



Equality, Diversity & Inclusion Sub-Committee

Date: FRIDAY, 22 NOVEMBER 2024
Time: 10.00 am
Venue: COMMITTEE ROOMS, WEST WING, GUILDHALL

Members: Deputy Andrien Meyers (Chair) Caroline Haines (Ex-Officio Member)
Joanna Tufuo Abeyie (Deputy Florence Keelson-Anfu
Chairman) Gregory Lawrence
Deputy Randall Anderson Deputy Charles Edward Lord
Alderman Sir Charles Bowman Judith Pleasance
Deputy Peter Dunphy Deputy Henry Pollard
Mary Durcan

Enquiries: **Kate Doidge**
Kate.Doidge@cityoflondon.gov.uk

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Ian Thomas CBE
Town Clerk and Chief Executive

AGENDA

Part 1 - Public Agenda

1. **APOLOGIES**

2. **MEMBERS' DECLARATIONS UNDER THE CODE OF CONDUCT IN RESPECT OF ITEMS ON THE AGENDA**

3. **MINUTES**

To approve the public minutes and non-public summary of the meeting held on 4th September 2024.

For Decision
(Pages 5 - 10)

4. **INTRODUCTION TO THE EQUALITIES DIRECTOR**

5. **EQUITY, EQUALITY, DIVERSITY & INCLUSION (EEDI) REVIEW UPDATE**

Report of the Chief Strategy Officer.

For Information
(Pages 11 - 20)

6. **SOCIAL MOBILITY EMPLOYER INDEX BENCHMARKING UPDATE**

Report of the Chief Strategy Officer.

For Information
(Pages 21 - 26)

7. **PROGRESS TOGETHER UPDATE**

The Director of Innovation and Growth to be heard.

For Information
(Verbal Report)

8. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE SUB COMMITTEE**

9. **ANY OTHER BUSINESS THAT THE CHAIR CONSIDERS URGENT**

10. **EXCLUSION OF THE PUBLIC**

MOTION: That under Section 100(A) of the Local Government Act 1972, the public be excluded from the meeting for the following item(s) on the grounds that they involve the likely disclosure of exempt information as defined in Part I of Schedule 12A of the Local Government Act.

For Decision

Part 2 - Non Public Items

11. **NON-PUBLIC MINUTES**

To approve the non-public minutes of the meeting held on 4th September 2024.

For Decision
(Pages 27 - 30)

12. **EVENTS AND VENUE ACCESSIBILITY**

Report of the City Remembrancer.

For Information
(Pages 31 - 46)

13. **NON PUBLIC QUESTIONS ON MATTERS RELATING TO THE WORK OF THE SUB COMMITTEE**

14. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE SUB COMMITTEE AGREE SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**

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EQUALITY, DIVERSITY & INCLUSION SUB-COMMITTEE **Wednesday, 4 September 2024**

Minutes of the meeting of the Equality, Diversity & Inclusion Sub-Committee held at COMMITTEE ROOMS, WEST WING, GUILDHALL on Wednesday, 4 September 2024 at 1.45 pm

Present

Members:

Joanna Tufuo Abeyie (Deputy Chairman)
Deputy Randall Anderson
Deputy Peter Dunphy
Deputy Charles Edward Lord
Deputy Ann Holmes

Officers:

Dionne Corradine	- Chief Strategy Officer
Alice Reeves	- Corporate Strategy & Performance
Sacha Than	- Corporate Strategy & Performance
Cindy Vallance	- People and Human Resources
Kaye Saxton-Lea	- People and Human Resources
Genine Whitehorne	- People and Human Resources
Sonia Virdee	- Chamberlain's Department
Paul Wright	- Remembrancer
Holly Booth	- Remembrancer's Department
Damian Nussbaum	- Director of Innovation & Growth
Omkar Chana	- Innovation & Growth
Lorraine Oyik	- City of London Police
Mark Gettleson	- Town Clerk's Department
Polly Dunn	- Town Clerk's Department
Kate Doidge	- Town Clerk's Department

1. APOLOGIES

Apologies were received from Andrien Meyers (Chair), Caroline Haines, and Florence Keelson-Anfu.

Alderman Sir Charles Bowman and Judith Pleasance observed the meeting virtually.

2. MEMBERS' DECLARATIONS UNDER THE CODE OF CONDUCT IN RESPECT OF ITEMS ON THE AGENDA

There were no declarations.

3. MINUTES

RESOLVED – That the public minutes of the previous meeting held on 26th June 2024 be approved as a correct record.

Under matters arising, an update was requested on the matter raised as the previous meeting regarding the Chaplaincy at the City of London Corporation. The Sub Committee heard that a number of meetings had been held with the Chaplain of St Lawrence Jewry on how to review the chaplaincy offer, and a page had been launched on the intranet. Members of the Sub Committee would be followed up on this matter.

