

Equality Diversity and Inclusion Directorate (Aims, Missions, Values)

The purpose of the Corporate Equality, Diversity and Inclusion (EDI) Directorate is to enhance the diverse and inclusive culture that exists across the City of London Corporation, its institutions, services and partnerships. The EDI Directorate will 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.

Our aims and objectives are...

To ensure the EDI function supports the City Corporation in achieving its strategic aims and objectives set out in its Corporate Plan which includes:

- As an employer, ensuring that it delivers and embeds impactful EDI and Social mobility strategies that fulfils its obligations under the Equality Act 2010
- As a service provider, ensuring that it actively engages and meets the need of residents, visitors, workers, students, communities, businesses, etc
- As a thought leader in a global city, aligning the City Corporation's Environmental, Social and Governance strategy with the Corporation's core functions and values. This will involve co-creating a sustainable EDI ecosystem made up of public, private and voluntary sector partners. The impact will be that we will attract the best talent to the City, London and the UK and retain the UK's position as a leading global hub for financial, insurance and professional services

The EDI directorate will promote the values of the City Corporation which are Pride, Pace, Passion and Professionalism and its behaviours which are Relevant, Reliable, Responsible and Radical.

Our major workstreams in 2023/2024 will be:

*This should be a **prioritised** outcome focused list (the Department's highest priority should be Priority 1 and so on) and should state the key deliverable(s) in year (when) and key KPI. If completion extends beyond 2023/24, please also included the estimated completion date.*

- **Priority 1 – Workstream 1 (Workforce engagement) - COO transformation objective – enablement**
Outcomes – (i) Staff networks are empowered through training and support ii) Culture & inclusion initiatives create a sense of belonging for all staff iii) All departments have an EDI committee and agreed staff survey action plans to improve staff survey engagement scores iv) Annual EDI action plan v) Annual comms plan and shared D&I calendar
- **Priority 2 – Workstream 2 (Service delivery) COO transformation objective – credibility**
Outcomes – (i) Our four-yearly equality objectives are refreshed and published on our website (ii) The quality of Equality Impact Assessment (EIA) forms improve through training and support to departments (iii) Resident feedback results are reviewed annually with an EDI lens, recommendations are made, and improvements monitored
- **Priority 3 – Workstream 3 (Data and metrics) – COO transformation objective – transparency**
Outcomes – (i) Cross-departmental data team initiated to improve EDI data gaps (ii) Our data (members, staff, senior leaders, residents, etc.) are up-to-date (iii) We have agreed aspirational EDI targets, metrics and Key Performance Indicators
- **Priority 4 – Workstream 4 (Initiatives and impact) – COO transformation objective – credibility**
Outcomes – (i) Race action plan agreed in line with the Tackling racism taskforce recommendations ii) Member diversity action plan agreed in line with Members Diversity Working Party (MDWP) recommendations (iii) Existing EDI initiatives across the City Corporation are coordinated and impact assessed (E.g., mentoring, apprenticeships, etc.)
- **Priority 5 – Workstream 5 (External partnerships) – COO transformation objective - partnership**
Outcomes – (i) Executive leadership board-level EDI meetings across institutions, (ii) Heads of Diversity-level EDI meetings initiated across institutions (iii) Corporate-calendar monitoring for external kitemarks and benchmarks



What's changed since last year...

Our major achievements in 2022

- Funding was secured to set up the EDI directorate in December 2021
- Successfully recruited EDI directorate team of 3 FTE officers and admin staff (0.5) in August 2022
- Target Operating Model (TOM) process successfully completed in August 2022
- The newly created EDI directorate will set up infrastructure over the next 6 to 12 months
- Review of the current EDI function in the City of London Corporation under way
- Holistic review of recommendations following review of EDI function in the other four main institutions (Barbican, Police and Guildhall school of Music and Drama) planned by Mar. 2023
- Focus groups under way and “inquiry based” approach that will involve listening attentively to staff to unpick some of the feedback received in the 2022 staff survey
- The EDI directorate will provide a more uniform service across the City Corporation’s departments, institutions and services and build on external partnerships required to take the City Corporation’s EDI work to a city-wide, national and global level

