

Committee(s): Equality, Diversity and Inclusion Sub-Committee – to note	Dated: 12/12/2022
Subject: Initiation of the Equality, Diversity and Inclusion directorate	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	1,2,3,4,5, 8
Does this proposal require extra revenue and/or capital spending?	No
If so, how much?	N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain's Department?	N/A
Report of: Emma Moore, Chief Operating Officer	For Information
Report author: Ms. Saida Bello, Director of Equality, Diversity and Inclusion, EDI directorate	

Summary

The purpose of this report is to provide an update on the development of the EDI function at the City of London Corporation ("CoLC").

On 3 December 2021, a report went to the Establishment Committee setting out proposals for the organisational design of the Equality, Diversity and Inclusion function.

This report provides an update to the EDI Sub-Committee on the progress that has been made to implement the proposals in the report.

Recommendation(s)

Members are asked to:

- Note the progress that has been made which includes a new governance structure for EDI, five proposed EDI workstreams and a draft three-year business plan (Appendix 1-3)
- Comment on the draft business plan noting that it will go to the Corporate Services Committee in December 2022

Main Report

Background

1. On 3 December 2021, proposals for the organisational design of the Equality, Diversity and Inclusion (EDI) function were shared with the Establishment Committee. The purpose of the organisational design of the EDI function included the following:

- To increase resources for the EDI function at the CoLC
- To broaden the focus of the EDI function from mainly workforce matters to wider service delivery and Member diversity
- To put together a small but focused team to co-ordinate EDI efforts across the CoLC, its services and its institutions

Current Position

2. The CoLC aspires to be one of the most inclusive employers in the UK and an employer of choice. To this end, the CoLC took the decision to create a dedicated EDI function that covers workforce, service delivery, Member diversity, social mobility and other strategic EDI priorities.

The 6 strategic EDI priorities

3. The 6 strategic priorities identified in the proposals for the design of the EDI function in December 2021 are all being progressed. The updates in these 6 strategic areas are set out in the table below:

1	Governance & Accountability <ul style="list-style-type: none"> • A new governance structure has been proposed and approved by the Executive Leadership Board in November 2022 and it is set out in Appendix 1.
2	Workforce and Member Development <ul style="list-style-type: none"> • Appendix 2 sets out the five proposed workstreams in the EDI work programme. Workforce development is covered in workstream 1. • Member diversity and development is one of the initiatives in workstream 4 and it will be prioritised in the EDI work programme.
3	Workforce and Member Representation <ul style="list-style-type: none"> • Appendix 2 sets out the EDI work programme areas which includes data and metrics in workstream 3. This will involve gathering and monitoring data across the 9 protected characteristics, social mobility, and other agreed areas. This will include monitoring gender, ethnicity, disability pay gaps and Member Representation.
4	Disability Inclusion <ul style="list-style-type: none"> • The data and metrics workstream (workstream 3) covers our plans to increase our disclosure rates in relation to disability, social mobility, and other protected characteristics. We aim to share knowledge around visible and non-visible disabilities. • Workstream 2 of the work programme includes a workstream on service provision which will include accessibility of the services we provide to residents, service users and other city workers.
5	Evaluation and Recognition

	<ul style="list-style-type: none"> • Workstream 5 in our work programme covers a range of external partnerships relating to our growth and innovation department. • We have continued to take active steps to increase diversity and inclusion by being signatories or members of accreditations such as Race at work, Women in Finance, Stonewall Diversity Champions, Disability Confident, London Living Wage, Black Talent in Finance and Progress together. • In 2022, we provided a submission to the Social Mobility Index and the Women in Finance accreditation.
6	New and Emerging Networks <ul style="list-style-type: none"> • A new staff network, the Young Employees Network was successfully launched at Mansion House in October 2022. • In addition, we are empowering our 7 staff networks by providing them with training and facility time to undertake the vital work they do. • We also organised an event for all staff networks chairs and leads during National Inclusion Week in September 2022 that created a collective sense of inclusion and belonging.

Our three-year business plan

4. As part of the annual business planning process for the Chief Operating Officer's office (COO), a three-year business plan has been submitted to the Executive Leadership Board. The business plan which is attached is due to go before the Corporate Services Committee in December 2022. **(Appendix 3)**.

Emerging issues

5. Several emerging issues have surfaced as we implemented the EDI function proposals. These include the following:

i) Equality Objectives refresh

Under the Equality Act 2010 and related regulations, the CoLC is required to have four-yearly Equality Objectives. To increase both internal and external engagement, a proposal has been submitted to consult on the CoLC's Equality Objectives 2023 to 2027. This will provide an opportunity to engage our staff, our residents, city workers and other stakeholders on our EDI plans.

ii) EDI Strategic Leaders Network (all CoLC institutions)

In accordance with the EDI function proposals, a senior level Strategic Leaders Network has been created to enable the EDI leads across all CoLC institutions to work together. The purpose of this network will include providing a corporate hub/ network that will ensure that corporate EDI objectives are achieved through joined up working, regular meetings, and discussions across all CoLC institutions. This Strategic Leader's Network will also enable updates on EDI work taking place across institutions to be shared with the EDI Sub-Committee. In line with the new governance structure, the first meeting of this network took place in October 2022.

Crucially, the EDI Strategic Leaders Network recognises the diverse needs of each institution including their workforce, customers and stakeholder needs. Notwithstanding the flexibility afforded to each institution, our newly established Head of Profession model, will ensure that EDI policies across all institutions are in line with central policies and do not directly conflict with them.

iii) Facility time for staff network chairs / departmental representatives

In March 2022, a paper went to the Executive Leadership Board requesting dedicated facility time of 0.2 FTE for both departmental equality representatives (x18) and staff network chairs (x12). This proposal was approved by the Executive Leadership Board and with the support of line managers, the facility time will enable volunteers to have time to perform their agreed roles.

vi) Staff Survey results 2022

Following the staff survey results in 2022, we have facilitated three focus groups sessions to better understand the reasons around feedback received from staff. The results will form part of the report on the baseline review of the EDI function which will be presented to the EDI Sub-Committee in March 2023. The baseline review of the EDI function will include individual staff network maturity reports for our 7 staff networks.