4. **EQUITY, EQUALITY, DIVERSITY, AND INCLUSION (EEDI) REVIEW - TERMS OF REFERENCE**

The Sub Committee received a report of the Chief Strategy Officer, concerning the draft Terms of Reference for the Equity, Equality, Diversity, and Inclusion (EEDI) Review. It was explained that, subject to decision, a firm would be appointed in either October or November 2024, and a draft report would be received by the Committee in early 2025.

RESOLVED – That Members endorse the Terms of Reference of the EEDI Review.

5. **EQUITY, EQUALITY, DIVERSITY, AND INCLUSION (EEDI) STAFF SURVEY RESULTS 2024**

The Sub Committee received a report of the Chief People Officer and Executive Director of People and HR, concerning the overall findings of the recent staff survey to assess employee satisfaction, engagement, and areas for improvement within the organisation. The report specifically highlighted the Equity, Equality, Diversity, and Inclusion (EEDI) responses collected during the survey.

The Sub Committee welcomed Costa Antoniou from People Insight and received a presentation of the slides included within the agenda pack. Questions and comments were made of the presentation, as follows:

- On the cross over of demographics, there were some observations to be made, such as on age and length of service, and that those who were disabled having generally lower or less favourable responses to questions.
- The Sub Committee noted and expressed concerns on responses relating to Members. It was queried whether this was benchmarked. The response was that this was not benchmarked for Members specifically. Scores for senior leadership teams (SLT) could also vary dependant on the organisation. The Sub Committee heard that the concerns raised following the staff survey on members was being addressed, such as via a member behaviour review which was due to be received by the Policy & Resources Committee. It was further explained that there was a piece of work to educate and explain the role of elected members within the organisation, such as at the new staff induction, and attending the new internal EEDI Staff Forum.
- The option to include free text was not included for each question, as this could have caused user fatigue. It could be considered for future surveys.

- Relating to the ‘honeymoon period’, or those recent employees tended to react more positively, the Sub Committee heard that it was becoming more typical that this positivity would reduce after one year of service, whereas previously this had been closer to three to five years.
- In terms of the workplace attendance, typically many organisations required employees to work two to three days in the office per week. Some organisations viewed it as a risk to move to four days a week, as it could cause retention issues.
- The questions on EEDI varied at a team level, and where an officer worked could also influence the data.
- The next steps following this staff survey were to work toward increasing the reported rates across all the protected characteristics. There was a campaign for staff to update their records to report this data. It was hoped that this would increase, to help prioritise activities relating to EEDI that related to staff survey responses.
- The Town Clerk had commissioned work with the lens of EEDI, such as events including talks on racism. All Chief Officers were being held into account with the actions required following the staff survey, which included working to improve those respondents who were neutral.
- The People Strategy had a range of initiatives on cultural development, talent, behaviour, and management. It was hoped that this would assist in increasing reporting on EEDI and assist in prioritising and making real cultural changes.

RESOLVED – That the report be received, and its contents noted.

6. **CITY OF LONDON POLICE (COLP) EQUITY, DIVERSITY & INCLUSION STRATEGY 2024-2027**

The Sub Committee received a report of the Commissioner of Police, concerning the City of London Police’s Equity, Diversity and Inclusion Strategy for 2024-27.

A Member queried how the Strategy would directly affect the low female participation within the force. The response was that there were some initiatives, such as a sponsorship programme, to increase recruitment. It was observed that though there was a high number of female staff overall, this did not translate into the number of officers.

RESOLVED – That the report be received, and its contents noted.

7. **PRESENTATION ON CITY’S FINANCES**

The Sub Committee heard a verbal report of the Chamberlain, concerning an update on the current position of the City’s Finances, following requests from the Sub Committee on the resources and prioritisation of resources for the EEDI portfolio.

The Sub Committee had sight of a presentation which covered the challenges for the City Fund and the City Estate, and the Medium-Term Financial Plan. With the capital programme, the ambitions were over-exceeding the funds available. There were also the challenges with operational property, an aging

estate, and major projects. The City Fund had to be balanced across a Medium-Term Financial Plan, but also the budget needed to be balanced year-on-year. It was forecasted that in a few years, the deficit would not be balanced, and this needed to be addressed. With the City Estate, this operated on a drawdown of assets. However, if the Corporation continued without change, there would no longer be a City Estate.

The Sub Committee heard that the challenges were how to fund areas of pressures at the Corporation, without adding to the deficit and making cuts. It was a question of how to re-prioritise resources, to ensure that the Corporation was providing services to the right place. The Court of Common Council had approved a temporary funding contingency for EEDI, and the next steps were looking into re-prioritising resources to ensure that the EEDI function was supported in the future.

RESOLVED – That the verbal report be noted.

