

<b>Committee(s):</b> Equality, Diversity and Inclusion Sub-Committee	<b>Dated:</b> 7 March 2023
<b>Subject: EDI baseline review</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

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

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

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

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

### Recommendation(s)

Members are asked to:

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

### Main Report

#### Background

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

This has involved undertaking the following activities:

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

## **Current Position**

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

#### **Qualitative data – one-to-one interviews**

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

#### **Focus group sessions**

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

#### **Appreciative inquiry question**

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

#### **All-staff survey results 2022**

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

#### **8. Quantitative data – Workforce and EDI data**

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

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

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

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

**Table 1: Gender, Ethnicity and Disability Pay Gaps 2021**

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

Note: Bracketed figures represent the 31 March 2020 pay gap

## 10. EDI accreditations and benchmarks

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

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

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

## 11. EDI learning

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

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

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

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

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

## **12. EDI training needs analysis**

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

## **13. Development of KPI and metrics**

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

## **14. Conclusion**

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

## **15. Recommendations**

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

## **Corporate & Strategic Implications**

### Strategic implications

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

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

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

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

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

Climate implications – N/A

Security implications – N/A

## **Appendices**

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

**Background Papers** - None

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