take place to encourage a diverse range of candidates to consider standing for election.</li> <li>• A dedicated senior Officer responsible for Member diversity and inclusion needs to be appointed.</li> </ul>	Completed	Mark Gettleson
2	Events	<ul style="list-style-type: none"> <li>• More needs to be done to review diversity of events (this is also covered in the business workstream).</li> </ul>	Completed	Mark Gettleson/ events team



3	Livery	<ul style="list-style-type: none"> <li>The Tackling Racism Taskforce want to underline the importance of the Diversity Charter and would encourage Liveries to sign up to it.</li> <li>The Tackling Racism Taskforce would also encourage a strong diversity and inclusion process for new guilds and liveries when they are being set up. • Where possible, and in other areas of the Taskforce's work, there has been importance placed on collecting and reporting data on ethnicity to improve monitoring and auditing on diversity. The Tackling Racism Taskforce advise that this might be something that individual Livery Companies might like to consider.</li> </ul>	Completed	Mark Gettleson/ Greg Moore
4	Talking about racism & diversity	<ul style="list-style-type: none"> <li>Approve the guidance note for Chairs, Members and Officers when talking about equality and diversity in relation to race, outlined in Appendix 3. <b>(Already approved by Policy &amp; Resources Committee in September 2020).</b></li> </ul>	Completed	Mark Gettleson

**3. Police Workstream**  
**Key Recommendations**

	<u>Objective</u>	<u>Recommendation</u>	<u>Action Completed/Not Completed</u>	<u>Responsible Officer</u>
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1	Police Force	<ul style="list-style-type: none"> <li>The Tackling Racism Taskforce would encourage the City of London Police to sign up to the 40% recruitment target that the Metropolitan Police had recently announced.</li> </ul>	Not Completed	Kam Dhaliwal /Carly Humphries
		<ul style="list-style-type: none"> <li>The Tackling Racism Taskforce would also recommend the City of London Police set a retention target of Black, Asian and Minority Ethnic officers.</li> </ul>	Not Completed	Kam Dhaliwal /Kate MacLeod
		<ul style="list-style-type: none"> <li>It was recommended that the staffing initiatives already approved and listed in this report be adopted by the City of London Police.</li> </ul>	Not Completed	Kam Dhaliwal /Kate MacLeod
2	Governance	<ul style="list-style-type: none"> <li>The Police Authority Board should take a particular focus on diversity and inclusion as one of its objectives.</li> </ul>	Completed/ Ongoing	Kam Dhaliwal /Kate MacLeod
3	Engagement	<ul style="list-style-type: none"> <li>It was noted that the City of London Police do some good work in this area, but the public do not tend to know about this. The Tackling Racism Taskforce would therefore recommend improving communications on the diversity work they do.</li> </ul>	Ongoing – Head of Comms recruited	Kam Dhaliwal/ Kate MacLeod

#### **4. Education Workstream**

##### **Key Recommendations**

<u>Objective</u>	<u>Recommendation</u>	<u>Completed/Not Completed</u>	<u>Responsible Officer</u>
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1	Staff	<ul style="list-style-type: none"> <li>• The Schools ensure recruitment and retention of a diverse range of staff and governors, as well as career progression. Consideration should be given to the introduction of teacher apprenticeships.</li> <li>• Equality and inclusion training, as well as difficult conversations training, should be rolled out to all staff.</li> </ul>	Not Completed	Deborah Bell
2	Curriculum	<ul style="list-style-type: none"> <li>• The curriculum should not portray black and minority ethnic people as 'victims' but tell a positive story. As part of this, the Tackling Racism Taskforce would encourage the schools to build on its strong Continual Professional Development (CPD) offer for teachers on ways to use cultural resources in learning and to reinvigorate curriculum with culturally diverse content.</li> </ul>	Not Completed	Deborah Bell
3	Partnership Working	<ul style="list-style-type: none"> <li>• There should be more joined up partnership working, e.g. between the City of London Police and the family of schools.</li> </ul>	Not Completed	Deborah Bell/Chris Pelham
4	Bursaries	<ul style="list-style-type: none"> <li>• Bursaries at the independent schools could be advertised to academies and change the conversation, so it was less about 'class' or 'race' and more about education itself.</li> </ul>	Not Completed	Deborah Bell/Chris Pelham
5	Work Experience	<ul style="list-style-type: none"> <li>• There should be a focus on work experience placements and consider not always giving the most 'capable' student a placement, but those where there would be most impact.</li> </ul>	Not Completed	Deborah Bell

6	Adult Skills / Lifelong Learning	<ul style="list-style-type: none"> <li>Consideration should be given as to what support could be offered to children at risk of exclusion and to offer and promote mentoring by Members and officers to young people.</li> <li>The important work of the Culture Mile Learning team to help children access and be exposed to cultural institutions should be recognised.</li> </ul>	Not Completed	Deborah Bell
7	Governance	<ul style="list-style-type: none"> <li>It is recommended that the City Corporation should support the Academies by creating and promoting an alumni network, of which members could be encouraged to stand as a governor to contribute towards a more representative governing body for each of the schools.</li> </ul>	To be advised	Deborah Bell

**5. Business Workstream**  
**Key Recommendations**

	<u>Objective</u>	<u>Recommendation</u>	<u>Completed/Not Completed</u>	<u>Responsible Officer</u>
1	Socio-economic diversity taskforce	<ul style="list-style-type: none"> <li>The Tackling Racism Taskforce support and promote the work of the Socio-Economic Diversity Taskforce</li> </ul>	Completed	Oliva Larkin/ Innovation and Growth
2	Charter	<ul style="list-style-type: none"> <li>The City Corporation should formally support the Change the Race Ratio campaign and the Race Fairness Commitment (but not to become full signatories to these)</li> </ul>	Not Completed	Innovation & Growth

3	Events	<ul style="list-style-type: none"> <li>The City Corporation consider offering invitations to interested groups to host 2021 Awards and Events in our venues (such as The Investing in Ethnicity Awards, the Black British Business Awards and the Empower Gala Dinner)</li> <li>These connections could be maintained to invite relevant and senior diverse business leaders to future City Corporation events and dinners.</li> </ul>	Not Completed	Innovation & Growth
4	Conferences and events	<ul style="list-style-type: none"> <li>To actively discourage all-white panels by creating a policy for our own events to always have a diverse mix (of all protected characteristics) on panels and, when City Corporation representatives are invited to speak on panels organised by external stakeholders, to encourage others to consider adopting a similar policy. <ul style="list-style-type: none"> <li>Consideration should be given to targets for diverse attendees of City Corporation conferences and events</li> </ul> </li> </ul>	Not Completed	Innovation & Growth
5	#10000BlackInterns	<ul style="list-style-type: none"> <li>The City Corporation should support the #10000BlackInterns initiative by identifying at least one area of activity that could develop and host an intern programme, committing to offer at least one paid internship.</li> </ul>	Not Completed	Innovation & Growth
6	Black SMEs/ microbusinesses	<ul style="list-style-type: none"> <li>The City Corporation should encourage Black SMEs/ microbusinesses to take part in the pop-up market in the Guildhall Yard. (The current market provider, Street Food Markets, is itself a majority Black-owned, all-BAME Director led SME)</li> </ul>	Not Completed	Innovation & Growth

7	Data collection, disclosure and action	The City Corporation should write to individual firms, promoting the ambitions of the Financial Services Skills Commission in encouraging more data collection, disclosure and reporting.	Not Completed	Innovation & Growth
8	Investments	<ul style="list-style-type: none"> <li>To change our own criteria for investments to include a specific target on diversity (as we have done on climate action)</li> <li>The City Corporation should write to asset managers asking them how they manage diversity within their organisation</li> <li>The City Corporation should explore with the asset managers how diversity is captured within their investment process and how this can be reported.</li> </ul>	Not Completed	Innovation & Growth
9	Procurement	<ul style="list-style-type: none"> <li>The Tackling Racism Taskforce endorse City Procurement's approach to targeted advertising of contracts where there is a recognised under-representation of BAME organisations in that industry.</li> <li>The Tackling Racism Taskforce endorse the new strand of work being initiated by City Procurement to assess whether targeted action (new policies and procedures) for contracts under £100,000 can be effective in increasing the proportion of under-represented minority owned SMEs, especially micros and small companies in our supply chain.</li> </ul>	<p>Started/ Ongoing</p> <p>Started / Ongoing</p>	Lisa Moore

		<ul style="list-style-type: none"><li>• The Tackling Racism Taskforce note the approach that Chamberlain's are intending to take to improve the functionality of CBIS and the granularity of data held on our suppliers, in order to establish appropriate baselines and the ability to measure the Corporation's performance.</li></ul>	Started / Ongoing	
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<b>Committee:</b> Equality Diversity & Inclusion Sub-Committee – For Decision Policy & Resources Committee – For Information	<b>Dated:</b> 7 July 2023
<b>Subject:</b> EDI Sub-Committee Work Programme 2023/2024	<b>Public</b>
<b>Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?</b>	<b>N/A</b>
<b>Does this proposal require extra revenue and/or capital spending?</b>	<b>N</b>
<b>If so, how much?</b>	<b>N/A</b>
<b>What is the source of Funding?</b>	<b>N/A</b>
<b>Has this Funding Source been agreed with the Chamberlain’s Department?</b>	<b>N/A</b>
<b>Report of: Chief Operating Officer</b>	<b>For Decision</b>
<b>Report author: Saida Bello, Director of Equality, Diversity and Inclusion</b>	

## Summary

The purpose of this report is to propose an annual Work Programme for the EDI Sub-Committee. The Work Programme is not intended to be a rigid plan. The intention is to use the Work Programme to guide the work of the Sub-Committee by providing an overview of the work it covers annually.

This draft Work Programme should be read in conjunction with the EDI Sub-Committee’s current Terms of Reference. This is to ensure that the Work Programme broadly covers the areas in the Sub-Committee’s Terms of Reference.

The draft Work Programme is attached to Appendix 1 of this report for Members’ comments, amendments, and approval.

## Recommendations

It is recommended that:

- Members consider and approve the proposed Work Programme of the Equality, Diversity & Inclusion Sub-Committee

## Appendices

- Appendix 1 – Work Programme 2023/24 – Equality, Diversity & Inclusion Sub-Committee.

