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business and the professions

Equality, Diversity and Inclusion Strategy 2020 – 2026

Working together to make a difference.

Introduction



I am delighted to share with you City, University of London's Equality, Diversity and Inclusion Strategy 2020 – 2026.

This enabling strategy sets out our commitment and objectives for Equality, Diversity and Inclusion (EDI) and the necessary steps to ensure that all members of the City community have equal access to opportunities. It does not stand alone and links closely with City's *Vision and Strategy 2026 (VS2026)* and our five guiding values, one of which is Diversity and Inclusion.

This strategy builds on some great work already taking place across City: from involving students and staff in influencing policy, to working with national accreditation frameworks such as Athena SWAN, Race Equality Charter, Disability Confident and Stonewall, to support our commitment to all groups of staff alongside the exciting developments in our curriculum.

The EDI Strategy was developed over a year, in consultation with a wide range of colleagues, students and their representatives through City's EDI Committee and Staff Affinity Networks.

I am excited by our ambitious plans to advance Equality, Diversity and Inclusion for our students and staff through the work we do, through learning and in our research.

The achievement of the strategy will require a collective effort from everyone across the City community and our partners. The strategy will be realised through the actions detailed in the delivery plan which sets out workstreams of activity across: Leadership; Governance; Development and retention of talent; Charter awards; Engaging and valuing our staff; improving our processes – embedding EDI; Workforce diversity and inclusion; and Education and students.

I look forward to working with all of you, directly and indirectly, to achieve the aims and vision set out in the EDI Strategy.

Professor Zoe Radnor
Vice-President (Strategy and Planning;
Equality, Diversity and Inclusion)



The Equality, Diversity and Inclusion Strategy

Equality, Diversity and Inclusion play an important role in maintaining City, University of London's place as a world leader in research and educational excellence and help to provide a fair and inclusive environment in which to work and study.

At City we recognise that the perception exists that an individual's chance to do well depends on irrelevant factors such as who they are and where they come from instead of their hard work, skills and talent. We also recognise that inequalities both in society and within the higher education sector are rarely experienced in isolation, but often intersect with other factors such as socio-economic factors and geographical location. We will be focusing on four main (but not exclusive) areas – Disability, Gender, Race and Sexual Orientation. This focus helps us give due regard to key aspects of Equality, Diversity and Inclusion (EDI) and use our resources effectively. Although we have our four identified main areas of focus, we will continue to explore, deliver and develop projects and work streams relating to other protected groups, for example, we will continue our work around supporting students and staff of faith and those who identify as transgender, intersex and/or gender non-conforming (TIGNC).

This Strategy sets out how we aspire to achieve real and lasting progress for diverse groups and individuals. The implementation of the Strategy will be underpinned by a delivery plan and our progress will be monitored by City's Equality, Diversity and Inclusion Committee.

Our vision

To continuously provide an environment and culture that is truly inclusive, where staff and students have a sense of belonging, feel valued for who they are and are supported to be the best they can be.

Key commitments

- We commit to addressing inequalities and embedding Equality, Diversity and Inclusion into our core ethos.
- We commit to ensure that all members of our community are aware of their individual and collective responsibilities and legal duties in relation to equality and diversity by requiring all staff and students to complete relevant training and offering a comprehensive programme of awareness-raising activities and publicity campaigns.
- We will increase our understanding of EDI and the challenges that our students and staff may face, nurturing, supporting and enabling them to succeed through greater interrogation of staff and student surveys and consultations.
- We will foster an environment of access and inclusion for all, encouraging learning through respectful and inclusive dialogue. We will develop a culture where students and staff are supported to constructively challenge inappropriate behaviours.
- We will develop our talent and work with students and staff in making change, creating platforms and opportunities for involvement. We want our students and staff to experience inclusion and belonging and pledge to increasing equality of opportunity and outcomes.
- We will celebrate the impact of this work and the way it makes City an employer and educator of choice.

We believe that taking the approaches outlined in this Strategy will support and help to drive our ambitions. The work of this Strategy will underpin the Vision & Strategy 2026, as well as the Education and Student, Research and Enterprise, and People Strategies.

What does Equality, Diversity and Inclusion mean to City?

City has adopted equality and diversity as one of its core values² and strives to be a genuinely inclusive institution.

Equality is ensuring individuals or groups of individuals are treated fairly and equally in relation to their needs.

Diversity is acknowledging the range of difference within our community between individuals, cultural, social and intellectual contributions and seek to utilise the talents and experiences that each one can bring to City.

Inclusion is City working with its staff and students to design and operate flexible services, practices and procedures that take appropriate account of the needs of staff, students and visitors enabling everyone to be themselves, express themselves and realise their full potential.

