

**COVER PAGE**

**DRAFT EQUALITY, DIVERSITY AND INCLUSION CONSULTATION DOCUMENT**

**SAIDA BELLO – DIRECTOR OF EDI**

**EDI DIRECTORATE, CHIEF OPERATING OFFICERS DIVISION**

**CITY OF LONDON CORPORATION**

**26 March 2023**

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

## FOREWORD

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

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

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

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

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

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

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

**Deputy Andrien Meyers**

Chairman

**Dr Joanna Abeyie**

Deputy Chairman

Equality, Diversity and Inclusion Sub-Committee

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

## OUR VISION, OUR ROLE, OUR REACH

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

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

### Some key facts:

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

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

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

## OUR CORPORATE COMMITMENT

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

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

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

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

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

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

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

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

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

# THE CITY CORPORATION'S DRAFT EQUALITY OBJECTIVES

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

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

## WHY ARE WE UNDERTAKING THIS CONSULTATION?

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

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

### Our five draft equality objectives – brief overview

#### **Equality Objective 1 – Socio-Economic diversity**

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

#### **Equality Objective 2 – Building inclusive communities**

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

#### **Equality Objective 3 – Inclusive and supportive leadership**

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

#### **Equality Objective 4 – Inclusive and accessible services**

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

#### **Equality Objective 5 – Diverse and engaged workforce**

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

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

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

## EQUALITY OBJECTIVE 1: Socio-Economic Diversity

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

### We Will

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

### Our Five Aspirational Targets

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

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

## **EQUALITY OBJECTIVE 2: Building Inclusive Communities.**

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

### **We Will**

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

### **Our Five Aspirational Targets**

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

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

## **EQUALITY OBJECTIVE 3: Inclusive and Supportive Leadership**

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

### **We Will**

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

### **Our Five Aspirational Targets**

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

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



## **EQUALITY OBJECTIVE 4: Inclusive and Accessible Services**

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

### **We Will**

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

### **Our Five Aspirational Targets**

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

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

## EQUALITY OBJECTIVE 5: Diverse and Engaged Workforce

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

### We Will

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

### Our Five Aspirational Targets

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

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

## THE CONSULTATION PROCESS

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

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

### Our Consultation Principles

We believe that an effective consultation process should be:

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

### Our Consultation Methods

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

### Our Key Consultation Questions

We particularly would like your views on the following questions:

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

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

### Our Consultation Timescale

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

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