8. **CITY BELONGING**

The Sub Committee heard a verbal report of the Executive Director of Corporate Communications and External Affairs, concerning the City Belonging project. The presentation was received by the Sub Committee as it was a programme of activity which incorporated EEDI.

The Sub Committee heard of the engagement challenge within the City of London, with its unusual community, it was hard to reach using traditional communication methods, especially workplaces. The solution was to launch the City Belonging project, which sought to bring together workplaces and their staff utilising their staff networks and internal communication to reach the wider workplace and foster a community within the City of London. The next steps were to increase the contact with staff network leads and set up a new-starter programme. The project could address diversity and inclusion issues both internally and externally, including considerations on cultural change on how to put City Belonging and EEDI front and centre when thinking about community and events.

The work to create a central Customer Relationship Management (CRM) system thus far were noted, and it was queried what the plans to create a single database. The Sub Committee heard that there were plans to create a City Corporation owned dataset, such as the Digital Lighthouse Project, which could be stored centrally and be used to identify gaps in data. There was some data collect by the Corporation, such as for electoral registration, which could not be shared. However, other data collected could be fed back to Electoral Services.

It was raised that chains, such as coffee shops, would have a separate central HR function, which could raise issues. The response was that the project could not be perfect for every situation, and it was important to maintain contact details of the manager of the local shops to combat these issues.

RESOLVED – That the verbal report be noted.

9. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE SUB COMMITTEE**

There were no public questions.

10. **ANY OTHER BUSINESS THAT THE CHAIR CONSIDERS URGENT**

There were no public items of urgent business.

11. **EXCLUSION OF THE PUBLIC**

RESOLVED - That under Section 100(A) of the Local Government Act 1972, the public be excluded from the meeting for the following item(s) on the grounds that they involve the likely disclosure of exempt information as defined in Part I of Schedule 12A of the Local Government Act.

12. **EVENTS AND VENUE ACCESSIBILITY**

The Sub Committee received a report of the Remembrancer, concerning events and venue accessibility at Guildhall and the City's other large venues.

13. **EEDI AND EVENTS: WORKING GROUP AND DIVERSITY QUESTIONNAIRE**

The Sub Committee received a report of the Remembrancer, concerning a Diversity Questionnaire for City Corporation events.

14. **NON PUBLIC QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**

There were no non-public questions.

15. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE COMMITTEE AGREE SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**

NOTE – During this item, the Committee agreed that, under Standing Order No.40, the meeting be extended in order to conclude its business.

Two items of non-public urgent business were raised.

The meeting ended at 3.51 pm

Chairman

Contact Officer: Kate Doidge
Kate.Doidge@cityoflondon.gov.uk

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City of London Corporation Committee Report

Committee(s): Equality, Diversity, & Inclusion Sub-Committee	Dated: 22/11/2024
Subject: Equity, Equality, Diversity and Inclusion (EEDI) Review Update	Public report: For Information
This proposal: <ul style="list-style-type: none"> Delivers Corporate Plan 2024-29 outcomes 	Equalities underpin all Corporate Plan 2024-29 outcomes Equality Objectives 2024-29 People Strategy 2024-29
Does this proposal require extra revenue and/or capital spending?	Yes
If so, how much?	£20,000
What is the source of Funding?	Funding met through 23-34 contingency
Has this Funding Source been agreed with the Chamberlain's Department?	Yes
Report of:	Dionne Corradine – Chief Strategy Officer
Report author:	Sacha Than – EDI Governance Lead, Corporate Strategy and Performance

Summary

This paper outlines activities since the last meeting of the EDI Sub Committee in relation to the Equity, Equality, Diversity and Inclusion (EEDI) Review. This is activity requested by Members to better understand and baseline the current position re EEDI and make recommendations regarding activity to realise our ambitions to become world class.

As previously agreed with Members, the tender process was completed across September and October 2024 to procure a specialist consultancy to undertake the Review.

Following a successful tender exercise, Belonging Pioneers have been awarded the contract to lead the Review.

Work will now begin at pace to conduct a detailed analysis in order for the consultants to produce a series of outputs setting out how to drive positive change, possible approaches to achieving EEDI goals, and mechanisms through which EEDI can be embedded throughout the culture of the City Corporation internally and externally.

This work will take place from 5 November 2024 to 1 April 2025.

Recommendation(s)

Members are asked to:

- Note the award of the contract to Belonging Pioneers.
- Note the next steps and process for the Review until 1 April 2025.

