

Committee(s): EDI Sub-Committee	Dated: 4 September 2023
Subject: Chief Operating Officer's Departmental Business Plan – Quarterly Update	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	1,2,3,4,5,8
Does this proposal require extra revenue and/or capital spending?	No
If so, how much?	N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain's Department?	N/A
Report of: Emma Moore, Chief Operating Officer	For Information
Report author: Micah McLean, EDI Officer	

Summary

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.

This report highlights the achievements of the EDI Directorate according to its Business Plan during Q1 and Q2 to date of the 2023/2024 annual year (April-August).

One of the highlights of this quarter has been the success of the Draft Equality Objectives Consultation in which more than 130 people have shared their views as a part of this process. Likewise, the Equality Impact Assessment training session was well attended and demonstrates that EDI agenda is building momentum at the City Corporation.

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 2023/2024 business plan and 90 days business plan.

Main Report

Background

1. The strategic priorities and activities of the EDI Directorate during Q1 and Q2 to date have been focused on the five areas set out in the 2023/2024 Business Plan, approved by Corporate Services Committee in January 2023. These areas have been developed into Draft Equality Objectives (in which the consultation process is currently taking place), an EDI Action Plan (currently under review), and an EDI Communication Plan (which is currently being reviewed in collaboration with staff networks).

Current Position

2. The EDI Directorate uses a mixture Prince 2 and Agile project management principles to deliver its different workstreams and produce operational and strategic reports. These detailed reports are shared with the EDI Board and other internal departmental forums.
3. The team is happy to report that a number of the outcomes included in our Business Plan have been achieved. Any targets not achieved during 2022/2023 will continue to be worked on in 2023/2024 and 2024/2025.
4. **Appendix 1** shows progress against our Business Plan workstreams to date. The additional achievements of the EDI Directorate in Q1 and Q2 to date 2023/2024 are covered in **Appendix 2** of this report.
5. The EDI Directorate is currently consulting on the City Corporation's draft Equality Objectives: we have consulted with over 130 staff, residents and stakeholders via the Draft Equality Objectives Workshop (27 July 2023), the online survey (which runs until 31 August 2023), and through attending internal departmental EDI meetings.
6. The feedback survey from the Draft Equality Objectives Workshop indicated that 75% of respondents were extremely satisfied with the event and the other 25% were satisfied with the way the event was delivered meaning that the event received a 100% approval rating.
7. On 8 June nearly 60 colleagues attended Equality Impact Assessment training (Appendix 5) across three sessions. The results of the event feedback survey reported that 83% of respondents were happy with the date and time, 100% with the location and format of the event and 78% with the presenter (an external consultant). This means that overall, there was an 87% approval rating for the Equality impact Assessment training we arranged.
8. The EDI Directorate has been developing a strong EDI and social mobility ecosystem in collaboration with City Corporation departments and institutions, including City of London Police, The Barbican, Guildhall School of Music and Drama, and City of London Schools.

9. In addition, sustainable external partnerships have been developed with a number of external stakeholders such as The Metropolitan Police, Legal & General, Islington Council, London Councils, Pride Equality Standard, GMB Union and The Museum of London Docklands, through the Equality Objectives Consultation Workshop and other supporting initiatives.

Corporate & Strategic Implications

10. 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 City Corporation's Social Mobility Strategy 2018 to 2028 and other Strategic Plans.
11. Resource implications –The work 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.
12. 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.
13. 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.
14. 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.
15. Climate implications – N/A.
16. Security implications – N/A.

Conclusion

17. In conclusion, significant work has taken place in line with the EDI Business Plan, and the EDI Directorate has been successful in implementing the vast majority of the intended outcomes during Q1 and Q2 to date 2023/2024.
18. Key achievements that the EDI Directorate has made pertain to the successful delivery of the Draft Equality Objectives Consultation Workshop and subsequent

feedback, and the development of Equality Impact Assessment Training that has been well received by City Corporation departments.

19. Strong external partnerships have also been built that will support the development a sustainable EDI and social mobility eco-system, that will strengthen the Corporations approach and impact with regards to these workstreams in years to come.

Appendices

- **Appendix 1** - EDI Directorate's 2023/2024 Business Plan: Progress Update
- **Appendix 2** - Highlight Report (Quarter 1 and Quarter 2 to date)

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Appendix 1 – EDI Directorate’s 2023/2024 Business Plan: Progress Update