City's commitment to EDI is reflected in our core values². We need to increase understanding of EDI, including the challenges that our students and staff may face and to develop a culture ensuring empowerment to raise issues and make change.

Throughout the production of the EDI strategy due regard has been given to eliminate discrimination, harassment and victimisation, to advance equality of opportunity and to foster good relations between people who share a relevant protected characteristic and those who do not share it (as cited under the *Equality Act 2010 Public Sector Equality Duty*).

²<https://staffhub.city.ac.uk/organisational-development/cityvalues>

Governance and responsibility

Responsibility for this strategy and its delivery rests with the Executive Team championed by the Vice President (Strategy and Planning; EDI). Work will be steered by City's Equality Diversity and Inclusion Committee in consultation with School EDI committees, Students' Union, Staff Affinity Networks, Professional Services committees, EDI project groups and the recognised Trade Unions. Professional Services responsibility for delivering this strategy rests jointly with Director of Student and Academic Services and the Director of Human Resources.

The annual EDI report will reflect progress of the EDI Strategy. The report is reviewed by the EDI Committee and the University Executive Team. Aspects of EDI are also reported to Council through the Remuneration Committee (RemCo).

Our commitment to Equality, Diversity and Inclusion

City has been proactively working on the EDI agenda for several years. Various initiatives have supported this with measurable effect. We enjoy a close partnership approach with our Students' Union, who are key advocates for and contributors to our EDI work.

Through the development of the Strategy we have identified several areas of strength and areas for improvement, which have informed the creation of this Strategy. The below table shows the range of activity and initiatives City has undertaken. Further information can be found in our annual reports³.

³www.city.ac.uk/about/governance/equality

Equality in action

Key EDI achievements and the ways we are already working with students and staff to make change.

Athena SWAN Bronze award	We have started to see an increase in the proportion of women in senior roles and representation on committees, which are monitored through two institutional Performance Indicators.
Attainment gap	City's Student Attainment Project, part of our Education and Student Strategy, is working to identify, understand and address City's attainment gaps as they impact on all groups of students, with an initial focus on ethnicity, socio-economic group, age and disability.
Student Access and Participation	City has an Access and Participation Plan, approved by the Office for Students, which includes four student journey plans: Attainment, Continuation, Employability and Outreach, which jointly focus on supporting and enhancing student success across all groups of City students.
Support for people with disabilities	City is a member of Disability Confident, which is a scheme designed to help recruit and retain people with disabilities for their skills and talent. Students access specialist support services through the Student Counselling, Mental Health and Accessibility Services.
Policy changes	Introduced new, and improved existing policies, including: <ul style="list-style-type: none"> flexible working enhanced family leave provisions for our staff the Transgender, Intersex and Gender Non-Conforming (TIGNC) People (Staff and Student) Policy.
Race Equality Charter	We have started our journey towards the Race Equality Charter and implementation of race equality initiatives, including collaboration with other universities for a BAME mentoring scheme (B-Mentor) for academics and Professional Service staff and the introduction of a reciprocal mentoring scheme for BAME staff with our Executive Committee.
Sexual harassment and sexual misconduct	We have started to implement recommendations relating to improving processes and support for sexual harassment and sexual misconduct.
Staff Affinity Networks	We currently have the following Staff Affinity Networks; BAME, CityUniWomen, Disability, Family and Carers Exchange, LGBTQI+ and the Chaplaincy team.

EDI Strategy themes and delivery plan

We have developed three themed areas of activity and set out on the following pages aims and tools to achieve them.

Theme 1

Embedding Equality, Diversity and Inclusion into our core ethos.

Theme 2

Enhancing the staff and student experience through fostering an environment of access and inclusion and improving the diversity of our organisation.

Theme 3

Supporting individual identity and a continual journey of learning, through increased awareness and a supportive culture.

To support the themes and aims a three-year delivery plan has been developed which sets out the detail on how each of the themes will be achieved through workstreams. The delivery plan will be owned by City's EDI Committee who will set actions and priorities as well as monitor activity.

In the third year of the delivery plan, a review and culture audit will take place to establish how the EDI Strategy has progressed at City. Working through the delivery plan, the aim will be to show:

- Improved engagement with staff and students through greater positive responses received to surveys and other consultations
- A greater level of assurance about the fairness of City and local level governance structures
- Able to confidently identify non-compliance and set clearer expectations of what actions need to be taken to comply
- An improved understanding of the effectiveness of the tools we use to ensure our decisions are fair and evidence that they are being applied consistently.