## Saida Bello (She/Her)

Director of Equality, Diversity and Inclusion

Equality Diversity and Inclusion Directorate, Chief Operating Officer’s Division

E: [Saida.Bello@cityoflondon.gov.uk](mailto:Saida.Bello@cityoflondon.gov.uk)

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**EDI Sub-Committee – Forward Plan 2023/24**

	<b>6 September 2023</b>	<b>11 December 2023</b>	<b>21 March 2024</b>	<b>13 June 2024</b>
<b>Standing Items</b>	Minutes of the previous meeting EDI Forward Plan	Minutes of the previous meeting EDI Forward Plan	Minutes of the previous meeting EDI Forward Plan	Minutes of the previous meeting EDI Forward Plan
<b>Strategic Items for Decision</b>	EDI Key Performance Indicators for 2023/24  EDI Annual targets and metrics review  EDI Strategy 2023-2025 outline	EDI Business Plan (forward plan)  EDI annual Procurement Strategy review  Annual Accessibility policy review  EDI Strategy 2023 -2025	Annual employee engagement review (Triangulation - focus groups, listening circles, etc)  Equality representatives review (Dignity at work advisers, Equality reps, line, managers, Staff Networks and Unions)  Annual Social Mobility Strategy review	EDI Annual EDI policies and procedures review  EDI Key institutions EDI review  Annual Member Diversity review
<b>Reporting for Information</b>	EDI Action Plan EDI Communications Plan Quarter 1 Highlight report Risk Management Strategy HR Pay Gap reports (Gender, Ethnicity, Disability) EDI consultation results summary Responsible Procurement update	EDI Action Plan EDI Communications Plan Quarter 2 Highlight report Risk Management Strategy EDI Business Plan, Mid-year report EDI annual Customer Service survey report	EDI Action Plan EDI Communications Plan Quarter 3 Highlight report Risk Management Strategy EDI Budget report (Year End) Annual Staff survey report	EDI Action Plan EDI Communications Plan Quarter 4 Highlight report Risk Management Strategy EDI Budget report (Planning/ Estimates) HR Annual Workforce profile & data report Annual Equalities report
<b>Other Business</b>			Annual review of Sub-Committee Terms of Ref	

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# Agenda Item 7

<b>Committee(s):</b> Equality, Diversity and Inclusion Sub-Committee	<b>Dated:</b> 7 July 2023
<b>Subject: Draft Equality Objectives 2023 - 2027</b>	<b>Public</b>
<b>Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?</b>	1,2,3,4,5, 8
<b>Does this proposal require extra revenue and/or capital spending?</b>	<b>No</b>
<b>If so, how much?</b>	<b>N/A</b>
<b>What is the source of Funding?</b>	<b>N/A</b>
<b>Has this Funding Source been agreed with the Chamberlain's Department?</b>	<b>N/A</b>
<b>Report of: Emma Moore, Chief Operating Officer</b>	<b>For Information</b>
<b>Report author: Ms. Saida Bello, Director of Equality, Diversity and Inclusion, EDI directorate</b>	

## Summary

In December 2022, the EDI Sub-Committee considered the timeline for consultation on the new overarching Equality Objectives 2023 – 2027. The proposed Equality Objectives will be applicable to all departments in the CoLC, its institutions, and its public services.

The Equality Objectives draft consultation document went to Corporate Services and Policy and Resources Grand Committees in April 2023 and it was approved.

This report provides the EDI Sub-Committee with the final consultation document. The Corporate Services Committee Members recommended that the EDI Directorate work closely with the Head of Campaigns and Community Engagement to share this consultation document widely with a range of stakeholders. A communications plan, has therefore, been developed by the media team in the Deputy Town Clerk's office.

## Recommendation(s)

Members are asked to:

- Note the final draft of the Equality Objectives consultation
- Respond to the consultation and share the link with your networks
- Note the Equality Objectives communications plan

## **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.

### **Collaborative working**

2. Following an internal consultation with Members, the Executive Leadership Board and staff from various departments, we received numerous comments on the draft Equality Objectives and have made several amendments to the original document. This collaborative approach has demonstrated the benefits of seeking input from all departments to avoid silo working and to achieve a shared purpose.
3. The final version of the Draft Equality Objectives 2023 - 2027 consultation document is now attached to **Appendix 1**.

### **Alignment with strategic priorities**

4. 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 Town Clerk's office. In addition to this, the EDI agenda supports other strategic projects such as Destination City and Climate Change which also require greater engagement from diverse audiences.
5. In order to ensure that the Equality Objectives 2023 - 2027 consultation reaches a wider audience as recommended by Corporate Services Committee Members, a communications plan has been put together by the media team. In addition, the EDI Directorate will work with leads across all departments to ensure that the document reaches a wide audience as well as using the usual communication channels such as social media, Linked In and our website page.

### **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**

6. Members are asked to peruse the Equality Objectives 2023 – 2027 consultation document and the comms plan and to provide suggestions for ensuring that the consultation reaches a wide audience.

## **Appendix**

- Appendix 1 – The Equality Objectives 2023 – 2027 consultation document
- Appendix 2 – The Equality Objectives communications plan

**Background Papers** - None

### **Ms. Saida Bello**

Director of Equality, Diversity and Inclusion  
EDI directorate, City of London Corporation  
E: [saida.bello@cityoflondon.gov.uk](mailto:saida.bello@cityoflondon.gov.uk)

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# Consultation on our Draft Equality Objectives 2023 - 2027

City Pride Network



Multi-Faith Network



WIN Network



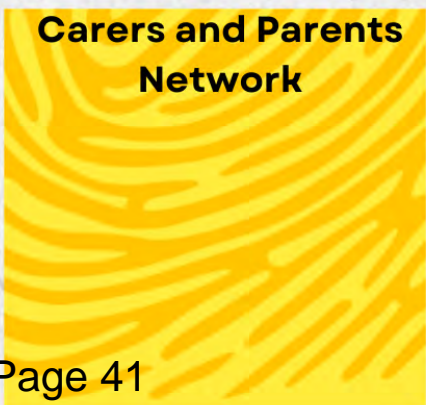
DAWN Network



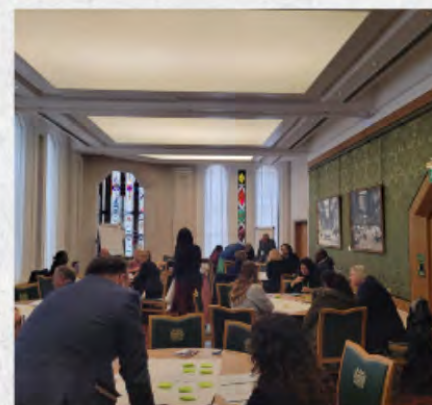
CLEAR Network



Carers and Parents  
Network



YEN Network







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# 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 can feel a 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 broad approach to diversity recognises that there are inequalities not covered by the Act – for instance socio-economic inequalities – that need to be addressed to remove barriers to accessing our services.

Our functions as a local authority only represent 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 we own and fund the Barbican Centre, the London Metropolitan archives and manage national treasures such as Epping Forest. We are the sole trustee of Bridge House Estates (BHE), a charity and its grant making arm – the City Bridge Trust.

The City’s local democracy is also unique. It is the only area in the country in which the number of workers (almost 600,000 ) significantly outnumbers its 8,500 residents. To be truly representative of its population, the City Corporation offers a vote to representatives at all levels in City organisations so they can have their say on the way it is run.



To help encourage diverse applicants to stand for our local elections, the *City Belonging Project*, will be launched in 2023 to engage with the diversity networks of City firms. In addition, our plans to create a new Museum of London and regenerate the Smithfield area is a key investment that will open the City to more diverse audiences. The new Museum will also play an integral part in our Destination City vision by boosting the City’s leisure offer for visitors, workers, residents, and other stakeholders.

We recognise that Equality, Diversity and Inclusion (EDI) is central to every single function that we perform. Our Staff Networks, featured on the cover of this consultation, play a vital part in putting our people at the heart of everything we do. We believe that EDI is also key to the Square Mile’s continuing business and economic success. We are located in 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. We will maintain the global attractiveness of London as the place of choice to live, work and visit.

Although our collective commitment to the pursuit of EDI is well established, there is much more for us to do. We want to hear your views - as residents, city workers, staff, visitors, or businesses - about our draft equality objectives. Are they clear enough, strong enough, sufficient, relevant, and likely to make an impact? We invite you to help shape this important part of the next phase of our journey. <sup>1,2</sup>

**Deputy Andrien Meyers**

Chairman

**Dr Joanna Abeyie**

Deputy Chairman

Equality, Diversity and Inclusion

Sub-Committee, City of London Corporation

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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 City Junior School. The City Corporation also sponsors the City of London Academies Trust.

2 Our stakeholders include residents, staff, workers, visitors, businesses, volunteers, and other service users.

# 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.

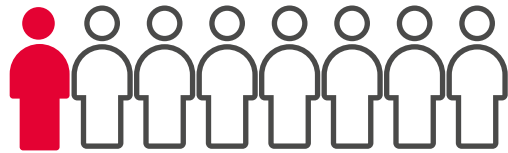
## Some key facts:

There are

# 587,000

workers in the City of London, or **10%** of London's total workforce.

**1 in 54** UK workers are employed in the Square Mile.

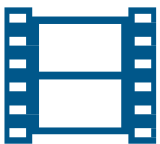


Around **18 million** people visit the Square Mile every year, spending over

# £1.7bn



We provide policing governance for the City of London Police.

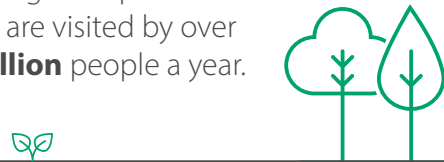


We are the founder and principal funder of the Barbican Centre

We maintain over

# 11,000

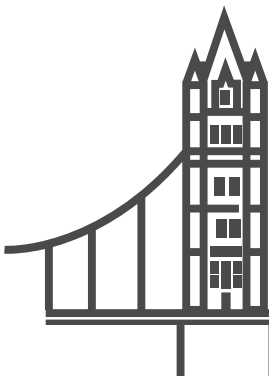
acres of green spaces which are visited by over **23 million** people a year.



Our charity, City Bridge Trust, is London's largest independent charitable funders distributing over

# £30 million

a year



We provide the Guildhall School of Music & Drama as part of our contribution to the cultural life of London and the nation.



The City Corporation sponsors The City of London Academies Trust (COLAT) which oversees six secondary academies, three primary academies, one sixth form centre and has about

 **5,000** students.

**£100bn** 

(13%) of the total tax contribution to the UK is generated from financial and professional services.

 There are approximately **8,500** residents living in the City of London.

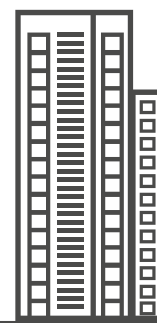
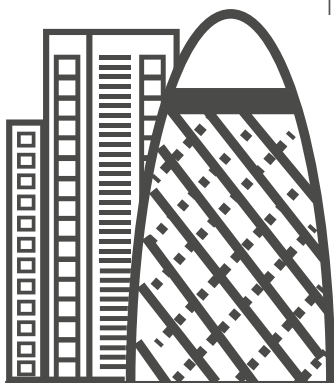


The City Corporation is the country's fourth largest funder of culture, investing **£110m** each year in heritage and cultural activities.

The City is home to about

**22,305** businesses,

with nearly **99%** of these being SMEs but the large firms (**1%**) provide over **50%** of the City's jobs.



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 realize our ambitions.