Main Report

Background

1. In November 2023, organisational structural changes saw the EEDI portfolio move to the remit of the Chief Strategy Officer. Gaps, duplication, and a lack of direction in the EEDI space resulted in piecemeal interventions, many delivered without clear outcomes, impact, or success measures. In a confidential session at the December 2023 EDI Sub Committee, Members agreed to address the immediate challenges through four priority areas:
 - a. Support to the EDI Team
 - b. Ensure the Corporation is compliant in its equality duties and commitments
 - c. Take stock of and prioritise three political EEDI commitments (the Equality Objectives, Tackling Racism Taskforce recommendations, and address EEDI data gaps
 - d. Scope and agree the Terms of Reference with Members for an EEDI Review
2. Four stages were identified to establish key infrastructure for the Corporation's EEDI ambitions with associated workstreams. These are spread over a five-year period, from 2024-2029 aligned to aid delivery of the Corporate Plan, People Strategy and Equality Objectives all running during the same period. We are currently in the first stage, with the EEDI Team working with others to stabilise the function. The four stages are:
 - a. Stabilise
 - b. Strengthen
 - c. Sustain
 - d. Soar
3. Throughout 2024, work has taken place at pace to stabilise the EEDI function. There is still a significant amount of work to fully realise ambitions. However, the initial phase has already made significant progress, including achieving compliance with the Equality Act 2010, mapping the EEDI officer governance function to identify key stakeholders and streamline collaboration, and achieving a respectable result in this year's Social Mobility Employer Index (a jump of 29 places – from 87 to 58).
4. At the 4 September meeting of the EDI Sub-Committee, Members endorsed the EEDI Review's Terms of Reference which provided:

- a. Confirmation of scope
 - b. Inputs to inform and shape the Review
 - c. An outline of outputs upon completion
5. It was agreed that the EEDI Review would be conducted through an internal and external lens, assessing and evaluating policies, practices, services, and culture. It will consider the City Corporation’s role as a Local, Port and Police Authority and have due regard for its functions and relevant legislation.
 6. It was agreed that consultants would be appointed to conduct the Review. They would be asked to make recommendations to drive positive change and impact, improve corporate performance and set out approaches to ensure the City Corporation achieves its EEDI goals.

Current Position

7. Following the September EDI Sub Committee meeting; a full tender exercise was carried out across September and October. Consultants were asked to demonstrate how they would achieve the scope of the Review within the timelines as set out in the Terms of Reference, provide examples of conducting similar projects, and outline key mechanisms to enable the City Corporation to become world class in the EEDI space.
8. Led by the Chief Strategy Officer, a review of the bids submitted took place with the EDI and Procurement Teams. Throughout this stage, the Chair and Deputy Chair of this Sub Committee were kept updated on progress.
9. Belonging Pioneers, a SME, ethnic minority, female owned business met all our requirements on responsible procurement and performed strongly across the technical exercises. They clearly set out how they would enable us to baseline and probe our current and future ambitions in the EEDI space internally and externally. It was therefore agreed to award the contract for the Review to Belonging Pioneers to begin work on 5 November 2024 until 1 April 2025; this decision was communicated to the Chair and Deputy Chair of the EDI Sub Committee for their information.

Proposals

10. To meet the tight timelines of the Review, the work will be phased with funding for Phase 1 agreed with the consultants. This will consist of fact finding, data collection, baselining, identifying gaps and risks, and recommendations for next steps. This will be achieved through the following high level and comprehensive approach:

November- December 2024	Document review to capture the starting state and aspirations
December 2024	Survey of 200 respondents

December 2024	Interviews with key stakeholders
January 2025	Listening circle to better understand what works/could be better with respect to EEDI
January 2025	Workshop to synthesise findings from the work thus far into tangible outcomes
February EDI Sub Committee Meeting	Baseline assessment presentation
March 2025	Draft report for consultation with Steering Group
April 2025	Final report of findings and recommendations

11. Each of the above elements will be delivered in close collaboration with the EDI Team including the newly appointed Equalities Director. For the document review to be successful, all EEDI Leads across the City Corporation will be asked to contribute. This approach will ensure that all departments and Institutions feed into the Review.

12. A dedicated EEDI presentation will be brought to the 18 November meeting of the Executive Leadership Board. The Chief Strategy Officer will provide an update on the Review outlining the milestones and details of how the Executive Leadership Board and their departments can engage and input. A similar update will be given at the December meeting of the EEDI Forum to ensure the EEDI Leads, Staff Network Co-Chairs, Trade Union reps, and other key officer stakeholders are kept informed.

13. As per the Terms of Reference, a Steering Group has been established with key stakeholders to contribute to, inform, and guide the Review. The Steering Group will be asked to provide recommendations of who should be put forward for the survey, interviews, listening circle and workshop. Regular updates will be provided to Steering Group members with their views sought over the coming months. The group is comprised of:

- Chair and Deputy Chair of EDI Sub Committee
- Chief Commoner
- Chief Strategy Officer
- Representative from Comptrollers
- Service Delivery Chief Officer
- Representative from an Institution
- Representative from Remembrancers
- Representative from HR
- Governance Representative
- Neutral Representative / Critical friend (to provide an objective and critical perspective on discussions and decisions, ensuring balanced and thorough consideration of all viewpoints)

14. The final products provided by the consultants at the end of Phase 1 will be:

- a) a report of findings with insights and recommendations to drive positive change (including physical, environmental, and cultural)
- b) priorities and initial recommendations for moving forward
- c) a documented toolkit for tracking readiness and progress towards achieving Brilliant Basics and progressing on the journey towards World Class.