Theme 1 – Embedding Equality, Diversity and Inclusion into our core ethos

Aim: To ensure that EDI is embedded into the heart of what we do.

It is important that EDI is embedded into our core organisational culture, in all areas of our working and learning environments. To achieve this, we need to continually question the way we do things and recognise how to maintain our strengths and improve where needed. We aim to embed a culture of active listening and create a proactive self-reflective culture.

To do this, we need strong EDI governance and support. We will ensure that students and staff at all levels across City are included and given the opportunity to contribute to appropriate decision making. We want to foster a culturally aware community where people have the confidence and skills to constructively challenge others when required, to have conversations on what may be complex EDI issues and have confidences that we have safe and non-judgemental settings to do that within.

Tools to support this include:

- Established, transparent and robust governance structures at all levels within City
- Engagement with recognised external accreditation frameworks i.e. Athena SWAN, Race Equality Charter, Disability Confident and Stonewall Workplace Equality Index
- Forums and incentives for staff and student consultations that nurture our aspiration for organisational culture and inclusion
- Equality Impact Assessments. To encourage inclusion and help inform evidence-based decisions when policies, programmes and activities are being developed
- Partnership working with Staff Affinity Networks and the Students' Union.



Theme 2 – Enhancing the staff and student experience through fostering an environment of access and inclusion and improving the diversity of our organisation

Aim: To promote an inclusive and safe environment for all at City.

Leaders exist in different roles and particularly, but not exclusively, in senior positions. They are crucial in driving progress, achieving fairness and enhancing our working culture, reputation and impact. Our emphasis will continue to be on nurturing and developing engagement role models and leadership capability in EDI as well as diversity among our senior leaders.

At City, it is important that we actively work to ensure everyone feels included and do not experience any form of harassment, bullying, victimisation or discrimination. To do this we need to take a collaborative approach to improving our diversity and increasing inclusion. We need to ensure that students and staff feel safe, that they have been treated fairly and equitably and are supported and able to challenge inappropriate behaviours if they occur.

City is a diverse organisation in which the experiences of our students and staff are different. We need to reduce systemic barriers to accessing information, improve experiences for all students and staff and remove barriers to success and progression.

We need to foster a supportive and inclusive environment where students and staff are valued and respected for their experiences and we aim to ensure our staff are more representative of our students across all levels and role types.

Tools to support this include:

- Introduction of targets to provide focus and encourage actions to improve internal representation, involvement of BAME staff and students, involvement of staff and students with disabilities and to emanagers EDI toolkit
- Implementation of the actions within the People Strategy
- Continued reporting and activities to reduce the Gender Pay Gap
- Engagement with recognised, external accreditation frameworks i.e. Athena SWAN, Race Equality Charter and Disability Confident
- Suite of mandatory leadership and management development programmes
- Implementation of the recommendations from the Bullying and Harassment Steering Group
- Implementation of actions within the Access and Participation Plan for Students
- Active Bystander training for all staff and students
- Implementation of Thriving@Work initiatives.



Theme 3 – Supporting individual identity and a continual journey of learning, through increased awareness and a supportive culture

Aim: To change culture and increase understanding and awareness of EDI through creation of safe learning spaces and clear EDI presence and visibility.

At City, we are determined to ensure that success in EDI is an increasing element of our identity and it is important that our students and staff have confidence across all EDI areas.

We are aware that people from some groups and backgrounds such as; people with disabilities; people from the LGBTQI+ community; those with caring responsibilities; those with care-experience; or people from minority ethnic or religious backgrounds, may sometimes feel unable to bring all, or part of their authentic selves to work or study. We aim to change that at City.

To do this we need a supportive culture.

Leading by example is a key part of changing the culture of an organisation and our leadership continue to commit to role modelling City's values. We will provide mechanisms and support for our students and staff to develop knowledge and learn. We will empower our students and staff to do this by creating safe spaces, where students and staff are able to share experiences, can make mistakes, question and constructively challenge through respectful and inclusive language.

EDI should be present and visible in everything that we do. We will have effective communication channels to share progress and to enable students and staff to be aware of, question, contribute to and participate in our EDI work.

Tools to support this include:

- Activities and actions within the Race Equality Charter Action Plan
- Mandatory suite of EDI training for senior leaders
- Implementation of Thriving@Work initiatives regarding disability reporting, disclosure and disability awareness
- Student BAME Network and City Network for Racial Justice*
- Celebrate our achievements through EDI events such as our annual EDI day, Diverse-City
- Engagement with recognised external accreditation frameworks i.e. Athena SWAN, Race Equality Charter, Stonewall Diversity Champion and Disability Confident.