# 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 which are to:



Each aim is supported by our 12 expected outcomes, several of which relate directly to EDI. These outcomes include our ambitions to:

- 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 36% 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 priorities, 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 sub-committee of the Policy and Resources grand 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.



# 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?

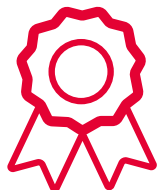
We are committed to engaging with our stakeholders to strengthen our approach to EDI. In 2022 we initiated the EDI directorate to lead our corporate EDI function and strengthened our EDI governance structure. Our approach going forward will involve co-producing our EDI strategy in partnership with our institutions and stakeholders. We are committed to co-creating a world-class EDI 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 – in brief

### Equality Objective 1



#### **Aspirational Leadership**

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

### Equality Objective 2



#### **Dynamic and Engaged Workforce**

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

### Equality Objective 3



#### **Accessible and Excellent services**

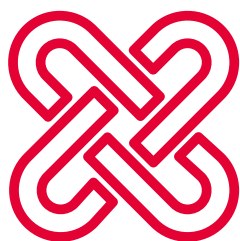
Creating a community-centred approach to service delivery bolstered by an inclusive community and stakeholder engagement strategy.

### Equality Objective 4



#### **Understanding our Communities**

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



### Equality Objective 5

#### **Socio-Economic Diversity**

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

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.

# Equality Objective 1:

## Aspirational Leadership



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

### We Will

- Ensure that our senior leaders are well-equipped to lead the EDI agenda and to act as EDI ambassadors.
- Enable and empower our staff networks to act as a catalyst for change in the workplace and within the communities they live and work in.
- Ensure that the work of the City Corporation's departments and institutions (e.g., business planning) is characterised by a shared commitment to our equality objectives and to tackling discrimination in all its forms.
- Ensure that our health equalities initiative overseen by the City and Hackney Health and Care Board fully embeds our equality objectives.
- Take part in regular Equality Framework for Local Government, annual Social Mobility Employers Index assessments and other agreed benchmarks.
- Set aspirational EDI targets and metrics (e.g., recruitment and retention) that will enable us to evaluate EDI programmes and demonstrate impact.
- Ensure that our EDI Sub-Committee has an overview of all our equalities related work through our EDI governance structure.

### Our Five 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 equality objectives across the work of the City Corporation, its institutions, and its services as set out in our EDI governance structure.

## Equality Objective 2: Dynamic and Engaged Workforce



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

### We Will

- 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.
- Monitor the variety of other workers we have such as casual, temporary, voluntary, and other hidden workforce.
- 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 organisational development programmes to enhance our inclusive workplace culture.
- Encourage our departments and institutions to commit to this objective in the context of their own work by developing action plans and sharing best practice.

### Our Five Targets

- Staff survey results show improved outcomes in engagement, ability to influence work and sense of wellbeing across all staff and our respective staff networks.
- Annual workforce data on staff recruitment and retention shows similar recruitment and career progression rates for staff across underrepresented groups.
- HR data on pay and grade gaps shows an improving picture across all underrepresented 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.

## Equality Objective 3: Accessible and Excellent Services



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

### We Will

- Ensure that our services (both physical and digital) across our departments and institutions are accessible and co-created with service users and stakeholders through an agreed approach to consultation, co-production, and engagement. As set out in our statement of Ethical Policy, our community-centred approach will help us to better understand the challenges our communities face and include them in our planning and decision-making processes.
- Strengthening equality impact analysis in service planning, decision making and impact evaluation across the City Corporation's departments 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's departments 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 Targets

- All our schools and family of schools we support are judged to be good or outstanding for their work designed to reduce the attainment gap between groups of pupils.
- Regular surveys of City Corporation's department and institution services by service users show increased response rates and increased levels of satisfaction.
- At least one credible offer of accommodation and support is made to homeless households and those sleeping rough in the City.
- An increase in the percentage of City of London residents who describe their health as "very good" and "good" in Census 2021
- Our departments, institutions and stakeholders are aware of this objective and can evidence how it has been considered and responded to in ways that match their context.

## Equality Objective 4: Understanding our Communities



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

### We Will

- 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 by an evidence-based approach. This will include the use of focus groups, surveys, group interviews and other research methodologies.
- Work with the communities associated with our institutions and stakeholders to secure commitment to our data-led approach to understanding our communities. This will include the use of Census 2021 data and other trustworthy data.
- Evaluate and strengthen the City Corporation's arrangements for consulting, understanding, and working with our communities, including four residents' meetings a year (a morning and evening session, twice a year) and the development of a wider community engagement and stakeholder strategy.
- Consider the recommendations in the *Delivering better health outcomes for hidden workers* report 2022 and how to implement the recommendations internally and promote them to other businesses across the City.

### Our Five 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 a year after approval
- Survey of our stakeholders, communities and residents 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.

## Equality Objective 5: Socio-Economic Diversity



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

### We Will

- Ensure the *Five-Point Pathway* recommended by the Socio-Economic Diversity Taskforce report published in November 2022 is implemented. This commits us to: assigning an executive-level social mobility champion; collecting data on socio-economic background; monitoring socio-economic diversity at senior levels; setting organisational targets for socio-economic diversity; and publishing data and sharing best practice with external partners.
- Encourage our external partners to conduct regular workforce surveys to ascertain progress against this objective.
- Encourage our departments and institutions to initiate targeted outreach programmes to address barriers for underrepresented groups.
- Support our maintained schools, independent schools we either own or support to achieve good or outstanding for their work designed to reduce the attainment gap between groups of pupils. Encourage City of London Academies Trust, which we sponsor, to ensure that its academies are good or outstanding.
- Review progress and work in partnerships with departments, institutions and other stakeholders on projects that assist in meeting socio-economic diversity targets.

### Our Five Targets

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





# The Consultation Process

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

We encourage everyone interested in the EDI 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 EDI 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, City of London Corporation, Guildhall, Gresham Street, London, EC2V 7HH or by email to: [EDIconult@cityoflondon.gov.uk](mailto:EDIconult@cityoflondon.gov.uk) or via the EDI dedicated section of our website <https://www.cityoflondon.gov.uk/equalityinclusion>.

Alternatively, the QR code and the link to the consultation questions can be found below.



<https://forms.office.com/e/5uD8tbzf2i>

## 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?

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 August 2023. The responses will be considered soon after and a final set of objectives and targets will be agreed and made widely known in Autumn 2023.





## **Equality, Diversity and inclusion Directorate**

City of London Corporation  
PO Box 270  
Guildhall  
London  
EC2P 2EJ

Email: [EDlconsult@cityoflondon.gov.uk](mailto:EDlconsult@cityoflondon.gov.uk)

# Equality, Diversity and Inclusion consultation Communications Plan

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*Tim Fletcher*  
*City of London Corporation – May 2023*

## Overview

Under the Equality Act 2010, the City Corporation, like all public bodies, is required every four years to set specific and measurable equality objectives.

As part of its commitment to engaging with stakeholders to strengthen our approach to equality, diversity and inclusion (EDI), the City Corporation is asking City residents, workers, visitors and other stakeholders to give their views on our draft equality objectives for the next four years.

The consultation will launch on Tuesday, 30 May and continue for three months, closing on **\*\*DATE\*\***.

The comms activities listed below are aimed at driving people to the consultation page on the City Corporation website and encouraging them to give their views.

## Strategic aims

- To use all suitable comms channels to publicise the consultation
- To encourage as many people as possible to take part in the consultation
- To demonstrate the City Corporation's commitment to equality, diversity and inclusion

## Activities

- Paid-for half-page advert in City AM (8 Jun – deadline 3 Jun)
- Paid-for full-page advert in City Matters (14 Jun – deadline 2 Jun)
- Social media on City Corporation Twitter, Facebook and LinkedIn accounts promoting the consultation with a link to the consultation webpage – at launch and scheduled posts mid-consultation and a week before consultation ends
- Intranet article
- City Resident mailing list (7 Jun – deadline TBC)
- Town Clerk email (start of Jun – deadline a week before TBC)
- eLeader / Know. Act. Inspire email (early Jun TBC)
- eShot mailing list (15 Jun – deadline 12 Jun TBC)
- Members' briefing (30 Jun – deadline 27 Jun)
- City Corporation estates residents' newsletters (TBC)

## Roles and responsibilities

Name	Responsibility
ED&I Sub-Committee Chairman <b>Andrien Meyers,</b>	Spokesperson
Acting Executive Director of Communications and External Affairs <b>Philip Saunders</b>	Responsible for all City Corporation communications
Assistant Director of Media (Public Services) <b>John Park</b>	Sign off and oversight of communications
Media officer <b>Tim Fletcher</b>	City AM and City Matters adverts / social media
Internal communications officer <b>Yassar Abbas</b>	Members' briefing / Town Clerk email
Internal communications manager <b>Lorraine McLennan</b>	Intranet article / eLeader / Know. Act. Inspire email
Digital communications manager <b>Gavin Simpson</b>	E-shot newsletter
Community & Children's Services communications officer <b>Ryan Jones</b>	City estates residents' comms

<b>Committee(s): Equality, Diversity &amp; Inclusion Sub-Committee</b>	<b>Date 7<sup>th</sup> July 2023</b>
<b>Subject: Dignity At Work Advisers</b>	<b>Public</b>
<b>Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?</b>	<b>1,2,3,4,5, 8</b>
<b>Does this proposal require extra revenue and/or capital spending?</b>	<b>N/A</b>
<b>If so, how much?</b>	<b>N/A</b>
<b>What is the source of Funding?</b>	<b>N/A</b>
<b>Has this Funding Source been agreed with the Chamberlain's Department?</b>	<b>N/A</b>
<b>Report of: Emma Moore, Chief Operating Officer</b>	<b>For Information</b>
<b>Report author: Micah McLean, EDI Officer</b>	

## Summary

The Dignity at Work Advisers (DAWAs) scheme was an initiative recommended by the Tackling Racism Taskforce (TRT) in 2021. This scheme operates entirely outside of formal investigatory or disciplinary procedures. It is concerned with the early resolution of complaints, to support and guide employees who bring forward a complaint regarding bullying, harassment, discrimination and other concerns.

On 10<sup>th</sup> January 2023, at the request of some employees, the EDI Directorate met with the DAWAs for the first time to understand their key challenges and how this scheme could be developed and improved for the benefit of employees.

Subsequently, the EDI Directorate organised refresher training for DAWAs on 17<sup>th</sup> March 2023 which was delivered by the Andrea Adams Consultancy (AAC). AAC has worked with the City of London Corporation on this scheme since 2021 and has trained over a dozen DAWAs.

The purpose of this report is to highlight the important work that the DAWAs are doing to contribute to the wellbeing of employees and to reduce formal complaints and grievances in the workplace.

## Recommendation(s)

Members are asked to note:

- That the DAWAs scheme was introduced as a result of the TRT recommendations in 2021.
- The DAWA scheme is being led by the EDI Directorate to support all employees and to contribute to better wellbeing in the workplace.

