

Appendix B:

City of London Corporation

Equity, Equality, Diversity & Inclusion Maturity Matrix

Purpose and Application

The Equity, Equality, Diversity & Inclusion (EEDI) Maturity Matrix aims to assess and guide progress across City Corporation.

It does so by evaluating ten thematic factors via five-levels of EEDI maturity, namely: Stagnate, Stabilise, Strengthen, Sustain and Soar.

From these assessments, targeted actions can be developed to address gaps, build on strengths and embed EEDI into planning, performance and decision-making processes; thereby ensuring tailored approaches to specific areas.

Design Principles

This bespoke model draws on external practice, including a maturity index utilised at the Barbican Centre. The five levels of EEDI maturity also align to the levels established in the City Corporation's EEDI Review, which was conducted by an independent external organisation. The fifth and highest level of EEDI maturity is aligned to City Corporation's ambition to be a 'world-class' organisation.

Development Process

The Maturity Matrix was developed by the Corporate EEDI function and strengthened through engagement with: EEDI Practitioners across City Corporation, the Corporate Strategy and Performance Team (CSPT), cross-functional input from specialists in departments including Audit, HR, Health and Safety and Transformation, the Executive Leadership Team as well as local authority peers.

Following engagement with Members at November's EDI Sub-Committee, engagement is also scheduled with Trade Unions and City Corporation's Staff Diversity Networks.

Future Use and Evolution

This EEDI Maturity Matrix is intended to be dynamic; insight gained during implementation will enable further refinement. In the short-term (1-2 years) the Corporate EEDI function will support departments in utilising the matrix, building and embedding the requisite capabilities and approaches. Facilitating the building of capability will enable the longer-term (3 years plus) aim departments developing their EEDI independently.

The below table provides a high-level overview of the Maturity Matrix. The full version is available upon request.

City of London Corporation EEDI Maturity Matrix: An overview

Theme	Static and reactive	Stable & Aware	Strengthen to brilliant basics	Sustain & moving up	Soar to world class
Leadership	Absent leadership commitment to EEDI, low trust relationships	Inconsistent leadership commitment to EEDI, limited trust relationships	Leadership commitment to EEDI has compliance tone, growing trust in relationships	Visible leadership commitment to EEDI, trusting relationships	Strong, believable leadership commitment to EEDI, high trust and empowered teams
Governance	Opaque decision making and governance structures	Basic governance structures	Established governance structures allows productive decisions	Robust governance structures leading to effective decisions	World class governance structures enabling informed, evidence-based decisions
Data, Performance and Reporting	Limited and unreliable EEDI data, kept in silos	Basic EEDI data captured and used	Reliable EEDI data used to inform decisions	Advance data analytics providing EEDI data trends	Predictive data analytics providing data trend models
City Corporation Workforce Engagement (Internal)	Passive workforce, limited engagement, siloed working	Transactional interaction, siloed communication	Growing, multi-channel engagement integrated into major programmes	Influential, collegiate and collaborative engagement informing strategic decisions	Empowered employee engagement, integrated into decision making

Theme	Static and reactive	Stable & Aware	Strengthen to brilliant basics	Sustain & moving up	Soar to world class
Learning & Development	Ineffective, siloed EEDI training without expert input	Siloed training with limited evaluation	Informed, connected and monitored EEDI training offer	Comprehensive, targeted and evaluated EEDI development offer	Continuous development culture, EEDI development interwoven with leadership training and outcomes measured
Policies affecting People	Outdated, inaccessible non-compliant policies	Reactive, inconsistent, partially collaborative policies	Proactive, collaborative, compliant policies	Strategic, collaborative and inclusive policies	Innovative, sector leading, co-created and well implemented policies
Culture	Fragmented culture	Disjointed culture	Unified culture	Inclusive culture	Transformative culture
Service User Engagement	Poor experience for service users	Limited positive/inconsistent experience for service users	Improving but still variable experience for service users	Good, consistent experience for service users	Excellent experience for all service users
City Worker / Corporate Engagement (FPS)	Disengaged business community	Limited engagement with businesses	Growing engagement with businesses and city workers	Good awareness and engagement	Excellent awareness and high engagement
Community Engagement (residents, students, etc)	Disengaged community	Low awareness and limited engagement	Growing awareness and engagement	Good awareness and engagement	Excellent awareness and high engagement