*Formerly the BAME staff network.



Delivery plan

Overview

Actions and change are needed to achieve the EDI Strategy, its vision, objectives and three themes. To enable this change, we have developed several workstreams which are set out below. To monitor and challenge our progress, we will instigate questions within the pulse survey to provide real time staff engagement responses relating to the progression of our activities. These responses will be available to the Staff Affinity Networks, the EDI Committee and School and Directorate EDI committees to monitor and challenge progress in achieving the EDI Strategy.

The actions within the delivery plan are designed to:

- Equip all staff, managers and senior leaders through training, information and highlighting role models to build Equality, Diversity and Inclusion into the work they do and the way they work
- Raise awareness of Equality, Diversity and Inclusion and involve staff and students through the Staff Affinity Networks, student societies, team discussions as well as the Trade Unions
- Build shared responsibility and accountability for achieving improvements and changing the culture at City
- Embed Equality, Diversity and Inclusion into recruitment, training, promotion, appraisal, onboarding and induction.

The workstreams' focus and objectives are summarised below followed by the key actions, impact and lead responsible.

The delivery plan and workstreams will be owned by City's EDI Committee who will set actions and priorities as well as monitor activity. The workstreams shaded in grey are achieved through complimentary activities i.e. the Access and Participation Plan and the People Strategy so are not presented with actions in this document.

Theme 1

Embedding Equality, Diversity and Inclusion into our core ethos.

Theme 2

Enhancing the staff and student experience through fostering an environment of access and inclusion and improving the diversity of our organisation.

Theme 3

Supporting individual identity and a continual journey of learning through increased awareness and a supportive culture.

Workstream	Objective
Leadership	We will ensure that senior leaders are role models for City's values and are increasingly representative of the wider community at City.
Governance	We will establish governance structures and procedures to support achieving the EDI actions and the three themes and aims of the strategy.
Development and retention of talent	We will develop our staff to enable City to strengthen its talent pipeline and gain more diversity at the top of the institution. We will train all staff and managers to provide them with the tools and awareness they need to be more inclusive and promote a culture of every-day inclusion.
Charter Awards	We will continue to demonstrate our commitment to EDI through the achievement of national accreditation frameworks.
Engaging and valuing our staff	We will create a supportive, safe and inclusive environment to address bullying and harassment through training and culture change activities. We will support the role and contributions of Staff Affinity Networks.
Improving our processes – embedding EDI	We will ensure we have the infrastructure in place with which to provide accurate data and measure our progress. We will continue to ensure all our policies and procedures are updated and inclusive.
Workforce Diversity and Inclusion	To increase diversity throughout all levels at City we need to establish an employer brand which is inclusive and one which attracts and reaches talented candidates from all communities. The EDI activity relating to Workforce Diversity and Inclusion will be delivered through the People Strategy 2016 – 2021. It will continue the emphasis within the existing hubs of the Organisational Development Framework: leadership and management capacity and capability; communications and community; and staff experience and fairness. Within the People Strategy there are four Strategic Themes: <ul style="list-style-type: none"> • Planning • Talent management and development • Leadership and management • The staff experience.
Education and students	It is recognised that EDI activity relating to education and student experience is delivered through the Education and Student Strategy and University Access and Participation Plans. Regular updates on progress in these areas of work will be brought to the EDI Committee as relevant. The relevant priorities for 2020/21 for education and student experience are: <ul style="list-style-type: none"> • Developing the next phase of the Student Attainment Project 2020/21 • Embedding EDI learning and development opportunities as part of Integrated Student Services Review e.g. Welcome, curriculum design, student voice for 2020 onwards • Embedding delivery of City Access and Participation Plan 2020/21 – 2024/25.

Developing the Strategy

To develop the Equality Diversity and Inclusion (EDI) Strategy an EDI Strategy development day was held in May 2019. The aim of the day was to set out our vision for where we want City to be by 2026 and for the Strategy to reflect those discussions and aspirations. The day brought together members of the Equality Committee, the student body, Trade Unions and Staff Affinity Networks to develop City's EDI priorities.

The day was informed by data¹ from the EDI annual reports including the annual Public Sector Equality Duty, Gender Pay Gap and Athena SWAN reports. These reports were shared and used to inform the development of the Strategy. There were discussions of our strengths, weaknesses, opportunities and threats, initial discussions on creating our vision and a world café session to dive deeper into the specific challenges for EDI areas and protected characteristics. A full report of the day 'EDI Strategy Day – summary' was produced to reflect the activity and discussions which took place.

As a result of the day, ten aspiration areas were created. These aspirations were then used to create the three themes of the Strategy and are embedded within them.