## **Main Report**

### **Background**

1. One of the recommendations of the Tackling Racism Taskforce (TRT) in the staffing workstream was to create a safe space for staff to report issues of discrimination in the workplace.
2. While the DAWA scheme does not solely focus upon issues involving discrimination, it is an effective mechanism for creating a safe space to report discrimination, bullying, harassment and other matters. In addition, it strengthens the employee voice channels, promotes employee wellbeing and supports the early resolution of conflicts in confidential yet supportive environments.

### **Dignity at Work Advisors – The Current Position**

1. On 10<sup>th</sup> January 2023, the EDI Directorate met with the DAWAs to understand the key challenges that they faced across the City Corporation and its institutions.
2. The key challenge that was shared by the attendees of this meeting was for the DAWA scheme to be coordinated by the EDI Directorate and to provide support to the DAWAs.
3. The training for DAWAs introduced by the CoLC in 2021, provides that the Director of EDI is the DAWA Scheme Manager and the EDI Officer is the Assistant DAWA Scheme Manager.
4. At the time of the meeting in January, the City Corporation had 7 Dignity at Work Advisors: 4 within the City Corporation, 1 based at the Guildhall School of Music and Drama and 3 DAWAs at The Barbican.
5. Since January 2023, the 3 DAWAs at the Barbican Centre have stepped down from the role, due to not feeling supported by their managers. However, two new officers at the Barbican Centre have since volunteered to operate as DAWAs and have been appointed to this post. A separate data collection piece will need to be conducted with DAWAs at the Barbican, to understand any issues and opportunities they experience when delivering this role and identify effective solutions to prevent this situation from happening the future.
6. The EDI Directorate is working with DAWAs to ensure that internal comms is provided concerning the DAWA scheme and the intranet page is updated to reflect accurately all the staff in this voluntary role.
7. In addition, the EDI Directorate has organised quarterly wellbeing meetings for DAWAs to support them and to provide them with a safe space to discuss any concerns.



8. DAWAs will also be invited to EDI Board meetings to enable them to promote the service and to provide updates to the board regarding the work they do. This will help strengthen the employee voice.
9. On 17<sup>th</sup> March 2023, The EDI Directorate held a DAWA refresher training day for staff operating in these voluntary roles. This was delivered by the Andrea Adams Consultancy (AAC). It was well received by all staff who attended the event.
10. During the training day, the AAC advised that the EDI Directorate should keep a log of common themes. The common themes that have been brought to the DAWAs so far pertain to breaches the Fair Recruitment and Selection policy, bullying and harassment, and poor treatment of staff work.
11. At the request of staff, another DAWA training day is also planned to take place in the summer of 2023. The DAWA scheme is also being promoted at the staff inductions.
12. DAWAs at the City Corporation and its institutions are keen for visibility and have requested lanyards so staff can recognise them when they are in the building. The EDI Directorate is currently exploring this option and other options that will raise the profile of the DAWA scheme. This will help create an open and inclusive workplace culture.
13. A buddy system has also been implemented which will see DAWAs from different departments and institutions buddying up to support each other while operating in these voluntary roles.
14. The EDI Directorate will continue to manage this scheme. The Director of EDI will liaise regularly with the Assistant Director of Business Partnering in HR, as recommended by the Executive Director of HR and Chief People Officer. This joined up working between HR and the EDI Directorate will help promote the DAWA scheme to employees across the City Corporation.

## **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 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.

Climate implications – N/A.

Security implications – N/A.

## **Conclusion**

15. In conclusion, the EDI Directorate has been proactive in implementing this TRT recommendation to create a safe space for staff to report issues of discrimination and other concerns raised by staff.
16. This has resulted in more employees volunteering for the role and more employees asking for training. The DAWA scheme will help enhance an open and inclusive culture and will have a positive impact on the aspirations of the City Corporation to become an employer of choice.

Micah McLean, EDI Officer – Equality Diversity and Inclusion Directorate  
E: [micah.mclean@cityoflondon.gov.uk](mailto:micah.mclean@cityoflondon.gov.uk)

<b>Committee(s):</b> Equality, Diversity and Inclusion Sub-Committee	<b>Dated:</b> 7 July 2023
<b>Subject: Race at Work Charter update 2023</b>	<b>Public</b>
<b>Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?</b>	1,2,3,4,5, 8
<b>Does this proposal require extra revenue and/or capital spending?</b>	<b>No</b>
<b>If so, how much?</b>	<b>N/A</b>
<b>What is the source of Funding?</b>	<b>N/A</b>
<b>Has this Funding Source been agreed with the Chamberlain’s Department?</b>	<b>N/A</b>
<b>Report of: Emma Moore, Chief Operating Officer</b>	<b>For Decision</b>
<b>Report author: Ms. Saida Bello, Director of Equality, Diversity and Inclusion, EDI directorate</b>	

## Summary

[The McGregor-Smith Review \(2017\)](#) highlighted the business, legal and moral case for organisations to develop talent from diverse backgrounds to improve organisational performance. Page 32 of the above report sets out 26 recommendations that could be taken by organisations to drive forward the EDI agenda for the benefit of all underrepresented groups.

The City Corporation is a signatory of the Business in the Community’s [Race at Work Charter](#). There are seven commitments in the Race at Work charter.

This report provides an update on our charter commitments and recommends a 12-month action plan aimed at continuously improving results in relation to Race Equality. This will include updates on the outstanding recommendations made by the Tackling Racism Taskforce (TRT).

## Recommendation(s)

Members are asked to:

- Consider making a statement to reaffirm our commitments in the Race at Work charter (Appendix 1)
- Comment on the attached Race Action plan (Appendix 2)
- Note the Ethnicity Pay Gap headline figure in the Pay Gap Report in this agenda pack

## Main Report

### Background

1. The [Race in the workplace report \(2017\)](#) by Baroness Ruby McGregor-Smith highlighted the huge disparities in the experiences of underrepresented groups in the workplace. In the report, the potential benefit to the UK economic of ethnic diversity and full representation in the UK market was estimated at around £24 billion a year.
2. Furthermore, in their report, [Diversity Wins: Why Inclusion Matters \(2020\)](#), McKinsey & Co found that increased ethnic diversity in leadership teams could improve performance by up to 36%. This is because greater diversity of thought in organisations can reduce “group think” and lead to better decision making.

### Race at Work Charter

3. The **7 commitments** we have signed up to in the charter are to:
  - i. Appoint an Executive Sponsor for race equality
  - ii. Capture ethnicity data and publicise progress
  - iii. Commit at board level to zero tolerance of harassment and bullying
  - iv. Make equity, diversity and inclusion the responsibility of all leaders and managers
  - v. Take action that supports Black, Asian, Mixed Race and other ethnically diverse employees career progression
  - vi. Support race inclusion allies in the workplace
  - vii. Include Black, Asian, Mixed Race and other ethnically diverse-led enterprise owners in supply chains

At present, the City Corporation has only fully met Race at Work charter commitment one. Others are partially progressed to a varying extent. For example, we have taken direct steps to improve the diversity of our supply chain including linking with specialist organisations. However, our data monitoring is not robust enough to capture our current position. Therefore the commitments will need to be discussed with relevant Chief Officers or departments to continue to make progress and to ensure alignment with the other commitments the Corporation has made in relation to indices and charters.

### Data-led approach to tackling inequalities

4. The most recent Pay Gap report that went to the Corporate Services committee in May 2023, shows that the highest Pay Gap at the City Corporation is Ethnicity. The Median Pay Gap for **Ethnicity** is **14.7%** and the Mean Pay Gap is **17.4%**. In comparison, the Median Pay Gap for **Gender** is **2.7%** and the Mean Pay Gap for Gender is **4.5%**. With regards to **Disability**, the Median Pay Gap is **2.4%** while the Mean Pay Gap is **8.8%**. The comparison of Pay Gap data indicates that Ethnicity is one of the areas where data needs to be closely interrogated. This will lead to better understanding of the Ethnicity Pay Gap and will assist with developing an action plan to narrow it.

5. The Chartered Institute of Personnel and Development (CIPD) in association with Business in the Community has provided guidance for employers in the [Meeting the BITC Race at Work Charter Guide \(2022\)](#).
6. Some additional actions recommended by Business in the Community include:
  - i. Setting up a working group or an allies network open to all staff to discuss Race Equality
  - ii. Developing a Race Action Plan with timescales for completion of specific actions including the interrogation of Ethnicity Pay Gap data
  - iii. Completing the annual Race at Work charter survey to benchmark progress. This is a free service that comes with our charter accreditation
7. In light of the above, we have put together the Race Action Plan in **Appendix 2** to enable us to track progress in this area over the next 12 months.

## **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**

8. Members are asked to consider making a statement in the annual Business in the Community report and via our social media channels to reaffirm our commitments to the Race at Work charter. There is the opportunity to do this annually when we complete our annual benchmark survey. Members are also asked to note the Race Action Plan that has been put together in order to track progress on Race and Ethnicity over the next 12 months.

## **Appendices**

- Appendix 1 – Draft statement by Members to reaffirm our commitment to the Race at Work charter
- Appendix 2 – Race Action Plan

## **Background Papers - None**

### **Ms. Saida Bello**

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

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## Appendix 1

### Race at Work charter commitment by EDI Sub-Committee Members

The City of London Corporation is a signatory to the Race at Work charter. This accreditation provides an opportunity for EDI Sub-Committee Members to make a statement to reaffirm our commitment to the Race at Work Charter. This draft statement approved by the Chair and Deputy Chair of the EDI Sub-Committee could be publicised to help demonstrate our commitment to the Race at Work charter.

#### 100-word statement

*The City of London Corporation is proud to be a signatory of the Race at Work charter. In 2020, we set up the Tackling Racism Taskforce to promote economic, education and social inclusion across all our activities. In addition, our Social Mobility strategy sets out our commitment to working collaboratively with our stakeholders to enable opportunities for everyone to flourish and reach their full potential irrespective of their socio-economic background.*

*As Chair and Deputy Chair of the Equality, Diversity, and Inclusion Sub-Committee, we oversee the implementation of both our Social Mobility and Equality, Diversity and Inclusion strategies which includes our commitment to the Race at Work Charter.*

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## City of London Corporation

Race Action Plan

EDI Directorate

4 May 2023

### Race in the Workplace Charter commitments are as follows:

1. Appoint an Executive Sponsor for race. 2. Capture ethnicity data and publicise progress. 3. Commit at board level to zero tolerance of harassment and bullying. 4. Make EDI responsibility of all leaders and managers. 5. Take action that supports, Black, Asian, mixed race and other ethnically diverse employees' career progression. 6. Support race inclusion allies in the workplace. 7. Include Black, Asian, mixed race and other ethnically-led enterprise owners in the supply chain.

