

Consultation on our Draft Equality Objectives 2023 - 2027

City Pride Network



Multi-Faith Network



WIN Network



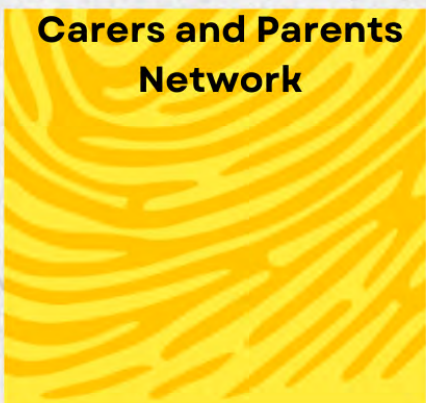
DAWN Network



CLEAR Network



Carers and Parents
Network



YEN Network





Contents

Foreword	4
Our Vision, Our Role, Our Reach	6
Our Corporate Commitment	8
The City Corporation's Draft Equality Objectives	10
Equality Objective 1: Aspirational Leadership	12
Equality Objective 2: Dynamic and Engaged Workforce	13
Equality Objective 3: Accessible and Excellent services	14
Equality Objective 4: Understanding our Communities	15
Equality Objective 5: Socio-Economic Diversity	16
The Consultation Process	18

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 can feel a 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 broad approach to diversity recognises that there are inequalities not covered by the Act – for instance socio-economic inequalities – that need to be addressed to remove barriers to accessing our services.

Our functions as a local authority only represent 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 we own and fund the Barbican Centre, the London Metropolitan archives and manage national treasures such as Epping Forest. We are the sole trustee of Bridge House Estates (BHE), a charity and its grant making arm – the City Bridge Trust.

The City’s local democracy is also unique. It is the only area in the country in which the number of workers (almost 600,000) significantly outnumbers its 8,500 residents. To be truly representative of its population, the City Corporation offers a vote to representatives at all levels in City organisations so they can have their say on the way it is run.



To help encourage diverse applicants to stand for our local elections, the *City Belonging Project*, will be launched in 2023 to engage with the diversity networks of City firms. In addition, our plans to create a new Museum of London and regenerate the Smithfield area is a key investment that will open the City to more diverse audiences. The new Museum will also play an integral part in our Destination City vision by boosting the City’s leisure offer for visitors, workers, residents, and other stakeholders.

We recognise that Equality, Diversity and Inclusion (EDI) is central to every single function that we perform. Our Staff Networks, featured on the cover of this consultation, play a vital part in putting our people at the heart of everything we do. We believe that EDI is also key to the Square Mile’s continuing business and economic success. We are located in 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. We will maintain the global attractiveness of London as the place of choice to live, work and visit.

Although our collective commitment to the pursuit of EDI is well established, there is much more for us to do. We want to hear your views - as residents, city workers, staff, visitors, or businesses - about our draft equality objectives. Are they clear enough, strong enough, sufficient, relevant, and likely to make an impact? We invite you to help shape this important part of the next phase of our journey. ^{1,2}

Deputy Andrien Meyers

Chairman

Dr Joanna Abeyie

Deputy Chairman

Equality, Diversity and Inclusion

Sub-Committee, City of London Corporation

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 City Junior School. The City Corporation also sponsors the City of London Academies Trust.

2 Our stakeholders include residents, staff, workers, visitors, businesses, volunteers, and other service users.

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

587,000

workers in the City of London, or **10%** of London's total workforce.

1 in 54 UK workers are employed in the Square Mile.

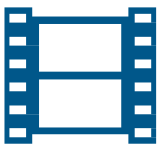


Around **18 million** people visit the Square Mile every year, spending over

£1.7bn



We provide policing governance for the City of London Police.



We are the founder and principal funder of the Barbican Centre

We maintain over

11,000

acres of green spaces which are visited by over **23 million** people a year.



Our charity, City Bridge Trust, is London's largest independent charitable funders distributing over

£30 million

a year



We provide the Guildhall School of Music & Drama as part of our contribution to the cultural life of London and the nation.