15. Following receipt of the Phase 1 products, a decision will need to be made by the EDI Sub Committee as to whether we should proceed to Phase 2 post April 2025. This would include the provision of training, workshops and materials to support the implementation of recommended changes.

Key Data

16. Data is critical to effective delivery of this work. Data gathering will be conducted through the document review, surveys, and interviews. The data validation and alignment will be completed via the listening circle and workshop.

17. This data collection will enable the consultants to:

- successfully understand the City Corporation
- gain the perspectives of internal and external stakeholders
- identify gaps and risks
- identify areas of commonality and difference
- create opportunities for engagement
- and ultimately make recommendations as to how to embed EEDI throughout the culture of the City Corporation

Corporate & Strategic Implications

Strategic implications – The approach and focus are to better understand, grip and address strategic EEDI priorities now and in the future with particular emphasis on delivering the Equality Objectives 2024-2029, Corporate Plan 2024-2029 and People Strategy 2024-2029.

Financial implications – Funding is required to carry out this activity. The ask is cognisant of the financial challenges facing the Corporation, balanced with delivering the political EEDI priorities and meeting our statutory obligations. Work has taken place with Chamberlains to review the policy budget, and funds of £20,000 have been agreed. A budget of £20,000 has been agreed with the consultants for work to 1 April 2025. Any additional resource and financial considerations will be discussed with Members and Chief Officers (including the Chamberlain) if required¹.

¹ This is separate to the FY23/24 and FY24/25 agreed with Chamberlains related to the investment required to fund transformation of the Corporate EEDI Team.

Resource implications – The resourcing of the work outlined will be carried out by consultants with support from officers within the EEDI Team and wider Chief Strategy Officer Portfolio. Input from EEDI Officer governance through the EEDI Forum and other staff groups, as applicable e.g. corporate enablers and staff networks will be sought.

Legal implications – A representative from the Comptroller and City Solicitor’s Department has been asked to sit on the steering group to ensure that the Review has due regard to the City Corporation’s obligations in its role as a local, port and police authority.

Risk implications – The Review seeks to minimise negative impacts, identify and exploit opportunities and mitigate risks for City Corporation in relation to EEDI.

Equalities implications – The work taking place seeks to improve and enhance City Corporation’s EEDI offer.

Climate implications – none

Security implications – Ensuring City Corporation remains safe and secure from an EEDI perspective is one of the driving forces behind the work detailed throughout this report.

Conclusion

18. Work on the EEDI Review continues at pace. Over the coming months, the consultants will conduct fact finding through qualitative and quantitative data collection. Their findings will be used to create a report to Members setting out their baseline assessment, recommendations to drive change, and a documented toolkit for tracking readiness and progress towards achieving our EEDI goals. A decision will then need to be made post April 2025 by this Sub Committee as to next steps in relation to workshops, training, and the implementation of recommendations outlined within the report.

Appendices

EEDI Review – Terms of Reference

Background Papers

EEDI Work and Priorities – EDI Sub, 26 June 2024 report to EDI Sub Committee [Committee Report Template \(cityoflondon.gov.uk\)](#)

EEDI Review – Terms of Reference, 4 September 2024 report to EDI Sub Committee [Committee Report Template](#)

Sacha Than

EDI Governance & Coordination Lead, Corporate Strategy and Performance

E: sacha.than@cityoflondon.gov.uk

Terms of Reference

Review of the City of London Corporation's Equity, Equality, Diversity, and Inclusion (EEDI) practices

1. Rationale

- 1.1 Our ambition is to be world-class, starting with building brilliant basics. Establishing this solid foundation is crucial for our success. The Review should provide recommendations on how to achieve and move beyond brilliant basics.
- 1.2 Getting EEDI right is integral to achieving both, explicitly through delivery of the Equality Objectives and implicitly through the Corporate Plan, People Strategy and wider transformation
- 1.3 We require a coherent, evidence-led approach that helps articulate our priorities and desired impact. Pockets of good practise exist but these are inconsistent, leading to criticisms re inequity and unfairness.