Outcomes	Actions	Target or review date	RAG Rating	Lead responsibility
<b>To demonstrate ongoing commitment to the Race in the Workplace Charter signed by CoLC</b>	1. To provide 100 words commentary to Business in the Community about what the Charter/ the Race Equality agenda means to the CoLC. To seek approval from EDI Sub-Committee on 5 June 2023	Quarter 1 – by June 2023		Chair/ Deputy Chair of the EDI Sub-Committee

	2. Provide quarterly updates to the Clear Network, the EDI Sub-Committee and other stakeholders on the recommendations set out in the Tackling Racism Taskforce report for a period of 12 months	Quarter 1 – by June 2023		Director of EDI
	3. Propose targets for - representation at senior level and -representation in the workforce in line with Baroness McGregor Smiths report on Race in the Workplace (2017)	Quarter 1 – by June 2023		Director of EDI Executive Sponsor for race
	4. Complete the annual Business in the Community Race in the Workplace Survey by 16 June 2023	Quarter 1 – by 16 June 2023		Director of EDI
	5. Consider setting up an officer working group (open to allies across the business) to drive forward the Race in the workplace charter commitments	Quarter 2 – by 30 September		Executive Sponsor for race
	6. To work with HR (Head of Rewards, Pay Gap reports) to develop a 3-year Ethnicity Pay Gap Trend report to be shared with staff	Quarter 2 - by 30 September 2023		Clear Network
	7. Comms - Update Staff about the Tackling Racism Task force recommendations and Race in the Workplace charter commitments	Quarter 3 – by 31 December 2023		EDI Directorate – EDI officers Comms team

	8. Disaggregation of data in the Women in finance 45% target for gender in senior roles (above grade G)	Quarter 3 – by 31 December 2023		Director of EDI Heads of Rewards (HR data)
	9. Disclosure rate – communications and other engagement with staff with reminders to increase disclosure rates for all underrepresented groups	Quarter 4 – by 31 March 2024		Clear Network
	10. Ethnicity data – workforce representation & senior level representation -Request that HR Disaggregate data for Black, Asian and other minority ethnic group in line with the CRED report recommendations	Quarter 4 – by 31 March 2024		Clear Network Director of EDI Head of Rewards (HR data)
	11. Collaborating with colleagues at Hackney Council on their Race in the Workplace Strategy	Quarter 4 – by 31 March 2024		Director of EDI
	12. To ensure that all the commitments in the Race at Work Charter are met by 31 March 2024	Quarter 4 – 31 March 2024		Director of EDI Clear Network Executive Sponsor for race

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# Agenda Item 10

<b>Committee(s)</b>	<b>Dated:</b>
Corporate Services Committee	31 May 2023
Equality, Diversity and Inclusion Sub-Committee	7 July 2023
<b>Subject:</b> Gender, Ethnicity and Disability Pay Gaps with Equality and Inclusion Update (March 2022 Snapshot)	<b>Public</b>
<b>Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?</b>	<b>Contribute to a flourishing society, Outcome 3</b>
<b>Does this proposal require extra revenue and/or capital spending?</b>	<b>No</b>
<b>If so, how much?</b>	<b>n/a</b>
<b>What is the source of Funding?</b>	<b>n/a</b>
<b>Has this Funding Source been agreed with the Chamberlain's Department?</b>	<b>n/a</b>
<b>Report of:</b> Emma Moore, Chief Operating Officer	<b>For information</b>
<b>Report authors:</b> Chris Fagan, Human Resources Saida Bello, Equality, Diversity and Inclusion	

## Summary

The City of London Corporation is committed to promoting equality and diversity across all areas of our operations, and we believe that pay should be based on the skills, experience, and responsibilities of our employees.

The report provides the City Corporation's Gender, Ethnicity and Disability Pay Gaps for March 2022 together with an Equality and Inclusion summary. Overall, the figures remain broadly consistent with those reported in previous years, with small positive shifts in some measures from March 2021, which seem to be indicative of a longer-term positive trend in most pay gap figures. However, it is noted that the organisation has experienced significant change since this snapshot, so earlier analysis of March 2023 snapshot is recommended (Autumn 2023).

While the direction of travel is somewhat positive, it is recognised that there is always more that can be done to ensure greater equality, and we are committed to doing so through a range of measures.

- We are in the process of reviewing our pay and reward practices and will through this process ensure that they are and remain fair, transparent, and deliver our reward ambitions.
- We are also committed to promoting diversity and inclusion across our organisation, and to providing opportunities for career development and progression for all employees.

We will continue to monitor our progress and report on our results annually.

## Recommendation(s)

Members are asked to note the report for information.

## Main Report

### Section 1: Background & Context

In accordance with the Gender Pay Gap Regulations the City of London Corporation ("City Corporation") has been required to publish and report its Gender Pay Gap (GPG) by 30 March annually since 2017. Alongside the GPG the Corporation has also voluntarily elected to publish each year both the Ethnicity Pay Gap (EPG) and Disability Pay Gap (DPG), in line with a small number of London local authorities. This is supplemented with a more detailed breakdown on Market Forces Supplements in respect of gender, ethnicity and disability.

This pay gap analysis is calculated in line with the government's standard methodology and reporting requirements for Gender Pay Gaps, which compares the median and mean hourly pay rates and bonuses of employee groups. It also examines the proportion of these groups within each quartile of our pay distribution. It is difficult to compare to our grades consistently, but as a rough guide:

- Upper quartile: Grade G and above
- Upper middle quartile: Grade E to F
- Lower middle quartile: Grade C to D
- Lower quartile: Grade A to B

Pay relates to the 'snapshot date' of 31 March 2022. The mean and median pay gap calculation is based on the total pay, so includes basic pay as well as for example responsibility allowance in schools, unsocial hours payments and other payments such as Market Forces Supplements (MFS) used for specific recruitment and retention purposes. Whereas the 'bonus gap' relates to the 12-month period which ends on the snapshot date. Bonus payments include Recognition Awards for employees at the top of Grades A-C and honoraria payments. Normally Contribution Payments are for discretionary bonuses paid to employees at the top of Grades D-J who have demonstrated a high level of performance and would also be included, however since 2020-21 it has been decided each year not to pay these.

It is noted that:

- For ease of reporting, reference made in respect of employees will include employees and casual workers unless otherwise stated.
- Pay gap data reports the difference in the average pay between groups across a whole organisation. This is entirely different to equal pay, which deals with the pay differences between different groups (i.e. men and women) who carry out the same jobs, similar jobs or work of equal value. A large pay gap does not indicate the existence of equal pay issues.
- We hold 100% data on the gender of our workforce however ethnicity and disability declaration are lower, with levels of non-disclosure of 18% and 23% respectively.
- The government gender pay gap regulations compare the pay of female and male employees and do not address how employers should make their gender pay gap calculation if they have employees who do not identify as either male or female (e.g. transgender, non-binary).

## Section 2: Analysis

1. The City Corporation's gender, ethnicity and disability pay gaps as at the snapshot date of 31 March 2022 are shown in full at Appendices 1, 3 and 4 of this report. The total headcount used for the mean and median pay gaps was 4,503 (this excludes police officers), noting that there has been a reduction from the previous report as a result of organisational change and casuals engaged at the time of the snapshot.
2. This analysis shows that as of March 2022 the pay gaps calculated are:  
(Note: Bracketed figures represent the 2021 and 2020 reported figures)

### Gender Pay Gap

3. Median Pay Gap is **2.7%** (2.2%; 0.0%) and Mean Pay Gap is **4.5%** (7.1%; 5.6%).
4. This means that, on average, women employees earn 2.7% less than men based on median hourly pay rates, and 4.5% less based on mean hourly pay rates.
5. This gender pay gap is relatively low – the UK Average is reported as 9.4% - and indicates that, on average, women in our organisation are paid similarly to men based on average hourly pay rates.
6. Looking at the picture across London Boroughs (Appendix 2), our median pay gap places us 14th out of 31 London Boroughs that have reported figures for March 2022, with 17 of these having a higher pay gap (towards men or women). An increasing number (9) have reported no median pay gap this year.
7. The mean bonus rate is 5.2% (5.4%; 15.7%). This continues a downwards trend, although this may be in part to reduced levels of bonus payments in recent years, when contribution pay was not operated. Bonuses were received by 9.0% (26%) of women and 11.1% (34.5%) of men.
8. The proportion of men and women are broadly within a 60/40% ratio across all quartiles. The proportion of men is slightly higher in Upper and Lower quartiles and the proportion of women being higher in the two middle quartiles. This continues the same pattern seen in previous years.

### Ethnicity

9. Median Pay Gap **14.7%** (15.7%; 17.1%); Mean Pay Gap **17.4%** (16.8%; 19.1%).
10. This means that, on average, BAME employees in our corporation earn 14.7% less than White employees based on median hourly pay rates, and 17.38% less than White employees based on mean hourly pay rates.
11. Ethnicity Pay Gap reporting continues to be voluntary for employers. As such there is no statutory instrument, or national database for benchmarking. This reflects the complexity of analysing a multi-faceted category such as ethnicity, and/or the issue of representing these fairly using a binary measure.
12. In terms of comparison, only a small number of Councils report their gaps publicly. Camden for example have reported their Ethnicity pay gap since 2015/16. They currently report a gap of median 10.9% and mean 13.0%. their Gender pay gap figures are 0.7% and 0.6% respectively.
13. Looking at both Camden and our own quartile analysis, the pay gaps appear to possibly stem from the proportions of BAME employees within each quartile. For

the Corporation there are approximately 20% in the two lower quartiles, (LQ 21.8%; LMQ 19.7%) dropping to 14.6% in the upper middle quartile and then to 8.2% in the upper quartile. Camden have a higher base with more than 50% in the bottom quartiles (LQ 57%; LMQ 55%), dropping to 46% in the UMQ and 30% in the upper quartile. Camden figures exclude non-disclosed from their analysis.

14. As highlighted in previous years, the levels of non-disclosure on ethnicity continue to remain relatively high, with 18% not disclosing. Activity to improve levels of disclosure continues, especially among our institutions and capturing this for casual workers. It is hoped this will support stronger analysis in the future.
15. The City Corporation's average ethnicity bonus pay gap was 24.4% (22.2%; 23.1%) this measures the difference between BAME employees' bonus pay and White employees bonus pay as a percentage of White employees' pay. Bonuses were received by 12.6% of all BAME employees and 10.8% of all White employees.
16. In April 2023, the Government published guidance for those employers who want to report voluntarily. The aim is to develop a consistent, methodological approach to ethnicity pay reporting. This new guidance will inform our methodology as part of March 2023 reporting. A key suggestion is not to aggregate ethnicity categories together where possible.