Any significant improvements to service offered to customers and/or new commitments taken on

- The EDI directorate has been recently formed in September 2022 and is currently setting up infrastructure to run an effective EDI function. The first draft of an EDI Commitment Policy has been produced. The policy aims to show the City Corporation’s commitment to Equality, Diversity and Inclusion in employment, procurement, service delivery and interactions with staff, residents, and external partners
- The EDI directorate expects to realise huge improvements to the service that the EDI function will offer to both internal and external customers. The business case for developing an effective EDI function has been made out in several Government and industry reports. For example, a report by McKinsey & Co “Diversity wins – How inclusion matters” in 2021, found that more diverse and inclusive workplaces will lead to better service provision for customers. For staff, the benefits of inclusion will include greater productivity, creativity and innovation. In addition, health and wellbeing research conducted by the Chartered Institute of Personnel and Development in 2021, found that an effective EDI function will also greatly improve the wellbeing of all staff.

What is the effect of rising costs/inflation? Is anything stopping/changing? N/A

- *The effect of rising costs and inflation could mean that some specific projects (such developing an EDI learning offer) may be put on hold until there are more funds available. Having a medium-term plan will enable the EDI directorate to prioritise projects such as culture change, developing staff networks, mentoring and diverse leadership programmes, etc.*

Has TOM been completed for your department? Any impacts?

- *We successfully recruited a team of four following completion of the TOM process . The team is currently down by about 50% with 1 EDI officer and 0.5 shared admin expected to join the EDI directorate by December 2022*

How are you driving value for money?

- The directorate has adopted an evidence-based approach to EDI which will involve reviewing and then improving the data we have, setting aspirational targets, developing and implementing impactful EDI and social mobility initiatives, evaluating and measuring the impact of all EDI initiatives. This approach will ensure that the limited resources we have will be prioritised and will thus yield the maximum short, medium-term and long-term outcomes desired by all stakeholders.

Our EDI strategic commitments linked to the Corporate plan 2018 - 2023 outcomes

Outcome 3 - People have equal opportunities to enrich their lives and reach their full potential (Workforce – Workstream 1) & Workstreams 3 and 4

- Conducting focus groups, reviewing pulse survey results, 1-2-1 interviews and other forms of evidence-based research to understand the challenges and barriers that prevent staff from underrepresented groups from reaching their full potential at the City Corporation
- Promoting effective career progression through initiatives such as developing staff networks chairs, and other staff through culture change initiatives. Cultural change initiatives will strengthen the voice of employees from underrepresented groups and improve psychological safety for all staff
- Providing access to world-class heritage, culture, learning and creative and performing arts to individuals and communities from diverse backgrounds

Outcome 4 - Communities are cohesive and have the facilities they need (Service provision – Workstream 2) & Workstreams 3 and 4

- Supporting responsive services and customer care by reviewing relevant data and feedback received from residents about service provision with an EDI lens. This will help assess whether services provided to residents and other stakeholders are both inclusive and responsive and to benchmark our services against the Equality Framework for Local Government (EFLG)
- Reviewing accessibility and making recommendations to ensure that the facilities, workplace accommodation and other services we provide to customers are inclusive, welcoming and accessible to all
- Creating opportunities to bring individuals and communities together to build stronger and more resilient communities, to share experiences that will foster good relationships and promote wellbeing, mutual respect and tolerance

Outcome 8 – We have access to the skills and talents we need (External partnerships – Workstream 5) & Workstreams 3 and 4