Table 1 lists the aspirations and shows which themes they have been used to create.

The outcomes from the day were used to inform the development of a draft EDI Strategy, which had input from students and staff from across City through a consultation process.

¹ www.city.ac.uk/about/governance/equality

Table 1: Our aspirations

Aspirations	Theme 1	Theme 2	Theme 3
	Embedding Equality, Diversity and Inclusion into our core ethos.	Fostering an environment of access and inclusion and improving diversity – enhancing the staff and student experience.	Supporting individual identity and a continual journey of learning, through increased awareness and a supportive culture.
Create a supportive environment where disabled students and staff feel empowered to disclose their disability.	Y		Y
Develop, implement and deliver a suite of development opportunities to improve awareness and understanding of disability and issues of mental health.		Y	Y
For students and staff to be respectful of people from all faiths and of those with no religious belief.	Y	Y	Y
Ensure staff at all levels in across City are included and given the opportunity to contribute appropriately to decision making.	Y	Y	
Our staff are more representative of our students across all levels and role types.		Y	
Senior leaders and managers are more representative of the wider community at City and role model our values.	Y		
Improve outcomes at key stages in the student journey, for students from all backgrounds, removing and reducing systematic barriers to information and support.		Y	
Reduce staff pay gaps.	Y	Y	
Reduce student attainment gaps and diversify the curriculum.		Y	Y
Changing culture and perception flexible working.			Y
Students and staff are valued based on their experiences.		Y	Y
Students and staff feel comfortable to be authentic and to share as much of themselves as they wish to at work and study without experiencing questioning or surprise.	Y		Y

The consultation process

The draft Equality, Diversity and Inclusion Strategy was circulated to all staff over the summer of 2019 to give the opportunity to provide feedback. The Strategy was circulated via CityWire and also to Professional Service Directors (PSDs), Deans, the Students' Union (SU), Trade Unions (TUs) and Staff Affinity Networks. Staff provided feedback through an online questionnaire and two drop-in sessions held on 12th September and 13th October 2019. There were 63 responses received for the online survey and to maintain anonymity, respondents were only asked for their email address if they wished to be part of any future EDI work and not which School or Directorate they belonged to. Both sessions included representation from the TUs and Staff Affinity Networks.

Summary of engagement

Consultation method	Numbers attended	Area represented
Drop-in session 1 st – 12 th September 2019	12	Professional Services The City Law School School of Health Sciences School of Health Sciences Students' Union
Online questionnaire	63	
Drop-in session 2 nd – 13 th October 2019	12	Professional Services School of Health Sciences Research and Enterprise School of Arts & Social Sciences The City Law School

The top six themes from the consultation process were around:

Strategy structure

While colleagues were happy with the themes chosen, the contents of some of the actions and activities within the themes were too vague and lacked specific targets and achievable outcomes. It was also highlighted that measurement of activity and an implementation plan were currently missing.

Training

Colleagues felt there needed to be mandatory EDI training for all staff. In particular there was an overwhelming feeling for the need for senior leaders to be trained in EDI and to act as role models, demonstrating how they implement the aspirations contained in the Strategy and live the City Values. It was also felt that training was required for all managers in key areas such as dignity at work, recruitment and selection, active bystander, responding to and dealing with sexual harassment and sexual misconduct.

Language

There should be more positive and less deficit language throughout the document. Reference should also be made to intersectionality and its importance at City.

Areas of focus

Colleagues identified the need to address the underrepresentation and support for BAME, disabled, LGBTQI+ and women in senior positions both in academic and Professional Service areas. There was a perception that not enough work was being undertaken to support our BAME student population with employment after their studies.

Processes

It was felt more was needed to support the positive mental health of both staff and students through the provision of additional resources. Colleagues felt that the recruitment and selection procedures should be updated to help increase the diversity of staff at all grades.

Celebrating our successes

Colleagues identified the need to promote and celebrate our successes, particularly those achieved by our diverse student body, an integral part of the City community. One respondent commented “We should celebrate our student achievements, be proud of the cohort we attract and nurture them to be the best they can be, rather than focus on wanting to always attract the best students.”

Some of these themes were then incorporated into a revised EDI Strategy.



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If you require information about our Equality, Diversity and Inclusion Strategy in alternative formats (e.g. braille, large print or audio) please contact City's Equality, Diversity and Inclusion team.



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Find out more
www.city.ac.uk/about/working-at-city/equality-diversity-inclusion



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City, University of London is an independent member institution of the University of London. Established by Royal Charter in 1836, the University of London consists of 18 independent member institutions with outstanding global reputations and several prestigious central academic bodies and activities.



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