### **Disability**

17. Median Pay Gap is **2.4%** (7.1%; 8.9%); Mean Pay Gap is **8.8%** (8.9%; 10.3%).
18. This means that, on average, Disabled employees in our corporation earn 2.4% less than Not Disabled employees based on median hourly pay rates, and 8.8% less than Not Disabled employees based on mean hourly pay rates.
19. As with Ethnicity, Disability Pay Gap reporting is voluntary for employers. There is no statutory instrument, or national database. Robust analysis of disability pay data by is also hindered by the low number of employees with a declared a disability (only 4.1%), and the high levels of non-disclosed (22.7%).
20. However, the latest median and mean pay gap figures continue a general trend of a reduction in the pay gap over recent years.
21. However, the mean bonus pay gap has extended significantly from -4.3% in March 2022, to -31.5% in March 2023. This is likely due to the impact of much smaller numbers of bonus payments being made in 2023 due to the deferral of contribution pay. Numbers are so small that a few cases could impact average reporting significantly. The proportion of Disabled and Non-Disabled staff receiving bonuses remained relatively equal (9.2% and 11.1% respectively).

### **Section 3: Equality Diversion and Inclusion Update**

22. We are committed to creating an inclusive working environment where everyone feels a true sense of belonging. To this end, we are currently consulting on our Equality Objectives 2023 to 2027 which sets out our overall ambitions.
23. In September 2022, we strengthened our Equality, Diversity and Inclusion (EDI) governance structure through the introduction of a newly created EDI Sub-Committee. The EDI Sub-Committee reports into the Policy and Resources grand committee. Furthermore, a new EDI directorate was initiated in September 2022. The EDI directorate is led by the Director of EDI/ Head of Profession for across the



Corporation. We have successfully recruited one EDI officer and an admin officer (0.5 FTE) and we are currently recruiting a second EDI officer and an apprentice.

24. A new EDI governance structure was agreed with the Executive Leadership Board and the EDI Sub-Committee in December 2022. The EDI governance structure will enable better joined-up working on EDI across the City Corporation's departments and institutions.
25. The City Corporation signed up to the Women in Finance Charter in 2019. We set a target to increase the representation of women in senior grades (above grade G) to 45% by 2025. When we signed up to the Women in Finance Charter in 2019, 33% of senior level staff (Grade G and above) were female. By 2021 this increased to 37% and by 2022, this increased to 43%. We believe that we are on course to meet our target of 45% by March 2025.
26. One of the practical steps we will take to minimise unconscious bias during the recruitment process is the use of anonymised recruitment. We plan to roll this out once our HR systems have been upgraded in the next 12 months.
27. The City Corporation has 7 Staff networks that play a huge part in enhancing our inclusive workplace culture, with additional networks in some of our Institutions. Our staff networks drive forward our EDI agenda by attending our bi-monthly EDI board meetings and supporting their members.
28. To ensure that we continue to make measurable and meaningful progress on EDI, we will set targets for EDI in 2023 which we will measure over the next two years. These targets will include increased representation in senior level roles for gender, disability and ethnicity. As disclosure rates remain low for some protected characteristics, we will set targets to increase our disclosure rates for ethnicity, disability and socio-economic background. We will increase our disclosure rates by stepping up our disclosure campaigns and by increasing trust through demonstrating that we have taken action on staff survey and pulse survey feedback.
29. To narrow our pay gaps, we will ensure that the EDI targets we set are monitored quarterly alongside our overall EDI action plan, departmental plans, institution plans and our annual workforce data.
30. Additionally, the City Corporation's first People Strategy is being developed. The intention is that EDI will be considered as an individual theme to encourage explicit and prioritised actions to be developed as well as a 'golden thread' to underpin all employee activity and initiatives.

#### **Section 4: Corporate and Strategic Implications**

**Strategic Implications:** Ensuring that our employment practices and procedures are fair and free from bias will support the City Corporation to recruit, retain and most importantly engage a high calibre and diverse workforce, capable of high performance and delivering the organisations strategic ambitions.

**Financial Implications:** No direct financial implications.

**Resource Implications:** None related explicitly to this report.

**Legal Implications:** None

**Risk Implications:** None

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

**Climate Implications:** None

**Security Implications:** None

## **Section 5: Conclusions and Next Steps**

31. Overall, the pay gap figures reported remain broadly consistent with those from previous years, with some positive shifts compared to March 2021. These shifts seem to be indicative of a longer-term positive trend in all pay gap figures. However, due to the nature of the calculation method there will be a natural mathematical variation in the workforce numbers included within the snapshot and therefore some deviation due to these measures used that are unrelated to pay practice.
32. It is noted that the figures reflect the position as of March 2022. Since this snapshot the City Corporation has gone (and is continuing to go) through a period of significant change to its structures and employee composition. Although it is important to report and note the position at this snapshot, it would be prudent to bring forward the March 2023 analysis, to identify how these changes have impacted the pay gap position and ensure that future actions identified are based on a more up-to-date picture.
33. The high levels of non-disclosure observed in the ethnicity and disability data highlight the need to continue to improve our data and especially our levels of disclosure on protected characteristics across employees and casuals, to allow stronger analysis and greater insight. As part of our HR Strategy, we will be addressing HR data and improving levels of disclosure.
34. The City Corporation is committed to equal opportunities and equal treatment for all employees. Although many of the pay gap measures are already relatively small or larger but moving in a positive direction, there will always be more that we can do to improve our culture, policy, process and practices to ensure a truly bias free work environment for all employees, in which people irrespective of their background can expect to develop, progress, flourish and perform and be remunerated fairly for the work that they do. We will carry out further analysis on the reasons for disparity in order to support our EDI commitments, reduce any perceived barriers to engagement and progression and work towards greater pay equity. This will include:
  - Guarantee the robustness of our job evaluation scheme and policy, to ensure that we have equal pay for work of equal value, which provides protection against claims of equal pay. This will be part of the Reward Review
  - Review our pay structure and reward practices to ensure that these support fair and equal remuneration, and that any additional payments are minimised and where they remain necessary, actively monitored and moderated.
  - Ensure our work and engagement practices, do not preclude or discourage suitable individuals, from applying to, be appointed and progressing within the

organisation (e.g. recruitment activities; where we advertise; the benefits we offer; our support for flexible working;

Departments and Institutions are tasked with concentrating efforts to address pay gaps through recruitment practice and other initiatives as outlined in their E&I Action Plans. This work will take sustained efforts over time and requires robust data to inform prioritisation and decision-making.

## **Appendices**

1. Gender Pay Gap (“snapshot” date of 31 March 2022)
2. London Boroughs Gender Pay Gap (“snapshot” date of 31 March 2022)
3. Ethnicity Pay Gap (“snapshot” date of 31 March 2022)
4. Disability Pay Gap (“snapshot” date of 31 March 2022)
5. Market Forces Supplements by Gender, Ethnicity and Disability (“snapshot” date of 31 March 2022)

## **Background Papers**

None

## **Report authors**

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## Appendix 1: Gender Pay Gap (“snapshot” date of 31 March 2022)

\*Bracketed figures represent the 2021 and 2020 reported figures.

### Average Pay Rates by Gender

Average Pay Rates	Gender pay gap the difference between women's pay and men's pay as a percentage of men's pay
Mean hourly rate	4.5% (7.1%; 5.6%)
Median hourly rate	2.7% (2.2%; 0.0%)

### Pay Quartiles by Gender

Pay Quartiles	Women	Men	Total
Proportion in the <b>upper quartile</b> (paid above the 75th percentile)	43.8% (43.9%) (43.9%)	56.2% (56.1%) (56.1%)	(100%)
Proportion in the <b>upper middle quartile</b> (paid above the median and at or at/below the 75th percentile)	53.3% (50.5%) (53.2%)	46.7% (49.5%) (46.8%)	(100%)
Proportion in the <b>lower middle quartile</b> (paid above the 25th percentile and at/below the median)	53.4% (50.9%) (52.2%)	46.6% (49.1%) (47.8%)	(100%)
Proportion in the <b>lower quartile</b> (paid below the 25th percentile)	44.0% (49.4%) (45.7%)	56.0% (50.6%) (54.3%)	(100%)

### Bonus Pay by Gender

Bonus Pay	Bonus Gender Pay Gap Difference women's bonus and men's bonus as a % of men's bonus
Mean bonus	5.2% (5.4%; 15.7%)
Median bonus	-50.0% (-14%; 0.5%) i.e. male employees have lower bonuses than female employees

Bonus Pay	Women	Men
Who received bonus pay	9.0% (26.0%; 13.1%)	11.1% (34.5%; 14.1%)

## Appendix 2: London Boroughs Gender Pay Gap (“snapshot” 31 March 2022)

	<b>London Borough</b>	<b>Median Hourly Pay Gap</b>
1.	CROYDON COUNCIL	No gender pay gap
2.	ENFIELD COUNCIL	No gender pay gap
3.	LONDON BOROUGH OF HACKNEY	No gender pay gap
4.	HARINGEY COUNCIL	No gender pay gap
5.	LONDON BOROUGH OF HILLINGDON	No gender pay gap
6.	LONDON BOROUGH OF HOUNSLOW	No gender pay gap
7.	LAMBETH COUNCIL	No gender pay gap
8.	LONDON BOROUGH OF REDBRIDGE COUNCIL	No gender pay gap
9.	LONDON BOROUGH OF TOWER HAMLETS	No gender pay gap
10.	LONDON BOROUGH OF BARKING AND DAGENHAM	<b>1% in favour of men</b>
11.	LONDON BOROUGH OF BEXLEY	<b>1.5% in favour of men</b>
12.	THE LONDON BOROUGH HAVERING	<b>1.6% in favour of men</b>
13.	LONDON BOROUGH OF CAMDEN	<b>2.5% in favour of women</b>
14.	<b>CITY OF LONDON CORPORATION</b>	<b>2.7% in favour of men</b>
15.	ROYAL BOROUGH OF GREENWICH	<b>2.9% in favour of women</b>
16.	LONDON BOROUGH HARROW COUNCIL	<b>3% in favour of women</b>
17.	WANDSWORTH BOROUGH COUNCIL	<b>3.4% in favour of men</b>
18.	LONDON BOROUGH OF RICHMOND UPON THAMES	<b>3.4% in favour of men</b>
19.	EALING COUNCIL	<b>3.4% in favour of men</b>
20.	LONDON BOROUGH OF MERTON	<b>4.5% in favour of men</b>
21.	LONDON BOROUGH OF HAMMERSMITH & FULHAM	<b>5.3% in favour of men</b>
22.	ROYAL BOROUGH OF KENSINGTON & CHELSEA	<b>5.8% in favour of men</b>
23.	BRENT COUNCIL	<b>6.8% in favour of men</b>
24.	LONDON BOROUGH OF SOUTHWARK	<b>7.8% in favour of women</b>
25.	WALTHAM FOREST COUNCIL	<b>9.3% in favour of men</b>
26.	LONDON BOROUGH OF BROMLEY COUNCIL	<b>9.3% in favour of men</b>
27.	WESTMINSTER CITY COUNCIL	<b>10% in favour of men</b>
28.	ROYAL BOROUGH OF KINGSTON-UPON-THAMES	<b>11.8% in favour of men</b>
29.	LONDON BOROUGH OF SUTTON	<b>12% in favour of men</b>
30.	BARNET COUNCIL	<b>17.9% in favour of women</b>
31.	NEWHAM COUNCIL	<b>23.3% in favour of women</b>

Note: No data was available for: Islington; and Lewisham.