- Developing strong talent management and career progression strategies to enhance employee experience and improve the employer brand of the City Corporation and its institutions. Developing the relevant skills and diverse talent pools through initiatives such as mentoring, reverse mentoring, apprenticeships, leadership development and other innovative programmes
- Developing inclusive leaders and managers who are accountable for driving forward the EDI, social mobility, organisational development, innovation and growth and Environmental, Social and Governance (ESG) strategies. This will help the City Corporation to develop a reputation as an employer of choice
- Building partnerships and networks that will co-create a sustainable ecosystem made up of public sector, private sector and voluntary sector organisations. This will enhance the competitiveness, vibrancy and attractiveness of the City, London and the UK as a global city with opportunities that attracts the best global talent

*** The 5 EDI workstreams are set out on page 2. **Workstream 1** covers workforce engagement. **Workstream 2** covers service provision. **Workstream 3** covers Data & Metrics. **Workstream 4** covers Initiatives & Impact. **Workstream 5** covers external partnerships.

*****Workstreams 3 and 4** cut across all 3 Corporate Strategy Outcomes set out above



Our People

The EDI directorate is made up of four members of staff.
These are:

- Director of EDI (1)
- EDI officers (X2) and
- Shared admin officer (0.5)

Staff Engagement score for all employees at the City of London Corporation in 2022: 52%

Plans to increase staff engagement

- Support all departments to develop a staff survey action plan to increase engagement scores
- Conduct 3 focus groups with staff to discuss 2022 staff survey results

Current staffing levels/recruitment plans

- To recruit admin staff/ second EDI officer by 31 December 2022

No of Apprentices – n/a

Plans for developing capability and/or talent management

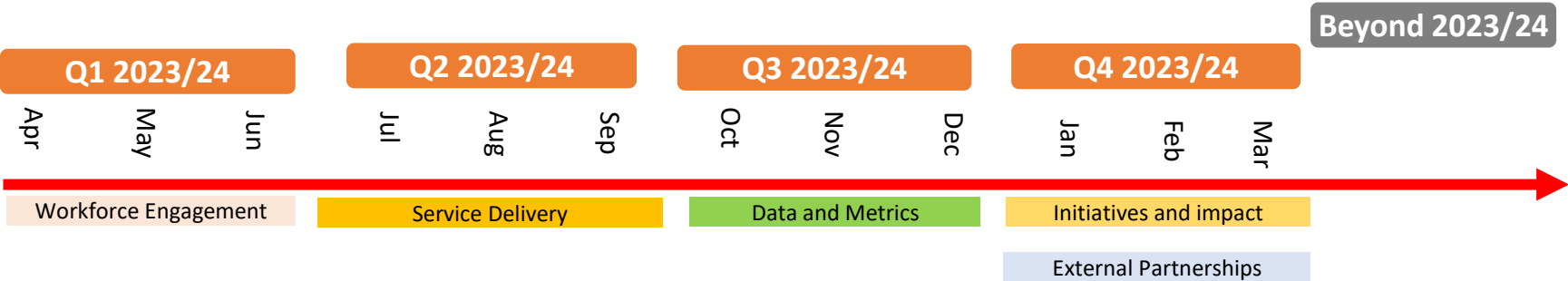
- Training
- Professional memberships
- Job shadowing and
- On the job learning