2. Scope:

- 2.1 We need to clarify and agree what exists, what we are seeking to achieve internally and externally, what should be prioritised, and where the gaps and risks are. Embedding EEDI throughout the culture of the organisation and creating opportunities for engagement needs to underpin this work.
- 2.2 At a granular level, the Review should assess and evaluate current practices, policies, and culture related to EEDI. We have a hub and spoke governance model; in some instances, the Institutions may have different priorities and urgencies to the corporate centre. The intention for the Review is to consider the mechanisms in place, areas of commonality and difference (with rationales) and how to facilitate greater collaboration. The Review must take into account that we are a Local, Port, and Police Authority and therefore have due regard for our functions and relevant legislation. It should have an internal and external lens, considering staff, Members, and service users.
- 2.3 Scope to include:
 - Resources (people, money, materials)
 - Policy & guidance (reflecting modern day society now and in the future)
 - EEDI Learning & Development
 - Infrastructure (processes, systems, governance, benchmarking)
 - Services (advice, comms & engagement, tools, accessibility, equity)
 - Data (measures, success criteria)
- 2.4 Out of scope to include:
 - Pay, reward, and T&Cs
 - Ambition 25 (e.g. EEDI career paths and or job families)
 - HR policies
 - Lord Mayor's Show and Lord Mayor's Programme
 - Member / Committee governance
 - Elections

3. Inputs/Insights

3.1 The following should be used to inform and shape the Review:

- To have due regard for our obligations under the Public Sector Equality Duty: <https://www.gov.uk/government/groups/review-of-public-sector-equality-duty-steering-group>
- The Equality Objectives 2024-2029: [Equality and inclusion - City of London](#)
- Your Voice Matters 2024 Staff Survey results
- Corporate Plan 2024-2029: [Our Corporate Plan 2024-29 - City of London](#)
- People Strategy 2024-2029: [Our People Strategy 2024-29 - City of London](#)
- Ambition 25: [What is Ambition 25? \(sharepoint.com\)](#)
- City Belonging: [The City Belonging Project](#)
- Institution EDI Strategies e.g. City of London Police: [City of London Police - Our People - Equity, Diversity and Inclusion Strategy 2024-2027](#)
- [Destination City Review](#)
- [Internal and external audits, consultations and surveys relating to, or recommendations on City Corporation EEDI activities and practises](#)

4. Deliverables

4.1 The Review should provide recommendations to drive positive change (physical, environmental and cultural) and set out approaches to ensure that the Corporation achieves its intended goals related to EEDI.

4.2 Outputs should be informed by and designed to sit alongside and complement relevant strategies such as the Corporate Plan and People Strategy 2024-29, and current workstreams such as City Belonging Project. Upon completion of the Review, we would expect:

4.3 Final Outputs:

- Produce a report with insights and recommendations e.g.
 - assessment of starting state (qualitative and quantitative)
 - suggested approaches and areas where the Corporation could lead, enable, sponsor/convene, deliver through others etc
 - success measures/criteria (quantitative and qualitative)
 - a methodology to prioritise EEDI activities to achieve maximum impact/ value
 - a maturity model that others can use to self-assess where they are and what steps could be taken to become more inclusive, equitable and actions moving forward
- Toolkit with templates and materials re good practise, benchmarking, sign-posting to suggested experts in the field on topics relevant to Corporation areas of interest and delivery

4.4 Activities to complement the outputs:

- Presentation of findings to relevant stakeholders, including:
 - Members via EDI Sub Committee, Policy and Resources Committee, Corporate Services Committee
 - Staff through the Senior Leadership Team, Executive Leadership Board, EEDI Forum (Departmental Equality Reps, Corporate enablers, Trade Unions, Staff Network Co-Chairs), Staff Networks (Sponsors and Co-Chairs)

- Training sessions, workshops and materials to support the implementation of recommended changes

5. Budget

5.1 £20,000 to fund the Review has been agreed with Chamberlain's.

6. Stakeholders

6.1 Decision making:

- Chief Strategy Officer – sponsor & SRO
- EDI Team (Sacha Than) Project manager
- EDI Sub Committee to approve the Terms of Reference, receive progress reports, and consider, discuss and approve next steps for recommendations.
- SLT
- ELB to receive a copy of the Terms of Reference via email for their input.

6.2 Proposed steering group:

- Chair and Deputy Chair of EDI Sub Committee
- Chief Commoner
- Chief Strategy Officer
- Representative from Comptrollers
- Service Delivery Chief Officer
- Representative from an Institution
- Representative from Remembrancers
- Representative from HR
- Governance Representative
- Neutral Representative / Critical friend (to provide an objective and critical perspective on discussions and decisions, ensuring balanced and thorough consideration of all viewpoints)

6.3 Reference group:

- EEDI Forum (Membership includes Trade Unions, Departmental Equality Reps, Staff Network Co-Chairs, and representatives from the Institutions).
- Staff Network Co-Chairs and Sponsors
- Institution Heads and/or their nominees
- People & Human Resources
- Comptrollers
- City Belonging
- Member Services