Workstream	Outcomes	Achieved/Not Achieved
1. Workforce engagement	(i) Focus group sessions to explore staff survey feedback	Achieved – Facilitated focus groups to explore staff survey feedback with over 120 staff and developed a vast range of data that was shared with ELB and SLT.
	(ii) Conduct baseline review of the EDI function (incl. staff networks)	Achieved – Radius was commissioned to undertake a Staff Network Maturity Assessment which was followed with an accompanying report with recommendations for staff networks.
	(iii) To develop draft Equality Objectives, draft EDI strategy & draft EDI action plan	Partially Achieved – Draft Equality Objectives were produced, and a consultation process took place with over 130 staff. In addition, a draft EDI Action Plan has been produced.
	(iv) Develop EDI comms strategy / plan	Partially Achieved – A draft EDI Strategy has been produced.
	(v) Develop/empower staff networks	Achieved – Radius were commissioned to deliver training to staff networks.
2. Service Delivery	(i) Review resident feedback results with an EDI lens	Not Achieved – This will be done in collaboration with member services by April 2024.
	(ii) Review resident engagement strategy	Not Achieved – This will be done in collaboration with member services by April 2024.
	iii) Development of checklists for Equalities Framework for local government	Achieved – The EDI Directorate has developed a checklist that enables the team to monitor its performance against the Equalities Framework for local government.
3. Data and Metrics	(i) EDI data gaps are identified with a plan to close gaps within agreed timescales	Partially Achieved – The EDI Directorate is working with Human Resources to identify all the key data gaps and develop plan to close gaps with the necessary timescales by April 2024.
	(ii) Promote an evidence-based approach to EDI to demonstrate value for money	Achieved – The EDI Directorate uses a data-based approach to inform its overall strategy, key workstreams and all other initiatives that are implemented throughout the year.
	(iii) Develop quarterly EDI performance and progress reports	Achieved – The EDI Directorate reports to the EDI Sub-Committee every quarter to highlight the team’s key achievements.
4. Initiatives and impact	(i) Co-ordinate existing EDI initiatives such as mentoring, reverse-mentoring, etc.	Achieved – The EDI Directorate is currently coordinating a number of existing initiatives such as the Dignity at Work Advisors, Equality Representatives and Staff Networks through a commitment to strengthening formal channels of communication with the schemes

		such as via the EDI Board, Equality Representatives Meeting, Departmental EDI Meetings and Dignity at Work Advisor meetings.
	(ii) Member diversity action plan	In progress – Working with member services on this project, to be achieved by April 2024.
	iii) Race equality action plan	Achieved - Drafted and was presented at EDI Sub-Committee meeting on 7 th July 2023.
5. External Partnerships	(i) Co-ordinate existing environmental, social, and corporate governance (ESG) initiatives and use story-telling and effective communications to showcase initiatives such as EDI, climate change and Destination City	Partially Achieved – Work is continuing in the area of Social Mobility and the emphasis upon this area is being integrated into the first iteration of the Draft Equality Objectives. In addition, work is taking place to ensure that the importance of initiatives such as Destination City is emphasised in EDI workstreams. To be achieved by April 2024.
	(ii) Build on existing partnerships and networks by co-creating a sustainable ecosystem for EDI and social mobility initiatives made up of public, private and voluntary sector partners	Partially Achieved – Over the last six months the City Corporation has laid down strong foundation for co-creating a sustainable ecosystem for EDI and social mobility initiatives. This model has been developed through partnership working with City of London institutions such as City of London Police, the Barbican, City of London School, Guildhall School of Music and Drama, LMA and Museum of London have played a vital role in our focus groups and EDI Consultation. In addition, through our focus groups, Equality Objectives Consultation and a number of EDI initiatives, we have built relationships with Legal & General, St Pauls Cathedral, The Metropolitan Police, Islington Council, London Councils, Pride Equality Standard UK, GMB Union and a number of other external organisations. To be achieved by April 2024.

Appendix 2 – Highlight Report (Quarter 1 and Quarter 2 to date)

Workstream 1 – Workforce

- Recruited an EDI Officer and EDI Apprentice that joined the team on 1 June 2023.
- Provided Equality Analysis training to over 60 staff on 8 June 2023 both in person and via Microsoft Teams.
- Supported the CLEAR Network's Windrush 75 event that took place on 22 June by securing speakers, assisting with the organisation, and overall promotion of the event.
- Met with our Equality Representatives from all 14 departments to support the work taking place through this initiative.
- Met with different departments including Environment and Chamberlain's to discuss our Equality Objectives Consultation.
- Set up an EDI stand for the 'New Starters Induction' to promote the work of the team to new employees.
- Met with the EDI Lead at the Museum of London to develop an effective way of working together.
- Created a draft EDI Action Plan which sets the direction of travel regarding the directorate's work for the next few years.
- A draft communications plan has also been developed.

Workstream 2 - Service Delivery

- Hired an external consultation to review and refresh The City Corporation's Equality Impact Assessment form and provide supporting guidance.
- Joined the EDI departmental working groups of Environments and Chamberlain's departments, providing guidance and challenge where necessary.

Workstream 3 – Data and Metrics

- HR system have been upgraded to enable automated EDI data and reporting.
- In collaboration with Chamberlain's and Human Resources, the EDI Directorate is currently working to complete the Women in Finance submission for this year.
- To understand the directorate's progress with regards to employee satisfaction with our events and initiatives, the team has launched feedback surveys. The approval rating from employees is 86%.

Workstream 4 – Initiatives and Impact

- On 1 June 2023 we launched our Equality Objectives consultation survey which 94 people have completed to date.
- On 27 July 2023 we held an Equality Objectives Consultation Workshop that was attended by over 30 people from a variety of organisations, including The City of

London Corporation and its institutions, the Metropolitan Police, GMB Union, Pride Equality UK, Islington Council and the Museum of London.

- On 1 August 2023 the EDI Directorate attended the Environment department's EDI working group.
- Commissioned the production of 500 copies of the Draft Equality Objectives for employees, residents, and stakeholders across the square mile.

Workstream 5 – External Partnerships

- Attended the launch of the City Belonging Project and the project's flag raising event.
- Developed a relationship with the Museum of London and is continuing to strengthen its relationship with the City of London Police, Guildhall School of Music and Drama, the Barbican and City of London schools.
- Relationships have also been built between the EDI Directorate and stakeholders including Islington Council, London Councils and Pride Equality UK as a result of the Equality Objectives Consultation Workshop.