Source: Gender Pay Gap Service

(via BBC website: [What is the gender pay gap where you work? - BBC News](#))

### Appendix 3: Ethnicity Pay Gap (“snapshot” date of 31 March 2022)

\*Bracketed figures represent the 2021 and 2020 reported figures.

#### Pay Rates by Ethnicity

Pay Rates	Ethnicity pay gap Difference between BAME and White employees pay as a percentage of White employees' pay	Ethnicity pay gap - BAME employees' pay as a percentage of White employees' pay	Hourly Pay Rate (BAME)	Hourly Pay Rate (White)	Difference £
Mean hourly rate	17.4% (16.8%) (19.1%)	79.5% (83.3%) (80.9%)	£22.96 (£22.13) (£20.62)	£27.32 (£26.58) (£25.49)	£4.38 (£4.45) (£4.87)
Median hourly rate	14.7% (15.7%) (17.1%)	79.0% (84.3%) (82.9%)	£22.21 (£19.69) (£18.02)	£23.42 (£23.37) (£21.73)	£3.21 (£3.68) (£3.71)

#### Pay Quartiles by Ethnicity

Pay Quartiles	BAME	White	Total
Proportion in the <b>upper quartile</b> (paid above the 75th percentile)	8.2% (8.2%) (6.8%)	72.4% (75.0%) (74.0%)	80.6% (83.2%) (80.8%)
Proportion in the <b>upper middle quartile</b> (paid above the median and at or at/below the 75th percentile)	14.6% (14.9%) (14.4%)	69.6% (71.4%) (72.9%)	84.2% (86.3%) (87.3%)
Proportion in the <b>lower middle quartile</b> (paid above the 25th percentile and at/below the median)	19.7% (20.9%) (21.4%)	62.1% (62.7%) (63.3%)	81.8% (83.6%) (84.7%)
Proportion in the <b>lower quartile</b> (paid below the 25th percentile)	21.8% (16.9%) (18.2%)	59.6% (54.7%) (55.7%)	81.4% (71.6%) (73.9%)

## Workforce Composition by Ethnicity

Workforce Composition	BAME headcount	White headcount	Non-disclosed headcount	Total headcount
Proportion in the <b>upper quartile</b> (paid above the 75th percentile)	92 (104) (85)	814 (957) (930)	219 (215) (242)	1125 (1276) (1257)
Proportion in the <b>upper middle quartile</b> (paid above the median and at or at/below the 75th percentile)	164 (190) (181)	784 (911) (917)	178 (175) (160)	1126 (1276) (1258)
Proportion in the <b>lower middle quartile</b> (paid above the 25th percentile and at/below the median)	222 (266) (269)	699 (800) (796)	205 (210) (193)	1126 (1276) (1258)
Proportion in the <b>lower quartile</b> (paid below the 25th percentile)	246 (217) (229)	671 (699) (700)	209 (361) (328)	1126 (1277) (1258)

## Bonus Pay by Ethnicity

Bonus Pay	Ethnicity Bonus Gap Difference between BAME and White employees' bonus as a % of White employees' bonus	Ethnicity Bonus Gap BAME employees' bonus as a % of White employees' bonus	Bonus pay of BAME employees	Bonus pay of White employees	Difference £
Mean bonus	24.4% (22.2%) (23.1%)	78.2% (78.0%) (76.9%)	£841.36 (£853.80) (£1,081.26)	£1,075.42 (£1,097.50) (£1,406.85)	£234.06 (£243.70) (£325.59)
Median bonus	40.0% (49.9%) (31.9%)	60.0% (50.0%) (68.1%)	£300.00 (£500.00) (£652.80)	£500.00 (£998.70) (£958.40)	£200.00 (£498.70) (£305.60)

Who received bonus pay:

- BAME paid bonus as % of all BAME: 12.6% (30.9%; 9.9%)
- White paid bonus as % of all White staff: 10.81% (35.4%; 16.9%)

Note

- Black, Asian and Minority Ethnic (BAME) includes employees recorded in the following categories (categories taken from the 2001 Census): Asian / Asian British (including Chinese), Black / Black British, Mixed / Multiple Heritage and Other Ethnic Group (i.e. all other categories than that of White British and White Other). The calculations exclude any employees whose ethnicity is not known.
- A significant proportion of employees in the lower quartile are casual employees and are therefore less likely to enter their ethnicity information on City People.



## Appendix 4: Disability Pay Gap (“snapshot” date of 31 March 2022)

\*Bracketed figures represent the 2021 and 2020 reported figures.

### Pay Rates by Disability

Pay Rates	Disability Pay Gap Difference between the pay of those who have declared a disability those who have declared no disability as a % of the pay of employees who have declared no disability	Disability Pay Gap The pay of employees who have declared a disability as a percentage of the pay of employees who have declared they have no disability	Hourly Pay Rate (Disability Declared)	Hourly Pay Rate (No Disability Declared)	Difference £
Mean hourly rate	8.8% (8.9%) (10.3%)	94.9% (93.0%) (89.7%)	£23.99 (£23.86) (£22.06)	£26.21 (£25.64) (£24.59)	£2.92 (£1.78) (£2.53)
Median hourly rate	2.4% (7.1%) (9.4%)	94.5% (93.0%) (90.6%)	£21.78 (£20.73) (£19.68)	£22.31 (£22.31) (£21.73)	£0.53 (£1.58) (£2.05)

### Pay Quartiles by Disability

Pay Quartiles	Disabled	Not disabled	Total
Proportion in the <b>upper quartile</b> (paid above the 75th percentile)	2.8% (2.1%) (2.0%)	71.8% (74.8%) (73.4%)	74.6% (76.9%) (75.3%)
Proportion in the <b>upper middle quartile</b> (paid above the median and at or at/below the 75th percentile)	3.9% (3.9%) (3.5%)	75.3% (77.6%) (78.5%)	79.2% (81.5%) (82.0%)
Proportion in the <b>lower middle quartile</b> (paid above the 25th percentile and at/below the median)	4.5% (4.6%) (4.0%)	72.0% (73.8%) (75.7%)	76.6% (78.4%) (79.7%)
Proportion in the <b>lower quartile</b> (paid below the 25th percentile)	5.2% (3.8%) (4.0%)	73.5% (66.9%) (68.6%)	78.7% (70.7%) (72.6%)

## Workforce Composition by Disability

Workforce Composition	Disabled headcount	Not disabled headcount	Non-disclosed headcount	Total headcount
Proportion in the <b>upper quartile</b> (paid above the 75th percentile)	31 (27) (22)	808 (954) (922)	286 (295) (310)	1125 (1276) (1257)
Proportion in the <b>upper middle quartile</b> (paid above the median and at or at/below the 75th percentile)	44 (50) (44)	848 (990) (987)	234 (236) (227)	1126 (1276) (1258)
Proportion in the <b>lower middle quartile</b> (paid above the 25th percentile and at/below the median)	51 (58) (50)	811 (942) (952)	264 (276) (256)	1126 (1276) (1258)
Proportion in the <b>lower quartile</b> (paid below the 25th percentile)	59 (49) (50)	827 (854) (862)	240 (374) (345)	1126 (1277) (1258)

## Bonus Pay by Disability

Bonus Pay	Disability Bonus Gap Difference between the bonus paid to employees who declared a disability and employees who have declared no disability as a % of employees who have declared no disability.	Disability Bonus Gap Pay of employees who have declared a disability as a % of pay of employees who have declared no disability	Bonus pay employees who have declared they have a disability	Bonus pay employees who have declared no disability	Difference £
Mean bonus	-31.4% (-4.3%) (-14.8%)	137.2% (104.3%) (114.8%)	£1,436.76 (£1,106.73) (£1,611.31)	£1,047.33 (£1,060.98) (£1,403.97)	£389.43 (£45.75) (£207.34)
Median bonus	-35.29% (16.8%) (3.9%)	142.9% (83.0%) (96.1%)	£500.00 (£830.99) (£920.88)	£350.00 (£998.70) (£958.40)	£150.00 (£176.71) (£37.52)

Who received bonus pay:

- Disabled paid bonus as % of all Disabled: 9.18% (27.2%; 11.8%)
- Non-disabled paid bonus as % of all Non-disabled staff: 11.13% (34.9%; 15.8%)

Note:

For the calculations exclude any employees for whom disabled / not disabled is not known.

## Appendix 5: Market Forces Supplements by Gender, Ethnicity and Disability ("snapshot" date of 31 March 2022)

\*Bracketed figures represent the 2021 and 2020 reported figures.

### Market Forces Supplement by Gender

Category	Head count	% of Cat	% of MFS	Total MFS	Average MFS	Diff to Male	%Male MFS
<b>Women</b>	104 (104) (99)	4.7%	38.4% (37.5%) (37.4%)	£778,946 (£812,752) (£687,093)	£7,489 (£7,667) (£6,940)	£2,746	26.8%
<b>Men</b>	167 (174) (165)	7.2%	61.6% (62.5%) (62.6%)	£1,709,186 (£1,752,300) (£1,492,120)	£10,235 (£10,013) (£9,043)	N/A	N/A

### Market Forces Supplement by Ethnicity

Category	Head count	% of Cat	% of MFS	Total MFS	Average MFS	Diff to White	%White MFS
<b>BAME</b>	51 (49) (46)	7.0%	18.8% (17.6%) (17.4%)	£414,079 (£429,424) (£348,746)	£8,119 (£8,588) (£7,581)	£1,797	18.1%
<b>Not stated/ known</b>	38 (34) (30)	6.1%	14.0% (12.2%) (11.4%)	£269,305 (£252,322) (£188,291)	£7,086 (£7,421) (£6,276)	£2,830	28.5%
<b>White</b>	182 (195) (188)	4.7%	67.2% (70.2%) (71.2%)	£1,804,747 (£1,833,306) (£1,642,177)	£9,916 (£9,560) (£8,735)	N/A	N/A

### Market Forces Supplement by Disability

Category	Head count	% of Cat	% of MFS	Total MFS	Average MFS	Diff to NoDis	%NoDis MFS
<b>Disabled</b>	10 (8) (8)	5.4%	3.7% (2.9%) (3.0%)	£131,298 (£67,442) (£69,448)	£13,130 (£8,430) (£8,681)	£3,687	-39.0%
<b>Not stated/ known</b>	48 (43) (40)	4.7%	17.7% (15.5%) (15.2%)	£345,475 (£322,656) (£248,055)	£7,197 (£7,504) (£6,201)	£2,246	23.8%
<b>Not Disabled</b>	213 (227) (216)	6.5%	78.6% (81.6%) (81.8%)	£2,011,359 (£2,174,954) (£1,861,711)	£9,443 (£9,456) (£8,619)	N/A	N/A

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<b>Committee(s): Equality Diversity &amp; Inclusion Sub-Committee</b>	<b>Dated 7<sup>th</sup> July 2023</b>
<b>Subject: Reporting and monitoring – Highlight reports, Q3 and Q4</b>	<b>Public</b>
<b>Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?</b>	<b>1,2,3,4,5, 8</b>
<b>Does this proposal require extra revenue and/or capital spending?</b>	<b>N</b>
<b>If so, how much?</b>	<b>N/A</b>
<b>What is the source of Funding?</b>	<b>N/A</b>
<b>Has this Funding Source been agreed with the Chamberlain’s Department?</b>	<b>N/A</b>
<b>Report of: Emma Moore, Chief Operating Officer</b>	<b>For Information</b>
<b>Report author: Micah McLean, EDI Officer</b>	

## Summary

In 2022, following the recommendations of the Tackling Racism Taskforce (TRT), and the completion of the Target Operating Model (TOM) process, a dedicated EDI Directorate was initiated at the City Corporation. The purpose of the Directorate is to enhance the diverse and inclusive culture that exists across the City of London Corporation, its institutions, and its services.