7 Timeline and approval

7.1 The timeline for the Review is as follows:

- August – October 2024: Mini tender exercise appointing a consultant with the Chair and Deputy Chair of EDI Sub as part of the panel
- September 2024: Terms of Reference to be endorsed by EDI Sub Committee
- September 2024: Discussion on the EEDI Review to take place at the EEDI Forum
- October-November 2024: EEDI Review contract awarded

Terms of Reference



- November 2024 (latest) – January 2025: Consultants conduct fact finding exercises
- November 2024: Update on appointment of consultants to EDI Sub Committee
- January – February 2025: Consultants to develop recommendations
 - Early findings shared with EDI Sub Committee (January)
 - Comments from Members invited by correspondence in advance of the pre-election period (February)
- March 2025: Chief Officer engagement on consultation recommendations
- April 2025: Implementation planning (2025 and beyond)
- May 2025: Agree recommendations and implementation plan with EDI Sub Committee and other relevant committees (Committee dates tbc at the time of writing)

Contact

- **Sacha Than, EDI Governance and Coordination Lead, Corporate Strategy & Performance Team**

City of London Corporation Committee Report

Committee(s): Equality, Diversity, & Inclusion Sub-Committee	Dated: 22/11/2024
Subject: Social Mobility Employer Index Benchmarking Update	Public report: For Information
This proposal: <ul style="list-style-type: none"> • Delivers Corporate Plan 2024-29 outcomes • Provides business enabling functions 	Equalities underpin all Corporate Plan 2024-29 outcomes Equality Objectives 2024-29 People Strategy 2024-29
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:	Dionne Corradine – Chief Strategy Officer
Report author:	Alice Reeves – Interim EDI Director

Summary

City Corporation has achieved a ranking of 58th in the Social Mobility Employer Index, a benchmarking tool, this year. This is significant progress on the previous years’ result of 87th and is a direct consequence of major collaborative efforts across the organisation.

Upcoming activity is now underway to continue to develop our corporate offering on social mobility in future. This is being led by the new Equalities Director and will focus on delivering against our Equality Objectives 2024-29, and the specific objective on Social Mobility. Our aim is also to improve our index ranking in future and use ongoing benchmarking as a mechanism to demonstrate progress.

Recommendation(s)

Members are asked to:

- Note the social mobility employer index result
- Note that feedback from the Social Mobility Foundation has been received, and is being reviewed with a view to developing cross-cutting activity that will support our Equality Objective on Social Mobility

- Note the intention to return to this sub-committee with a draft programme of activity for social mobility in City Corporation in February 2025

Main Report

Background

1. City Corporation is committed to enhancing social mobility, both for staff and for the communities and stakeholders we serve. Social mobility has implications extending from individual opportunities to societal cohesion and economic prosperity and City Corporation recognises its responsibility to foster an environment conducive to upward mobility for all.
2. Social mobility is one of our four published Equality Objectives¹ reflecting the commitment to diversity, equity, and inclusion. The specific objective is set out as follows:

Someone's socio-economic background should not limit their potential to flourish. Activities (cognisant with the Social Mobility Index recommendations for improvement) may include:

 - Continue to use our influence to advance socio-economic diversity across the City, building on the success of the Socio-Economic Diversity Taskforce report and its recommendations.
 - Collaborate with a variety of communities to enable opportunities for those from lower socio-economic backgrounds to get in, get on, and belong in the City Corporation.
 - Continue to measure our performance as an employer across the eight areas set out in the Social Mobility Index.
 - Closer working across the City of London Corporation family to tackle barriers collectively and holistically for underrepresented groups.
3. Our current framework and mechanisms advancing social mobility within City Corporation have progressed significantly during 2024. These are made up of
 - a. Equality Objectives 2024-29: distinct objective on social mobility
 - b. Corporate Plan 2024-29: which commits us to improving social mobility and reduce inequalities
 - c. People Strategy 2024-29: provides structures to improve social mobility via internal mechanisms.

When combined, these aim to embed organisational outcomes to achieve an inclusive and diverse culture and articulate our focus on socio-economic diversity and intersectionality with both staff and external communities – achieving our ambition to be a world-class organisation.
4. The City Corporation worked with The Social Mobility Foundation to set up the Social Mobility Index (SMI) in 2017. The Index is an annual benchmarking and assessment tool for employers, showing performance on eight areas of employer-led social mobility.