The City Corporation sponsors The City of London Academies Trust (COLAT) which oversees six secondary academies, three primary academies, one sixth form centre and has about

 **5,000** students.

£100bn 

(13%) of the total tax contribution to the UK is generated from financial and professional services.

 There are approximately **8,500** residents living in the City of London.

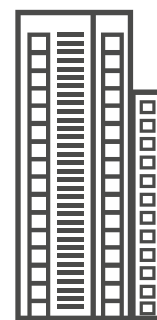
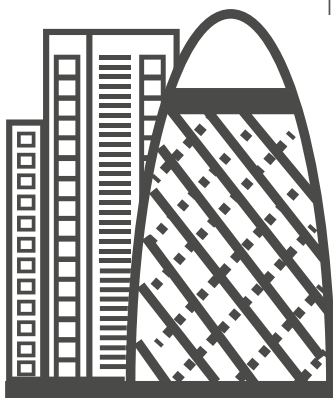


The City Corporation is the country's fourth largest funder of culture, investing **£110m** each year in heritage and cultural activities.

The City is home to about

22,305 businesses,

with nearly **99%** of these being SMEs but the large firms (**1%**) provide over **50%** of the City's jobs.



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 realize our ambitions.

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 which are to:



Each aim is supported by our 12 expected outcomes, several of which relate directly to EDI. These outcomes include our ambitions to:

- 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 36% 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 priorities, 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 sub-committee of the Policy and Resources grand 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.



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?

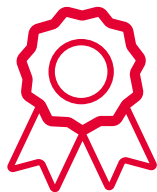
We are committed to engaging with our stakeholders to strengthen our approach to EDI. In 2022 we initiated the EDI directorate to lead our corporate EDI function and strengthened our EDI governance structure. Our approach going forward will involve co-producing our EDI strategy in partnership with our institutions and stakeholders. We are committed to co-creating a world-class EDI 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 – in brief

Equality Objective 1



Aspirational Leadership

Taking a broad and intersectional approach to equality, diversity and inclusion which appeals to people from all backgrounds.

Equality Objective 2



Dynamic 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.

Equality Objective 3



Accessible and Excellent services

Creating a community-centred approach to service delivery bolstered by an inclusive community and stakeholder engagement strategy.

Equality Objective 4



Understanding our Communities

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



Equality Objective 5

Socio-Economic Diversity

Working collaboratively with our stakeholders to enable opportunities for everyone to flourish and reach their full potential regardless of their socio-economic background.

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.

Equality Objective 1:

Aspirational Leadership



Taking a broad and intersectional approach to equality, diversity and inclusion which appeals to people from all backgrounds.

We Will

- Ensure that our senior leaders are well-equipped to lead the EDI agenda and to act as EDI ambassadors.
- Enable and empower our staff networks to act as a catalyst for change in the workplace and within the communities they live and work in.
- Ensure that the work of the City Corporation's departments and institutions (e.g., business planning) is characterised by a shared commitment to our equality objectives and to tackling discrimination in all its forms.
- Ensure that our health equalities initiative overseen by the City and Hackney Health and Care Board fully embeds our equality objectives.
- Take part in regular Equality Framework for Local Government, annual Social Mobility Employers Index assessments and other agreed benchmarks.
- Set aspirational EDI targets and metrics (e.g., recruitment and retention) that will enable us to evaluate EDI programmes and demonstrate impact.
- Ensure that our EDI Sub-Committee has an overview of all our equalities related work through our EDI governance structure.

Our Five 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 equality objectives across the work of the City Corporation, its institutions, and its services as set out in our EDI governance structure.

Equality Objective 2: Dynamic 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.
- Monitor the variety of other workers we have such as casual, temporary, voluntary, and other hidden workforce.
- 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 organisational development programmes to enhance our inclusive workplace culture.
- Encourage our departments and institutions to commit to this objective in the context of their own work by developing action plans and sharing best practice.

Our Five Targets

- Staff survey results show improved outcomes in engagement, ability to influence work and sense of wellbeing across all staff and our respective staff networks.
- Annual workforce data on staff recruitment and retention shows similar recruitment and career progression rates for staff across underrepresented groups.
- HR data on pay and grade gaps shows an improving picture across all underrepresented 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.

