

<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**

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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.