Corporate & Strategic Implications

Strategic implications

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

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

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

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

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

Climate implications – N/A

Security implications – N/A

Conclusion

6. The EDI Sub-Committee are asked to note the updates above including the successful initiation of the EDI directorate.

Appendices

- Appendix 1 – EDI governance structure
- Appendix 2 – EDI workstreams
- Appendix 3 – EDI directorate three-year Business Plan

Background Papers - None

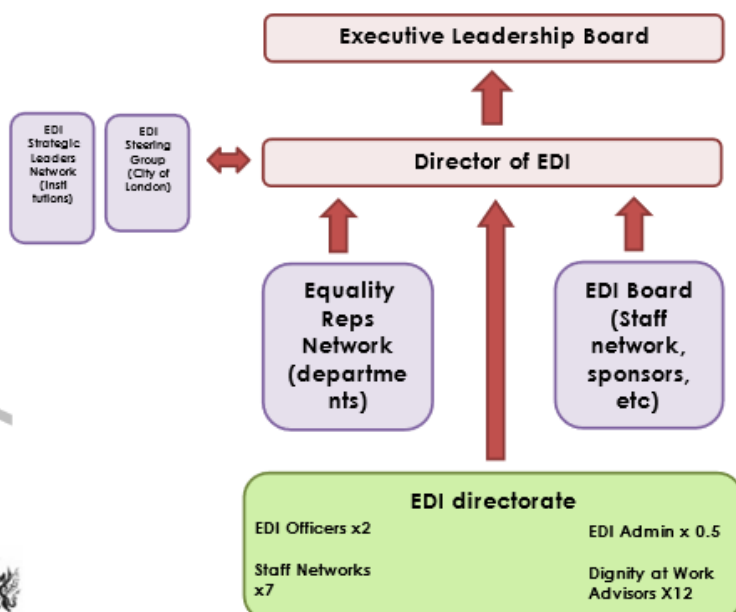
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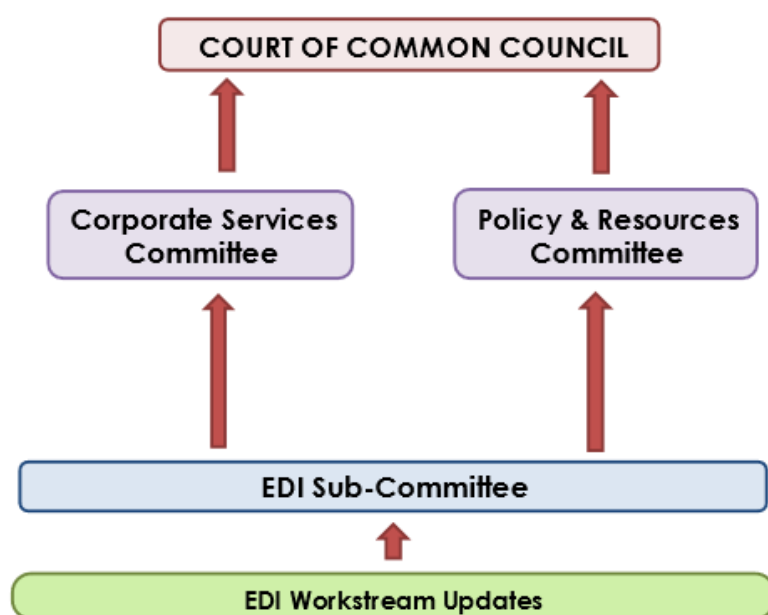
Appendix 1 - EDI Governance Structure

Officer Governance of EDI



1

Member Governance of EDI



EDI Directorate: Key Workstreams

1

Workforce Engagement



We will implement a number of strategies designed to engage the workforce including: EDI performance objectives for staff and managers; a review of people related HR; a written EDI communications plan; training and support for departments responsible for completing EQIAs; and the creation of an EDI strategy and action plan.

2

Service Delivery



We will improve service delivery by overseeing the following: customer facing action plans to identify local equalities issues; an approach to equality in the commissioning and procuring of goods, works and services; an accessibility policy and accessible website policy; service plans for fostering good relationships between different communities; the enablement of minority groups to participate and contribute to public life; and the development of community engagement strategy and service plans.

3

Data and Metrics



We will develop strategies designed to improve the way the City Corporation records and interprets data which will include: a disclosure campaign to increase disclosure rates and improve data gaps; action plans to address issues around quality or availability of data; review of EDI metrics and KPIs; sharing progress on EDI data with staff; institutions and partners; and an evaluation of EDI metrics and KPIs.

4

Initiatives and Impact



We will develop and measure the impact of initiatives that are designed to further the EDI agenda at the City Corporation including: diverse leadership development programmes to support the attainment of EDI aspirational targets; disability action plan; race action plan; gender action plan; graduate and school engagement programmes; and a number of other initiatives.

5

External Partnerships



We will strengthen external partnerships with our Institutions and wider stakeholders by supporting the development of their EDI business plans; external networking to co-create an eco-system for EDI; championing social mobility and the ESG agenda by sharing best practice; participating in joint EDI initiatives alongside external partners; public speaking at events to promote the City Corporations employer brand and corporate objectives and demonstrating thought leadership in the City, London, nationally and globally by convening joint events with partners.