Equality Objective 3: Accessible and Excellent Services



Creating a community-centred approach to service delivery bolstered by an inclusive community and stakeholder engagement strategy.

We Will

- Ensure that our services (both physical and digital) across our departments and institutions are accessible and co-created with service users and stakeholders through an agreed approach to consultation, co-production, and engagement. As set out in our statement of Ethical Policy, our community-centred approach will help us to better understand the challenges our communities face and include them in our planning and decision-making processes.
- Strengthening equality impact analysis in service planning, decision making and impact evaluation across the City Corporation's departments 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's departments 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 Targets

- All our schools and family of schools we support are judged to be good or outstanding for their work designed to reduce the attainment gap between groups of pupils.
- Regular surveys of City Corporation's department and institution services by service users show increased response rates and increased levels of satisfaction.
- At least one credible offer of accommodation and support is made to homeless households and those sleeping rough in the City.
- An increase in the percentage of City of London residents who describe their health as "very good" and "good" in Census 2021
- Our departments, 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.

Equality Objective 4: Understanding our Communities



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

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 by an evidence-based approach. This will include the use of focus groups, surveys, group interviews and other research methodologies.
- Work with the communities associated with our institutions and stakeholders to secure commitment to our data-led approach to understanding our communities. This will include the use of Census 2021 data and other trustworthy data.
- Evaluate and strengthen the City Corporation's arrangements for consulting, understanding, and working with our communities, including four residents' meetings a year (a morning and evening session, twice a year) and the development of a wider community engagement and stakeholder strategy.
- Consider the recommendations in the *Delivering better health outcomes for hidden workers* report 2022 and how to implement the recommendations internally and promote them to other businesses across the City.

Our Five 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 a year after approval
- Survey of our stakeholders, communities and residents 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.

Equality Objective 5: Socio-Economic Diversity



Working collaboratively with our stakeholders to enable opportunities for everyone to flourish and reach their full potential regardless of their socio-economic background.

We Will

- Ensure the *Five-Point Pathway* recommended by the Socio-Economic Diversity Taskforce report published in November 2022 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.
- Encourage our departments and institutions to initiate targeted outreach programmes to address barriers for underrepresented groups.
- Support our maintained schools, independent schools we either own or support to achieve good or outstanding for their work designed to reduce the attainment gap between groups of pupils. Encourage City of London Academies Trust, which we sponsor, to ensure that its academies are good or outstanding.
- Review progress and work in partnerships with departments, institutions and other stakeholders on projects that assist in meeting socio-economic diversity targets.

Our Five Targets

- An executive-level champion for socio-economic diversity is appointed to oversee an officer's working group responsible for implementing our Social Mobility strategy 2018 to 2028.
- Our quarterly diversity disclosure campaigns result in an increased proportion of staff who self-declare their socio-economic background and other diversity data.
- Financial and professional services organisations in the City monitor their progress against the Socio-Economic Diversity Taskforce's recommendations.
- All our schools and family of schools we support are judged by Ofsted to be good or outstanding for their work designed to reduce the attainment gap between groups of pupils.
- We sign up to the Care Leavers' Compact developed by the London Innovation and Improvement Alliance (LIIA) and its local authority partners.



The Consultation Process

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

We encourage everyone interested in the EDI 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 EDI 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, City of London Corporation, Guildhall, Gresham Street, London, EC2V 7HH or by email to: EDIconult@cityoflondon.gov.uk or via the EDI dedicated section of our website <https://www.cityoflondon.gov.uk/equalityinclusion>.

Alternatively, the QR code and the link to the consultation questions can be found below.



<https://forms.office.com/e/5uD8tbzf2i>

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?

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 August 2023. The responses will be considered soon after and a final set of objectives and targets will be agreed and made widely known in Autumn 2023.





Equality, Diversity and inclusion Directorate

City of London Corporation
PO Box 270
Guildhall
London
EC2P 2EJ

Email: EDlconsult@cityoflondon.gov.uk