Appendix A:
City of London Corporation Equity, Equality, Diversity & Inclusion
Theory of Change

Background and Purpose

A Theory of Change is a structured method for explaining how and why change is expected in a specific context. It starts with the long-term desired outcomes and works backwards to identify the necessary activities and inputs. These form a framework that enables planning, resource allocation and strengthens evaluation.

Design Principles

This Equity, Equality, Diversity & Inclusion EEDI (EEDI) Theory of Change for City Corporation therefore outlines how EEDI change is expected to happen by linking activities to outcomes framed around the key themes identified in City Corporation's 2025 EEDI Review: culture, engagement, strategy, data, and leadership.

The short-term outcomes in the Theory of Change are aligned with the 'brilliant basics' as expressed in the Corporate Plan and People Strategy and identified in the EEDI Review, establishing a strong foundation for inclusive practice, while the long-term outcomes reflect the City Corporation's ambition to become a world-class organisation.

Longer term outcomes are also aligned to City Corporation's EEDI Review 2024/2025, direction from the Tackling Racism Taskforce, steers from the EEDI Sub-Committee, stakeholder engagement as well as global best practice.

Future Use and Evolution

While the Theory of Change provides the EEDI Strategic Framework for planning and evaluation, a separate delivery plan will translate the outcomes into concrete actions, timelines, responsibilities and costings to ensure coordinated implementation across the entirety of the City Corporation's remit.

		2025-2027	2028+
		Culture, Mindset & Behaviour	
Theme	**Activity**	**Short Term Outcomes**	**Long Term Outcomes**
Culture, Mindset & Behaviour	Systematic, segmented **diagnostic reviews of organisational culture** and behavioural norms (policies and processes for: leadership behaviours, staff engagement, internal communications and decision-making practices through staff surveys, focus groups and EEDI audits.	Inclusive practices are more systematically integrated at enterprise level through to individual work areas, beginning to enable a more cohesive and inclusive environment. Appropriate enterprise and local governance, accountability and resources are identified and understood	Psychologically safe organisation that is recognised internally and externally as a model of best practice for EEDI in public service and employment. Co-designed cultural change and behaviour approaches.
	Deliver a tiered **EEDI curriculum**, bespoke learning products, leadership induction, coaching and inclusive performance tools.	The organisation adopts a growth mindset, with stronger trust between staff and leadership, and a clearer, shared understanding of accessibility. Establish a baseline of requirements and assessment of current provision	City Corporation is recognised as an employer of choice, with stronger organisational productivity and enhanced public services across the Square Mile.
	Collaborate with community organisations and local networks to embed lived experience and collective insight into shaping inclusive organisational culture.	Appropriate enterprise and local governance, accountability and resources are identified and understood. Staff and leadership develop a more grounded understanding of community expectations. Engagement with communities begins to influence internal behaviours and decision-making.	City of London Corporation and the Square Mile is seen as an accessible place to live, work and study Businesses choose City of London due to confidence in accessible services and infrastructure

Engagement, Collaboration & Communication			
		2025-2027	**2028+**
Theme	**Activity**	**Short Term Outcomes**	**Long Term Outcomes**
Engagement, Collaboration & Communication	Implement **an EEDI communication and engagement progamme** to ensure consistent, inclusive messaging across the organisation. This includes project specific communications and engagement.	Transparency, visibility, and alignment of EEDI priorities with internal and external audiences.	Empowered colleagues and stakeholders who feel valued and motivated. Residents, service users, visitors feel anticipated and represented in City Corporation's activities Strength, relevance and value add from staff/stakeholder engagement in co-designing products, policies and approaches
	Develop **internal and external engagement forums** to support dialogue, collaboration, and shared learning including EEDI informed facilitation and community organisation development.	Inclusive forums enable staff, stakeholders, and communities to actively shape EEDI work, with strengthened capacity to surface and address conflict constructively, fostering open and respectful dialogue. Co-design and co-creation with relevant communities become standard practice, embedding collaboration into everyday processes, particularly around identifying and addressing accessibility barriers.	Organisation that influences sector-wide change through external partnerships FPS is more inclusive, diverse and successful, leading to greater economic impact Organisation that is respected as a thought leader for EEDI influencing Square Mile for innovative EEDI practice Inclusive and accessible comms channels and digital infrastructure