Our Stakeholders

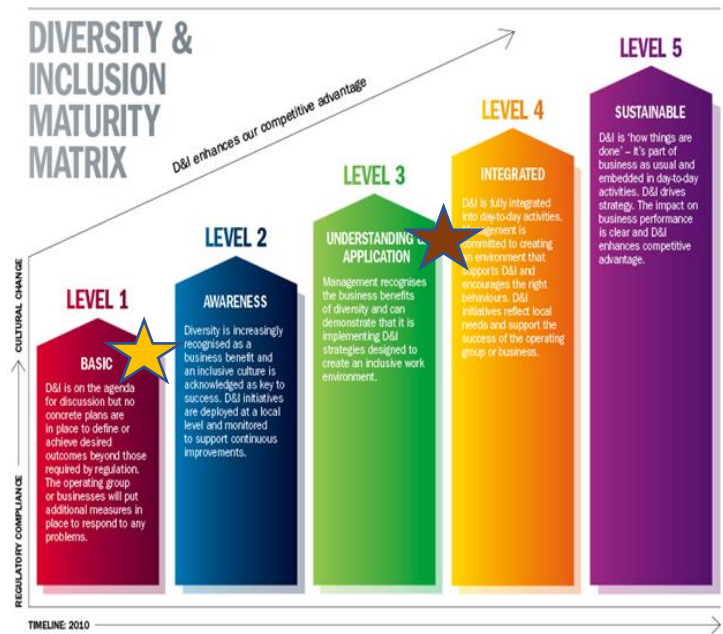
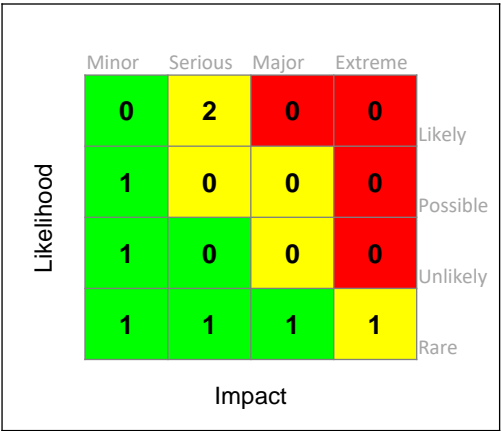
- Our stakeholders includes
- Staff
- Institutions
- Residents
- Service users
- Visitors
- Workers
- Students
- Contractors
- Members
- Businesses and
- Citizens in London, the UK and across the globe.



EDI DirectorateTimeline
Planner



Key Risks



By the end of the 2023/2024 year the EDI Directorate aims to make significant progress in Workstreams 1-5. In the achievement of these workstreams we will be able to deliver a wide range of initiatives that will enable staff to have increased confidence in the EDI function at the City Corporation.

As a result, we will move firmly in between Level 3 – 4 having acquired the necessary data, engaged with staff within the City Corporation and its Intuitions and completed a communications plan and a review of our services. In addition, by this time we would have delivered a number on initiatives that would be impactful and improve career progression opportunities and the facilitation of safe spaces. Therefore, would have a made a significant and lasting impact as team and firmly progress up the Diversity and Inclusion Maturity Matrix.

Risk Title	Score	Mitigation
EDI directorate – small team providing service to an organisation with about 3600 staff. Small team of 3.5 means that sickness, absence or holidays will have impact on capacity to deliver work	2	Work closely with HR Team which is also part of the COO
Compliance – Equality Objectives two years out of date. Risk of non –compliance if not brought to date within 3 to 6 months	1	Prioritise draft Equality Objectives in first 100
Staffing issues – EDI directorate 1.5 staff down until December 2022. HR department is recruiting to about 20 posts. EDI projects require collaboration with HR. Risk of delayed EDI projects if recruitment not completed within 6-12 months.	1	Work closely with HR to support ongoing recruitment
Likelihood of low staff morale across City Corporation due to recent transformation process	1	Engage staff using focus groups, listening circles and other opportunities to engage

Key Performance Indicators – Priorities to be agreed with members in the EDI sub-committee

#	KPI	Current Performance	Direction of Travel/ Target
1	Representation – Gender % Of women in senior leadership team	Annual Equalities report March 2022	
2	Representation – Ethnicity % Of minority ethnic groups in senior leadership team	As above	
3	Representation – Ethnicity % of minority ethnic groups in the four salary levels used for pay gap reporting.	As above	
4	Representation – Disability % Disclosed disabilities in senior leadership team.	As above	
5	Disclosure rates – Increased disclosure rates for 3 monitored diversity groups <ul style="list-style-type: none"> - Sexual Orientation - Ethnicity - Disability 	TBA	
6	Employee engagement levels	Staff Survey 2022 – 52%	
7	Retention – monitoring retention rates for different minority groups including: <ul style="list-style-type: none"> - Gender - Sexual orientation - Disability - Ethnicity - Age 	TBA	
8	Recruitment – monitoring diversity levels at all stages of the process such as application, shortlisting, interview and appointment	TBA	
9	Increasing membership numbers in staff networks, developing annual programme of works, a communications plan and bi-annual reporting	TBA	
10	Socio-economic background (all staff) – Increase reporting levels	TBA	
11	Socio-economic background (senior leadership team – Grade G above) increase reporting levels	TBA	
12	Socio-economic background (members)- Increase reporting levels	TBA	