The EDI Directorate aims to ensure that the City Corporation develops and implements impactful EDI and social mobility strategies that enhance the competitiveness, attractiveness and vibrancy of the Square Mile.

The highlight reports in the appendices provide a summary of the achievements of the EDI Directorate between Q3 and Q4 of the 2022/2023 financial year (September 2022 to March 2023).

The attached highlight reports demonstrate that significant work has taken place across all five workstreams agreed in the EDI Business Plan 2022/2023. The work delivered has been vital to building trust internally with employees and demonstrating that the Directorate can drive forward the EDI agenda at the City Corporation. The highlight reports include feedback from staff about the positive impact of these activities on both employee engagement and staff satisfaction.

In the EDI Directorate’s Business Plan, we set out the following five priority areas:

- Workforce Engagement
- Service Delivery
- Data and Metrics
- Initiatives and Impact
- External Partnerships

The updates below, are therefore, aligned with the five agreed strategic areas of the EDI work programme.

### **Recommendation(s)**

Members are asked to note:

The achievements of the EDI Directorate in the five agreed strategic areas set out in the 2022/2023 Business Plan, Quarter 3 and Quarter 4.

### **Main Report**

#### **Background**

1. The strategic priorities and activities of the EDI Directorate during Q3-Q4 have been focused on the five areas set out in the Business Plan approved by Corporate Services in January 2023. These strategic areas have been developed into the five Equality Objectives, and the imminent EDI Action Plan.
2. In September 2022, the EDI Directorate set out a clear written 90-day plan which it successfully achieved. This overlapped with its 6 month Action Plan which was shared with staff and managers at various departmental meetings.
3. The EDI Directorate's Business Plan 2023 to 2025 was then approved by Corporate Services in January 2023. Again, this set out a clear focus on the five agreed strategic priority areas. Despite the team being at only 50% capacity due to recruitment challenges, the team has had a highly productive 6 months, following its initiation in September 2022.

#### **Reporting and Monitoring**

4. In accordance with PRINCE2 project management principles, the EDI Directorate produces both an Operational and a Strategic report on its work every quarter. The Operational report is detailed, and it is shared internally with the EDI Board and senior internal stakeholders. The Strategic report is focused on the five priority areas contained in the EDI Directorate's Business Plan.
5. The purpose of the Strategic report is to gather updates from the EDI Directorate and across departments and institutions that will feed into the EDI Directorate's annual equalities report.
6. A copy of Quarter 3's Strategic highlight report is attached at Appendix 1. A copy of Quarter 4's Strategic highlight report is attached at Appendix 2.

#### **Recruitment Updates**

7. The EDI Directorate successfully recruited an EDI Officer and an EDI apprentice in May 2023, and they commenced their roles in June 2023. This increase in capacity will enable the team to deliver on its imminent EDI Action Plan.

## **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.

Climate implications – N/A.

Security implications – N/A.

## **Conclusion**

8. To conclude, Q3 to Q4 was a highly productive period for the EDI Directorate with activities taking place in all five agreed priority EDI areas. The work undertaken in these five strategic areas has led to the development of the five Equality Objectives which the Directorate is currently consulting on.
9. Despite the team being only at 50% capacity, it successfully delivered on its 90-day and 6-months plans. This has resulted in increased engagement with staff and renewed focus on the EDI Agenda at the City Corporation. The EDI Directorate is currently working on its two-year Action Plan. This will enable the

EDI Directorate to continue to thrive and deliver more EDI initiatives. In addition, the EDI Directorate has recruited two members of staff that will increase the team's capacity. The EDI Directorate is confident that it can support the City Corporation on its journey to becoming an employer of choice in the next two to three years.

## **Appendices**

Appendix 1 - Highlight Report (Quarter 3)

Appendix 2 - Highlight Report (Quarter 4)

### **Micah McLean**

EDI Officer

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## Appendix 1 - Highlight Report (Quarter 3)



### Workstream 1 – Workforce

- Engaged with over 120 staff over a period of six weeks through a series of focus groups, shared results with staff and sought feedback from staff
- Organised a seminar to celebrate National Inclusion Week which provided staff network chairs and leads with an opportunity to discuss their key workstreams, outcomes, and progress over the last 12 months
- Worked with the City Pride Network to create their float ahead of the Lord Mayor's Show and walked with their float at the Lord Mayor's show (which was covered by the Daily Mail and the BBC)
- Created a business plan identifying the EDI Directorate's key workstreams, purpose, vision and desired outcomes for the next three years
- Developed a new EDI governance structure to ensure roles and responsibilities for EDI are clear across the City Corporation and its institutions

### Workstream 2 - Service Delivery

- Worked with procurement to review the CoL Procurement Code and Competitive Procurement Exemptions Policy and provided guidance on the EQIA process for these documents
- Met with the Department for Children and Community Services including Assistant Director of People, Assistant Director of Housing and Assistant Director of Commissioning and reviewed their business plan which includes service provision
- Started research with a view to reviewing the current accessibility policy and accessible website policy. Met with the Assistant Director of Guildhall Property to discuss the initiation of a cross-departmental accessibility working group

### Workstream 3 – Data and Metrics

- HR system being upgraded to enable automated EDI data and reporting.
- Submitted the Women in Finance data in September 2022 and reported that the number of women in senior roles has increased from 33% to 43 % (Grade G and above) since 2019

- Initiated bi-monthly data and metrics meetings with Innovation and Growth team to join up cross-departmental EDI work and learn best practice from our leadership role on the Socio-Economic Diversity taskforce

#### **Workstream 4 – Initiatives and Impact**

- Learning and development team are leading on an internal mentoring scheme and Black Asian and Minority Ethnic leadership programme for employees at the City Corporation.
- Learning and development team are working on a school outreach programme among other initiatives next year
- Member Diversity Action Plan – Member Diversity Working Party with actions being overseen by the Deputy Chief Executive’s office (Members Services)
- Race Action Plan – Tackling Racism Task force outstanding actions for departments are being overseen by the Director of Equality, Diversity and Inclusion

#### **Workstream 5 – External Partnerships**

- Quarterly meetings have taken place with all CoL Institutions and departments to develop a co-ordinated approach to EDI. EDI governance structure includes a systems thinking approach to enable networking across institutions and with external stakeholders
- Attended the Living Wage Foundation conference and attending the Living Wage Foundation’s quarterly meetings
- Attended Black History Month Event hosted by the Remembrancers office, with Baroness Scotland and Ken Olisa as panel members
- CoL is a Top 75 Social Mobility employer and we are ranked 67th of the Social Mobility Index

## Appendix 2 - Highlight Report (Quarter 4)



### Workstream 1 – Workforce

- During February 2023 the EDI Directorate delivered its first EDI Broadcast titled 'Meet the Staff Networks' which provide co-chairs, sponsors and leads of staff networks to make advertisements for new members, highlight their key achievements and discuss future programmes of work. Feedback survey showed over 80% satisfaction with event
- Organised training for the Dignity at Work Advisors which was delivered by the Andrea Adams Consultancy
- Attended a number of events hosted by Staff Networks to support inclusion

### Workstream 2 - Service Delivery

- Reviewed the Equality Impact Assessment forms, commissioned a trainer to produce EIA guidance notes and deliver training in June 2023
- Submitted the draft Equality Objectives for internal consultation
- Feedback from Members and departments on the Equality Objectives
- Finalised the Equality Objectives for external consultation

### Workstream 3 – Data and Metrics

- Contributed to HR Workforce Profile report in May 2023
- Contributed to Gender, Disability and Ethnicity Pay Gap reports in May 2023

### Workstream 4 – Initiatives and Impact

- Quarterly EDI Operational and Strategic report produced for Q4
- Staff network progress report delivered to the EDI Sub-Committee

### Workstream 5 – External Partnerships

- Director of EDI working on Social Mobility Index Submission for 2023
- Director of EDI sitting on CILNIL panel to hear applications for funding from external partners
- Organised a National Staff Networks intersectional event with external speakers from Legal and General and Lord Mayor's appeal on 10<sup>th</sup> May 2023.

**EDI Sub-Committee – Forward Plan 2023/24**

	<b>6 September 2023</b>	<b>11 December 2023</b>	<b>21 March 2024</b>	<b>13 June 2024</b>
<b>Standing Items</b>	Minutes of the previous meeting EDI Forward Plan	Minutes of the previous meeting EDI Forward Plan	Minutes of the previous meeting EDI Forward Plan	Minutes of the previous meeting EDI Forward Plan
<b>Strategic Items for Decision</b>	EDI Key Performance Indicators for 2023/24  EDI Annual targets and metrics review  EDI Strategy 2023-2025 outline	EDI Business Plan (forward plan)  EDI annual Procurement Strategy review  Annual Accessibility policy review  EDI Strategy 2023 -2025	Annual employee engagement review (Triangulation - focus groups, listening circles, etc)  Equality representatives review (Dignity at work advisers, Equality reps, line, managers, Staff Networks and Unions)  Annual Social Mobility Strategy review	EDI Annual EDI policies and procedures review  EDI Key institutions EDI review  Annual Member Diversity review
<b>Reporting for Information</b>	EDI Action Plan EDI Communications Plan Quarter 1 Highlight report Risk Management Strategy HR Pay Gap reports (Gender, Ethnicity, Disability) EDI consultation results summary Responsible Procurement update	EDI Action Plan EDI Communications Plan Quarter 2 Highlight report Risk Management Strategy EDI Business Plan, Mid-year report EDI annual Customer Service survey report	EDI Action Plan EDI Communications Plan Quarter 3 Highlight report Risk Management Strategy EDI Budget report (Year End) Annual Staff survey report	EDI Action Plan EDI Communications Plan Quarter 4 Highlight report Risk Management Strategy EDI Budget report (Planning/ Estimates) HR Annual Workforce profile & data report Annual Equalities report
<b>Other Business</b>			Annual review of Sub-Committee Terms of Ref	

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