Strategy, Governance & Accountability			
		2025-2027	**2028+**
Theme	**Activity**	**Short Term Outcomes**	**Long Term Outcomes**
Strategy, Governance & Accountability	**Mapping of the EEDI ecosystem** integrated with Governance, Service provider, Educator, Convenor, Trustee (GSECT) perspective.	Consistent approach to EEDI is established through the integration of the GSECT lens with clear definitions and shared understanding across roles. This builds organisational clarity around the EEDI ecosystem, enabling staff to navigate their responsibilities with confidence and purpose.	Clarity supports sustained alignment between EEDI practice and organisational priorities, establishing CoLC's position as a leader in inclusive governance and service delivery.
	Develop and embed a **coherent EEDI operating model**, supported by service-level agreements, governance pathways and mapped workstreams.	Clear EEDI goals and performance measures are established, providing a consistent framework for tracking progress and impact. Stakeholders can confidently access and engage with EEDI support, embedding it into everyday operations and strategic planning.	Service offers that are fully integrated, trusted and consistently applied. Staff and leaders are empowered to act on EEDI priorities with clarity and confidence.
	Strengthening EEDI capability through the creation of **a professional competence framework**.	Clear EEDI role expectations are established, reflective practice is embedded, and performance tools begin shaping everyday behaviours thereby building confidence and consistency in applying EEDI across City Corporation.	Mechanisms that enable both consistency and local adaptability across departments Colleagues in all areas provide accessible services, demonstrate inclusive practices and take EEDI into account in everyday business approaches and programmes

	Participate in **Social Mobility Index** to inform strategic planning, governance frameworks and resource allocation that promote socio-economic inclusion.	Socio-economic inclusion is embedded in governance and accountability structures. Leadership and teams understand how social mobility data informs decision-making.	City Corporation is recognised for advancing socio-economic EEDI through transparent governance and inclusive strategy. Social mobility outcomes improve across the organisation and the communities it serves.

		2025-2027	2028+
Data, Insight & Performance			
Theme	Activity	Short Term Outcomes	Long Term Outcomes
Data, Insight & Performance	Develop a mutually agreed **definition of City Corporation's population** through targeted research.	A shared and clearly defined understanding of the population served by the City Corporation is established, enabling more focused and equitable EEDI planning. This clarity supports improved targeting of services, policies, and engagement strategies, ensuring that EEDI efforts are relevant and inclusive from the outset.	The definition becomes embedded in strategic planning, service design, and performance monitoring. This enables more equitable resource allocation, targeted interventions and stronger accountability for meeting the needs of all communities served; especially those historically underrepresented or marginalised.
	Develop fit-for-purpose **data collection mechanisms**, **dashboards** alongside campaigns to improve data quality and completeness.	Clarity on projects, workstreams and outcomes. Deep, reliable evidence, knowledge and insight into employee and stakeholder sentiment. Organisation wide integrated and intersectional EEDI insight to support decision making.	EEDI approaches that are locally relevant and globally coherent. Ability to evaluate impact, assess performance, complete legal obligations. Organisation that is intersectional by default. Predictive and forecasting EEDI capabilities.

Leadership, Capability & Decision-Making			
		2025-2027	**2028+**
Theme	**Activity**	**Short Term Outcomes**	**Long Term Outcomes**
Leadership, Capability & Decision-Making	**Embed EEDI into leadership development** by establishing clear Terms of Reference's for officer communication channels. Integrate EEDI principles into **360-degree feedback** for leaders and managers, ensuring inclusive behaviours are assessed and developed.	Clarity, consistency, and credibility in how inclusive leadership is developed and assessed. Communication structures support transparency and consistency in EEDI realisation.	Organisation that is representative of the population it serves — at every level. EEDI is visible in decision making, and impacts positively on residents, service users, visitors and City Corporation reputation Succession planning embeds EEDI fluency.
	Deploy tailored **EEDI toolkits** to support inclusive practice at all levels. **Map EEDI workstreams** across CoLC. Embed EEDI into **procurement** through dedicated guidance, ensuring inclusive values are reflected in commissioning and supplier engagement.	Alignment and connection between all EEDI professionals across CoLC Coherence and strategic alignment. Procurement practices that reflect and reinforce EEDI advocacy.	Leadership development embeds EEDI fluency. Members and officers work together towards shared and agreed goals. Improved organisational. productivity.
	Clarify the purpose, role, expectations and support of **Staff Diversity Network's**.	Staff Diversity Networks operate with clarity and confidence, leading to more focused and impactful activity.	Staff Diversity Networks are embedded as strategic partners in shaping policy and organisational culture.