¹ [Equality and inclusion - City of London](https://www.cityoflondon.gov.uk/about-us/plans-policies/equality-inclusion): www.cityoflondon.gov.uk/about-us/plans-policies/equality-inclusion

Current Position

5. Following a disappointing result last year, our submission this year involved collaboration from officers across City Corporation to gather as much input as available, while being cognisant of feedback from previous years. Consequently, our 2024 submission to the Social Mobility Foundation (submitted to this sub-committee on 7 June 2024) covered a wide a range of internal and external social mobility related activity.
6. This approach has resulted in City Corporation being the only Local Authority featuring in the top 75 employers, at 58th. 150 employers entered for 2024, including 51 new entrants from 26 sectors and involving just under 1 million employees. We see this as a respectable result from which we can continue to improve.
7. Our previous years' results have fluctuated – we now aim to retain and improve our future ranking, noting that the index is becoming more competitive as employers are increasing social mobility initiatives and benchmarking themselves².
 - 2018 we ranked 66 out of 106
 - 2019 we ranked 56 out of 125
 - 2020 we ranked 50 out of 119
 - 2021 we ranked 40 out of 203
 - 2022 we ranked 67 out of 149
 - 2023 we ranked 87 out of 143

Proposals

8. We have now received feedback from the Social Mobility Foundation that is being reviewed to inform and enhance our work on social mobility, with a view to developing a high-level plan for progress.
9. Immediate work also involves gathering input from Chief Officers and Institutional leaders to determine what options there are to drive forward social mobility in the short to medium term. This workshop is taking place at the Executive Leadership Board on 18 November and will be used to inform our work to enhance the social mobility offering.
10. Further work will be developed in close coordination with key internal stakeholders including HR, the EEDI Forum and the Social Mobility Network; it will also link to external facing initiatives managed by departments including Environment and DCCS, and - in due course - areas of work such as the City Belonging Project. Where further opportunities for external benchmarking are

² Note that entrants choose to be ranked publicly; some organisations opt out of this process, so overall totals of entrants may be higher than indicated. Comparing rankings year on year is not a reliable way of measuring our progress, as questions have evolved and different organisations have entered or withdrawn since 2018.

identified and/or opportunities for Members to get more closely involved, these will be flagged at the EDI sub-committee.

11. Plans will be brought back to this Committee as soon as they are available. Member input will then be sought on an outline programme of activity, informed by ELB, based on current efforts to increase social mobility and feedback from the Social Mobility Foundation, that will be brought to EDI sub-committee in February 2025. This plan will then be further informed by the EDI Review, due to report by the end of FY24/25.

Key Data

12. Data is critical to effective delivery of improving our social mobility offering. This summer major efforts and comms initiatives have taken place to improve internal disclosure rates on equalities data, including on social mobility. Developing a solid evidence base of staff demographics will help us to understand gaps and create opportunities for everyone to thrive. Data sharing on social mobility has made significant headway, and efforts will be ongoing to improve our data – and consequently be able to develop better targeted interventions to deliver against our Equality Objectives. Activity on improving equalities data is a priority and core workstream that underpins our Equality Objectives 2024-29.
13. Prior to July 2024 City Corporation collected no data on social mobility; in July an updated equalities questionnaire was launched with three questions on social mobility³ – to date we have achieved an average disclosure rate of 35% (with a range of between 2% and 55% depending on area). This month Chief Officers and Heads of Institutions are making a renewed effort to drive up numbers. It takes time and trust to increase equalities disclosure numbers, and ongoing efforts through 2025 and beyond will be needed to achieve our overall objective of 60% (the minimum needed for data analysis); noting that all questions offer the option not to disclose answers, our long-term objective is to reach an 80% disclosure rate, as this will be a major enabler to effective targeted interventions to improve diversity.

Corporate & Strategic Implications

Strategic implications – this work aligns with and will support the delivery of the Corporate Plan 2024-2029 (where equalities underpin all outcomes), People Strategy 2024-29 and Equality Objectives 2024-29, all of which form part of improving the corporate offering on equalities in general and social mobility specifically.

Financial implications - none

Resource implications – this work is managed by the EEDI team; however, input and delivery to achieve progress impacts upon other departments and institutions as it requires input and effort from across CoLC

³ The questions are: which type of school did you attend for the most time between ages of 11 and 16; did you receive free school meals at any point during your school years; were you the first in your immediate family to attend university; what was the occupation of your main household earner when you were 14.

Legal implications – none

Risk implications – none

Equalities implications – This work aims to increase diversity within the organisation; although social background is not a protected characteristic under the Public Sector Equality Duty 2010, Members have chosen to treat it as such; initiatives that are being developed as part of this work sit alongside activity that aims to increase diversity overall, and ensure we are compliant with the Public Sector Equality Duty 2010.

Climate implications – none

Security implications – none

Conclusion

14. This is a solid result, and improvement on our ranking in last year's social mobility employer index result. Efforts to develop and improve initiatives to increase social mobility will form part of our benchmarking submission in 2025 – our aim is to continue to improve our ranking.

Appendices

None.

Background Papers

Report to EDI Sub-Committee on the Social Mobility Index – 26 June 2024: [Report - Social Mobility Index.pdf](#)

Alice Reeves

Interim EDI Director

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