Medium Term Plans under consideration 2024 – 2026 – Workstream 1 – Enablement

Workstream 1 – Workforce Engagement

What and when: prioritised list (Include any known changes you are preparing for, e.g. new legislation, services, projects, automation)	Narrative (including resourcing) ***Resourcing will be provided in-house by EDI directorate team of 3.5 staff.
All staff and managers have one EDI performance objective to contribute to the overall EDI agenda	(2024-2025) – One best practice tool for embedding EDI across teams and departments is for all members of staff, managers and leaders to have an EDI performance objective
Key HR policies reviewed with EDI lens (Recruitment, reasonable adjustments and hybrid working)	(2024-2025)– To succeed in securing accreditations such as inclusive employers and stonewall, Key HR people policies should be up-to-date and support an inclusive working environment
All departments review their annual staff survey results and have a list of actions arising from survey feedback	(2024-2025) – To increase staff engagement scores annually, departments should monitor their annual staff survey results and identify a minimum of 3 actions to improve staff engagement across the City Corporation
Training and support available for departments in completing EIA forms	(2024-2025) – As a public sector organisation, undertaking Equality Impact Assessments is best practice
EDI training skills gap analysis and evaluation of current EIA training is undertaken to assess training needs at all levels (Staff, managers, leaders, members).	(2025-2026) – Although training should not be used as a stand-alone tool for developing an inclusive workplace, it is useful. A skills gap analysis should be undertaken and staff should be encouraged to develop inclusivity and cultural awareness skills
Knowledge sharing and creation of an EDI toolkit and a hub for all staff to access EDI advice and support	(2025-2026) – A toolkit and EDI hub will enable knowledge sharing across the City Corporation and its institutions and will deliver value for money
EDI Strategy in place (Workforce engagement, Culture & Inclusion)	(2025-2026) – A written EDI strategy is best practice. This should be aligned with the next Corporate Strategy 2025 to 2030 which is currently in development

Medium Term Plans under consideration 2024 – 2026 – Workstream 2 – Enablement

Workstream 2 – Service Delivery

What and when: prioritised list (Include any known changes you are preparing for, e.g. new legislation, services, projects, automation)	Narrative (including resourcing) ***Resourcing will be provided in-house by EDI directorate team of 3.5 staff
Customer-facing action plans reviewed with EDI lens to identify gaps in service provision, relevant issues and priorities and systems for tracking progress	(2024-2025) – The core local authority function of service provision and customer services should be reviewed with an EDI lens and service provision levels should be tracked annually
Approach to equality in commissioning and procuring of goods, works and services as set out in the responsible procurement policy reviewed with EDI lens	(2024-2025) – To ensure that procurement strategy and policies and processes are reviewed with an EDI lens
Accessibility policy and an accessible website policy reviewed to ensure they are underpinned by current best practice	(2024-2025) – To ensure that an up-to-date accessibility policy / website policy is in place
Service plans for fostering good relationships between different communities and enabling minority groups to participate and contribute to public life are reviewed with EDI lens	(2025-2026) – Under the Equality act there is a duty to foster good relationships between different groups and to enable underrepresented groups to participate and contribute to public life
Community engagement strategy and service plans reviewed with EDI lens and ensure that it addresses equality and inclusion	(2025-2026) – The community and engagement strategy and plans should be reviewed with an EDI lens
Submission to Equalities Framework for Local Government (EFLG) for benchmarking	(2025-2026) – A successful submission to the EFLG should be made before March 2026

Workstream 3 – Data and Metrics

What and when: prioritised list (Include any known changes you are preparing for, e.g. new legislation, services, projects, automation)	Narrative (including resourcing) ***Resourcing will be provided in-house by EDI directorate team of 3.5 staff
Disclosure campaign to increase disclosure rates and improve data gaps	(2024 – 2025) – The EDI directorate will start will monitor the baseline in terms of EDI data and ensure this increases through with the help of disclosure campaigns
Action plan agreed to address issues around quality or availability of data	(2024 – 2025) – Data quality and availability of granular EDI will help support achievement of EDI targets
Review of EDI metrics, KPIs	(2024 – 2025) – EDI metrics, targets and pay gaps will be reviewed annually to monitor improvements
Disclosure campaign to increase disclosure rates and improve data gaps	(2025 -2026) – Disclosure campaign should be undertaken at least once a year to reduce data gaps
Data transparency – share progress on EDI data collection and metrics with staff, institutions and partners	(2025-2026) – Data should be shared with staff openly to communicate areas of improvements and the more challenging areas
Evaluation of EDI metrics and KPIs	(2025-2026) – Evaluation of work done around data (including pay gaps) should be evaluated before new targets and metrics are set

Workstream 4 – Initiatives and Impact

What and when: prioritised list (Include any known changes you are preparing for, e.g. new legislation, services, projects, automation)	Narrative (including resourcing) ***Resourcing will be provided in-house by EDI directorate team of 3.5 staff
Diverse leadership development programmes introduced to support attainment of EDI aspirational targets including the Member and Race Action plans	(2024-2025) – EDI Initiatives will be developed to support EDI action plans (resources will need to be identified from L&D, apprenticeship, departmental or other budgets)
Gender Action plan in place to support targets set for Women in finance, EDI aspirational targets and to reduce gender pay gap	(2024-2025) – as above
Disability action plan in place to reduce disability pay gap	(2024-2025) – as above
Graduate training programme initiated (Young employees network)	(2025- 2026) – as above
School outreach programme initiated to support work experience for young people	(2025-2026) – as above
Other relevant initiatives developed as agreed with stakeholders	(2025-2026) – as above
Ensuring that underrepresented group contribute to the climate agenda. By raising awareness surrounding climate change to underrepresented groups.	(2025-2026) – as above

Medium Term Plans under consideration(2024/25 and 2025/26) – Workstream 5 – Partnerships

Equality , Diversity and Inclusion Directorate 2024/26 Business Plan

External Partnerships	
What and when: prioritised list (Include any known changes you are preparing for, e.g. new legislation, services, projects, automation)	Narrative (including resourcing) ***Resourcing will be provided in-house by EDI directorate team of 3.5 staff
Provide advice and support to other City Corporation institutions that require support and review their business plans	(2024-2025) – Developing closer and joined up working with institutions and their EDI plans
Developing networks to co-create an ecosystem for EDI, social mobility, innovation and growth and ESG partnerships	(2024-2025) – Developing networks in the City of London, London, nationally and globally in the EDI and social mobility space
Leverage networks in the private sector, public sector and voluntary and community sector to expand the impact of our EDI work across the City of London, London and nationally	(2024-2025) – Collaborating with partners to expand the impact of EDI and social mobility
Participate in collaborative EDI initiatives and outreach initiatives with external partners	(2025-2026) - EDI and outreach Initiatives will be undertaken in partnerships with other organisations to reduce costs (resources will need to be identified from L&D, apprenticeship, departmental or other budgets)
Public speaking at EDI events to promote City Corporation’s employer brand and winning multiple awards and recognition for innovative and inclusive practices in the work place	(2025-2026) – The benefits of developing an effective EDI practice will include enhancing the City corporation’s employer brand as an employer of choice. This will lead to external awards and recognition and enhance the City Corporation’s ability to attract the best talent nationally and globally
Demonstrate thought leadership in EDI in the City, in London, nationally and globally by convening joint events with internal and external partners	(2025-2026) – As a hybrid organisation(with both public sector, charitable sector and private sector functions) the City Corporation’s EDI will have a greater impact and thought leadership status